

**Department of Corporate and Community Services**

**Deputy Chief Executive: Caroline Innes BSc (Hons)**

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Date: 21 February 2020

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

**EAST RENFREWSHIRE COUNCIL**

A meeting of the East Renfrewshire Council will be held within the Council Chamber, Council Headquarters, Eastwood Park, Giffnock, on **Thursday 27 February 2020 at 10.00 am.**

The agenda of business is as listed below.

Yours faithfully

**Caroline Innes**

C INNES  
DEPUTY CHIEF EXECUTIVE

**Prior to the commencement of the meeting the Provost will make a statement that the meeting will be webcast live and recorded for later publicly accessible archive viewing.**

**PROGRAMME OF BUSINESS**

- 1. Report apologies for absence.**
- 2. Declarations of Interest.**
- 3. Submit for approval as a correct record and signature the Minute of meeting of the Council held on 18 December 2019.**
- 4. Submit for approval as a correct record the Minutes of meetings for the period 19 December 2019 to 26 February 2020.**

**5. Items Remitted to the Council:-**

- (i) **Local Policing Plan 2020-2023 (copy attached, pages 5 - 16)(Cabinet (Police & Fire) – 13 February 2020).**

**Cabinet (Police & Fire) Recommendation**

**That the 2020-2023 Local Policing Plan be approved.**

- (ii) **Treasury Management Strategy – Report by Head of Accountancy (Chief Financial Officer)(copy attached, pages 17 - 68)(Audit & Scrutiny Committee – 20 February 2020).**

**Audit & Scrutiny Committee Recommendation**

**Chair to report.**

**6. Statements by Conveners/Representatives on Joint Boards/Committees.**

- 7. Provost’s Engagements – Report by Deputy Chief Executive (copy attached, pages 69 - 70).**

- 8. Vision for the Future – Report by Chief Executive (copy attached, pages 71 - 126).**

- 9. Financial Planning 2020-2026 - Report by Head of Accountancy (Chief Financial Officer)(copy attached, pages 127 - 146).**

- 10. East Renfrewshire Council Revenue Estimates 2020/21 – Report by Head of Accountancy (Chief Financial Officer) (copy attached, pages 147 - 280).**

- 11. Capital Investment Strategy – Report by Report by Head of Accountancy (Chief Financial Officer) (copy attached, pages 281 - 372).**

- 12. General Fund Capital Plan 2020/21 to 2029/30 – Report by Head of Accountancy (Chief Financial Officer) (copy attached, pages 373 - 392).**

- 13. HRA Budget 2020/21 – Report by Director of Environment (copy attached, pages 393 - 402).**

- 14. Housing Capital Programme 2020/21 to 2024/25 – Report by Director of Environment (copy attached, pages 403 - 408).**

- 15. Changes to Pre-Determination Hearing Procedures – Report by Deputy Chief Executive (copy attached, pages 409 - 412).**

16. **Post of Director of Education – Report by Deputy Chief Executive (copy attached, pages 413 - 416).**
  
17. **Traffic Orders – Reports (3) by Director of Environment**
  - (i) **The East Renfrewshire Council (Disabled Persons’ Parking Places)(On-Street) Order 2020 (copy attached, pages 417 - 434).**
  
  - (ii) **The East Renfrewshire Council (Electric Vehicle Charging Place)(On-Street and Off-Street Car Parks) Order (copy attached, pages 435 - 450).**
  
  - (iii) **The East Renfrewshire Council (C9 Aurs Road, Barrhead to Newton Mearns)(30mph & 40mph Speed Limits) Order 2020 (copy attached, pages 451 - 456).**
  
18. **East Renfrewshire HSCP Integration Scheme – Report by Chief Officer – HSCP (copy attached, pages 457 - 502).**

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**East Renfrewshire  
Local Policing Plan  
2020-2023**



Our Plan to Improve the Safety and Wellbeing of  
People, Places and Communities in East Renfrewshire

**CONSULTATION DRAFT Version 0.4**

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## Introduction

This policing plan relates to the **East Renfrewshire** area which encompasses widely contrasting communities from densely populated areas such as Thornliebank, Clarkston and Newton Mearns to the semi-rural villages of Eaglesham and Uplawmoor. Local Policing services are provided from Giffnock and Barrhead Police Offices with specialist support provided by a variety of units from across the country.



East Renfrewshire has a population of just over 95,000 and this is expected to grow faster than the Scottish average in the coming years.\* This is partly due to new housing developments such as Maidenhill where 834 new homes, a new primary school and a community religious facility are being developed. In total, 3,311 new homes are planned for the area by 2029. People are attracted to East Renfrewshire due to the high quality of schooling in the area and also the good variety of open spaces that are available. These include the Rouken Glen and Cowan Parks and also the Whitelee Wind Farm which over 250,000 people have visited since it opened in 2009.

Recorded crime rates in East Renfrewshire are amongst the lowest in Scotland. However, like many other areas, it does have pockets of deprivation and associated social challenges. This local policing plan aims to highlight these challenges and some of the steps we intend to take to deal with them. As key partners in the East Renfrewshire Community Planning Partnership, we share the vision of making East Renfrewshire an attractive and thriving place to grow up, work, visit, raise a family and enjoy later life.\*



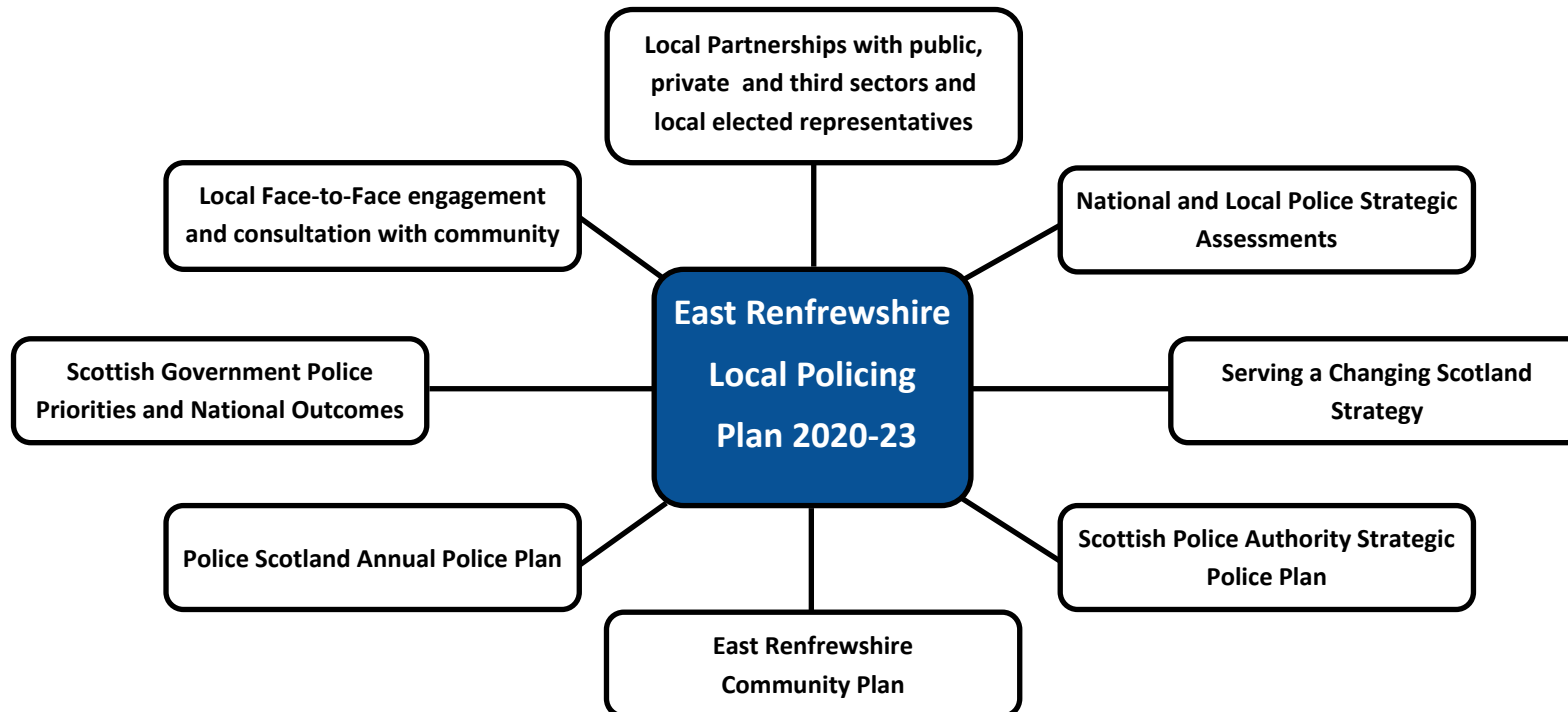
\**East Renfrewshire Community Plan*

## Introduction (continued)

This Local Policing Plan sets out the local policing priorities for East Renfrewshire for 2020-2023. The plan is a statutory requirement under the Police and Fire Reform (Scotland) Act 2012 and forms part of a broader planning process which takes account of the Scottish Government's vision for public services, the Police Scotland Annual Policing Plan and the Police Scotland 'Serving a Changing Scotland' Strategy. It details local and national priorities identified as being significant to the communities of East Renfrewshire and the way in which Greater Glasgow Division will respond in order to reduce the associated threat, risk and harm. This Local Policing Plan is designed to deliver positive outcomes for the people of East Renfrewshire. It is closely linked to the Fairer East Ren Plan and the Locality Plans that detail more localised responses, in different parts of the community.



## Local Policing Plan Key Drivers





## East Renfrewshire Community Plan

East Renfrewshire Community Planning Partnership works for and with communities to ensure that everyone has an excellent quality of life. The 'Fairer East Ren' plan, as part of the wider Community Plan, outlines 4 key themes:

- Reducing the impact of child poverty
- Improved employability
- Improving mental health and wellbeing
- Reducing social isolation, loneliness and increasing safety



The plan outlines focus and priority areas, how these were established, and what the vision and aim is for these areas. It also evidences the importance of partnership working. Details of the plan can be accessed here — [East Renfrewshire Community Plan](#).

## Policing in East Renfrewshire

Effective policing will **reduce the impact of child poverty** and **improve employability** by identifying individuals who are in need of support and signposting them to the appropriate agencies. Key to this are our schools based officers who work with 7 secondary schools and 23 primary schools across the Local Authority. Responding to what individuals and communities want and need, we aim to make them feel safer.

Working closely with communities, businesses and individuals and making better use of existing resources will enable true partnership responses to support ongoing work addressing longer-term underlying issues. Poor mental health can have a devastating effect on people and by raising awareness and maximising opportunities to refer individuals to vital support services, we **will improve mental health and wellbeing**.

Greater Glasgow Division is committed to achieving and promoting a culture where people are treated with dignity and in line with our own core values of integrity, fairness, respect and human rights. We are committed to reducing the harm caused by crime and antisocial behaviour which can have a lasting effect on people leaving them feeling vulnerable and isolated. By tackling those responsible and providing support to victims, we aim to **reduce social isolation, loneliness and increase safety**.



# East Renfrewshire Local Policing Plan 2020-2023

**Our vision:** Policing for a safe, protected and resilient East Renfrewshire

**Our purpose:** Improve the safety and wellbeing of people, places and communities in East Renfrewshire

**Our values:** Fairness. Integrity. Respect. Human Rights

## Our local policing priorities

## Our areas of focus

**Crime**  
Reducing crimes of greatest concern and detecting offenders

Violent Crime    Crimes of Dishonesty    Disorder and Antisocial Behaviour    Cyber Crime

Hate Crime    Drug Supply and Manufacture    Road Safety    Sexual Offences

**Protecting Vulnerable People**  
Working with partners and the most vulnerable to reduce risk

Domestic Abuse    Adult Protection    Substance Misuse    Young People

Missing People    Vulnerable Road Users    Human Trafficking    Child Protection

## Outcomes

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

The needs of local communities are addressed through effective service delivery

The public, communities and partners are engaged, involved and have confidence in policing

Police Scotland is sustainable, adaptable and prepared for future challenges

Our people are supported through a positive working environment enabling them to serve the public

Focusing on our local policing priorities, we aim to deliver the positive outcomes highlighted, whilst promoting fairness in our communities and improved quality of life for residents to feel safe, included and socially connected.

COUNTER TERRORISM

DIVERSITY

Local Policing Priority:

## CRIME

Our focus is on reducing crimes that cause greatest concern and on detecting those responsible. In East Renfrewshire we will be focused on:

**Violent Crime** : We will ensure our officers are effectively deployed as part of our Tasking and Coordinating approach in priority locations. We will exploit investigative opportunities to bring offenders to justice. We will proactively manage known violent offenders in the community and we will make appropriate use of legislation and other more immediate options e.g. Fixed Penalty Notices.



**Crimes of Dishonesty** : We will identify crime patterns in relation to robbery, housebreaking and other acquisitive crimes. We will deploy specialist officers to ensure a knowledge of offences and offenders is developed and every effort is made to prevent crime by target hardening, raising awareness and engaging known offenders.



**Disorder and Antisocial Behaviour** : We will engage with partner agencies to ensure that licensed premises are operating in a responsible manner and not selling alcohol to young people. We will maximise opportunities to reduce disorder and antisocial behaviour through our weekly Greater Results in Partnership meeting.

**Cyber Crime** : We will adapt to improve our response to cyber crime investigations. Key areas of focus include online child sexual exploitation, cyber bullying and sophisticated organised cyber frauds.



Local Policing Priority:

## CRIME

Our focus is on reducing crimes that cause greatest concern and on detecting those responsible. In East Renfrewshire we will be focused on:

**Hate Crime** : We will deliver our ambitious Equality Action Plan in line with Police Scotland's Equality Outcomes. We will identify vulnerable communities and will provide appropriate advice, guidance and support. We will refer victims to appropriate support agencies and partners.



**Drug Supply and Manufacture** : We will continue to gather intelligence and enforce legislation to arrest those involved in the supply of controlled drugs. We will target those responsible for the manufacture and distribution of controlled drugs to reduce their availability and prevent harm in our communities.

**Road Safety** : We will robustly enforce road traffic legislation to influence driver behaviour and improve safety on the roads. We will utilise intelligence and analytical products to identify repeat offenders and will target individuals who drive whilst disqualified or under the influence of alcohol or drugs.



**Sexual Crimes** : We will work closely with partners to encourage victims to report offences. We will utilise specially trained staff to engage with victims, to ensure all available support is provided and a dedicated unit will oversee the management of offenders in the community.

Local Policing Priority:

## PROTECTING VULNERABLE PEOPLE

Our focus is on working with partners and the most vulnerable to reduce risk. In East Renfrewshire we will be focused on:

**Domestic Abuse** : We will continue to work closely with partners to encourage victims of Domestic Abuse to come forward and ensure they are fully supported. We will robustly target serial perpetrators of domestic abuse to ensure they are brought to justice and we will exploit legislation to reduce the vulnerability of victims or potential victims.



**Adult Protection** : We will ensure a multi-agency approach to adult protection to ensure vulnerable people are protected and supported. We will use all legislation available to enable us to better protect vulnerable people from exposure to danger and abuse. Some examples of vulnerable people include those whom are reported missing, elderly members of the community and those suffering from mental health issues.

**Substance Misuse** : We will progress priority work streams as part of a public health led approach within the Alcohol and Drug Partnership in line with Police Scotland's Drug Strategy. We will further develop effective approaches to assertive outreach and diversion such as the Positive Outcomes Project. We will provide methodical Senior Investigating Officer led investigations where deaths have occurred.



**Young People** : Police Scotland Youth Volunteers will continue to provide positive opportunities for young people. Campus officers will continue to maximise awareness raising opportunities of matters which may affect our young people. Prevention work continues with vulnerable young people to divert them from crime and provide alternatives, working in partnership with statutory and third party agencies.

Local Policing Priority:

## PROTECTING VULNERABLE PEOPLE

Our focus is on working with partners and the most vulnerable to reduce risk. In East Renfrewshire we will be focused on:

**Missing People** : We will treat each missing person investigation proportionately with appropriate levels of priority and resources, through ongoing assessment of the risk posed by the missing person to themselves or to other members of the public. This includes people reported missing from local schools and care homes.



**Vulnerable Road Users** : We will utilise media platforms to educate the public about road safety initiatives. We will undertake planned activity to reduce the vulnerability of specific sets of road users. We will continue to work with the Roads Department and other partner agencies to improve road safety around schools.



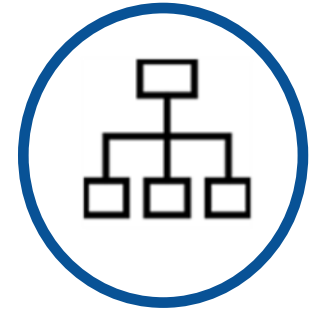
**Human Trafficking** : We will ensure that first responders are aware of the indicators that a person may have been trafficked and take appropriate action. We will develop a dedicated team to tackle Human Trafficking. The team will work closely with partners and will target those responsible for organising or directing Human Trafficking, whilst ensuring victims are fully supported and protected.



**Child Protection** : We will work with public bodies and organisations as Corporate Parents to ensure vulnerable children are safeguarded and supported. All child protection concerns reported to Police Scotland will be thoroughly investigated. In addition, we are committed to sharing information with other agencies to protect children, providing support and intervention when required.

### **Local Policing Delivery**

The area this plan relates to is the East Renfrewshire Local Authority which, together with East Dunbartonshire and Glasgow City, are covered by the Greater Glasgow Policing Division. The Division is led by a Local Police Commander (Chief Superintendent) who is supported by six Superintendents. This command team is supported by nine Area Commanders, and their respective teams, who are responsible for delivering the Local Policing Plans in their geographical commands.



The model for policing incorporates Local Policing Teams who respond to community information and provide preventative and reassurance policing. They are supported by Local Problem Solving Teams who tackle ongoing concerns and more protracted community issues. The Area Commanders are supported by two Detective Superintendents and four Detective Chief Inspectors who lead teams investigating serious crime, public protection and serious and organised crime groups. They also work with dedicated Detective Inspectors in their respective areas and have access to national specialist resources when required.

The Division also benefits from a number of School Campus Officers who service both secondary and primary schools where they provide safety advice, deal with criminal matters that arise within the school environment and work closely with partners providing early and effective intervention. A Local Authority Liaison Officer is embedded in the Council Headquarters and works with the Local Authority to deliver Community Planning Priorities.



### **Scrutiny Arrangements**

The Police and Fire Reform (Scotland) Act 2012 provides a framework for local scrutiny and engagement arrangements between Police, Fire and Rescue Service and the Local Authority. The current format has been in place since April 2013 and will continue with quarterly meetings where the Local Policing Commander supported by the Area Commanders presents a report to the Local Authority outlining police performance measured against the Local Policing Plan. This provides opportunities for locally elected members to examine and hold police to account in relation to the delivery of local policing services.

**Local Contact Details**

Police Scotland	Police Scotland
Giffnock Police Station	Barrhead Police Station
4 Braidholm Road	Main Street
Giffnock	Barrhead
G46 6HA	G78 2RA

Dial **999** for an emergency that requires urgent Police attention;

For non-emergency contact, call **101**, the single non-emergency number;

If you have information about crime in your area and wish to provide it anonymously, call **CRIMESTOPPERS** on **0800 555111**;

Service users who are deaf or have a hearing impairment can contact Police Scotland via **TextRelay** on **18001 101** for non-emergency, or **18000** in an emergency.

For more detailed information on how to contact your Local Policing Team please refer to the 'Your Community' section of the Force website at <http://www.scotland.police.uk/your-community/>

We will continue to keep in touch with you to keep you updated on the ongoing work being done to tackle the issues that are affecting life for you and your community.

You can also follow us on the following social media sites:

 [@http://www.twitter.com/GreaterGlasgPol](http://www.twitter.com/GreaterGlasgPol)

 [@Greater Glasgow Police Division](#)



EAST RENFREWSHIRE COUNCIL  
AUDIT AND SCRUTINY COMMITTEE

20 February 2020

Report by Head of Accountancy (Chief Financial Officer)

Treasury Management Strategy Report for 2020/21

**PURPOSE OF REPORT**

1. To advise the Audit and Scrutiny Committee on the treasury management strategy for the financial year 2020/21.

**RECOMMENDATIONS**

2. It is recommended that Members:-
  - (a) consider the content of the Treasury Management Strategy Report for 2020/21; and
  - (b) recommend to the Council that the Treasury Management Strategy for 2020/21 be approved, including the amended list of organisations for investment of surplus funds (Annex F); and
  - (c) recommend to the Council that they approve the policy on the repayment of loans fund advances, see section 3.4

**BACKGROUND**

3. In line with the CIPFA Treasury Management Code of Practice 2017, the Audit and Scrutiny Committee is responsible for ensuring effective scrutiny of the treasury management strategy and policies.
4. The attached Treasury Management Strategy Report for the financial year 2020/21 is submitted in accordance with this requirement.

**TREASURY MANAGEMENT STRATEGY FOR 2020/21 (TMS)**

5. The TMS for 2020/21 is attached (see Appendix 1).

**EQUALITY IMPACT**

6. A screening exercise has revealed that the Treasury Management Strategy has no direct relevance to the Council's equality duties

**Report Author**

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Report Date: February 2020

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**APPENDIX 1**

**EAST RENFREWSHIRE COUNCIL**

**TREASURY MANAGEMENT STRATEGY  
2020/21**

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## 1 Background

The Council is required to operate a balanced budget, which broadly means that cash received during the year will meet cash expenditure. A major aspect of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the Council's low risk appetite, ensuring adequate liquidity before considering investment return.

The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, being essentially longer term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet Council risk or cost objectives.

The contribution the treasury management function makes to the authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.

CIPFA defines treasury management as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions, the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

## 2 Reporting Requirements

2.1 The Council is required to receive and approve, as a minimum, three main reports on treasury activity each year, which incorporate a variety of policies, estimated and actual figures. These reports are as follows:-

a) **Treasury Management Strategy 2020/21** (this report).

This report is the most important of the three reports and covers:

- The capital plans of the Council (including prudential indicators);
- A policy for the statutory repayment of debt (how residual capital expenditure is charged to revenue over time);
- The Treasury Management Strategy (how the investments and borrowings are organised) including treasury indicators, and
- A permitted investment strategy (the parameters on how investments are to be managed).

- b) **Mid-Year Treasury Management Report** – This is primarily a progress report and will update members on the capital position, amending prudential indicators as necessary and whether any policies require revision.
- c) **Annual Treasury Report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimate within the strategy.

## 2.2 Scrutiny

These reports are required to be adequately scrutinised by committee before being recommended to the Council. This role is undertaken by the Audit and Scrutiny Committee.

## 2.3 Capital Investment Strategy

The CIPFA revised 2017 Prudential and Treasury Management Codes require all local authorities to prepare a capital investment strategy report, which will provide the following:

- A high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services
- an overview of how the associated risk is managed
- the implications for future financial sustainability

The aim of this capital investment strategy is to ensure that all elected members fully understand the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

## 2.4 Treasury Management Strategy for 2020/21

The treasury management issues covered by this report are:

### Capital Issues

- The capital expenditure plans and associated prudential indicators
- The loans fund repayment policy

### Treasury management issues

- The current treasury position
- Treasury indicators which will limit the treasury risk and activities of the Council
- Prospects for interest rates
- The borrowing strategy
- Policy on borrowing in advance of need
- Debt rescheduling
- The investment strategy and
- Credit Worthiness Policy

These elements cover the requirements of the Local Government in Scotland Act 2003, the CIPFA Prudential Code (the Prudential Code), the CIPFA Treasury Management Code and Scottish Government Investment Regulations.



## **2.5 Treasury Management Consultants**

The Council uses Link Asset Services Treasury Solutions as its external treasury management advisors.

The Council recognises that responsibility for treasury management decisions remains with the Council at all times and will ensure that it does not rely solely upon information and advice from its treasury advisors.

It also recognises however that there is value in employing external providers of treasury management services in order to gain access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

## **2.6 Council and Subsidiary Organisations**

The Treasury Management Strategy covers the treasury management activities for the Council (including any subsidiary organisations i.e. East Renfrewshire Culture & Leisure Trust).

# **3 The Capital Prudential Indicators 2020/21 – 2024/25**

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist members to overview and confirm them.

A summary of the indicators can be found in Annex A

## **3.1 Capital Expenditure (Prudential Indicator PI-1)**

This prudential indicator is a summary of the Council's capital expenditure plans, both those agreed previously and those forming part of this budget cycle. The indicator also includes expenditure financed by PFI and leasing type arrangements which, for the purposes of financial planning and reporting, must be treated as capital expenditure.

The following capital expenditure forecasts are in line with the general fund capital plan for 2020/21-2027/28 and housing capital plan 2020/21- 2024/25 which will be submitted to Council on 27 February 2020 together with the additional expenditure outlined above:

Capital Expenditure (PI-1) £'000	2018/19 Actual	2019/20 Probable	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
General Fund – Capital Programme	32,559	44,186	43,093	50,243	44,567	19,435	15,088
– Other Relevant Expenditure	-	-	-	-	-	-	-
<b>General Fund Subtotal</b>	<b>32,559</b>	<b>44,186</b>	<b>43,093</b>	<b>50,243</b>	<b>44,567</b>	<b>19,435</b>	<b>15,088</b>
<b>Housing</b>	<b>8,628</b>	<b>9,551</b>	<b>17,589</b>	<b>19,620</b>	<b>7,867</b>	<b>6,314</b>	<b>4,114</b>
<b>Total</b>	<b>41,187</b>	<b>53,737</b>	<b>60,682</b>	<b>69,863</b>	<b>52,434</b>	<b>25,749</b>	<b>19,202</b>

### 3.2 Capital Financing Assumptions

The table below summarises the capital expenditure plans for the general fund and how these plans are being financed. Any shortfall of resources results in a funding borrowing need.

General Fund £'000	2018/19 Actual	2019/20 Probable	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Capital Expenditure	32,559	44,186	43,093	50,243	44,567	19,435	15,088
Other Relevant Expenditure	-	-	-	-	-	-	-
<b>Total</b>	<b>32,559</b>	<b>44,186</b>	<b>43,093</b>	<b>50,243</b>	<b>44,567</b>	<b>19,435</b>	<b>15,088</b>
<b>Financed by:</b>							
Capital Receipts	1,903	101	4,450	850	-	-	-
Capital Reserve	8,466	1,200	-	-	-	-	-
Developer Contributions	693	594	1,366	854	906	724	734
Govt. General Capital Grant	6,866	7,957	5,346	6,634	6,634	6,634	6,634
Govt. Specific Capital Grants	7,363	7,317	6,250	675	1,515	675	1,115
Other Grants & Contributions	460	-	-	-	-	-	-
Repairs & Renewals Fund/CFCR	2,339	-	-	-	-	-	-
<b>Net Borrowing Requirement for the year</b>	<b>4,469</b>	<b>27,017</b>	<b>25,681</b>	<b>41,230</b>	<b>35,512</b>	<b>11,402</b>	<b>6,605</b>

As part of the long term capital planning process, the 2019/20 probable capital outturn has been reduced by £2,059,000 below the level reported to Cabinet on 28 November 2019. In addition the level and timing of capital income has reduced by £777,000, this therefore has impacted on the amount of borrowing required which has reduced by £1,282,000. These revisions will be incorporated within the 2019/20 monitoring report submitted to Cabinet during March 2020.

The table below summarises the capital expenditure plans for housing and how these plans are being financed. Any shortfall of resources results in a borrowing requirement.

<b>Housing £'000</b>	<b>2018/19 Actual</b>	<b>2019/20 Probable</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>	<b>2022/23 Estimate</b>	<b>2023/24 Estimate</b>	<b>2024/25 Estimate</b>
Capital Expenditure	8,628	9,551	17,589	19,620	7,867	6,314	4,114
<b>Financed by:</b>							
Capital Receipts – Right to Buy	204	-	-	-	-	-	-
Capital Receipts – Land Disposal	-	-	-	500	500	500	500
Recharges to Owners	-	300	100	100	100	100	100
Govt. Specific Capital Grants	2,898	1019	4,804	5,757	1,500	165	165
Commutated Sums	121	220	-	1,025	325	-	-
CFCR	300	-	-	-	-	-	-
<b>Net Borrowing Requirement for the year</b>	<b>5,105</b>	<b>8,012</b>	<b>12,685</b>	<b>12,238</b>	<b>5,442</b>	<b>5,549</b>	<b>3,349</b>

The table below summarises the borrowing requirement resulting from both the general fund (including PFI and leasing type arrangements) and housing capital plans.

<b>Borrowing Requirement £'000</b>	<b>2018/19 Actual</b>	<b>2019/20 Probable</b>	<b>2020/21 Estimate</b>	<b>2021/22 Estimate</b>	<b>2022/23 Estimate</b>	<b>2023/24 Estimate</b>	<b>2024/25 Estimate</b>
General Fund	4,469	27,017	25,681	41,230	35,512	11,402	6,605
Housing	5,105	8,012	12,685	12,238	5,442	5,549	3,349
<b>Net Borrowing Requirement for the year</b>	<b>9,574</b>	<b>35,029</b>	<b>38,366</b>	<b>53,468</b>	<b>40,954</b>	<b>16,951</b>	<b>9,954</b>

### **3.3 The Council's Borrowing Requirement (the Capital Financing Requirement – Prudential Indicator PI-2)**

The second prudential indicator is the Council's Capital Financing Requirement (CFR). The CFR is simply the total historic outstanding capital expenditure which has not yet been paid for from either revenue or capital resources. It is essentially a measure of the Council's indebtedness and so its underlying borrowing need. Any capital expenditure identified above, which has not immediately been paid for (e.g. via grants), will increase the CFR.

The CFR does not increase indefinitely, as prudent annual repayments from revenue need to be made which reflect the useful life of capital assets financed by borrowing. From 1 April 2016 authorities may choose whether to use scheduled debt amortisation (loans pool charges) or another suitable method of calculation in order to repay borrowing.

The CFR includes any other long term liabilities (e.g. PPP schemes, finance leases). Whilst these increase the CFR, and therefore the Council's borrowing requirement, these types of scheme include a borrowing facility by the PFI, PPP lease provider and so the Council is not required to separately borrow for these

schemes. The Council has liabilities of £90.480m relating to such schemes as at 31 March 2019.

The Council is asked to approve the CFR projections below:

Capital Financing Requirement (PI-2) £'000	2018/19 Actual	2019/20 Probable	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
<b>General Fund Housing</b>	160,097 28,682	175,112 34,127	191,235 43,837	223,072 53,009	248,820 55,065	249,432 57,073	244,419 56,549
<b>Total CFR (PI-2)*</b>	<b>188,779</b>	<b>209,239</b>	<b>235,072</b>	<b>276,081</b>	<b>303,885</b>	<b>306,505</b>	<b>300,968</b>

Net borrowing requirement for the year (above)		35,029	38,366	53,468	40,954	16,951	9,954
Less scheduled debt amortisation and other financing movements		(14,569)	(12,533)	(12,459)	(13,150)	(14,331)	(15,491)
<b>Movement in CFR</b>		<b>20,460</b>	<b>25,833</b>	<b>41,009</b>	<b>27,804</b>	<b>2,620</b>	<b>(5,537)</b>

*\*The CFR for this calculation includes capital expenditure to 31 March of each financial year.*

### 3.4 Statutory Repayment of Loans Fund Advances

The Council is required to set out its policy for the statutory repayment of loans fund advances prior to the start of the financial year. The repayment of loans fund advances ensures that the Council makes a prudent provision each year to pay off an element of the accumulated loans fund advances made in previous financial years.

A variety of options are provided to Councils so long as a prudent provision is made each year. The Council is recommended to approve the following policy on the repayment of loans fund advances:-

- For loans fund advances made before 1 April 2016, the policy will be to maintain the practice of previous years and apply the Statutory Method (in line with Schedule 3 of the Local Government (Scotland) Act 1975), with all loans fund advances being repaid by the annuity method in line with the repayment profile determined in previous years.
- Loans fund advances relating to City Deal projects which will be supported in later years by Government funding will be repaid in accordance with the funding/income profile method. This links the repayments to the project income stream.
- For loans fund advances made after 1 April 2016, excluding the above, the Council will continue to calculate loan charge repayments in line with Schedule 3 of the Local Government (Scotland) Act 1975, using an annuity rate of 4%. The Council is permitted to use this option for new borrowing taken out over a transitional period of five years until 31 March 2021. Thereafter a new policy

approach based on depreciation, asset life periods or funding/income profile must be adopted for any further new borrowing.

Additionally, the Scottish Government have reviewed legislation allowing Council's to vary loans fund repayments for advances based on prudent principles. Accountancy Services, in agreement with our External Auditors, have reviewed the Council's loans fund and incorporated planned changes to the repayment's schedule in the revenue estimates ensuring that each year's repayment amount is reasonably commensurate with the period and pattern of benefits.

The Non-HRA loans fund balances are expected to be, with year 1 being 2019/20:

£'000	Year 1	Years 2-5	Years 5-10	Years 10-15	Years 15-20	Years 20+
opening balance	69,617	89,365	177,989	166,852	137,169	115,451
advances	27,017	102,423	21,793	3,078	-	-
repayments	(7,269)	(13,799)	(32,930)	(32,761)	(21,718)	(115,451)
closing balance	89,365	177,989	166,852	137,169	115,451	-

The HRA loans fund balances are expected to be, with year 1 being 2019/20:

£'000	Year 1	Years 2-5	Years 5-10	Years 10-15	Years 15-20	Years 20+
opening balance	28,683	34,128	55,065	58,835	52,691	39,126
advances	8,012	30,365	19,312	6,331	-	-
repayments	(2,567)	(9,428)	(15,542)	(12,475)	(13,565)	(39,126)
closing balance	34,128	55,065	58,835	52,691	39,126	-

## 4 Borrowing

Section 3 provides a summary of the capital expenditure plans. The treasury management function ensures that the Council's cash is organised in accordance with the relevant professional Codes, so that sufficient cash is available to meet service activity and the Council's Capital Investment Strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant treasury/prudential indicators, the current and projected debt positions and the annual investment strategy.

#### 4.1 Current Portfolio Position

The Council's actual and projected debt portfolio is summarised below. The table compares the actual and projected external debt against the Council's estimated borrowing need (the Capital Financing Requirement – CFR), highlighting any over or under borrowing.

£'000 as at 31 March	2018/19 Actual	2019/20 Probable	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
<b>Borrowing</b>	89,951	114,788	142,227	184,843	214,015	213,638	213,623
<b>Other Long Term Liabilities</b>	90,480	85,747	80,960	75,954	70,830	65,548	60,055
<b>Total Gross Debt (Prudential Indicator PI-3)</b>	<b>180,431</b>	<b>200,535</b>	<b>223,187</b>	<b>260,797</b>	<b>284,845</b>	<b>279,186</b>	<b>273,678</b>
<b>CFR – the borrowing need</b>	<b>188,779</b>	<b>209,239</b>	<b>235,072</b>	<b>276,081</b>	<b>303,885</b>	<b>306,505</b>	<b>300,968</b>
<b>(Under) / Over Borrowing (Prudential Indicator PI-6)</b>	<b>(8,348)</b>	<b>(8,704)</b>	<b>(11,885)</b>	<b>(15,284)</b>	<b>(19,040)</b>	<b>(27,319)</b>	<b>(27,290)</b>

Within the range of prudential indicators there are a number of key indicators to ensure that the Council operates its activities within well-defined limits. One of these (PI-3) is that the Council needs to ensure that its gross debt figure (shown above) does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2020/21 and following two financial years. This allows some flexibility for limited early borrowing for future years, but ensures that borrowing is not undertaken for revenue or speculative purposes.

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded by external loan debt as the cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy remains both prudent and cost effective as investment returns are low and counterparty risk is relatively high.

#### 4.2 Treasury Indicators: Limits to Borrowing Activity

##### a) The Operational Boundary (Prudential Indicator PI-4)

This indicator takes account of capital expenditure and financing requirements and projects the expected level of external debt for operational purposes. Temporary breaches of the operational boundary may occur as a result of unexpected cash movements. The Head of Accountancy (Chief Financial Officer) has delegated authority to manage the movement between borrowing and other long term liabilities such as finance leases in accordance with option appraisal and value for money considerations if it is considered appropriate. Any such movement will be reported to Council following the change.

Operational boundary for external debt (PI-4) £'000	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Borrowing	153,878	199,726	233,109	240,571	240,177
Other Long Term Liabilities	85,747	80,960	75,954	70,830	65,548
<b>Total</b>	<b>239,625</b>	<b>280,686</b>	<b>309,063</b>	<b>311,401</b>	<b>305,725</b>

#### b) The Authorised Limit for External Debt (Prudential indicator PI-5)

This is a key prudential indicator and represents a control on the maximum level of borrowing. It is similar to the operational boundary but includes further headroom to accommodate adverse cash flow movements and opportunities for advance borrowing. It represents a legal limit which external debt is prohibited to exceed and reflects the level of external borrowing which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. In circumstances where a breach takes place the reasons shall be reported to the next meeting of the Council and the limit revised if appropriate.

The authorised limits for external debt for the current year and two subsequent years are the legislation limits determined under Regulation 6(1) of the Local Authority (Capital Finance and Accountancy) (Scotland) Regulation 2016.

The proposed Authorised Limit for the Council is as follows:

Authorised limit for external debt (PI-5) £'000	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Borrowing	176,960	229,685	268,076	276,657	276,204
Other Long Term Liabilities	85,747	80,960	75,954	70,830	65,548
<b>Total</b>	<b>262,707</b>	<b>310,645</b>	<b>344,030</b>	<b>347,487</b>	<b>341,752</b>

#### c) Leasing – International Financial Reporting Standard (IFRS) 16

From 1 April 2020, leases which were previously off balance sheet will now be included. As leases form part of the other long term liability figures which make up the Prudential Indicators above, it is possible that the Indicators currently suggested will be exceeded. Once the detailed data gathering has been substantially completed, later in the 2020/21 financial year, an updated report may be required to inform the members of the detailed impact of IFRS 16 with amended Prudential Indicators for approval.

#### 4.3 Prospects for Interest Rates

The Council has appointed Link Asset Services as its treasury advisor and part of their service is to assist the Council to formulate a view on interest rates. **Annex B** draws together a number of current city forecasts for short term (Base Rate) and longer fixed interest rates and the following table and commentary below gives the central view of Link Asset Services as at 23/12/19.

Link Asset Services Interest Rate										
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
5yr PWLB Rate	2.30	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.60	2.80	2.90	3.00	3.00	3.10	3.20	3.30	3.30	3.40
25yr PWLB Rate	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00
50yr PWLB Rate	3.20	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90

The above forecasts have been based on an assumption that there is an agreed deal on Brexit, including agreement on the terms of trade between the UK and EU, at some point in time. The result of the general election has removed much uncertainty around this major assumption. However, it does not remove uncertainty around whether agreement can be reached with the EU on a trade deal within the short time to December 2020, as the prime minister has pledged.

It has been little surprise that the Monetary Policy Committee (MPC) has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit and the outcome of the general election. In its meeting on 7 November, the MPC became more dovish (supporting discussion) due to increased concerns over the outlook for the domestic economy if Brexit uncertainties were to become more entrenched, and for weak global economic growth: if those uncertainties were to materialise, then the MPC were likely to cut Bank Rate. However, if they were both to dissipate, then rates would need to rise at a “gradual pace and to a limited extent”. Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. There is still some residual risk that the MPC could cut Bank Rate as the UK economy is still likely to only grow weakly in 2020 due to continuing uncertainty over whether there could effectively be a no deal Brexit in December 2020 if agreement on a trade deal is not reached with the EU. Until that major uncertainty is removed, or the period for agreeing a deal is extended, it is unlikely that the MPC would raise Bank Rate.

**Bond yields / PWLB rates.** There has been much speculation during 2019 that the bond market has gone into a bubble, as evidenced by high bond prices and remarkably low yields. However, given the context that there have been heightened expectations that the US was heading for a recession in 2020, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years. We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten-year yields have fallen below shorter-term yields. In the past, this has been a precursor of a recession. The



other side of this coin is that bond prices are elevated, as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.

During the first half of 2019-20 to 30 September, gilt yields plunged and caused a near halving of longer term PWLB rates to completely unprecedented historic low levels. There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but also in the UK due to a correlation between US treasuries and UK gilts; at various times this correlation has been strong but at other times weak. However, forecasting the timing of this, and how strong the correlation is likely to be, is very difficult to forecast with any degree of confidence. Changes in UK Bank Rate will also impact on gilt yields.

One potential danger that may be lurking in investor minds is that Japan has become mired in a twenty-year bog of failing to get economic growth and inflation up off the floor, despite a combination of massive monetary and fiscal stimulus by both the central bank and government. Investors could be fretting that this condition might become contagious to other western economies.

Another danger is that unconventional monetary policy post 2008, (ultra-low interest rates plus quantitative easing), may end up doing more harm than good through prolonged use. Low interest rates have encouraged a debt-fuelled boom that now makes it harder for central banks to raise interest rates. Negative interest rates could damage the profitability of commercial banks and so impair their ability to lend and / or push them into riskier lending. Banks could also end up holding large amounts of their government's bonds and so create a potential doom loop. (A doom loop would occur where the credit rating of the debt of a nation was downgraded which would cause bond prices to fall, causing losses on debt portfolios held by banks and insurers, so reducing their capital and forcing them to sell bonds – which, in turn, would cause further falls in their prices etc.). In addition, the financial viability of pension funds could be damaged by low yields on holdings of bonds.

The overall longer run future trend is for gilt yields, and consequently PWLB rates, to rise, albeit gently. From time to time, gilt yields, and therefore PWLB rates, can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis, emerging market developments and sharp changes in investor sentiment. Such volatility could occur at any time during the forecast period.

In addition, PWLB rates are subject to ad hoc decisions by **H.M. Treasury** to change the margin over gilt yields charged in PWLB rates: such changes could be up or down. It is not clear that if gilt yields were to rise back up again by over 100bps within the next year or so, whether H M Treasury would remove the extra 100 bps margin implemented on 9.10.19.

Economic and interest rate forecasting remains difficult with so many influences weighing on UK gilt yields and PWLB rates. The above forecasts, (and MPC decisions), will be liable to further amendment depending on how economic data and developments in financial markets transpire over the next year. Geopolitical

developments, especially in the EU, could also have a major impact. Forecasts for average investment earnings beyond the three-year time horizon will be heavily dependent on economic and political developments.

### Investment and borrowing rates

- Investment returns are likely to remain low during 2020/21 with little increase in the following two years. However, if major progress was made with an agreed Brexit, then there is upside potential for earnings.
- Borrowing interest rates were on a major falling trend during the first half of 2019-20 but then jumped up by 100 bps on 9.10.19. The policy of avoiding new borrowing by running down spare cash balances has served local authorities well over the last few years. However, the unexpected increase of 100 bps in PWLB rates requires a major rethink of local authority treasury management strategy and risk management.
- While this authority will not be able to avoid borrowing to finance new capital expenditure and to replace maturing debt, there will be a cost of carry, (the difference between higher borrowing costs and lower investment returns), to any new short or medium-term borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

**Annex C** contains a more comprehensive Economic Background narrative from Link Asset Services.

## 4.4 Borrowing Strategy

The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (the Capital Financing Requirement), has not been fully funded by external loan debt as the cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy remains prudent as investment returns are low and counterparty risk is still an issue to be considered.

Against this background and the risks within the economic forecast, caution will be adopted with the 2020/21 treasury operations. The Head of Accountancy (Chief Financial Officer) will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances:

- *If it was felt that there was a significant risk of a sharp **FALL** in long and short term rates, (e.g. due to a marked increase of risks around relapse into recession or of risks of deflation), then borrowing will be postponed.*
- *If it was felt that there was a significant risk of a much sharper **RISE** in long and short term rates than that currently forecast, perhaps arising from an acceleration in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. Most likely, fixed funding will be drawn whilst interest rates are lower than they are projected to be in the next few years.*

Any decisions will be reported to Members at the next available opportunity.

#### 4.5 Treasury Management Limits on Activity

There are three debt related treasury activity limits. The purpose of these is to restrain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of any adverse movement in interest rates. However, if these are set to be too restrictive, they will impair the opportunities to reduce costs / improve performance. The indicators are:

**(i) Upper limits on fixed interest rate exposure (Treasury Indicator TI-1)**

This covers a maximum limit for borrowing exposure to fixed interest rates, based on the debt position and is set at 100%.

**(ii) Upper limits on variable interest rate exposure (Treasury Indicator TI-2)**

This identified a maximum limit for borrowing exposure to variable interest rates based upon the debt position and is set at 30%.

**(iii) Maturity structure of borrowing (Treasury Indicator TI-3)**

Gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing. The Council has set the limit of debt maturing in any one year to 15% at the time of borrowing.

#### 4.6 Policy on borrowing in advance of need

The Council will not borrow more than or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed.

Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds.

The Head of Accountancy (Chief Financial Officer) has the authority to borrow in advance of need under delegated power where, for instance, a sharp rise in interest rates is expected, and so borrowing early at fixed interest rates will be economically beneficial or meet budgetary constraints. The Head of Accountancy (Chief Financial Officer) will adopt a cautious approach to any such borrowing and a business case to support the decision making process must consider:

- The benefits of borrowing in advance,
- The risks created by additional levels of borrowing and investment, and
- How far in advance it is reasonable to borrow considering the risks identified

Any such advance borrowing should be reported through the mid-year or annual Treasury Management reporting mechanism.

#### 4.7 Debt Rescheduling

The reasons for any rescheduling to take place will include:

- The generation of cash savings and/or discounted cash flow savings

- Helping to fulfil the treasury strategy
- Enhance the balance of the portfolio (amend the maturity profile and/or the balance of volatility).

However rescheduling of current borrowing in our debt portfolio is unlikely to occur as the 100 bps increase in PWLB rates only applied to new borrowing rates and not to premature debt repayment rates.

All rescheduling will be reported to Council at the earliest meeting following its action.

#### 4.8 New financial institutions as a source of borrowing

Following the decision by the PWLB on 9 October 2019 to increase their margin over gilt yields by 100 bps to 180 basis points on loans lent to local authorities, consideration will need to be given to sourcing funding at cheaper rates from the following:

- Local authorities (primarily shorter dated maturities)
- Financial institutions (primarily insurance companies and pension funds but also some banks),
- Municipal Bonds Agency (no issuance at present but there is potential)

The degree which any of these options proves cheaper than PWLB Certainty Rate is still evolving at the time of writing but our advisors will keep us informed.

## 5 Investment Strategy

### 5.1 Investment Objectives and Policy

The Council's investment policy implements the requirements of the Local Government Investments (Scotland) Regulations 2010 (and accompanying Finance Circular 5/2010) and the CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2017 ("the CIPFA TM Code").

The above regulations and guidance place a high priority on the management of risk. The Council's investment priorities will be security first, liquidity second and then return. This authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

1. Minimum acceptable **credit criteria** are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.

2. **Other information:** ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as "**credit default swaps**" and overlay that information on top of the credit ratings.

3. **Other information sources** used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

4. This authority has defined the list of **types of investment instruments** that are permitted investments authorised for use in Annex D. Annex E expands on the risks involved in each type of investment and the mitigating controls.

5. **Lending limits**, (amounts and maturity), for each counterparty will be set through applying the information gathered (see points 1-3 above)

6. This authority has engaged **external consultants**, (see paragraph 2.5), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of this authority in the context of the expected level of cash balances and need for liquidity throughout the year.

7. This authority will set a limit for the amount of its investments which are invested for **longer than 365 days**, (see paragraph 5.6c).

8. The Council has determined that it will only use approved counterparties from within the United Kingdom.

9. As a result of the change in accounting standards for 2019/20 under **IFRS 9**, this authority will consider the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund.

However, this authority will also pursue **value for money** in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 5.7). Regular monitoring of investment performance will be carried out during the year.

## 5.2 Creditworthiness Policy

The primary principle governing the Council's investment criteria is the security of its investments, although the yield or return on the investment is also a key consideration. After this main principle, the Council will ensure that:

- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counterparties with adequate security, and monitoring their security as set out in the investment sections below; and
- It has sufficient liquidity in its investments. For this purpose it will set out procedures for determining the maximum periods for which funds may prudently be committed. These procedures also apply to the Council's prudential indicators covering the maximum principal sums invested.

The Head of Accountancy (Chief Financial Officer) will maintain a counterparty list in compliance with the following criteria and will revise the criteria and submit them to Council for approval as necessary (see **Annex F**). These criteria provide an overall pool of classes of counterparties considered high quality which the Council may use, rather than defining what types of investment instruments are to be used.

Credit rating information is supplied by Link Asset Services our treasury advisors, on all active counterparties that comply with the criteria below. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list, with the exception of the Council's own banker. Any rating changes, rating watches (notification of a likely change), rating Outlooks (notification of a longer term bias outside the central rating view) are provided to officers almost immediately after they occur and this information is considered before dealing. For instance, a negative rating watch applied to a counterparty that is already at the minimum Council criteria will be suspended from use, with all other counterparties being reviewed in light of market conditions.

The criteria for providing a pool of high quality investment counterparties are:

- Banks 1 - good credit quality – the Council will only use UK banks which have, as a minimum, the following Fitch ( or equivalent) ratings (where rated):
  - i. Short Term – F1
  - ii. Long Term – A-
- Banks 2 – Part nationalised UK bank – Royal Bank of Scotland ring-fenced operations\*. This bank can be included if it continues to be part nationalised or it meets the ratings in Banks 1 above.
- Banks 3 – The Council's own banker for transactional purposes if the bank falls below the above criteria, although in this case balances will be minimised in both monetary size and time invested.
- Bank subsidiary and treasury operation - The Council will use these where the parent bank has provided an appropriate guarantee or has the necessary ratings outlined above.
- Building societies - The Council will use societies which meet the ratings for banks outlined above;
- Money Market Funds
- Ultra-Short Dated Bond Funds
- UK Government (including gilts, Treasury Bills and the DMADF)
- Local authorities, including Police & Fire

**Use of additional information other than credit ratings.** Additional requirements under the Code require the Council to supplement credit rating information. Whilst the above criteria relies primarily on the application of credit ratings to provide a pool of appropriate counterparties for officers to use, additional operational market information will be applied before making any specific investment decision from the agreed pool of counterparties. This additional market information (for example Credit Default Swaps, negative rating Watches/Outlooks) will be applied to compare the relative security of differing investment counterparties.

**Hub Schemes.** The Council also invests in hub projects, which are based on robust business cases and a cashflow from public sector organisations (i.e low risk). As additional assurance we restrict such investments to hub schemes where the Council is a significant participant.

**Time and monetary limits applying to investments.** The time and monetary limits for institutions on the Council's counterparty list are as stated in **Annex F**.

#### **UK banks – \*ring fencing**

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities by 1st January 2019. This is known as "ring-fencing". Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and "riskier" activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

While the structure of the banks included within this process may have changed, the fundamentals of credit assessment have not. The Council will continue to assess the new-formed entities in the same way that it does others and those with sufficiently high ratings, (and any other metrics considered), will be considered for investment purposes.

### **5.3 Country and Council's Banker**

#### **a) Country Limits**

The Council has determined that it will only use approved counterparties from within the United Kingdom. This policy may be reviewed if the sovereign rating for the UK is downgraded to below AA – as a result of a "no deal" Brexit.

#### **b) Council's Own Banker**

The Council's own banker (The Clydesdale bank) will be maintained on the Council's counterparty list in situations where rating changes mean this is below the above criteria. This is to allow the Council to continue to operate normal current account banking facilities overnight and short-term investment facilities.

### **5.4 The Monitoring of Investment Counterparties**

All credit ratings will be monitored on a weekly basis. The Council is alerted to changes to ratings of all three agencies through its use of the creditworthiness service of Link Asset Services.

- If a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment will be withdrawn immediately.

- Additional market information (for example Credit Swaps and negative rating watches/outlooks) will be applied to compare the relative security of differing investment counterparties.

If the Council has funds invested in an institution which is downgraded to below the acceptable rating criteria, the Council will enter discussions with the counterparty to establish if the funds can be returned early. This however will be subject to an appropriate cost versus risk assessment of the specific situation.

The criteria for choosing counterparties set out above provide a sound approach to investment in “normal” market circumstances. Under exceptional market conditions, the Head of Accountancy (Chief Financial Officer) may temporarily restrict further investment activity to those counterparties considered of higher credit quality than the minimum criteria set out in this Strategy. These restrictions will remain in place until the Head of Accountancy (Chief Financial Officer) is of an opinion that the banking system has returned to ‘normal’. Similarly a restriction may be placed on the duration of investments.

## 5.5 Types of Investments

For institutions on the approved counterparty list, investments will be restricted to safer instruments (as listed in **Annex E**). Currently this involves the use of money market funds, the Debt Management Agency Deposit Facility (DMADF) and institutions with higher credit ratings than the minimum permissible rating outlines in the investment strategy, as well as the Council’s own bank.

Where appropriate, investments will be made through approved brokers. The current list of approved brokers comprises:

- Sterling International Brokers Limited
- Tradition (UK) Limited
- Martins Brokers
- King and Shaxson Capital Limited
- Tullet Prebon Brokers
- Imperial Treasury Services

## 5.6 Investment Strategy and bank rate projections

### a) In-house funds

Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months).

Greater returns are usually obtainable by investing for longer periods. While most cash balances are required in order to manage the ups and downs of cash flow, where cash sums can be identified that could be invested for longer periods, the value to be obtained from longer term investments will be carefully assessed.



- If it is thought that Bank Rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as being short term or variable.
- Conversely, if it is thought that Bank Rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

## b) Bank Rate

On the assumption that the UK and EU agree a Brexit deal, including the terms of trade by the end of 2020 or soon after, then the Bank Rate is forecast to increase slowly over the next few years. Bank Rate forecasts for financial year-ends (March) as at December 2019 are:

Quarter 1 2021	0.75%
Quarter 1 2022	1.00%
Quarter 1 2023	1.00%

The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

	<b>Now</b>
2019/20	0.75%
2020/21	0.75%
2021/22	1.00%
2022/23	1.25%
2023/24	1.50%
2024/25	1.75%
Later Years	2.25%

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similar to the downside.
- In the event that a Brexit deal is agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

## c) Investment Treasury Indicator And Limit (Treasury Indicator TI-4) Total Principal Funds Invested for Greater Than 365 days

These limits are set with regard to the Council's liquidity requirements and to reduce the need for early sale of an investment, and are based on the availability of funds after each year-end.

The treasury indicator and limit proposed is:

Maximum principal sums invested > 365 days (TI-4)			
	2019/20	2020/21	2021/22
Principal sums invested > 365 days	5%	5%	5%

For its cash flow generated balances, the Council will seek to utilise its notice accounts, money market funds and short-dated deposits, (overnight to 100 days), in order to benefit from the compounding of interest.

## 5.7 Risk Benchmarking

These benchmarks are simple guides to minimise risk, so they may be breached from time to time, depending on movements in interest rates and counterparty criteria. The purpose of the benchmarks is that officers will monitor the current and trend position and amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or annual report.

### a) Security

The Council's **maximum** security risk benchmark for the current portfolio, when compared to historic default tables, is:

0.06% historic risk of default when compared to the whole portfolio for 1 year.

### b) Liquidity

In respect of this area the Council seeks to maintain:

- Bank Overdraft: £100,000 East Renfrewshire Council  
£25,000 East Renfrewshire Culture & Leisure Trust

### c) Yield

Local Measures of yield benchmarks are:

Investments – Internal returns above the 7 day LIBID rate

## 5.8 End of year investment report

At the end of the financial year, the Head of Accountancy (Chief Financial Officer) will report on its investment activity as part of the annual treasury report.

## 6 Performance Indicators

6.1 The CIPFA Code requires the Council to set performance indicators to assess the adequacy of the treasury function over the year. These are distinct historic indicators, as opposed to the prudential indicators, which are predominantly forward looking.

6.2

### 6.3 Debt Performance Indicators

- (i) Average “Pool Rate” charged by the Loans Fund compared to Scottish Local Authority average Pool Rate:  
*Target is to be at or below the Scottish Average for 2019/20*
- (ii) Average borrowing rate movement year on year:  
*Target is to maintain or reduce the average borrowing rate for the Council versus 2019/20.*

### 6.4 Loan Charges

Loan Charges for 2020/21 are expected to be at or below the Revenue Budget estimate contained in the Council’s Financial Plans to be approved in February 2020, which are estimated as follows:

£m	2020/21 Estimate	2021/22 Estimate
Capital Repayments	4.771	4.387
Interest on Borrowing Expenses	3.924	4.742
	0.170	0.174
<b>Total Loan Charges*</b>	<b>8.865</b>	<b>9.303</b>

*\*The Loan Charges exclude the capital element of PPP repayments*

## 7 Monitoring and Reporting

In line with the CIPFA Code the following formal reporting arrangements will be adopted:

Requirement	Purpose	Responsible Body	Frequency
Scrutiny of Treasury Management Strategy	Detailed scrutiny prior to annual approval by Council	Audit & Scrutiny Committee	Annually
Treasury Management Strategy	Reporting on Annual Strategy	Council	Annually prior to start of new financial year
Scrutiny of Treasury Management Mid-Year Report	Detailed scrutiny prior to approval by Council	Audit & Scrutiny Committee	Annually in October/November of the current year
Treasury Management Mid-Year Report	Mid-Year Performance Report	Council	Annually after reported to the Audit & Scrutiny Committee
Scrutiny of Treasury Management Annual Report	Detailed scrutiny prior to approval by Council	Audit & Scrutiny Committee	Annually in September/ October of the financial year
Treasury Management Annual Report	Annual Performance report for previous financial year	Council	Annually after reported to the Audit & Scrutiny Committee
Treasury Management Practices		Council	As appropriate
Treasury Management Policy Statement	Reviews and Revisions	Council	As required

## 8 Member and Officer Training

The CIPFA Code requires the Head of Accountancy (Chief Financial Officer) to ensure that both members and officers with responsibility for treasury management receive adequate training in this area. This Council will address this important issue by:

a) Elected Members

- Working with members to identify their training needs
- Working with Link Asset Services to identify appropriate training provision for elected members

b) Officers dealing with treasury management matters will have the option of various levels of training including:

- Treasury courses run by the Council's advisers
- Attendance at CIPFA treasury management training events
- Attendance at the CIPFA Scottish Treasury Management Forum and information exchanged via the Treasury Management Forum network
- Training identified as part of the Council's Performance Review & Development system in line with the approved Treasury Management Practices (TMPs).

**ANNEXES**

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## ANNEX A

### SUMMARY OF PRUDENTIAL AND TREASURY INDICATORS

Indicator Reference	Indicator	Page Ref.	2020/21	2021/22	2022/23	2023/24	2024/25
<b>PRUDENTIAL INDICATORS</b>							
<b>Capital Expenditure Indicator</b>							
PI-1	Capital Expenditure Limits		£'000	£'000	£'000	£'000	£'000
	General Fund		43,093	50,243	44,567	19,435	15,088
	Housing		17,589	19,620	7,867	6,314	4,114
	Total		<b>60,682</b>	<b>69,863</b>	<b>52,434</b>	<b>25,749</b>	<b>19,202</b>
PI-2	Capital Financing Requirement		£'000	£'000	£'000	£'000	£'000
	General Fund		191,235	223,072	248,820	249,432	244,419
	Housing		43,837	53,009	55,065	57,073	56,549
	Total		<b>235,072</b>	<b>276,081</b>	<b>303,885</b>	<b>306,505</b>	<b>300,968</b>
<b>Affordability Indicator</b>							
<b>External Debt Indicators</b>							
PI-3	Gross Debt		£'000	£'000	£'000	£'000	£'000
	Borrowing		142,227	184,843	214,015	213,638	213,623
	Other Long Term Liabilities		80,960	75,954	70,830	65,548	60,055
	Total		<b>223,187</b>	<b>260,797</b>	<b>284,845</b>	<b>279,186</b>	<b>273,678</b>
PI-4	Operational Boundary for External Debt		£'000	£'000	£'000	£'000	£'000
	Borrowing		153,878	199,726	233,109	240,571	240,177
	Other Long Term Liabilities		85,747	80,960	75,954	70,830	65,548
	Total		<b>239,625</b>	<b>280,686</b>	<b>309,063</b>	<b>311,401</b>	<b>305,725</b>
PI-5	Authorised Limit for External Debt		£'000	£'000	£'000	£'000	£'000
	Borrowing		176,960	229,685	268,076	276,657	276,204
	Other Long Term Liabilities		85,747	80,960	75,954	70,830	65,548
	Total		<b>262,707</b>	<b>310,645</b>	<b>344,030</b>	<b>347,487</b>	<b>341,752</b>
<b>Indicators of Prudence</b>							
PI-6	(Under)/Over Gross Borrowing against the CFR		£'000	£'000	£'000	£'000	£'000
			<b>(11,885)</b>	<b>(15,284)</b>	<b>(19,040)</b>	<b>(27,319)</b>	<b>(27,290)</b>
<b>TREASURY INDICATORS</b>							
TI-1	Upper Limit to Fixed Interest Rates based on Net Debt		<b>100% of debt position</b>				
TI-2	Upper Limit to Variable Interest Rates based on Net Debt		<b>30% of debt position</b>				
TI-3	Maturity Structure of Fixed Interest Rate Borrowing		<b>15% maturing in any one year</b>				
TI-4	Maximum Principal Sum invested greater than 365 days		<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>	<b>5%</b>

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## ANNEX B: INTEREST RATE FORECASTS 2020 – 2023

PWLB rates and forecast shown below have taken into account the 20 basis point certainty rate reduction effective as of the 1 November 2012.

<b>Bank Rate</b>														
	<b>NOW</b>	<b>Mar-20</b>	<b>Jun-20</b>	<b>Sep-20</b>	<b>Dec-20</b>	<b>Mar-21</b>	<b>Jun-21</b>	<b>Sep-21</b>	<b>Dec-21</b>	<b>Mar-22</b>	<b>Jun-22</b>	<b>Sep-22</b>	<b>Dec-22</b>	<b>Mar-23</b>
<b>Link Asset Services</b>	0.75%	0.75%	0.75%	0.75%	0.75%	1.00%	1.00%	1.00%	1.00%	1.00%	1.25%	1.25%	1.25%	1.25%
<b>Capital Economics</b>	0.75%	0.75%	0.75%	0.75%	0.75%	-	-	-	1.00%	-	-	-	-	-
<b>5yr PWLB Rate</b>														
	<b>NOW</b>	<b>Mar-20</b>	<b>Jun-20</b>	<b>Sep-20</b>	<b>Dec-20</b>	<b>Mar-21</b>	<b>Jun-21</b>	<b>Sep-21</b>	<b>Dec-21</b>	<b>Mar-22</b>	<b>Jun-22</b>	<b>Sep-22</b>	<b>Dec-22</b>	<b>Mar-23</b>
<b>Link Asset Services</b>	2.34%	2.40%	2.40%	2.50%	2.50%	2.60%	2.70%	2.80%	2.90%	2.90%	3.00%	3.10%	3.20%	3.20%
<b>Capital Economics</b>	2.34%	2.40%	2.50%	2.50%	2.60%	-	-	-	2.80%	-	-	-	-	-
<b>10yr PWLB Rate</b>														
	<b>NOW</b>	<b>Mar-20</b>	<b>Jun-20</b>	<b>Sep-20</b>	<b>Dec-20</b>	<b>Mar-21</b>	<b>Jun-21</b>	<b>Sep-21</b>	<b>Dec-21</b>	<b>Mar-22</b>	<b>Jun-22</b>	<b>Sep-22</b>	<b>Dec-22</b>	<b>Mar-23</b>
<b>Link Asset Services</b>	2.55%	2.70%	2.70%	2.70%	2.80%	2.90%	3.00%	3.10%	3.20%	3.20%	3.30%	3.30%	3.40%	3.50%
<b>Capital Economics</b>	2.55%	2.60%	2.70%	2.80%	2.80%	-	-	-	3.10%	-	-	-	-	-
<b>25yr PWLB Rate</b>														
	<b>NOW</b>	<b>Mar-20</b>	<b>Jun-20</b>	<b>Sep-20</b>	<b>Dec-20</b>	<b>Mar-21</b>	<b>Jun-21</b>	<b>Sep-21</b>	<b>Dec-21</b>	<b>Mar-22</b>	<b>Jun-22</b>	<b>Sep-22</b>	<b>Dec-22</b>	<b>Mar-23</b>
<b>Link Asset Services</b>	3.07%	3.30%	3.40%	3.40%	3.50%	3.60%	3.70%	3.70%	3.80%	3.90%	4.00%	4.00%	4.10%	4.10%
<b>Capital Economics</b>	3.07%	3.00%	3.10%	3.20%	3.20%	-	-	-	3.40%	-	-	-	-	-
<b>50yr PWLB Rate</b>														
	<b>NOW</b>	<b>Mar-20</b>	<b>Jun-20</b>	<b>Sep-20</b>	<b>Dec-20</b>	<b>Mar-21</b>	<b>Jun-21</b>	<b>Sep-21</b>	<b>Dec-21</b>	<b>Mar-22</b>	<b>Jun-22</b>	<b>Sep-22</b>	<b>Dec-22</b>	<b>Mar-23</b>
<b>Link Asset Services</b>	2.90%	3.20%	3.30%	3.30%	3.40%	3.50%	3.60%	3.60%	3.70%	3.80%	3.90%	3.90%	4.00%	4.00%
<b>Capital Economics</b>	2.90%	3.00%	3.10%	3.20%	3.20%	-	-	-	3.50%	-	-	-	-	-

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## ANNEX C

### LINK Asset Services Economic Background

**UK. Brexit.** 2019 has been a year of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on 31 October 2019, with or without a deal. However, MPs blocked leaving on that date and the EU agreed an extension to 31 January 2020. In late October, MPs approved an outline of a Brexit deal to enable the UK to leave the EU on 31 January. Now that the Conservative Government has gained a large overall majority in the **general election** on 12 December, this outline deal will be passed by Parliament by that date. However, there will still be much uncertainty as the detail of a trade deal will need to be negotiated by the current end of the transition period in December 2020, which the Prime Minister has pledged he will not extend. This could prove to be an unrealistically short timetable for such major negotiations that leaves open two possibilities; one, the need for an extension of negotiations, probably two years, or, a no deal Brexit in December 2020.

**GDP growth** has taken a hit from Brexit uncertainty during 2019; quarter three 2019 surprised on the upside by coming in at +0.4% q/q, +1.1% y/y. However, the peak of Brexit uncertainty during the final quarter appears to have suppressed quarterly growth to probably around zero. The economy is likely to tread water in 2020, with tepid growth around about 1% until there is more certainty after the trade deal deadline is passed.

While the Bank of England went through the routine of producing another **quarterly Inflation Report**, (now renamed the Monetary Policy Report), on 7 November, it is questionable as to how much all the writing and numbers were worth when faced with the uncertainties of where the UK will be after the general election. The Bank made a change in their Brexit assumptions to now include a deal being eventually passed. Possibly the biggest message that was worth taking note of from the Monetary Policy Report, was an increase in concerns among MPC members around weak global economic growth and the potential for Brexit uncertainties to become entrenched and so delay UK economic recovery. Consequently, the MPC voted 7-2 to maintain Bank Rate at 0.75% but two members were sufficiently concerned to vote for an immediate Bank Rate cut to 0.5%. The MPC warned that if global growth does not pick up or Brexit uncertainties intensify, then a rate cut was now more likely. Conversely, if risks do recede, then a more rapid recovery of growth will require gradual and limited rate rises. The speed of recovery will depend on the extent to which uncertainty dissipates over the final terms for trade between the UK and EU and by how much global growth rates pick up. The Bank revised its inflation forecasts down – to 1.25% in 2019, 1.5% in 2020, and 2.0% in 2021; hence, the MPC views inflation as causing little concern in the near future.

The **MPC meeting of 19 December** repeated the previous month's vote of 7-2 to keep Bank Rate on hold. Their key view was that there was currently 'no evidence about the extent to which policy uncertainties among companies and households had declined' i.e. they were going to sit on their hands and see how the economy goes in the next few months. The two members who voted for a cut were concerned that the labour market was faltering. On the other hand, there was a clear warning in the minutes that the MPC were concerned that "domestic unit labour costs have continued to grow at rates above those consistent with meeting the inflation target in the medium term".

If economic growth were to weaken considerably, the MPC has relatively little room to make a big impact with Bank Rate still only at 0.75%. It would therefore, probably suggest that it would be up to the Chancellor to provide help to support growth by way of a **fiscal boost** by e.g. tax cuts, increases in the annual expenditure budgets of government departments and

services and expenditure on infrastructure projects, to boost the economy. The Government has already made moves in this direction and it made significant promises in its election manifesto to increase government spending by up to £20bn p.a., (this would add about 1% to GDP growth rates), by investing primarily in infrastructure. This is likely to be announced in the next Budget, probably in February 2020. The Chancellor has also amended the fiscal rules in November to allow for an increase in government expenditure.

As for **inflation** itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell again in both October and November to a three-year low of 1.5%. It is likely to remain close to or under 2% over the next two years and so, it does not pose any immediate concern to the MPC at the current time. However, if there was a hard or no deal Brexit, inflation could rise towards 4%, primarily because of imported inflation on the back of a weakening pound.

With regard to the **labour market**, growth in numbers employed has been quite resilient through 2019 until the three months to September where it fell by 58,000. However, there was an encouraging pick up again in the three months to October to growth of 24,000, which showed that the labour market was not about to head into a major downturn. The unemployment rate held steady at a 44-year low of 3.8% on the Independent Labour Organisation measure in October. Wage inflation has been steadily falling from a high point of 3.9% in July to 3.5% in October (3-month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 2.0%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The other message from the fall in wage growth is that employers are beginning to find it easier to hire suitable staff, indicating that supply pressure in the labour market is easing.

**USA.** President Trump's massive easing of fiscal policy in 2018 fuelled a temporary boost in consumption in that year which generated an upturn in the rate of growth to a robust 2.9% y/y. **Growth** in 2019 has been falling after a strong start in quarter 1 at 3.1%, (annualised rate), to 2.0% in quarter 2 and then 2.1% in quarter 3. The economy looks likely to have maintained a growth rate similar to quarter 3 into quarter 4; fears of a recession have largely dissipated. The strong growth in employment numbers during 2018 has weakened during 2019, indicating that the economy had been cooling, while inflationary pressures were also weakening. However, CPI inflation rose from 1.8% to 2.1% in November, a one year high, but this was singularly caused by a rise in gasoline prices.

**The Fed** finished its series of increases in rates to 2.25 – 2.50% in December 2018. In July 2019, it cut rates by 0.25% as a 'midterm adjustment' but flagged up that this was not intended to be seen as the start of a series of cuts to ward off a downturn in growth. It also ended its programme of quantitative tightening in August, (reducing its holdings of treasuries etc.). It then cut rates by 0.25% again in September and by another 0.25% in its October meeting to 1.50 – 1.75%. At its September meeting it also said it was going to **start buying Treasuries again**, although this was not to be seen as a resumption of quantitative easing but rather an exercise to relieve liquidity pressures in the repo market. Despite those protestations, this still means that the Fed is again expanding its balance sheet holdings of government debt. In the first month, it will buy \$60bn, whereas it had been reducing its balance sheet by \$50bn per month during 2019. As it will be buying only short-term (under 12 months) Treasury bills, it is technically correct that this is not quantitative easing (which is purchase of long term debt). The Fed left rates unchanged in December. However, the accompanying statement was more optimistic about the future course of the economy so this would indicate that further cuts are unlikely.

Investor confidence has been badly rattled by the progressive ramping up of increases in tariffs President Trump has made on Chinese imports and China has responded with increases in tariffs on American imports. This **trade war** is seen as depressing US, Chinese and world growth. In the EU, it is also particularly impacting Germany as exports of goods and services are equivalent to 46% of total GDP. It will also impact developing countries dependent on exporting commodities to China.

However, in November / December, progress has been made on agreeing a phase one deal between the US and China to roll back some of the tariffs; this gives some hope of resolving this dispute.

**EUROZONE. Growth** has been slowing from +1.8 % during 2018 to around half of that in 2019. Growth was +0.4% q/q (+1.2% y/y) in quarter 1, +0.2% q/q (+1.2% y/y) in quarter 2 and then +0.2% q/q, +1.1% in quarter 3; there appears to be little upside potential in the near future. German GDP growth has been struggling to stay in positive territory in 2019 and fell by -0.1% in quarter 2; industrial production was down 4% y/y in June with car production down 10% y/y. Germany would be particularly vulnerable to a no deal Brexit depressing exports further and if President Trump imposes tariffs on EU produced cars.

**The European Central Bank (ECB)** ended its programme of quantitative easing purchases of debt in December 2018, which then meant that the central banks in the US, UK and EU had all ended the phase of post financial crisis expansion of liquidity supporting world financial markets by quantitative easing purchases of debt. However, the downturn in EZ growth in the second half of 2018 and into 2019, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), has prompted the ECB to take new measures to stimulate growth. At its March meeting it said that it expected to leave interest rates at their present levels “at least through the end of 2019”, but that was of little help to boosting growth in the near term. Consequently, it announced a **third round of Targeted Longer-Term Refinancing Operations (TLTROs)**; this provides banks with cheap borrowing every three months from September 2019 until March 2021 that means that, although they will have only a two-year maturity, the Bank was making funds available until 2023, two years later than under its previous policy. As with the last round, the new TLTROs will include an incentive to encourage bank lending, and they will be capped at 30% of a bank’s eligible loans. However, since then, the downturn in EZ and world growth has gathered momentum; at its meeting on 12 September it cut its deposit rate further into negative territory, from -0.4% to -0.5%, and announced a **resumption of quantitative easing purchases of debt for an unlimited period**. At its October meeting it said these purchases would start in November at €20bn per month - a relatively small amount compared to the previous buying programme. It also increased the maturity of the third round of TLTROs from two to three years. However, it is doubtful whether this loosening of monetary policy will have much impact on growth and, unsurprisingly, the ECB stated that governments would need to help stimulate growth by ‘growth friendly’ fiscal policy.

There were no policy changes in the December meeting, which was chaired for the first time by the new President of the ECB, Christine Lagarde. However, the outlook continued to be down beat about the economy; this makes it likely there will be further monetary policy stimulus to come in 2020. She did also announce a thorough review of how the ECB conducts monetary policy, including the price stability target. This review is likely to take all of 2020.

On the political front, Austria, Spain and Italy have been in the throes of **forming coalition governments** with some unlikely combinations of parties i.e. this raises questions around their likely endurance. The latest results of German state elections has put further pressure on the frail German CDU/SDP coalition government and on the current leadership of the

CDU. The results of the Spanish general election in November have not helped the prospects of forming a stable coalition.

**CHINA.** Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and shadow banking systems. In addition, there still needs to be a greater switch from investment in industrial capacity, property construction and infrastructure to consumer goods production.

**JAPAN** - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

**WORLD GROWTH.** Until recent years, world growth has been boosted by increasing **globalisation** i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last thirty years, which now accounts for nearly 20% of total world GDP, has unbalanced the world economy. The Chinese government has targeted achieving major world positions in specific key sectors and products, especially high tech areas and production of rare earth minerals used in high tech products. It is achieving this by massive financial support, (i.e. subsidies), to state owned firms, government directions to other firms, technology theft, restrictions on market access by foreign firms and informal targets for the domestic market share of Chinese producers in the selected sectors. This is regarded as being unfair competition that is putting western firms at an unfair disadvantage or even putting some out of business. It is also regarded with suspicion on the political front as China is an authoritarian country that is not averse to using economic and military power for political advantage. The current trade war between the US and China therefore needs to be seen against that backdrop. It is, therefore, likely that we are heading into a period where there will be a **reversal of world globalisation and a decoupling of western countries** from dependence on China to supply products. This is likely to produce a backdrop in the coming years of weak global growth and so weak inflation. **Central banks are, therefore, likely to come under more pressure to support growth by looser monetary policy measures and this will militate against central banks increasing interest rates.**

The trade war between the US and China is a major concern to **financial markets** due to the synchronised general weakening of growth in the major economies of the world, compounded by fears that there could even be a recession looming up in the US, though this is probably overblown. These concerns resulted in **government bond yields** in the developed world falling significantly during 2019. If there were a major worldwide downturn in growth, central banks in most of the major economies will have limited ammunition available, in terms of monetary policy measures, when rates are already very low in most countries, (apart from the US). There are also concerns about how much distortion of financial markets has already occurred with the current levels of quantitative easing purchases of debt by central banks and the use of negative central bank rates in some countries. The latest PMI survey statistics of economic health for the US, UK, EU and China have all been predicting a downturn in growth; this confirms investor sentiment that the outlook for growth during the year ahead is weak.

## **INTEREST RATE FORECASTS**

The interest rate forecasts provided by Link Asset Services in paragraph 4.3 are **predicated on an assumption of an agreement being reached on Brexit between the UK and the**

**EU.** On this basis, while GDP growth is likely to be subdued in 2019 and 2020 due to all the uncertainties around Brexit depressing consumer and business confidence, an agreement on the detailed terms of a trade deal is likely to lead to a boost to the rate of growth in subsequent years. This could, in turn, increase inflationary pressures in the economy and so cause the Bank of England to resume a series of gentle increases in Bank Rate. Just how fast, and how far, those increases will occur and rise to, will be data dependent. The forecasts in this report assume a modest recovery in the rate and timing of stronger growth and in the corresponding response by the Bank in raising rates.

- In the event of an **orderly non-agreement exit in December 2020**, it is likely that the Bank of England would take action to cut Bank Rate from 0.75% in order to help economic growth deal with the adverse effects of this situation. This is also likely to cause short to medium term gilt yields to fall.
- If there were a **disorderly Brexit**, then any cut in Bank Rate would be likely to last for a longer period and also depress short and medium gilt yields correspondingly. Quantitative easing could also be restarted by the Bank of England. It is also possible that the government could act to protect economic growth by implementing fiscal stimulus.

#### **The balance of risks to the UK**

- The overall balance of risks to economic growth in the UK is probably even, but dependent on a successful outcome of negotiations on a trade deal.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.
- In the event that a Brexit deal was agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

One risk that is both an upside and downside risk, is that all central banks are now working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could therefore either over or under do increases in central interest rates.

#### **Downside risks to current forecasts for UK gilt yields and PWLB rates currently include:**

- **Brexit** – if it were to cause significant economic disruption and a major downturn in the rate of growth.
- **Bank of England** takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the **Eurozone sovereign debt crisis**. In 2018, Italy was a major concern due to having a populist coalition government which made a lot of anti-austerity and anti-EU noise. However, in September 2019 there was a major change in the coalition governing Italy which has brought to power a much more EU friendly

government; this has eased the pressure on Italian bonds. Only time will tell whether this new coalition based on an unlikely alliance of two very different parties will endure.

- Weak capitalisation of some **European banks**, particularly Italian banks.
- **German minority government.** In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. The CDU has done badly in recent state elections but the SPD has done particularly badly and this has raised a major question mark over continuing to support the CDU. Angela Merkel has stepped down from being the CDU party leader but she intends to remain as Chancellor until 2021.
- **Other minority EU governments.** Austria, Finland, Sweden, Spain, Portugal, Netherlands and Belgium also have vulnerable minority governments dependent on coalitions which could prove fragile.
- **Austria, the Czech Republic, Poland and Hungary** now form a strongly anti-immigration bloc within the EU. There has also been rising anti-immigration sentiment in Germany and France.
- In October 2019, the IMF issued a report on the World Economic Outlook which flagged up a synchronised slowdown in world growth. However, it also flagged up that there was **potential for a rerun of the 2008 financial crisis**, but this time centred on the huge debt binge accumulated by corporations during the decade of low interest rates. This now means that there are corporates who would be unable to cover basic interest costs on **some \$19trn of corporate debt in major western economies**, if world growth was to dip further than just a minor cooling. This debt is mainly held by the shadow banking sector i.e. pension funds, insurers, hedge funds, asset managers etc., who, when there is \$15trn of corporate and government debt now yielding negative interest rates, have been searching for higher returns in riskier assets. Much of this debt is only marginally above investment grade so any rating downgrade could force some holders into a fire sale, which would then depress prices further and so set off a spiral down. The IMF's answer is to suggest imposing higher capital charges on lending to corporates and for central banks to regulate the investment operations of the shadow banking sector. In October 2019, the deputy Governor of the Bank of England also flagged up the dangers of banks and the shadow banking sector lending to corporates, especially highly leveraged corporates, which had risen back up to near pre-2008 levels.
- **Geopolitical risks**, for example in North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

#### **Upside risks to current forecasts for UK gilt yields and PWLB rates**

- **Brexit** – if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- **UK inflation**, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.



## ANNEX D

### Objectives of each type of Permitted Investment instrument

#### 1. DEPOSITS

The following forms of 'investments' are actually more accurately called deposits as cash is deposited in an account until an agreed maturity date or is held at call.

- a) **Debt Management Agency Deposit Facility.** This offers the lowest risk form of investment available to local authorities as it is effectively an investment placed with the Government. It is also easy to use as it is a deposit account and avoids the complications of buying and holding Government issued treasury bills or gilts. As it is low risk it also earns low rates of interest. However, it is very useful for authorities whose overriding priority is the avoidance of risk. The longest period for a term deposit with the DMADF is 6 months.
- b) **Term deposits with high credit worthiness banks and building societies.** This is the most widely used form of investing used by local authorities. It offers a much higher rate of return than the DMADF (dependent on term). The authority will ensure diversification of its portfolio of deposits ensuring that an approved maximum can be placed with any one institution or group. In addition, longer term deposits offer an opportunity to increase investment returns by locking in high rates ahead of an expected fall in the level of interest rates. At other times, longer term rates can offer good value when the markets incorrectly assess the speed and timing of interest rate increases. This form of investing therefore, offers a lot of flexibility and higher earnings than the DMADF. Where it is restricted is that once a longer term investment is made, that cash is locked in until the maturity date.
- c) **Call accounts with high credit worthiness banks and building societies.** The objectives are as for 1b. but there is instant access to recalling cash deposited. This generally means accepting a lower rate of interest than that which could be earned from the same institution by making a term deposit. Some use of call accounts is highly desirable to ensure that the authority has ready access to cash when needed to pay bills.

#### 2. DEPOSITS WITH COUNTERPARTIES CURRENTLY IN RECEIPT OF GOVERNMENT SUPPORT / OWNERSHIP

These banks offer another dimension of creditworthiness in terms of Government backing through either partial or full direct ownership. The view of this authority is that such backing makes these banks attractive institutions with whom to place deposits, and that will remain our view if the UK sovereign rating were to be downgraded in the coming year.

- a) **Term deposits with high credit worthiness banks which are fully or semi nationalised.** As for 1b. but Government full, (or substantial partial), ownership, implies that the Government stands behind this bank and will be deeply committed to providing whatever support that may be required to ensure the continuity of that bank. This authority considers that this indicates a low and acceptable level of residual risk.

### 3. COLLECTIVE INVESTMENT SCHEMES STRUCTURED AS OPEN ENDED INVESTMENT COMPANIES (OEICS)

- a) **Government liquidity funds.** These are the same as money market funds (see below) but only invest in government debt issuance with highly rated governments. Due to the higher quality of underlying investments, they offer a lower rate of return than MMFs. However, their net return is typically on a par with the DMADF, but with instant access.
- b) **Money Market Funds (MMFs).** By definition, MMFs are AAA rated and are widely diversified, using many forms of money market securities including types which this authority does not currently have the expertise or capabilities to hold directly. However, due to the high level of expertise of the fund managers and the huge amounts of money invested in MMFs, and the fact that the weighted average maturity (WAM) cannot exceed 60 days, MMFs offer a combination of high security, instant access to funds, high diversification and good rates of return compared to equivalent instant access facilities. They are particularly advantageous in falling interest rate environments as their 60 day WAM means they have locked in investments earning higher rates of interest than are currently available in the market. MMFs also help an authority to diversify its own portfolio as e.g. a £2m investment placed directly with HSBC is a 100% risk exposure to HSBC whereas £2m invested in a MMF may end up with say £10,000 being invested with HSBC through the MMF. For authorities particularly concerned with risk exposure to banks, MMFs offer an effective way of minimising risk exposure while still getting much better rates of return than available through the DMADF.
- c) **Ultra-short dated bond funds.** These funds are similar to MMFs, can still be AAA rated but have variable net asset values (VNAV) as opposed to a traditional MMF which has a Constant Net Asset Value (CNAV). They aim to achieve a higher yield and to do this either take more credit risk or invest out for longer periods of time, which means they are more volatile. These funds can have WAM's and Weighted Average Life (WAL's) of 90 – 365 days or even longer. Their primary objective is yield and capital preservation is second. They therefore are a higher risk than MMFs and correspondingly have the potential to earn higher returns than MMFs.

### 4. SECURITIES ISSUED OR GUARANTEED BY GOVERNMENTS

The following types of investments are where an authority directly purchases a particular investment instrument, a security, i.e. it has a market price when purchased and that value can change during the period the instrument is held until it matures or is sold. The annual earnings on a security is called a yield i.e. it is normally the interest paid by the issuer divided by the price you paid to purchase the security unless a security is initially issued at a discount e.g. treasury bills.

- a) **Treasury bills.** These are short term bills (up to 18 months, but usually 9 months or less) issued by the Government and so are backed by the sovereign rating of the UK. The yield is higher than the rate of interest paid by the DMADF and another advantage compared to a time deposit in the DMADF is that they can be sold if there is a need for access to cash at any point in time. However, there is a spread between purchase and sale prices so early sales could incur a net cost during the period of ownership.
- b) **Gilts.** These are longer term debt issuance by the UK Government and are backed by the sovereign rating of the UK. The yield is higher than the rate of interest paid by the

DMADF and another advantage compared to a time deposit in the DMADF is that they can be sold if there is a need for access to cash at any point in time. However, there is a spread between purchase and sale prices so early sales may incur a net cost. Market movements that occur between purchase and sale may also have an adverse impact on proceeds. The advantage over Treasury bills is that they generally offer higher yields the longer it is to maturity (for most periods) if the yield curve is positive.

## 5. SECURITIES ISSUED BY CORPORATE ORGANISATIONS

The following types of investments are where an authority directly purchases a particular investment instrument, a security, i.e. it has a market price when purchased and that value can change during the period the instrument is held until it is sold. The annual earnings on a security is called a yield i.e. is the interest paid by the issuer divided by the price you paid to purchase the security. These are similar to the previous category but corporate organisations can have a wide variety of credit worthiness so it is essential for local authorities to only select the organisations with the highest levels of credit worthiness. Corporate securities are generally a higher risk than government debt issuance and so earn higher yields.

- a) **Certificates of deposit (CDs).** These are shorter term securities issued by deposit taking institutions (mainly financial institutions). They are negotiable instruments, so can be sold ahead of maturity and also purchased after they have been issued. However, that liquidity can come at a price, where the yield could be marginally less than placing a deposit with the same bank as the issuing bank.
- b) **Corporate bonds.** These are (long term) bonds (usually bearing a fixed rate of interest) issued by a financial institution, company or other non-government issuer in order to raise capital for the institution as an alternative to issuing shares or borrowing from banks. They are generally seen to be of a lower creditworthiness than government issued debt and so usually offer higher rates of yield.
- c) **Floating rate notes.** These are bonds on which the rate of interest is established periodically with reference to short-term interest rates.

## 6. OTHER

- a) **Properties fund.** This is a collective investment fund specialising in property. Rather than owning a single property with all the risk exposure that means to one property in one location rising or falling in value, maintenance costs, tenants actually paying their rent / lease etc., a collective fund offers the advantage of diversified investment over a wide portfolio of different properties. This can be attractive for authorities who want exposure to the potential for the property sector to rise in value. However, timing is critical to entering or leaving this sector at the optimum times of the property cycle of rising and falling values. Typically, the minimum investment time horizon for considering such funds is at least 3-5 years.
- b) **Loans to 3<sup>rd</sup> parties.** These are loans provided to third parties at either market rates of interest or below market rates. Each application is supported by the service rationale

behind the loan and requires member approval. These loans are highly illiquid and may exhibit credit risk.

- c) **Loans to a Local Authority Company/ Partnership or Charity.** These loans have to be supported by the service rationale /business case and requires member approval. In general these loans will involve some form of security or clear cash flow that is available to service the debt. These loans are highly illiquid and may exhibit credit risk.
- d) **Shares in Hub schemes.** These are shares in projects that have both Council and the Scottish Government as participants. As such the Council are well placed to influence and ensure the successful completion of the projects, which are based on robust business cases with a cash flow from the public sector organisations. These investments are highly illiquid with a low credit risk.

## ANNEX E

### Credit and Counterparty Risk Management

#### Permitted Investments, Associated Controls and Limits for East Renfrewshire Council and East Renfrewshire Culture & Leisure Trust

Type of Investment	Treasury Risks	Mitigating Controls	Limits
a. Deposits with the Debt Management Account Facility (UK Government) <b>(Very low risk)</b>	This is a deposit with the UK Government and, as such, counterparty and liquidity risk is very low, and there is no risk to value. Deposits can be between overnight and 6 months	Little mitigating controls required. As this is a UK Government investment, the monetary limit is unlimited	unlimited
b. Deposits with other local authorities or public bodies  <b>(Very low risk)</b>	These are considered quasi UK Government debt and, as such counterparty risk is very low, and there is no risk to value. Liquidity may present a problem as deposits can only be broken with the agreement of the counterparty, and penalties can apply.	Little mitigating controls required for local authority deposits, as this is a quasi UK Government investment.	£5m ( per body), maximum 6 months
c. Money Market Funds (MMFs) Low Volatility Net Asset Value (LVNAV) <b>(Low to very low risk)</b>	Pooled cash investment vehicle which provides very low counterparty, liquidity and market risk. These will primarily be used as liquidity instruments.	Funds will only be used where the MMFs has a “AAA” rated status from either Fitch, Moody’s or Standard & Pools.	£5m per fund/£40m overall
d. Ultra-Short Dated Bond Funds  <b>( Low risk)</b>	Pooled cash investment vehicle which provides very low counterparty, liquidity and market risk. These will primarily be used as liquidity instruments.	Funds will only be used where they have a “AAA” rated status from either Fitch, Moody’s or Standard and Poor’s.	£10m overall, part of category c.
e. Call account deposit accounts with financial institutions (banks and building societies) <b>(Low risk depending on credit rating)</b>	These tend to be low risk investments, but will exhibit higher risks than categories (a), (b) and (c) above. These type of investments have no risk to value, liquidity is high and investment can be returned at short notice	The counterparty selection criteria approved above restricts lending only to high quality counterparties, measured primarily by credit ratings from Fitch, Moody’s and Standard and Poor’s. Day to day investment dealing with this criteria will be further strengthened by use	As shown in the counterparty listing ( Annex F)

		of additional market intelligence.	
f. Term deposits with financial institutions (banks and building societies) <b>(Low to medium risk depending on period &amp; credit rating)</b>	These tend to be low risk investments, but will exhibit higher risks than categories (a), (b) and (c) above. Whilst there is no risk to value with these types of investments, liquidity is low and term deposits can only be broken with the agreement of the counterparty, and penalties may apply.	The counterparty selection criteria approved above restricts lending only to high quality counterparties, measured primarily by credit ratings from Fitch, Moody's and Standard and Poors.  Day to day investment dealing with this criteria will be further strengthened by the use of additional market intelligence.	As shown in the counterparty listing ( Annex F)
g. UK Government Gilts and Treasury Bills <b>(Very low risk)</b>	These are marketable securities issued by the UK Government and, as such, counterparty and liquidity risk is very low, although there is potential risk to value arising from an adverse movement in interest rates (no loss if these are held to maturity).	Little counterparty mitigating controls are required, as this is a UK Government investment. The potential for capital loss will be reduced by limiting the maximum monetary and time exposures.	£5m, maximum 6 months
h. Certificates of Deposit with Financial Institutions ( Banks & Building Societies) <b>( Low risk)</b>	These are short dated marketable securities issued by financial institutions and as such counterparty risk is low, but will exhibit higher risks than categories (a), (b) and (c) above. There is risk to value of capital loss arising from selling ahead of maturity if combined with an adverse movement in interest rates (no loss if these are held to maturity). Liquidity risk will normally be low.	The counterparty selection criteria approved above restricts lending only to high quality counterparties, measured primarily by credit ratings from Fitch, Moody's and Standard and Poor's. Day to day investment dealing with this criteria will be further strengthened by the use of additional market intelligence.	Dependent on institution as listed in counterparty listing in annex F
i. Corporate Bonds <b>( Medium to high risk depending on period and credit rating)</b>	These are marketable securities issued by financial and corporate institutions. Counterparty risk will vary and there is risk to value of capital loss arising from selling ahead of maturity if combined with an adverse movement in interest rates. Liquidity risk will be low.	The counterparty selection criteria approved above restricts lending only to high quality counterparties, measured primarily by credit ratings from Fitch, Moody's and Standard and Poor's. Corporate bonds will be restricted to those	Dependent on institution as listed in counterparty listing in annex F

		meeting the base criteria. Day to day investment dealing with this criteria will be further strengthened by the use of additional market intelligence.	
j. Investment properties	These are non-service properties which are being held pending disposal or for a longer-term rental income stream. These are highly illiquid assets with high risk to value (the potential for property prices to fall or for rental voids)	In larger investment portfolios, some small allocation of property based investment may counterbalance/compliment the wider cash portfolio. Property holding will be re-valued regularly and reported annually with gross and net rental streams.	No limit
k. Loans to third parties, including soft loans	These are service investments either at market rates of interest or below market rates (soft loans). These types of investments may exhibit credit risk and are likely to be highly illiquid.	Each third party loan requires Member approval and each application is supported by the service rationale behind the loan and the likelihood of partial or full default.	£0.5m
l. Loans to a local authority company/ partnership or charity	These are service investments either at market rates of interest or below market rates (soft loans). These types of investments may exhibit credit risk and are likely to be highly illiquid	Each loan to a local authority company requires Member approval and each application is supported by the service rationale/business case behind the loan and the likelihood of partial or full default.	£1m
m. Shares in Hub Schemes	These are investments that are exposed to the success or failure of individual projects and are highly illiquid.	The Council and Scottish Government (via the SFT) are participants in and party to the governance and controls within the project structure. As such they are well placed to influence and ensure the successful completion of the project's term. These projects are based on robust business cases with a cash flow from public sector organisations (i.e. low credit risk)	Investment limited to HUB schemes where the Council is a major participant

### The Monitoring of Investment Counterparties

The status of counterparties will be monitored regularly. The Council receives credit rating and market information from Link Asset Services, including when ratings change, and counterparties are checked promptly. On occasion rating may be downgraded when an investment has already been made. The criteria used are such that a minor downgrading should not affect the full receipt of the principal and interest. Any counterparty failing to meet the criteria will be removed from the list immediately ( with the exception of the Council's Bank) and if required new counterparties which meet the criteria will be added to the list with written permission of the Head of Accountancy (Chief Financial Officer).



## Annex F

## EAST RENFREWSHIRE COUNCIL

## ORGANISATIONS APPROVED FOR THE INVESTMENT OF SURPLUS FUNDS

<b>Banking Group</b>	<b>Individual Counterparty</b>	<b>Limits Deposit</b>	<b>Transaction</b>
Bank of England	Debt Management Office	Unlimited	Unlimited
	UK Treasury Bills	£5m	£5m
Barclays Banking Group	Barclays Bank	£5m	£5m
Goldman Sachs International Bank		£5m	£5m
HSBC		£5m	£5m
Lloyds Banking Group:	Bank of Scotland	£12.5m	£12.5m
Royal Bank of Scotland Group:	Royal Bank of Scotland	} £5m	£5m
	National Westminster Bank		
Santander Group	Santander UK PLC	£7.5m	£7.5m
Standard Chartered Bank		£5m	£5m
Clydesdale Bank		£0	£0
<b>Building Societies</b>			
Nationwide		£5m	£5m
<b>Local Authorities</b>			
All Local Authorities including Police & Fire (per fund)		£5m	£5m
<b>Money Market Funds and Ultra-Short Dated Bond Funds</b>			
Maximum limit of £5m per fund, exception being Federated with a maximum of £10m		£40m	£5m

**Credit Ratings**

	<b>Fitch</b>		<b>Moody's</b>		<b>S&amp;P</b>	
	LT	ST	LT	ST	LT	ST
Minimum Criteria	A-	F1	A3	P-1/P-2	A	A-1/A-2

(Unless Government backed)

(please note credit ratings are not the sole method of selecting counterparty)

**Limit**

Investment of surplus funds is permitted in each of the above organisations, with the limits set on an individual basis by the Head of Accountancy (Chief Financial Officer).

The limit may only be exceeded or another organisation approved with the written permission of the Head of Accountancy (Chief Financial Officer).

**Deposit Periods**

The maximum period for any deposit is currently set at 6 months, based on the Link Assets Services suggested Duration Matrix, with the exception of the Bank of Scotland which is set at 365 days. These limits can only be exceeded with the written permission of the Head of Accountancy (Chief Financial Officer).

Hub scheme deposit periods are dependent on the lifetime of the associated scheme.

## GLOSSARY OF TERMS

<b>CIPFA</b>	Chartered Institute of Public Finance and Accountancy
<b>CIPFA Code</b>	Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes
<b>CFR</b>	Capital Financing Requirement is the estimated level of borrowing or financing needed to fund capital expenditure.
<b>Consent to Borrow</b>	Para 1 (1) of Schedule 3 of the Local Government (Scotland) Act 1975 (the 1975 Act) effectively restricts local authorities to borrowing only for capital expenditure. Under the legislation Scottish Ministers may provide consent for local authorities to borrow for expenditure not covered by this paragraph, where they are satisfied that the expenditure should be met by borrowing.
<b>Gilts</b>	A gilt is a UK Government liability in sterling, issued by HM Treasury and listed on the London Stock Exchange. The term “gilt” or “gilt-edged security” is a reference to the primary characteristic of gilts as an investment: their security. This is a reflection of the fact that the British Government has never failed to make interest or principal payments on gilts as they fall due.
<b>LIBID</b>	London Interbank Bid Rate The rate at which banks bid on Eurocurrency Deposits, being the rate at which a bank is willing to borrow from other banks.
<b>MPC</b>	Monetary Policy Committee
<b>NHT</b>	National Housing Trust initiative undertaken in partnership with the Scottish Futures Trust.
<b>Other Long Term Liabilities</b>	Balance sheet items such as Public Private Partnership (PPP), and leasing arrangements which already include borrowing instruments.
<b>PPP</b>	Public-Private Partnership.
<b>Prudential Indicators</b>	The Prudential Code sets out a basket of indicators (the Prudential Indicators) that must be prepared and used in order to demonstrate that local authorities have fulfilled the objectives of the Prudential Code.
<b>QE</b>	Quantitative Easing
<b>Treasury Indicators</b>	These consist of a number of Treasury Management Indicators that local authorities are expected to ‘have regard’ to, to demonstrate compliance with the Treasury Management Code of Practice.

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EAST RENFREWSHIRE COUNCIL

27 February 2020

Report by Deputy Chief Executive

PROVOST'S ENGAGEMENTS

**PURPOSE OF REPORT**

1. To advise the Council of a number of civic engagements attended by and civic duties performed by Provost Fletcher since the last meeting.

**RECOMMENDATION**

2. That the report be noted.

**REPORT**

3. Since the last meeting of the Council, the Provost has attended a number of civic engagements on behalf of the Council and carried out a number of civic duties. Details are as follows:-

25 January – Attended Holocaust Memorial Day Service, Newton Mearns

28 January – Attended at Patterton WW11: A POW Camp and its Neighbours, Newton Mearns Parish Church

28 January – Attended at East Renfrewshire Council's Holocaust Memorial Day Event, Giffnock

29 January – Attended at a Green Space Gathering Event, Rouken Glen Park

4 February – Attended a Celebration of Glasgow Jewry, Glasgow City Chambers

6 February – Attended a Tour of the Greenlaw Works, Newton Mearns

12 February – Attended Care Review Launch and Celebration Event, Rouken Glen Park

15 February – Attended a LGBTi Coffee Morning, Barrhead

20 February – Attended the Opening Ceremony of the Crookfur Estate First Smart Homes, Newton Mearns

**School Events**

20 December – Attended the Giffnock Primary School Winter Service, Giffnock

10 January - St Cadoc's P7 Debate, Council Chamber debating "This House believes that advances in technology across the 21st century have been wholly beneficial"

13 January - Hillview P7 Debate, Council Chamber debating "This House believes that animals should not be used in the production of any performing arts"

17 January - Thornliebank P7 Debate, Council Chamber, debating "This House believes that Global Warming is caused by Human Activity and is affecting our Planet" assisted by Cllr Merrick

20 January - Carlibar P7 Debate, Council Chamber, debating "This House believes that we should have driverless (autonomous) vehicles" assisted by Cllr Convery

27 January - St Claire's P7 Debate, Council Chamber debating "This House believes that zoos should be banned" assisted by Cllr Bamforth

29 January – Attended the opening of Maidenhill Primary School, Newton Mearns

31 January - St Mark's P7 Debate, Council Chamber debating "This House believes that school holidays should be longer"

3 February - Braidbar P7 Debate, Council Chamber debating "This House believes that mobile phones should be banned from schools" assisted by Cllr Merrick

5 February - Uplawmoor P7 debate, Council Chamber debating "This House believes that social media is beneficial to our society"

14 February - Crookfur P7 debate, Council Chamber debating "This House believes school uniform should be compulsory"

17 February - Calderwood Lodge P7 Debate, Council Chamber, debating "This House believes that children should be allowed mobile phones before High School"

21 February - Cross Arthurlie P7 Debate, Council Chamber debating "This House believes that school uniforms should be banned"

24 February - Crookfur P7 Debate, Council Chamber debating "This House believes that Scotland should have compulsory Military Service"

26 February - Mearns P7 School Debate, Council Chamber, topic to be confirmed

## **RECOMMENDATION**

4. That the report be noted.

Report Author

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Background papers - None

EAST RENFREWSHIRE COUNCIL27 February 2020Report by Chief ExecutiveVISION FOR THE FUTURE**PURPOSE OF REPORT**

1. This paper brings forward a revision of 'Vision for the Future', which seeks to begin an ongoing dialogue on the long-term ambitions for the work of East Renfrewshire Council over the next 10 years and beyond. The aim is to develop this vision over time, in conversation with a range of stakeholders and in tandem with important processes such as Local Development Planning and wider City Region work, with a particular initial focus on the themes of the environment/climate change and building communities.

**RECOMMENDATIONS**

2. Council is asked to:
- (a) Consider and comment on the draft revision of the 'Vision for the Future' document (Annex 1).
  - (b) Agree to further iterative development of 'Vision for the Future', based on an ongoing dialogue with a range of stakeholders and taking into account the ongoing work including the Local Development Plan, the refreshed Capital Investment Strategy and City Region economic planning.
  - (c) Note the initial focus on the themes of environment/climate change and building communities.

**BACKGROUND**

3. The first 'Vision for the Future' document was published in September 2015 and gave a forward direction for the Council over a timeline of 10 years. We promised then that we would review the plan in 5 years to ensure it continued to reflect our latest thinking, the progress we have made and our priorities for the next 10 years.

4. In May 2019 Council considered a draft revision of 'Vision for the Future', a document that set out our long-term ambitions for the work of East Renfrewshire Council based on a horizon of 10 years. Council noted the updated outcomes, capabilities and values which make up the Council's overarching strategy.

5. It was noted that the draft 'Vision for the Future' document was underpinned by:
- an analysis of demographic trends and patterns for the local area through 'Planning for the Future';
  - a broad assessment of the political, economic, social and technological trends affecting East Renfrewshire;
  - an overview of what local residents tell us is important to them through the Citizens Panel; and

- scenarios around future financial planning, although it was acknowledged that finance remained one of the biggest areas of uncertainty.

6. It was agreed that there would be further development of the 'Vision for the Future' document and Members were also asked to contribute to the development of the vision.

## REPORT

7. Since May 2019, there has been a range of feedback through LDP2 consultation; through engagement with Members and through discussions with the Council's leadership team.

8. The underpinning analysis behind the document has also been strengthened with new research including updated versions of Planning for the Future; the Scottish Index of Multiple Deprivation; and a detailed transportation study for the Community Planning Partnership.

9. 'Vision for the Future' builds upon a detailed strategic planning framework and a range of ongoing and emerging processes and initiatives. These include LDP2; City Deal; the partnership work with Glasgow City Region and Climate Ready Clyde; our Capital Programme; the Council's approaches to community engagement, locality planning and participatory budgeting and our commitments to inclusive service design through our change programmes.

10. The redrafted 'Vision for the Future' document attached at Annex 1 reflects a general theme of 'connections'. These connections can be viewed in a number of ways: physical connections across East Renfrewshire via greenspace development; transport connectivity and active travel routes such as cycleways; connections within and between our communities; and also connections between our services and their users.

11. Key themes emerging from the conversations over the last 6 months have been around our continued and developing ambitions for:

- empowered communities
- active travel, connected greenspaces and routes across the area
- reducing social isolation and loneliness
- eliminating poverty
- equality of outcomes
- reducing carbon footprints and climate change
- outstanding education & renewing our school estate
- continuing our position as one of the best places to live
- inclusive growth with the right supporting infrastructure
- broader engagement and participatory budgeting.

12. 'Vision for the Future' sets a long term vision and direction for the Council and as such does not have its own action plans. Detailed action plans for the Council will be developed covering 3-year time periods through the Budget Planning and Outcome Delivery Plan process.

13. The audience is primarily our partners and employees, but it should also work as our corporate strategy summarised for an external audience.

14. Following Council approval, the 'Vision for the Future' document will be finalised and designed; case studies will be added to demonstrate progress towards the vision, and there will be a diverse communications programme to help 'chunk' aspects of the Vision for specific audiences and to foster a long-term, ongoing dialogue on a range of topics led throughout the



Council. Engagement with the Citizens Panel to explore climate change is already underway. We will update the underpinning analyses regularly (e.g. PEST and SWOT) and will seek to update the document itself at least every 3 years.

15. 'Vision for the Future' is about so much more than the document itself. It is about the conversations that have taken place to date and those which will take place with communities over future years. We will take time to build on all the many existing conversations that take place and build further internal capacity and capability, empowering our employees to develop their conversations with communities and to capture the results. We will seek to broaden ownership and mainstream these wider conversations into the way we do business across the Council and in our dealings with partners. This is an organisational development journey as much as it is a vision for the local area.

### **FINANCE & EFFICIENCY**

16. There are no specific finance or efficiency implications as 'Vision for the Future' does not set out firm proposals or make decisions. This broad vision will however influence spending proposals in the years ahead as the themes within develop.

### **CONSULTATION AND PARTNERSHIP WORKING**

17. 'Vision for the Future' is not a traditional consultation process with a set of proposals and a beginning and an end. This is the beginning of a broader, long-term culture shift towards a series of ongoing conversations led from across the Council which will help us develop and shape views and proposals for the future.

18. Our success in setting out and working together towards a broad vision for East Renfrewshire over the next 10 years will be about continuing the insightful and valuable conversations that have taken place over the last year and in broadening the range of stakeholders who can participate in these ongoing dialogues, including building the capacity of communities to participate as an equal partner.

19. 'Vision for the Future' poses a number of initial questions to its readers and invites contributions. Themes include what life in East Renfrewshire means to its residents; ambitions for the area; exploring the notion of 'community'; what climate change will mean for us; and how people want to be involved and can help us explore these issues further.

20. It is impossible to separate a vision for the work of East Renfrewshire Council from a vision for East Renfrewshire itself. We cannot deliver this vision alone; partnership working will be critical to this journey. Amongst others, it is key that we continue our successful relationships with our Community Planning partners; the Culture and Leisure Trust; the Health and Social Care Partnership; our City Region colleagues; and the West Partnership Regional Improvement Collaborative. Together we have huge ambitions for East Renfrewshire and our strength will be in working together to achieve and deliver over the next 10 years and beyond.

### **IMPLICATIONS**

21. 'Vision for the Future' seeks to begin an ongoing dialogue on the Council's broad, long-term direction of travel for making lives better within East Renfrewshire and delivering on the agreed outcomes in our Community Plan.

22. Given its overarching nature, 'Vision for the Future' does not make a strategic decision in its own right therefore it is considered out of scope for specific assessments under the Fairer Scotland Duty and equality impact.

23. We are working within the three-year implementation phase for the Fairer Scotland Duty and 'Vision for the Future' has provided an opportunity to think about our Council's strategic planning landscape and the Fairer Scotland and wider equalities duties. We will continue to ensure East Renfrewshire Council is well placed for putting equalities and economic and social rights at the heart of strategic decision making and, as strategic decisions are made during the life of 'Vision for the Future', we will assess and consider any current inequalities of outcome and potential socioeconomic impact at that time.

## **CONCLUSION**

24. 'Vision for the Future' is intended to be a living document which will be regularly updated. It is a direction of travel rather than a detailed strategy. The Council doesn't claim to have all the answers and we genuinely want to hear ideas about how we can best work together to improve the lives of people across East Renfrewshire over the next 10 years. There are a range of powerful, interesting and challenging themes emerging from our early conversations and our goal is to continue that dialogue with a broad range of stakeholders as we continue to build and shape our vision as a modern, ambitious council creating a fairer future with all.

## **RECOMMENDATIONS**

25. Council is asked to:

- (a) Consider and comment on the draft revision of the 'Vision for the Future' document (Annex 1).
- (b) Agree to further iterative development of 'Vision for the Future', based on an ongoing dialogue with a range of stakeholders and taking into account the ongoing work including the Local Development Plan, the refreshed Capital Investment Strategy and City Region economic planning.
- (c) Note the initial focus on the themes of environment/climate change and building communities.

Lorraine McMillan, Chief Executive

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

19 February 2020

## **BACKGROUND PAPERS**

- Proposed Local Development Plan 2, Council 26 June 2019
- Vision for the Future, Council 1 May 2019
- Strategic Planning, Council 31 October 2018
- Vision for the Future: Update Report, Cabinet 23 March 2017

# Vision for the Future

## 2020-2030

**Our mission is to make lives better for the growing numbers of people who choose to live here.**

**We are a modern, ambitious council,  
creating a fairer future for all.**

*N.B. the highlighted sections throughout show the areas where there has been most development since Council considered the last draft in May 2019.*

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**FOREWORD**

The first version of **Vision for the Future** was published in September 2015. **Vision for the Future** gave a forward direction for the Council over a timeline of 10 years. We promised then that we would review the plan in five years to ensure it continues to reflect our latest thinking, the progress we have made and our priorities for the next 10 years.

This review takes into account the rapidly-changing landscape of the last five years and how the Council has had to adapt to keep pace with unprecedented levels of change. Climate change, digital technology, mental health and loneliness are all issues which have become even more important in the last few years.

Strengthening 'connections' within and between our communities and also between our services and their users will be key. Ensuring that all our residents are able to enjoy healthy lifestyles and have access to green space, connected transport networks and the education and skills to adapt to significant changes in the jobs market continue to be crucial. Population growth must be considered in the context of community growth to ensure that it benefits all residents. We, of course, remain committed to reducing inequalities within and between different areas of East Renfrewshire.

These issues have to be tackled against a backdrop of the financial challenge posed by reduced funding for local government and our desire to give our residents a greater say in what the Council spends money on.

This Vision of the Future is intended to be a living document which will be regularly updated. It is a direction of travel rather than a detailed strategy. The Council doesn't claim to have all the answers and we genuinely want to hear about your ideas on how we can best work together to improve the lives of people across East Renfrewshire over the next 10 years.

Get in touch by emailing us your thoughts on what you think the big issues will be over the next 10 years to [vision@eastrenfrewshire.gov.uk](mailto:vision@eastrenfrewshire.gov.uk)

Lorraine McMillan

Chief Executive

Councillor Tony Buchanan

Leader of the Council

## **CONTEXT**

East Renfrewshire faces many of the same opportunities and challenges as the rest of Scotland over the next 10 years.

**POPULATION GROWTH** - Our population will continue to grow due to the availability of new housing and the inward migration of families who choose East Renfrewshire for its quality of life and schooling (more detail [here](#) and in Annex 1). In particular the number of children is expected to increase. However the growth of the economy of the East of Scotland means that population increases in the east are overtaking areas such as East Renfrewshire. Population growth in Scotland has been as a result of inward migration which has compensated for a declining birth rate.

**AN AGEING POPULATION** - Our population is getting older with a particular increase in the numbers of people over 85, often living on their own. Most want to live independently in their own homes but some can suffer from isolation and loneliness as well as ill health.

**DIVERSITY** - We are proud our population will continue to be amongst the most diverse in Scotland with significant Muslim and Jewish communities.

**INEQUALITY** - Within East Renfrewshire there are pockets of significant disadvantage and deprivation, with around 7% of our population living in the 20% most deprived areas in Scotland.

**CITY REGION ECONOMIC GROWTH** - We will benefit from investment through regional partnerships, like City Deal, which will help us transform the local area, create new jobs and generate economic wealth as well as giving our residents access to the jobs from the economic growth of the region.

**TECHNOLOGY** - Technology will also drive change and increase expectations at a faster rate than ever before. Digital technology in particular will have an impact on all residents and organisations.

**THE CHANGING FACE OF WORK** - The employment market is shifting and jobs in 10 years may look considerably different to today due to changing personal expectations of work, a prevalence of short-term contracts and the impact of technology. Our residents and the Council will need the right skills to take advantage of these changes.



**SUSTAINABILITY AND CLIMATE CHANGE** – Climate change is one of the most talked about issues facing society. The next 10 years are likely to bring a major change in attitudes and increased expectations on public organisations. We are likely to require a more sustainable, accessible and connected transport network that encourages fitness and reduces our carbon footprint, and will be asked to support residents to reduce their carbon footprint through energy efficiency measures.

**PUBLIC SECTOR FUNDING** - The public sector is facing an increasingly challenging financial landscape and councils have seen a significant decrease in funding (on a like for like basis) over the last 10 years. East Renfrewshire Council has not been immune to this and whilst doing everything possible to make services more efficient, there have still been service cuts.

**LEGISLATIVE CHANGE** - Additional hours of nursery care is perhaps the biggest change on the horizon but there will be many changes to come as a result of legislation around Planning, Transport, Non Domestic Rates and Climate Change.

**PARTNERSHIPS** – The last 10 years have brought increasing partnership work with the formation of the East Renfrewshire Culture and Leisure Trust (ERCLT), and the Health and Social Care Partnership (HSCP) which are part of the East Renfrewshire family of organisations. Both are crucial to the success of this strategy. Our Community Plan partners also play an important role sharing a common strategy for the area.

These are just the headline trends and external influences which affect our decisions. We have included our analysis a PEST (Political, Economic, Social, and Technological) assessment in Annex 2. Our Planning for the Future Document also provides up to date information on population trends.

## OUR COMMUNITY PLAN – A FAIRER AND STRONGER EAST REN

The strategy that guides all the work of the Council and its community planning partners is our 10-year Community Plan. The Partnership’s vision for East Renfrewshire is:

*“An attractive and thriving place to grow up, work, visit, raise a family and enjoy later life”.*

This builds on the reasons that people choose to move to and stay in East Renfrewshire i.e. the quality of the environment and the great facilities for children and families.

In East Renfrewshire, our Community Plan focuses on 5 priority areas that describe the outcomes that we pledge to deliver for local people and what success looks like for our communities. The five outcomes are:



All children in East Renfrewshire experience a stable and secure childhood and succeed.



East Renfrewshire residents are healthy and active and have the skills for learning, life and work.



East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses.



East Renfrewshire residents are safe and live in supportive communities.



Older people and people with long-term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.

These priority outcomes were developed after thorough socioeconomic analysis and community engagement and are a balance between our desire for East Renfrewshire to be a great place for all our residents and the need to address deep-seated inequalities in our area. The success of the Community Plan will be measured by changes in long-term outcomes for the community. These changes require contributions from all partners.

Fairer East Ren is the part of the Community Plan relating to child poverty, employability; and mental health, wellbeing and social isolation. These are complex areas that no one organisation can tackle alone and we are working with partners to introduce a sharper focus on reducing the biggest socioeconomic inequalities faced locally to ensure that no-one is left behind. This approach is supported in turn by more detailed Locality Plans for geographic communities where multiple inequalities are most concentrated.

## VISION FOR THE FUTURE – OUR STRATEGY TO HELP DELIVER OUR COMMUNITY PLAN

Vision for the Future covers a long-term outlook of up to 10 years. It builds on the Community Plan and articulates the role the Council will play in delivering our part of the Plan. Vision for the Future adopts the 5 outcomes of the Community Plan and for each outcome identifies the contribution that the Council will make to help achieve the Community Plan outcomes.

Our vision is to be a “*modern, ambitious Council, creating a fairer future with all*” and our mission is to “*make peoples’ lives better*”. We have high aspirations and expectations for ourselves, and our partners, as we continually strive to be better at what we do and improve the experiences of our customers. This drive comes from our desire to create a more equal and fairer society for our communities, hand in hand with our partners and the people who live and work here.

As well as setting out the 5 outcomes that we are working to deliver, Vision for the Future also articulates what we need to be good at to help us on this journey; we call these our 5 capabilities, which are:



Of course how we go about achieving our goals is also important and our employees have identified the following values to guide them:



## Our Strategy on a Page

We realise long strategy documents like this one are necessary but are not particularly accessible for all our staff and residents so we use a one-page infographic to summarise our overall vision for the future.



## OUR VISION FOR THE FUTURE – WHAT WILL THIS LOOK LIKE?

As we work towards our vision of “*a modern, ambitious council, creating a fairer future with all*”, we will see changes across the Council and the East Renfrewshire “family” of organisations, and changes in how we work. Given that a lot can change in 10 years, it is not possible to paint an exact picture of the future, but it is possible to plot a forward direction which will be regularly reviewed and updated.

In delivering our vision we must find a balance between high quality services and the need to address deep-seated inequalities. We will work together with local communities to ensure our decisions are based on socio-economic analysis as part of the Fairer Scotland Duty and we will integrate this with our other equality and human rights duties to simplify how we consider our potential impact and influence practice and policy at the right time.

## VISION FOR THE FUTURE – LINKS TO OTHER-LONG TERM STRATEGIES

This **Vision for the Future** document is influenced by and influences 3 associated documents:

- our **Local Development Plan**, which is our spatial land-use plan for the East Renfrewshire area,
- our **Capital Investment Strategy**, which identifies how we will invest in the capital assets owned by the Council and
- our **Long-Term Financial Strategy**, which identifies the possible spending pressures on the Council and what actions we may need to take to ensure a balanced budget in the future.

Further detail is given on each of these in Annex 3.

## OUR 5 OUTCOMES



### Outcome 1 – Early Years and Vulnerable Young People

**The outcome we want is for all children in East Renfrewshire to experience a stable and secure childhood and to succeed.**

We know East Renfrewshire is already one of the best places in Scotland to grow up, with high life expectancy rates at birth. Research shows that the first few years of a child's life are the most important in its development and strongly influence their future life chances, such as their educational attainment, health, well-being and resilience. In partnership with parents and carers we need to do all we can to support development through childhood for all. In particular we need to reduce the impact of adverse childhood experiences, especially for the children and young people across East Renfrewshire living in poverty and those who will experience the care system. We know that action taken later in life is likely to be more costly and less effective than later interventions.

The population of children under 5 years old is growing and this growth is expected to continue. The area remains a popular choice for families due to the quality of our education provision and the availability of new housing. We need to ensure there is sufficient provision and choice for early learning and childcare to meet not just government legislation but our own aspirations for children having access to the most effective world-class learning, grounded in the latest evidence of what works.

Over the next ten years:

- Our work with vulnerable parents and carers will be showing measurable benefits. Fewer children and families will be in the care system because we will build on the success of early interventions and joint work such as our Family First Service, the Family Nurse Partnership, our Signs of Safety approach and Postponing Pregnancy project. All our schools and early years' settings will continue to be Family Friendly and local people will be working alongside services to help parents and communities build their confidence and resilience.
- We will have significantly expanded our nursery provision to offer parents flexible options of how best to use their free early learning and childcare entitlements. Five new nurseries

will be built and other facilities extended by August 2020 at a total cost of £24million and three of those will operate as family centres. More nurseries will follow to meet the demands of additional housing developments across the Council area. By 2024 we expect that almost all 3 and 4 year olds, and some 2 year olds in specific circumstances, will be taking up the opportunity of 1140 hours of free early learning and childcare a year.

- More support for vulnerable children at an earlier time in their lives will ensure more children will progress and develop in line with their age. Educational achievements in reading, writing and numeracy will improve, helping to reduce inequalities as they grow older.
- The life chances of the young people in our care will be measurably improved through our long-term commitment to the Champions' Board which allows children with experience of the care system to directly influence senior council officers and elected members. We will also do our utmost to keep children in our care in East Renfrewshire so they are close to their support networks and can benefit from our excellent schools.
- Our care-experienced young people will be successfully contributing to the community by means of an expanded, innovative (and award-winning) Family Firm initiative giving real employment and life-changing opportunities to all participants and helping them move into further learning, training or employment beyond school.
- There will be increased provision for children and young people with additional support needs, more of whom are moving into East Renfrewshire due to the success of Isobel Mair School in offering high standards of education and care. Their experiences and outcomes will be maximised, many will be included in their local school and community and we will have the right services which will support them into sustainable positive destinations beyond school, including employment within local businesses or social enterprises.



## Outcome 2 – Learning, Life and Work

**The outcome we want is for our residents to be healthy and active and have the skills for learning, life and work.**

East Renfrewshire has some of the top-performing schools in Scotland with high rates of attainment as well as a high proportion of young people going onto positive destinations when they leave school. The attainment of our young people from our most deprived areas has been increasing but we still have a gap between the attainment of those from the poorest areas and those from the least deprived areas.

Employment levels tend to be around the Scottish average, with most people commuting outwith East Renfrewshire for work.

Whilst our residents are generally healthier and live longer than in many parts of Scotland, the UK only ranks about 20<sup>th</sup> in the world, with some predictions that life expectancy may begin to decrease. We still need more people to be physically active, to eat healthier food and to reduce alcohol intake if overall quality of life and mental health is to be enhanced.

Over the next 10 years:

- There is expected to be a continuing demand for places in our schools through the inward migration of families to established neighbourhoods and to new housing areas. Existing schools will be improved to meet the needs of a modern curriculum. There will be a new learning campus in Neilston and Carolside Primary, Cross Arthurlie Primary and the older parts of Woodfarm and Mearns Castle High Schools have been prioritised for redevelopment in the future.
- The demands of population growth will be met by some limited extensions of schools in our primary estate. New schools will be built, if required, to meet the needs of future housing proposals. New proposals for house building will be carefully managed through the Local Development Plan and Development Management process to ensure that there is sufficient provision of school places and that funding is secured to support this.
- What pupils learn will be transformed as they develop the skills to take full advantage of a rapidly-changing jobs market, with a greater emphasis on digital and STEM subjects



(Science, Technology, Engineering and Maths). There will be different routes to work, with more graduate and foundation apprenticeships and we will equip children with the skills and attitudes to enable them to change careers at different times of their lives. We will help our young people get what they want out of life, helping them become rounded individuals by providing an education which involves community partners and which contributes to the community.

- Attainment and achievement will continue to improve in primary and secondary schools and we will have further reduced the attainment gap.
- Schools will be empowered to shape their curriculum, staffing, learning experiences and bring about improvements in outcomes and experiences in partnership with their parents, learners and communities.
- We will continue to work collaboratively across local council boundaries in the Glasgow City Region to share best practice in education and strengthen employability to ensure residents can take up good jobs which provide for a decent standard of living, security and personal fulfilment throughout the region.
- Improved mental wellbeing of children will be a top priority. With national research showing most mental illness begins before adulthood and can be linked to childhood adversity, we will take a preventative and early interventionist approach and where necessary we need to ensure that mental health care meets the needs of our young people.
- Sport, fitness and cultural services will be a critical and effective part of our early intervention strategies which will make a measurable impact on key local and national priorities such as the health of an ageing population, tackling obesity and improving mental health. Schools will play a key role in inspiring all children and young people to participate in sports and cultural activities which they will continue into adult life through community groups supported by volunteers and East Renfrewshire Culture & Leisure Trust (ERCLT).
- Sports and leisure facilities will be protected and improved. Building on the improvement to the Foundry in Barrhead and the sports facilities at Eastwood High, both the Neilston and Eastwood Park facilities will be rebuilt. Neilston will be regenerated as part of the masterplanning of Neilston town centre and the new learning campus development. The

Eastwood area will benefit from a modern leisure facility which will cater for our growing numbers of young people and ageing population.

- Residents will have increased their participation in physical activity through our high-quality sports pitches, open spaces and parks, which will in turn help to improve health and wellbeing.
- We will continue in our efforts to change residents' travel habits, with an increased focus on cycling and walking and providing appropriate safe and sustainable infrastructure to facilitate these activities. This will include safe, connected active travel routes and networks across the local area, through greenspace for wellbeing, to connect people with employment opportunities, schools and recreational facilities and to improve fitness and mental health.
- Residents will have access to a high quality library service that stimulates cultural, social and economic wellbeing, is digitally inclusive and universally accessible. We will support ERCLT to explore partnership opportunities to maximise the community value from libraries through information provision, making connections and tackling loneliness and isolation.



### Outcome 3 – Environment and Economy

**The outcome we want is that East Renfrewshire remains a thriving, attractive and sustainable place for businesses and residents.**

East Renfrewshire forms part of the wider Glasgow and Clyde Valley region and exhibits a diverse range of environments. The north of the area comprises predominately urban areas with an extensive rural hinterland to the south. East Renfrewshire is an area of rich environmental quality with a network of important greenspaces and leisure and recreational opportunities including the Dams to Darnley Country Park and Whitelee Windfarm.

It is primarily a residential area with only a small business base. The area is very reliant on the wider City region area for job opportunities. Our residents tell us they enjoy living in East Renfrewshire and the migration of people into the area demonstrates its continued popularity. Residents value access to green space, the countryside and our local water spaces such as the Dams.

Wider issues such as climate change and the economic future of the Glasgow City region and Scotland as a whole will strongly influence the future of the area, as will our ability to build an infrastructure to meet the growing needs of our residents and businesses.

#### Over the next 10 years:

- We will build on our first Local Development Plan (LDP) with an updated LDP2 which will focus on consolidation and regeneration of our urban areas. Future Plans will continue to set out ambitious plans for inclusive economic growth and connected communities, with proposals for housing and the sustainable supporting infrastructure required to achieve these aims.
- We will deliver inclusive growth through our Glasgow City Region projects which will deliver £44million of major infrastructure to boost innovation, regeneration and growth. These projects will greatly add to the value of the local economy over the next 20 years through new infrastructure, connectivity and tourism. The new business centre in Greenlaw, Newton Mearns, will be creating opportunities for entrepreneurs and networking. Barrhead will see housing, leisure and shopping facilities being provided through remediation of the former Nestle site and Shank's Park. There will also be a new

visitor centre at the Dams to Darnley Country Park, with infrastructure to support water-based sports which will increase visitor numbers to the area. Other potential facilities at this location are currently being developed.

- We will continue to meet our housing requirements by 2029 as outlined in our Local Development Plan, across all tenures and in particular for affordable housing. We already have approved plans in place to increase the number of houses in East Renfrewshire by 3374 between 2019 and 2029 to meet our part of the Scottish Government's target for new housebuilding in Scotland. The Barrhead community will see the biggest increase with just over 1500 houses, with Newton Mearns at over 1300.
- We will ensure infrastructure provision is sufficient to meet the needs of our population, particularly for education. We will focus on the supporting infrastructure that will allow communities to grow and thrive, with positive impacts for health, wellbeing and the environment.
- We will build at least 240 new Council houses catering for the diverse needs of tenants, including variations in family size and adaptations for disabled and elderly people.
- We will ensure infrastructure provision is sufficient to meet the needs of our population particularly for education. We will focus on the supporting infrastructure that will allow communities to grow and thrive, with positive impacts for health, wellbeing and the environment.
- We will have helped the economy to grow and helped build a stronger more diversified local business base. The number of new business start-ups is increasing but we want more new businesses to survive for 5 years or more. The primarily service nature of existing employment means many of the people who work in the area are paid below the living wage. We will strive for a better balance of jobs to reflect the highly skilled nature of our population, to take advantage of digital opportunities and to provide progression for those in lower paid jobs.
- Our residents will have better access to the wider Glasgow City region. As part of City Deal a new railway station and bus interchange will be built at Barrhead South. There will be improvements to the road network along the M77 corridor, building better travel routes between the Levern Valley and Eastwood and providing opportunities for a major strategic

route in the longer term. This will give our residents excellent access to the 28,000 jobs which will be created across the City Region.

- Our town centres will be more sustainable, attractive, vibrant and accessible with more diverse activities. We need to take into account a wide range of factors including changing retail patterns, housing opportunities, diversification of uses, digital technology, office accommodation and employment and the creation of civic, community and cultural hubs. Town centres need to be vibrant and attractive during the day and in the evening. The Council cannot do this alone. It can provide leadership but it needs to develop a vision and action plans in collaboration with a wide range of partners including its Business Improvement Districts and other key players. As an example, a proposed investment of more than £30m in a joint education campus in Neilston will also offer the opportunity to regenerate the town centre.
- The future of the local environment will be protected through the improvement of our parks and open spaces, which serve as places for leisure and health as well as reducing carbon emissions. Rouken Glen Park will have more facilities and will be a successful events venue. A masterplan will be prepared and implemented for Cowan Park, transforming it into an attractive public park for all residents.
- Eastwood Park will be masterplanned with a new vision and identity for the park, a different mix of land uses, improved connectivity via footpaths and safe cycleways, and an outdoor space that can be used productively for recreational and other purposes.
- We have a very limited supply of brownfield sites and so new house and community facilities may have to be built on previously undeveloped sites. We will ensure there is a balance between protecting greenbelt and our important urban green spaces within neighbourhoods and will consider the impact on both when deciding on the best locations for future development.
- We will build on the success of being No 1 in the country for household waste recycling rates to encourage even greater environmental awareness and reduce waste and pollution. Our new waste facility, which we have funded along with neighbouring councils, will begin operation in North Lanarkshire in 2020 and further reduce the waste sent to landfill.

- We will strengthen our commitment to reducing local CO2 emissions as we cut the emissions of council buildings and seek to reduce the physical footprint of our properties. We will encourage the move to electric cars with the necessary sustainable supporting infrastructure. We will work with developers to ensure they futureproof new buildings and spaces so they are adaptable and flexible and as energy efficient as possible. Active travel connections across communities will give the benefits of access to greenspace and waterways for purposes of broader wellbeing.
- We will develop our communities, infrastructure and buildings to be more resilient to the effects of climate change mainly in terms of challenging weather. This includes being able to deal with storms, heavy rain, extreme winds, droughts and heatwaves. A plan is in the early stages of development at the Glasgow City Region level and there is potential to engage local communities in awareness-raising around the simple steps that individuals can take to 'do their bit' from encouraging wildlife to protecting garden greenspace and thinking carefully about expansion and development plans.



#### Outcome 4 – Safe, supportive communities

**The outcome we want is that residents in East Renfrewshire are safe and live in supportive communities**

Local residents continue to value a strong sense of belonging to their community and the safety of local neighbourhoods. We have strong communities throughout the area and people from diverse backgrounds get on well. East Renfrewshire has the lowest crime rate in mainland Scotland although housebreaking and anti-social behaviour are still of concern to residents. We have a small proportion of people who misuse alcohol and drugs.

Over the next 10 years:

- Community safety and community justice will be enhanced through increased community engagement activity with local community groups to promote positive outcomes. This will be progressed through partnership working and integrated information-sharing with Police and Fire services to focus community activities in the most appropriate areas.
- More people who are involved with the criminal justice system will receive community pay back orders that will reduce future offending, provide added value and give something back to the communities most affected by crime. In addition, there will be improved access to services that will help integration into back into communities, which will further reduce reoffending.
- Fewer East Renfrewshire young people will engage in anti-social behaviour and those at most risk will be actively and meaningfully engaged through targeted streetwork and diversionary activities.
- We will be more effective in protecting adults who are at risk of harm, by providing timely responses that allow them to live safely in their own home.
- Through our work with key partners we will deliver a comprehensive range of actions to ensure we prevent, reduce and respond effectively to all forms of violence against women and girls. We will ensure through the delivery of activity such as Safe and Together that women, children and young people are provided with the right support at the right time.

- Helping residents affected by alcohol or drug use to overcome their addiction(s) will be at the heart of our drug and alcohol recovery services.
- Communities will re-emerge and strengthen in existing localities and grow and develop in newer areas. They will have the connections and skills to effectively support one another, combatting loneliness and isolation and contributing to a greater sense of wellbeing at all ages, with knock-on benefits for resilience, health and life expectancy.
- It will be easy for East Renfrewshire residents to have their say and get actively involved in their local communities. The confidence and skills of communities will be stronger so they can influence key issues that matter to them and contribute toward the building of supportive communities.
- We will work in direct partnership with local groups and organisations to participate in the development and delivery of local plans (e.g. Fairer East Ren and our Locality Plans) which reflect local priorities and views and will work more effectively in partnership with communities across our diverse range of services.
- At least 1% of our budget will be spent through Participatory Budgeting, where local people have a direct say in budgetary decisions. We will expand our successful range of community-led decision-making processes and offer an increased role for community members in the delivery of shared outcomes in East Renfrewshire.





### **Outcome 5 – Older people and people with long-term conditions**

**The outcome we want is that older people and people with long-term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.**

East Renfrewshire's residents generally live long, healthy lives. Local people have a longer life expectancy than the Scottish average and maintain a good quality of life. Over the next 25 years, East Renfrewshire's older population is projected to rise significantly. We will need to respond, by working to ensure older people and those who have long-term conditions benefit from improved quality of life, can live safely at home and are connected with their communities. The NHS, through its 'Moving Forward Together' strategy will also be developing approaches and responses that are focused within our communities.

Over the next 10 years:

- Through the Council's partnership with the East Renfrewshire Culture and Leisure Trust (ERCLT), older citizens will be involved in a range of activities that support and encourage them to be physically and mentally active and maintain their independence. The much-improved leisure facilities in Eastwood, the Barrhead Foundry and Neilston will be welcoming for people of all ages and will respond to changing needs and focus on the wellbeing of people in our communities.
- We want to work more closely with communities offering more local people the opportunity to talk about any concerns and to plan ahead to stay independent. **With our partners we will develop 'Talking Points' as places in communities where local people can come along and get information, support and advice about adult health, wellbeing and community activities going on where they live.**
- **Developments in monitoring equipment and digital technology will allow us to provide more responsive and less intrusive supports to people in their own homes.**
- We will work with our communities and partners to ensure there is a supply of creative and high-quality options available for people who need support to stay in their communities.

- We will have shifted away from hospital wards to community alternatives for people requiring long-term or round-the-clock care. We want to ensure only those people who require urgent or planned medical or surgical care need to go into hospital. Our aim will always be to return people home as quickly as possible and to support them at home whenever we can with a programme of re-enablement.
- We will improve people's quality of life by helping them to choose from a range of housing options so they can stay in the home of their choice in their local community. We will work with the housing market to achieve this. Our Local Housing Strategy and council house building programme will take these needs into account including our future proposals for sheltered and amenity housing.
- A lower proportion of people will need long-term care as they will have options to stay supported in their community, remaining connected through their interests, and are supported through technology and person-centred care.
- There will be increased opportunities for people to work in health and care as a fulfilling career. We will encourage the development of local social enterprises and community-based supports.

## OUR 5 CAPABILITIES



We will build our capability to be a digital council and offer services which are enabled by digital technology to the benefit of our customers and employees. Many customers now expect to be able to contact and communicate with us 24/7, to the same level of service they can get elsewhere in their lives. Digital technology allows those customers who can “self-serve” to do so, saving the public sector money and freeing up resources for the most vulnerable. The Council will develop and transform to meet the changing needs and expectations of our customers.

But it’s not all about technology; it’s about culture, empowerment and working together across boundaries; being open to reconsidering our whole way of doing business. Our focus is on designing new processes starting with the customer and using digital technology to deliver better more user focused services. Not just an online form, an app or a tweet but instead a fundamental redesign of all our processes end-to-end using digital technology. Customers will be involved in the review and design of services across the Council which will help to meet expectations and demands. The pace of change and innovation has greatly accelerated over the last 5 years and the scale of digital expectations is huge – who can predict the future? Our redesigns need to be easy to use, run truly end to end beyond traditional service boundaries, and be able to respond to change quickly.

Across the country we are beginning to see some successes from the use of intelligent automation, which are really speeding up processes where there are high-volume customer interactions. This can involve immediate “decision making” with automatic answers to customers, which frees up time for us to focus on the more complex cases. In a further extension to our 24/7 offering, we will also extend the concept of “digital assistants” who can interact with customers on a conversational basis.

Our focus will be on how digital can improve outcomes for our customers, particularly in our big spend areas such as Education and Social Care where the impact of digital technologies is becoming apparent. From completely new learning technologies, to sensors to support vulnerable people to live independently but with the comfort that their wellbeing is being monitored, the possibilities are endless.

Of course, digital technology has a cost as well as a benefit and we need to prioritise spend within a challenging budget environment, taking advantage of new cheaper, easily available technologies and collaborative work with other councils.

High-quality digital and full fibre broadband infrastructure and networks are an important facility for businesses and residents. The Council will continue to encourage developers to explore opportunities for the provision of digital infrastructure as an integral part of development.

Our schools will be at the forefront of digital technology where best-practice teaching will be supported by the best practice in digital learning. We will take advantage of new developments in digital health technology to support our ageing population and, of course, we need to be able to use digital technology ourselves to gather data, to provide quicker services and to support our customers who cannot access digital technology easily.

We will look to strike a “deal” with our customers that by using digital technology they are freeing up resources for the most vulnerable.

Given the pace of change, it will be necessary for us all to be adaptable and flexible; to learn and to take ownership of our own development. We will build the right culture for continual learning and more flexible job roles and will support staff to develop new digital, data and technology skills required to continuously reimagine service delivery, working in partnership with our customers, to offer the best possible outcomes for residents. We will collaborate on a national basis to better plan for the next 2, 5 and 10 years.



## Modernising How We Work

We will make further strides in modernising how we work to allow us to be even more efficient, helping us to meet the budget challenges ahead; it will give customers (external and internal) a better service and, equally importantly, it will help increase our own job satisfaction as we remove outdated processes and practices.

Our focus is on modernising processes, taking out unnecessary approvals, duplication and manual processes. Championed by our Core Systems, Digital and Data programmes, council systems will be updated, processes will be automated and we will adopt digital and paperless systems wherever possible, avoiding rekeying of data.

Strong governance and our integrated view of council-wide progress in delivering our change programmes, financial and service business planning will help us to prioritise scarce resources; ensuring we make crucial decisions to keep projects moving; and introducing new agile project methods which may help us move quicker on certain types of projects that need more design and development, working closely with users.

There is a wider workplace shift from “where we work” to “how we work”. Technology is a key enabler but will only work if the culture is right and there is trust and consistency. Our property estate is old and expensive to change but our office modernisation programme will give us a structured way forward balancing cost savings and improvements in our work environment. Our workspaces will reduce, but those remaining will become more modern, meeting the needs of increasing numbers of employees who are working in more flexible ways and who do not require permanent desks, as well as those employees who are office-based. We will have less floor space, with a modern, pleasant environment where employees can collaborate across teams and work together as well as having quiet space when needed. Where possible, we will share space with partner organisations, building on our approach of “no walls” in our partnerships. How we work together will also change.

To help achieve this we are also developing an accommodation strategy which will seek to reduce the amount of non-school property we hold and make the properties we do hold fit for purpose in terms of future working practices and improving the efficiency of those buildings. In addition we will continue to develop our asset management plans which will set out our future proposals for investment and modernisation in relation to IT, Property, Parks, Fleet, Housing and Roads.

Our management and leadership practice will be about knowledgeable leaders and managers who really care about their employees' development and are prepared to coach and empower employees to help them do their best to deliver top quality services with each other and our residents. Leaders can be found at all levels and need to act as role models for the transformation we want to see, acting as enablers for new ways of working, helping to support employees to develop their thinking and building a workforce that is fit for the future. The benefits of our leadership and management programmes will take some time to bed in and all our leaders will take part in new development programmes to help them build up their skills to help them lead and support employees in the changes ahead.

We want all employees to be guided by the values we have jointly developed and this will be far more powerful than any rules we could set. We want to break down old-fashioned hierarchies and be less formal.

This cannot be achieved overnight. We will have to work through every process, some of which go right across the Council. We will need robust governance to make sure we prioritise our resources where they can make the biggest difference to our change projects and we will need strong project management to make sure we deliver the benefits. We will broaden the capabilities available through office productivity tools and widen use of voice recognition. We will all use systems directly i.e. "self-serve".

Our significant programmes of work are moving at a considerable pace right across the Council, HSCP and ERCLT, covering some complex areas and challenging the most fundamental building blocks of how we operate. These are resource intensive areas of work but, given the right input and commitment, have real opportunity to transform the way we work and deliver efficiencies for the future.



## Data

We are a data-rich organisation, but we are now on a journey to fully becoming a data-informed organisation. That means our strategic focus, operational decisions, improvement priorities and actions need to be based on accurate, timely, relevant and high-value, data-informed business insights that are available to the right people, at the right time and in the right way for them to make informed, actionable decisions about services. We will bring in new skills to enable this and will support our existing employees to build new skills to handle access and use data in more ways to help them in their day-to-day work.

Using the data we hold efficiently to generate business intelligence and insight will help enable the Council to plan for the future, save time; reduce costs; automate tasks; identify and take preventative action; monitor, predict, control and report our performance; improve customer journeys through and across services; and change how services operate individually, corporately and in partnership with other organisations.

The information we hold should be understood and valued as much as other organisational assets such as buildings, equipment, people or money. It should be actively looked after by being stored, maintained, protected and exploited – according to its value.

We need to recognise our data may not always be perfect, but it is good enough for its intended use and we should use it in ways that are pragmatic and appropriate – we should also be transparent about its value and any limitations or quality issues.

There is huge potential from information that is standardised and linkable, allowing us to pull different types of data together into a common way that allows for integrated analysis, collaborative research, large-scale analytics, and sharing. We can discover more about ourselves, our customers and our services this way.

Information becomes even more valuable if it can be used more than once or for more than one purpose. This gets us to a single, reliable source of the truth and ensures everyone is working to the same facts. It should be as easy as possible for individuals to access information about themselves, without having to make a request and even when access is not mandated in legislation. We will allow data to be transparent so the public can see and use it, but we will always balance that against legitimate legal, ethical, professional and technical constraints and potential risks and sensitivities.

New data processing and analysis technology is flooding the market but councils across Scotland are just at the beginning of making good use of their vast data – East Renfrewshire is no different; this is an exciting area of work and we're just at the start of what's possible.





## Empowering Communities

We are building up our capability to work with our communities, encouraging and supporting them to work with us and one another to improve outcomes. To deliver on our duties under the Community Empowerment Act, we are moving from a focus on consultation and engagement to genuine involvement and participation. As we review our services, we look for more opportunities for community involvement and participation, recognising that genuine involvement is ongoing and not just at the start of a process. It is about local people being truly involved in services that affect them – this means setting priorities, influencing and supporting how we deliver on them and how we spend our money and reviewing progress.

We have the opportunity to change how we work, building in more local control. Through locality planning, communities experiencing poorer outcomes are becoming empowered to articulate their needs and priorities and play a part in delivering on them – we now need to look at how we can learn from this approach in an effort to widen community involvement across East Renfrewshire. We are using participatory budgeting to give local people a say in how money is spent in their area and this is an approach we want to scale-up in future years. We prioritise community capacity-building support to ensure communities are strongest in areas aligned to our strategic outcomes, such as early years, safe and supportive communities and older people. Our focus is to ensure everyone has a voice, particularly those seldom heard.

There will be far greater empowerment at all levels of our education provision. Schools will determine their use of resources and will design the staff and management structure to meet their learners' and community's needs. They will have funds at their fingertips and will be able to decide on improvements to their school. Decisions will be taken as close to the child as possible to help meet an individual's needs. This greater empowerment will give schools more autonomy and there will be also more local accountability. Children themselves will be empowered to have a say on what happens in their school, as will parents and the wider community, with employers and other local agencies working in partnership with schools.

Within a context of decreasing budgets, and to avoid consultation fatigue, we will coordinate our efforts to enhance involvement and participation through better coordination across the Council/HSCP and with our partners, making more effective use of our limited resources. We

will provide training and develop toolkits to help employees ask themselves challenging questions about how they can involve individuals and communities.

By building this capability, communities, families and individuals will be actively involved in service design, developing and delivering solutions to improve outcomes. We will use our values to guide our behaviours when working with communities and individuals. We will not insist our professional opinion is always right but work closely with people to get the best solution for them within our financial context.



## Prevention

Together with our partners, our commitment to early intervention and prevention in designing and delivering services is vital to making people's lives better and tackling inequalities. In the past there was too much emphasis on fixing problems rather than preventing them occurring in the first place. Now we understand this is not good for communities and places heavier demand on services, which is not financially sustainable in the longer term.

Looking at things through a preventative lens, together with our communities, we are rethinking our services. Nationally, the drive is to act earlier in situations and, locally, further shift the balance of investment from crisis to preventative interventions. This is challenging but key to improving local outcomes and reducing demand for some services. We need the right mix of investment in preventative work and investment in ongoing delivery.

Nowhere is the preventative and early intervention approach more evident than in our prioritisation of, and investment in, services for children in their early years and towards supporting parents. There's huge evidence to show the positive impact of transforming the lives of children and future generations through investing in early years services. It is a long-term approach but we are already working hard in this area. Working collaboratively with services and our most deprived communities we are: improving pre-birth support, supporting families to become confident parents and building resilient communities for children to grow up in. Our project on reducing teenage pregnancy has received national acclaim and we want to build on this success.

Preventative approaches are also central to our strategy on responding to the challenges of our increasing ageing population and reducing health inequalities. Our HSCP's strategic priorities include reducing unplanned hospital admissions and working together with older people and people with long-term conditions to maintain their independence. Traditional home care services have been redesigned to focus on re-ablement, working with people to regain their independence after illness or a stay in hospital. This reduces the need for long-term care at home. Support for people who self-direct their care is also being transformed moving to a model of "just enough support". The premise of early intervention sits at the heart of a range of innovative projects aimed at improving people's physical and mental health and there are good examples of joint work between the Culture and Leisure Trust and HSCP.

We've radically rethought our enforcement services (Environmental Health, Trading Standards and Licensing) and created a single prevention team whose early interventions are protecting some of our most vulnerable residents, empowering them to avoid scams; block nuisance calls, access reputable tradesmen and increase safety in the home – all helping people maintain their independence.

Taking a proactive, preventative approach is central to how we do things now and in the future: how we review our budgets; invest our resources; shape services; design job roles and develop staff skills – we can't afford not to.

## OUR VALUES

Our values are the building blocks of our vision to be a modern, ambitious council creating a fairer future for all.

Staff across the council embody our values on a day-to-day basis, as we work to improve the lives of those who live in, work in and visit East Renfrewshire.

It is important that staff recognise and believe in our values. Through engagement with them we have simplified our values to these three:



Ambition

This means we are creative, innovative and strive to make people's lives better.



Kindness

This means we are compassionate, helpful and show respect towards others. Whether it is with our customers or with colleagues, we should show kindness in everything we do.



Trust

This means we are honest, reliable and act responsibly in everything we do. Every day we work to improve the lives of those who live in, work in and visit East Renfrewshire, so it is really important that we have their trust.

## DELIVERING THE VISION

Our plans are ambitious. We want to be at the leading edge, delivering the best possible services to our communities. We have an ambitious strategy to deliver, based on our 5 priority areas that describe the outcomes we pledge to deliver for local people. We have many impressive projects, ranging from our work to deliver new schools and nurseries to our City Deal infrastructure programme; from an ambitious capital programme and Local Development Plan to partnership models of delivering for Culture and Leisure and Social Care.

It is impossible to describe what life will be like in the future in a few words, both for our local residents and our employees, but we want everyone to be involved in creating this new future. We will all have to learn new skills and support each other to do so. This transformation has to be driven across the organisation and through the local area by everyone; we all have to be engaged in the changes and feel we can influence them. All this comes at a time of challenging and reducing budgets, making transformation all the more important.

This Vision for the Future should not be a static document. It needs to have a life of its own and respond dynamically to change over the next 10 years. It has scope to develop and adapt to new demands; respond to conversations with communities; and to be shaped and guided by the knowledge and skills of our employees.

There are big issues to address, particularly in the areas of climate change and building supportive, thriving and resilient communities and neighbourhoods - we need wider involvement to shape these.

Over the life of this Vision, we will create opportunities to widen the conversation, to involve more people and to develop our thinking. This is not a traditional consultation where we seek views on a set of proposals. It is about creating a long-term vision for the area. It is about opening up a conversation to explore what possible futures might look like and how we can really make lives better in East Renfrewshire.

We would love you to get involved.

- What does life in East Renfrewshire mean to you and how can we support you to live a better life?
- What is your biggest ambition for East Renfrewshire as an area in the next 10 years?

- What do you want East Renfrewshire to look like in 10 years' time?
- What does 'community' mean to you for the 2020s?
- What does climate change mean to you? What will it mean for us as an area?
- What can you do to help us achieve our Vision for the Future?
- What else should we be asking?

Get in touch at [Vision@eastrenfrewshire.gov.uk](mailto:Vision@eastrenfrewshire.gov.uk) and let us know your thoughts.

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# Planning for the Future Infographic Summary

December 2019 version

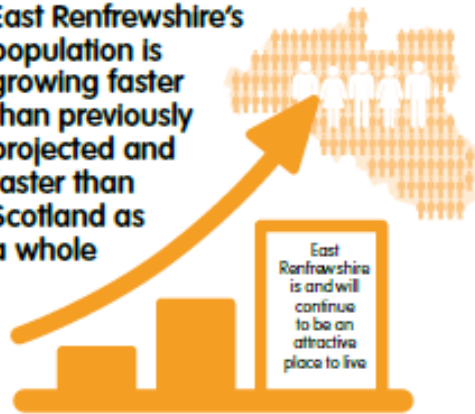
For further information see

[www.eastrenfrewshire.gov.uk/planningforthefuture](http://www.eastrenfrewshire.gov.uk/planningforthefuture)

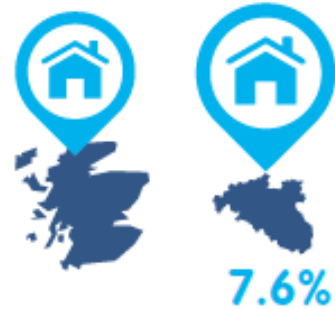
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EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT

East Renfrewshire's population is growing faster than previously projected and faster than Scotland as a whole



The number of people living in East Renfrewshire is projected to increase by 7.6% by the year 2026 (this is higher than previous projection of 5.7% and higher than the Scottish rate of growth of 3.2%)



The increase in East Renfrewshire will be as a result of more people moving into the area

The two age groups that will grow the most



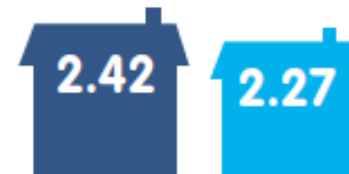
More houses are being built for three reasons



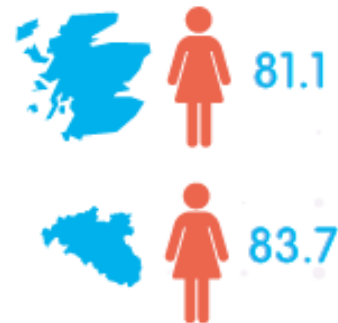
Demand will increase for services



East Renfrewshire currently has the highest average household size in Scotland, but this is projected to shrink as more people live alone



East Renfrewshire now has the highest female life expectancy at birth in Scotland, and the second highest male life expectancy

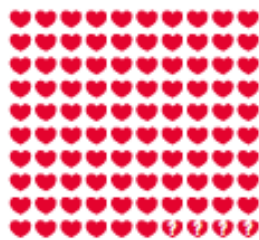


IF EAST RENFREWSHIRE HAD 100 PEOPLE

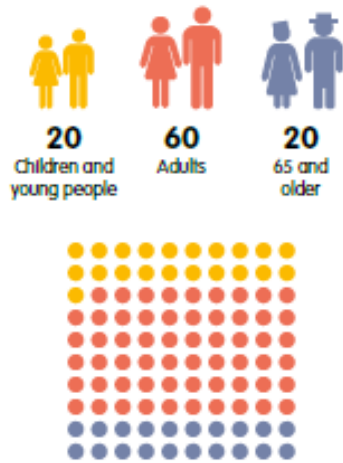
Gender



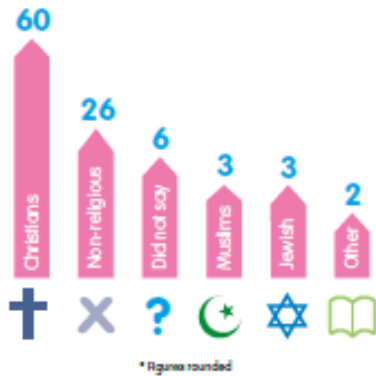
Health



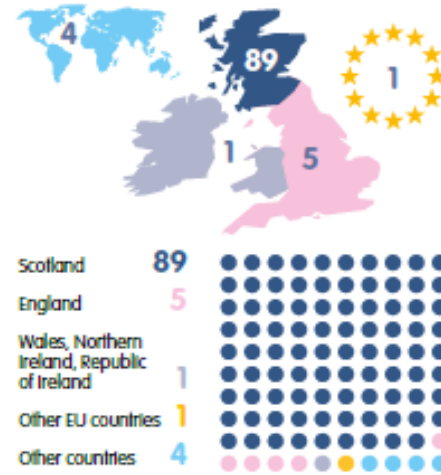
Age



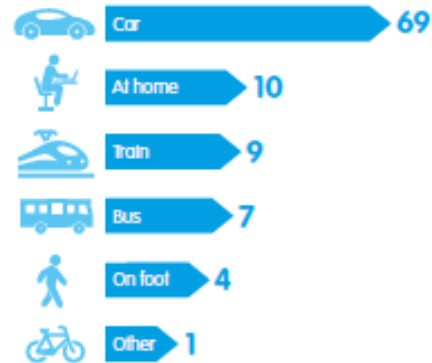
Faith



Country of birth



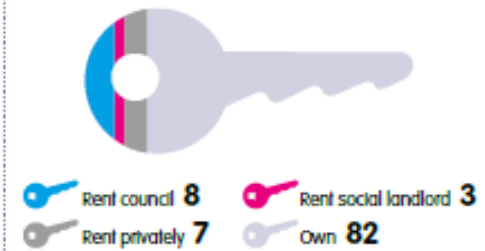
Travelling to work



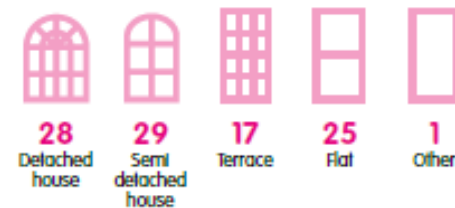
Household size



Tenure

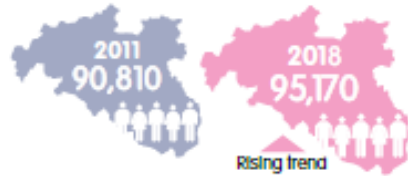


Where people live

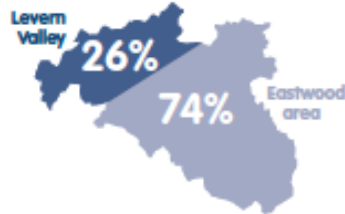


EAST RENFREWSHIRE FAST FACTS

Population



Where people live



Life expectancy



New homes planned up to 2029



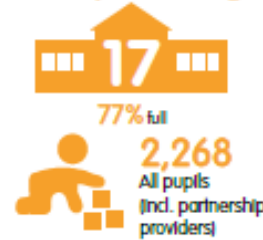
Economically active 70%  
Economically inactive 30%



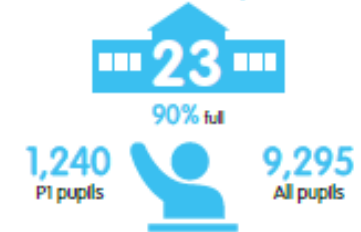
Extra moving into East Renfrewshire 2018



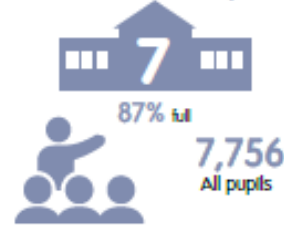
Early learning



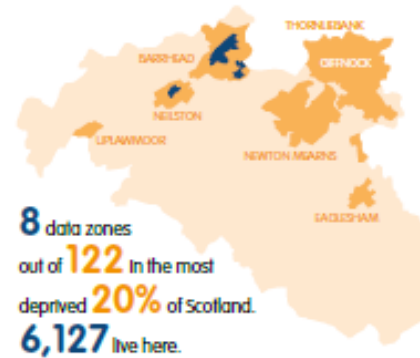
Primary



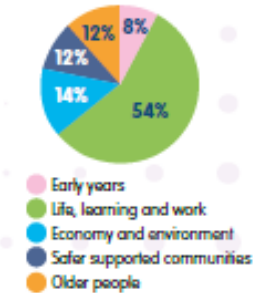
Secondary



ASN School



How money is spent on our key priorities



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**Draft**

**Political, Economic,  
Social & Technological  
(PEST) Analysis for  
East Renfrewshire  
Council**

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<p><b>POLITICAL</b></p> <ul style="list-style-type: none"> <li>• Policy &amp; Legislative change incl.               <ul style="list-style-type: none"> <li>- EU Withdrawal</li> <li>- Scotland's new financial &amp; social security powers (inc. tax, Council Tax etc)</li> <li>- Barclay – Non-Domestic Rates</li> <li>- Fairer Scotland Act</li> <li>- Local Outcome Improvement Plans</li> <li>- National Performance Framework</li> <li>- Environmental legislation</li> <li>- City Region &amp; Growth Deals</li> <li>- Transport &amp; Planning Bills</li> <li>- Education reform – empowerment &amp; school autonomy; children's rights and expectations</li> <li>- Additional Support for Learning – presumption of mainstream = pressure on provision</li> <li>- Early learning &amp; childcare</li> <li>- Child Poverty Act</li> <li>- Review of public sector equality duty</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Enterprise &amp; Skills review</li> <li>- Community empowerment Act – community assets, community engagement, participatory budgets</li> <li>- Named person provision</li> <li>- Health &amp; Social Care integration</li> <li>- Gender Recognition Act – review</li> <li>- Employment law, incl. pension reform</li> <li>- Local Governance review</li> <li>- Electoral change</li> <li>• Scenarios re: Independence – impact on £</li> <li>• Alternative delivery models for services</li> <li>• Different models of local gov; potential impact of reorganisation – geography &amp; responsibility?</li> <li>• Trends in centralisation vs localism</li> <li>• Ringfencing of funding</li> <li>• Welfare reform</li> <li>• Regional partnerships eg education collaborative, City deal/enterprise, transport,</li> </ul>	<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"> <li>• Scottish budget variability predicted to increase</li> <li>• Growing dependence on Council Tax (or replacement)</li> <li>• Worldwide factors affecting growth of economy</li> <li>• Interest &amp; exchange rates</li> <li>• Recession/lower economic growth in the UK</li> <li>• Increasing unemployment levels with impact on welfare spend</li> <li>• Productivity – link to City Region deals &amp; investment in skills &amp; Capital</li> <li>• Low rate of new businesses</li> <li>• Environmental &amp; local economic sustainability (e.g. buy local vs online)</li> <li>• Govt. adoption of virtual currencies (e.g. Blockchain) – volatile until more established</li> <li>• Age distribution – shrinking working age population</li> <li>• Lack of savings culture = issues at retirement</li> <li>• Prevalence of short term / temporary / freelance / casual / zero hours contracts vs permanent jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Changing expectations - flexibility, working conditions</li> <li>• Skills               <ul style="list-style-type: none"> <li>- Technology impact on jobs (Artificial Intelligence / robotics etc) – some studies say 30-40% of UK jobs at risk of computerisation</li> <li>- How to attract to jobs that will still be needed (e.g. caring)?</li> <li>- Supply vs demand for emerging skills areas = increasing cost</li> <li>- Outward migration</li> </ul> </li> <li>• Impact of pandemics/animal to human infections diseases (e.g. avian influenza)</li> <li>• Impact of climate change – potential for increasing weather issues meaning challenges for services &amp; community resilience/recovery</li> <li>• Food supply chain risks</li> <li>• Impact of industrial action either on our own workforce or on our supply chain (e.g. fuel, partner agency suppliers)</li> </ul>
<p><b>SOCIAL</b></p> <ul style="list-style-type: none"> <li>• Growing population &amp; age distribution</li> <li>• Diversity &amp; new regulations (incl. gender identity)</li> <li>• Household types               <ul style="list-style-type: none"> <li>- Smaller family units</li> <li>- Additional needs (issues for provision age 18+years)</li> </ul> </li> <li>- Single person households</li> <li>• Health &amp; wellbeing/wellness</li> <li>• Isolation &amp; loneliness</li> <li>• Mental health</li> <li>• Poverty &amp; hardship</li> <li>• Loss of sense of community &amp; shifts in social cohesion due to rising inequality, imbalances in economic opportunity &amp; diversity in society</li> <li>• Socio-economic disparities in participation in culture &amp; sport</li> </ul>	<ul style="list-style-type: none"> <li>• Customer demands – rising expectations of response – speed, choice, personalised, value-add</li> <li>• 24/7 expectations &amp; behaviours</li> <li>• Community empowerment</li> <li>• Trust of institutions</li> <li>• Older people may have less money than previous generations &amp; may make different choices</li> <li>• Move from buying to renting housing?</li> <li>• Land-supply/ownership issues</li> <li>• Extreme behaviours/lack of tolerance (perhaps facilitated by social media – easy to mobilise)</li> <li>• Change in way citizenship is perceived; rising entitlement culture; decreasing responsibility &amp; resilience?</li> <li>• UK National security threat levels – local issues given diverse communities</li> </ul>	<p><b>TECHNOLOGICAL</b></p> <ul style="list-style-type: none"> <li>• Digital technology opportunities               <ul style="list-style-type: none"> <li>- Efficiency gains through process automation</li> <li>- Machine learning, robotics &amp; artificial intelligence may revolutionise working practices &amp; help identify the needs of community &amp; individual</li> <li>- Autonomous vehicles - opportunities for safety, mobility, traffic flow, jobs but issues for jobs, liability &amp; insurance, infrastructure, security but risk of misuse</li> <li>- 'Big data' - extremely large data sets that may be analysed computationally to reveal patterns, trends, and associations, especially relating to human behaviour and interactions – need for strong master data management &amp; better use of data generally.</li> </ul> </li> <li>• 5G connectivity - potential to enable more efficient service delivery</li> <li>• Biotech advances may bring opportunities for preventative medicine, lifestyle &amp; longevity</li> <li>• Digital inclusion issues for those less able or confident to interact with digital solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing risks of cyber attack/security threats to critical systems/infrastructure</li> <li>• Business continuity challenges from increasingly digitised services</li> <li>• Risk of significant power outage nationally &amp; impact on services</li> <li>• Social media – powerful interaction tool vs. rising expectations and lack of control</li> <li>• Skills &amp; workforce trends</li> <li>• Data &amp; insight vs privacy &amp; security concerns</li> <li>• Increased illness through resistance to antibiotics</li> <li>• Increase in numbers living with long-term conditions due to technological advances e.g. cancer and dementia – issues for service provision</li> <li>• Communication aids e.g. translation, interpretation &amp; non-verbal communication</li> <li>• Growth of technologies to address climate change eg windfarms, electric vehicles,</li> <li>• Growing use of technology impacting communication &amp; social patterns &amp; time available for physical activity</li> </ul>

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# **Vision for the Future - Links to Other Long-term Strategies**

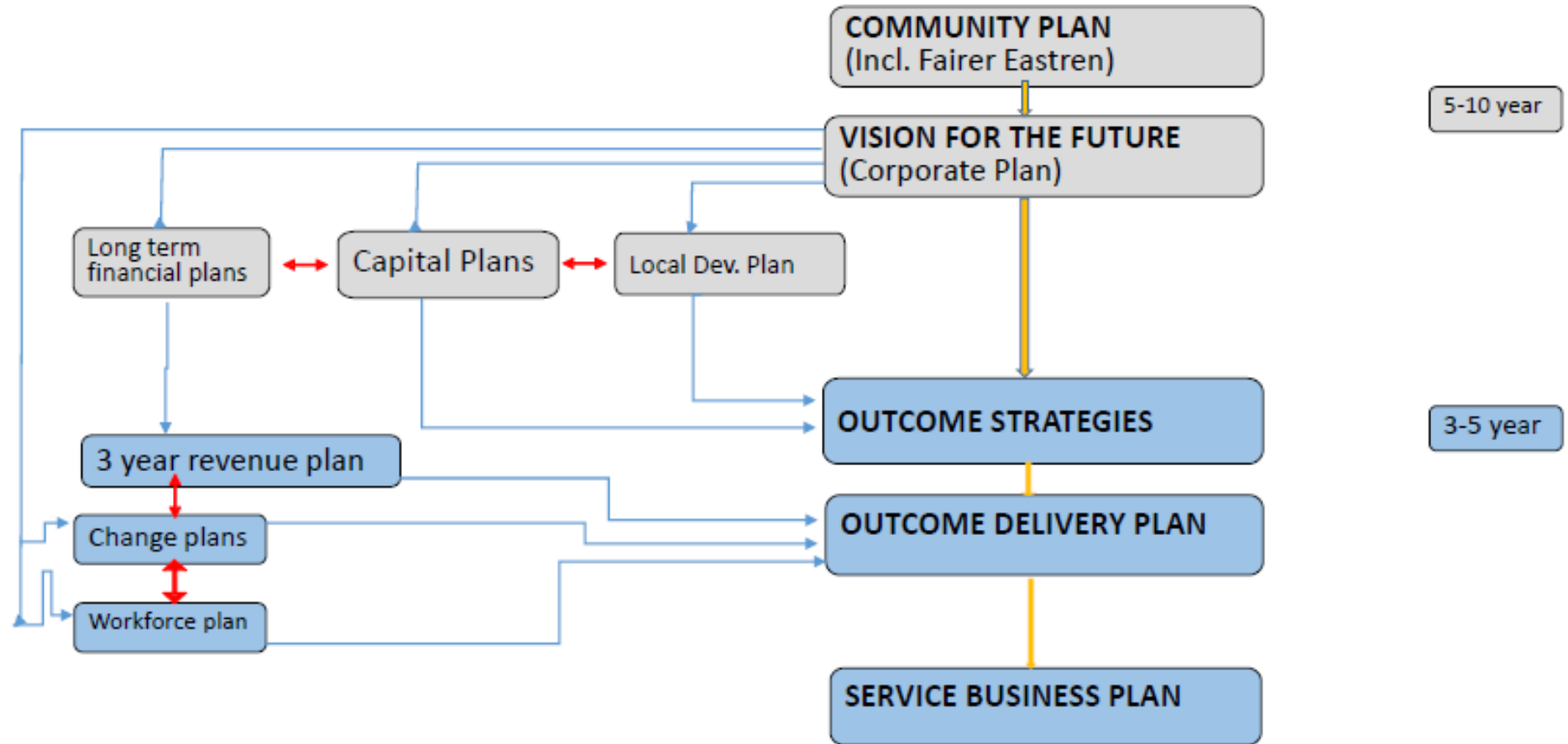
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Our **Local Development Plan** (LDP) builds on our **Community Plan** and national planning policy, and shapes public and private sector investment in our area. It is a spatial land-use plan that will help shape the kind of place that East Renfrewshire will be in the future, balancing the needs of residents, businesses and future generations. It aims to create thriving, attractive and sustainable places and neighbourhoods and takes into consideration healthier lifestyles, greenspace, affordable and particular-needs housing especially to meet the needs of the elderly, improving town centres, educational requirements and improvements to leisure and cultural facilities.

Our **Capital Investment Strategy** demonstrates the many influences on our capital investment plan, particularly external and partner influences, such as Scottish Government policies and the Glasgow and Clyde Valley City Deal. When delivering our commitments, we need to invest strongly for longer term benefit but always be mindful that any investment must be undertaken in a prudent, affordable and sustainable manner. Investment in schools and nurseries has always been a high priority and reflects the importance of education in the Community Plan as well as demographic trends in migration of families into the area because of the reputation of education as well as the growth in housing numbers. Our 10 year Capital Plan and longer term Capital Investment Strategy are updated annually.

Our **Long-Term Financial Strategy** identifies the long term financial pressures that the Council is likely to face, such as budget reductions, demographic change and inflation. The strategy also identifies the different ways in which these pressures can be mitigated. The savings consist of efficiency savings as well as service reductions. Financial planning is extremely difficult in the present economic and political situation so we have to be prepared to continue to analyse a range of scenarios and undertake detailed budget planning as the most likely scenarios emerge.

Figure 1: Integrating Strategic Plans & Operational Management



EAST RENFREWSHIRE COUNCIL27 February 2020Report by Chief Financial OfficerFINANCIAL PLANNING 2020-2026**PURPOSE OF REPORT**

1. To submit for approval the updated Outline Revenue Financial Plan for 2020-2026.

**RECOMMENDATIONS**

2. It is recommended that the Council: -
  - (i) notes the increasing budget pressures anticipated in the next 6 years and the mitigating actions proposed; and
  - (ii) approves the Outline Revenue Financial Plan 2020 – 2026

**BACKGROUND**

3. East Renfrewshire Council has undertaken long term financial planning for many years.
4. Capital planning is undertaken over a rolling 10 year period, reflecting the contents of the Capital Investment Strategy and the need to plan infrastructure over an extended period.
5. The Council plans its detailed revenue budgets over a 3 year time horizon and seeks to align these with the multi-year settlements from the Scottish Government. Despite a recent move to annual budgets by the Scottish Government and significant shifts in the overall budget allocated to local government making long term planning challenging, the Council has continued to prepare and publish a 3 year budget, updating the budget on an annual basis. The Council also maintains a rolling 3 year departmental budget to assist with its Outcome Delivery Plans and produces a Financial Planning document each year, forecasting financial resource levels for the next 6 years. Unfortunately, the Scottish Government's intended move to publishing multi-year settlements from 2020/21 has not been possible due to the unexpected December 2019 general election, however it is hoped that multi-year settlements will recommence from 2021/22 facilitating the Council's revenue planning.
6. The Council budget, which will be set today, will be year 3 of the present detailed revenue budget. The budget proposals for 2020/21 reflect the terms of the Local Government draft settlement, announced by the Scottish Government on the 6<sup>th</sup> of February 2020. These figures may be subject to further change as a result of the final Scottish and UK budget plans scheduled for confirmation on 5 and 11 March 2020 respectively. The Council's Outcome Delivery Plan and outline multi-year budget plans for 2021/22 onwards will also be refined once the impact of the final figures is known.

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

8. Traditionally the longer term financial outlook and the associated financial plans of the council have been presented at the annual budget meeting. This paper updates the Financial Planning document approved on 28 February 2019 and covers the next six years, 2020/21 to 2025/26.

9. It should be noted that financial planning is extremely difficult in the present economic and political situation, with uncertainty on the type of Brexit further complicating matters. Financial markets are uncertain about future economic growth prospects and the impact on the finances available to Scottish local government is very difficult to predict. One year budget settlements and the shortened timescale for the 2020/21 budget are making the situation even more challenging. The Council will have to be prepared to continue to analyse a range of scenarios and be ready to undertake detailed budget planning as the most likely scenarios emerge for future years from future multi-year settlements.

## **FINANCIAL OUTLOOK**

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

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

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

13. The Scottish Government expects spending plans to focus on outcomes in four key areas: Wellbeing; sustainable and inclusive economic growth; tackling child poverty; and tackling climate change. It also expects, however, that non-Health budgets will remain severely constrained. This produces challenges for Councils, with these being exacerbated by the increasing element of ringfencing in recent settlements. COSLA estimate that around 60% of budgets were subject to some form of ringfencing in 2019/20, leaving Councils with full budget flexibility in only 40% of service areas.

14. The Scottish Government has also published a medium term health and social care financial plan which will impact on the Council's forward plans through our contribution to the local IJB.

15. The UK Spending Review in September 2019 covered only one year and indicated a 2.1% real terms (over 4% cash terms) increase in revenue funding for Scotland in 2020/21, but with the largest part of this increase relating to Health. Significant increases in capital



investment were also anticipated, although these were not necessarily planned for local authority projects. Due to the unscheduled general election in December 2019, however, the detailed UK budget will not be announced until 11 March 2020 and a multi-year UK spending review will not take place until autumn 2020, so there remains a large degree of uncertainty in medium to long term financial planning at present.

16. John McLaren of the University of Glasgow has since estimated that, despite the above 2.1% increase nationally, Scottish non-Health revenue budgets may see little in terms of real terms increases for 2020/21. This is due to prioritisation of health and to the impact of other changes relating to areas including tax and block grant. Future years are expected to be slightly less favourable.

17. Projections for 2020/21 and beyond could, however, change substantially as a result of the 11 March 2020 UK budget, the impact of the nature of Brexit and the findings of the UK and Scottish Spending Reviews scheduled for autumn 2020.

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

19. The Council's Treasury advisers, Link Consultancy, have recently assessed the overall balance of risk to UK economic growth and interest rates as probably neutral. They expect GDP growth to be subdued in 2019 but to begin to recover thereafter, particularly if there is an agreed Brexit deal, with the potential for a series of gentle increases in interest rates being used to manage inflation if required as growth picks up. This aligns with the Bank of England's expectation of ongoing relatively low interest rates.

20. Overall, while the UK Government's fiscal position is now approaching its target balance, potentially allowing for higher settlements, poor economic growth forecasts may result in disappointing increases in some Government budgets and ongoing reductions in other non-protected areas.

21. The draft 2020/21 public sector revenue budget plans announced by the Scottish Government on 6 February 2020 reflected an increase of £495m (4.9%) in cash terms for Councils, but after adjusting for £590m of new commitments included in the settlements COSLA calculated this to represent a £95m (0.94%) cash reduction in core budgets. Most protection and new commitments related to Health and Social Care, to Early Learning and Childcare and to teachers, with a specific requirement for total Council contributions to Integration Joint Boards (IJBs) to reflect a minimum increase of the new commitments above the recurring 2019/20 budget levels. Pay increases of 3% were also agreed for all Council staff for 2020/21, slightly above inflation. All of these factors have reduced the level of resources available for those local government services not afforded such prioritisation.

22. Scottish Budget plans published relate only to 2020/21 and considerable uncertainty exists beyond this due to the type of Brexit, future Scottish tax revenues and the slower than anticipated growth of the UK economy. The Scottish Government has indicated its intention to move to multi-year settlements from 2021/22 and this is to be welcomed as an aid to forward planning.

23. In recent years additional funding has been announced for local government as the Scottish budget progresses through the Parliamentary stages. Final confirmation of the 2020/21 Scottish budget will not be available until all stages are completed on 5 March 2020.

There is also the potential for further changes flowing from the UK budget on 11 March 2020. Figures and forecasts will therefore be kept under review as the position becomes clearer.

24. Consideration has been given to the additional flexibility announced in December 2018 for local authorities in terms of tax raising powers and the ability to reprofile loans fund repayments. The Council's funding forecasts now reflect that the Council has made use of the loans fund flexibility in setting its 2020/21 revenue budget but has no plans to implement a transient visitor tax or a workplace parking levy. More information is required before the potential impact of the increase in powers over Non Domestic Rates discretions can be assessed. This is also the case in relation to the Scottish Government's commitment to explore a replacement for Council Tax.

25. The Council's grant for 2020/21 is £189.4m and produces a cash increase of £6.4m (3.8%) over the 2019/20 comparable grant figure, however recognising that £8.5m of this funding relates to new burdens, including Early Learning and Childcare commitments, the Carers' Act and other substantial new IJB funding pressures, this represents a like for like £2.1m (1.1%) cash reduction. This is very close to the anticipated 1% level of reduction, however the requirement for new IJB ring fenced contributions to be made from a flat cash basis results in the HSCP savings allocation being reduced and more savings having to be found from the other departments.

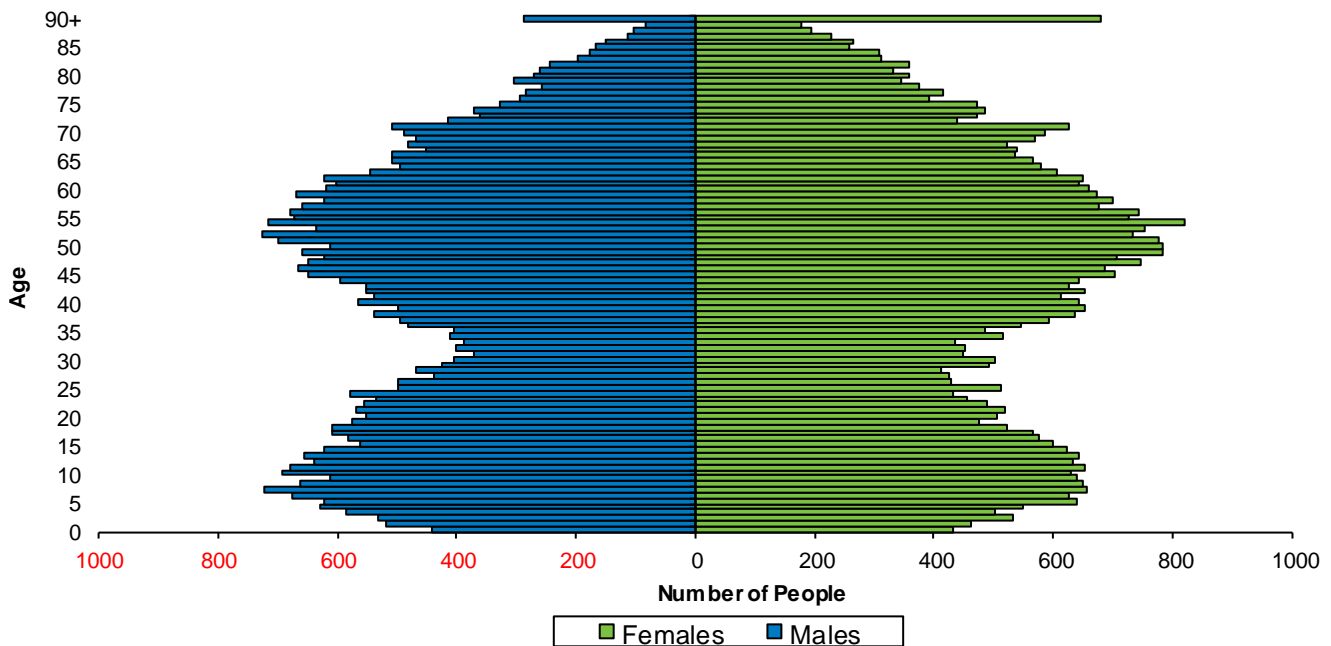
26. The settlement also confirmed that Councils could increase Council Tax by a maximum of 4.84% (3% in real terms), rather than the maximum 3% cash increase previously set.

## **DEMAND PRESSURES**

### DEMOGRAPHICS

27. Our Planning for the Future report and Infographic summary provides a comprehensive summary of a detailed analysis of the changing demographics of the East Renfrewshire Area. The report includes trend information from the Census and the use of the NRS mid-year estimates and NRS 2018 population projections. Information which is used to create the Local Development Plan such as service demand, SIMD data and future housing projections and associated infrastructure is also included. The report provides an overview of natural changes in the population such as birth and death rates and incorporates the latest figures released on the significant rise in net migration across the East Renfrewshire area.

28. The population of East Renfrewshire is currently estimated at 95,170. The pyramid below shows the population split by age group and gender. Around 20 per cent of the population is made up of children and young people aged 0-15. The working age population (16-64) accounts for 60 per cent of the population whilst older aged adults (65 and over) make up the remaining 20%.



Source: NRS 2018 Mid-Year Population Estimates

29. By 2041 the population of East Renfrewshire is projected to be 110,044, an increase of 17.3 per cent compared to the population in 2016 (base year for projections). The population of Scotland is projected to increase by 5.3 per cent between 2016 and 2041. Over the 25 year period, the age group that is projected to increase the most in size in East Renfrewshire is the 85+ age group.

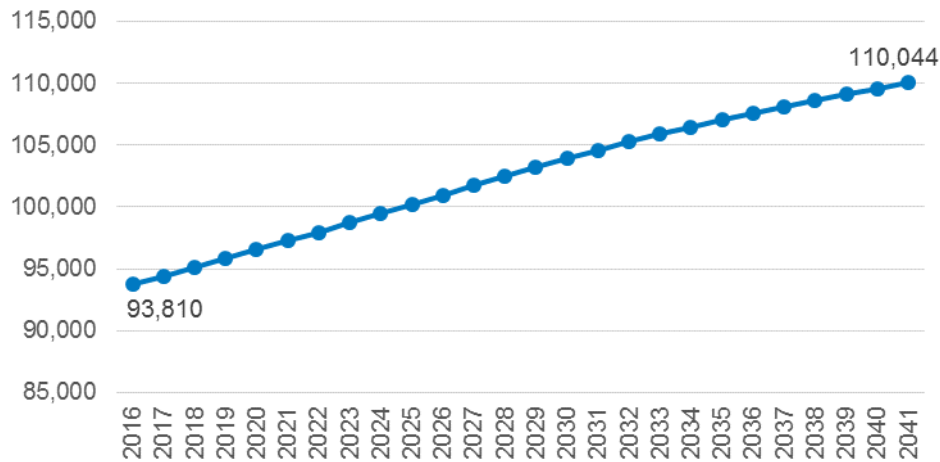
30. The growth in the population of children, those of working age and older people is shown in the table below.

Age group	2016 population (base year for projections)	Predicted 2041 population	Population growth (%)
0-15 years	18,662	21,991	17.8%
Working age (16-64)	56,795	61,598	8.5%
65+ years	18,353	26,455	44.1%
<b>Total population</b>	<b>93,810</b>	<b>110,044</b>	<b>17.3%</b>

Source: NRS 2016-Based Population projections, published March 2018

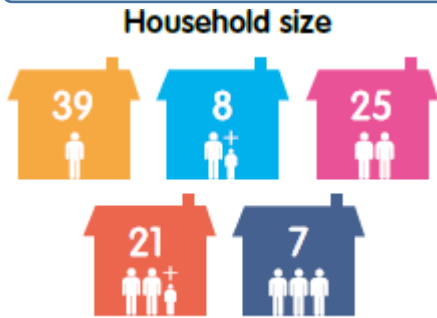
31. It should be noted that a significant proportion of the growth in the 65+ population is accounted for by those aged 85 and over. This has an impact on our services because the number of people aged 85 and over is expected to grow at a faster rate than the rest of the population. On this basis we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

East Renfrewshire Population Projections  
2016-2041



Source: NRS 2016-Based Population projections

Predicted household size in 2041



32. The total number of households in East Renfrewshire is predicted to increase from 38,581 in 2016 to 47,649 in 2041.

33. It is predicted that single adult households (all ages) will account for almost 39% of all households in East Renfrewshire by 2041 (compared to 32% in 2016). Over a third of these single adult households will be occupied by someone aged 75 or over. Correspondingly, the average household size is expected to decrease from 2.42 people per household in 2016 to 2.28 in 2041. (Source: NRS 2016-Based Household projections, published March 2018)

34. While single adult households will increase significantly, the proportion of households with dependent children is predicted to stay around the level of 29%. (Source: NRS 2016-Based Household projections, published March 2018)

35. The average household size is projected to decrease from 2.42 in 2016 to 2.28 in 2041.

36. In East Renfrewshire, from 2016 to 2041, households headed by people aged 75+ are projected to increase in number by 78 per cent as the older population grows.

**The next 5 years**

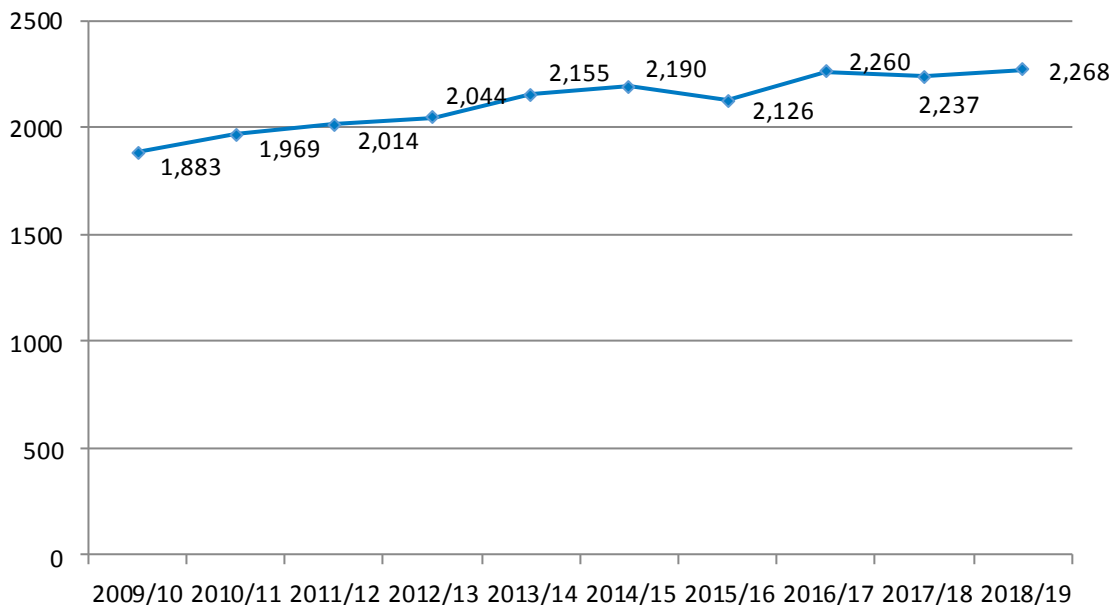
37. Over the next 5 years (2020- 2025), a number of changes have the potential to create financial pressure.

38. The number of households is projected to increase by more than 1,700 which represents a 4.5 per cent increase. This increase in households will create additional demand for the full range of council services especially waste management, road maintenance, parking, money advice, customer services, early learning, childcare and education, employability, schools, health and social care, leisure and transport.

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

40. In East Renfrewshire there has been a rise in population of children under 15 years old. From 2011 to 2018, the number of children under the age of 5 increased by 3.8 per cent and the number of 5 to 9 year olds increased by 16.8 per cent. The number of young people aged 10 to 14 increased by 5.7 per cent during this period. The proportion of 5 to 14 year olds as a percentage of the total East Renfrewshire population is the highest across Scotland. This suggests that those moving into the area do so with young families.

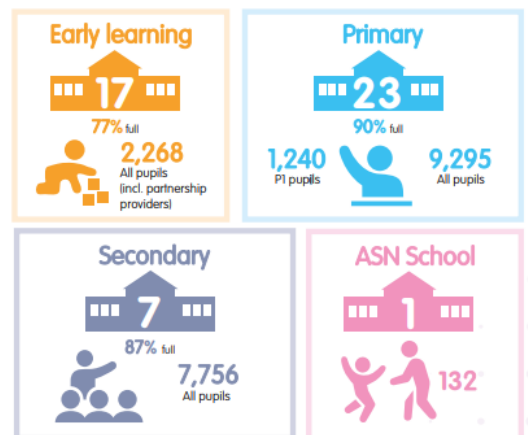
41. Projections also show the children and young people cohort continues to grow over the next 25 years, which produces increasing demand for early learning and childcare, primary and secondary school places. The chart below shows that increasing trend in the number of 3 and 4 year olds in East Renfrewshire attending Council and partnership providers early learning and childcare facilities over the past 9 years, an increase of 19 per cent.



Source: Education Management Information Service (East Renfrewshire) June 2019

42. The annual school census figures of the actual number of pupils in our schools shows that the total number of primary pupils has steadily increased by over 14% between 2011 and 2018. In particular, the number of East Renfrewshire resident children in the primary sector has increased over this period by 18%. This will impact on secondary school pupil numbers in subsequent years as these pupils move through the year stages. In recent years, the school census shows an increase in the number of East Renfrewshire resident young people coming through our secondary schools.

43. As at March 2019, the Council’s early learning and childcare provision was 77 per cent occupied. Variations in demand for early learning and childcare places do exist across the Council area. Overall the



occupancy rates in the primary and secondary school sector are at 89% of available planning places. There are varying rates across schools, but there are several establishments with very high occupancy levels.

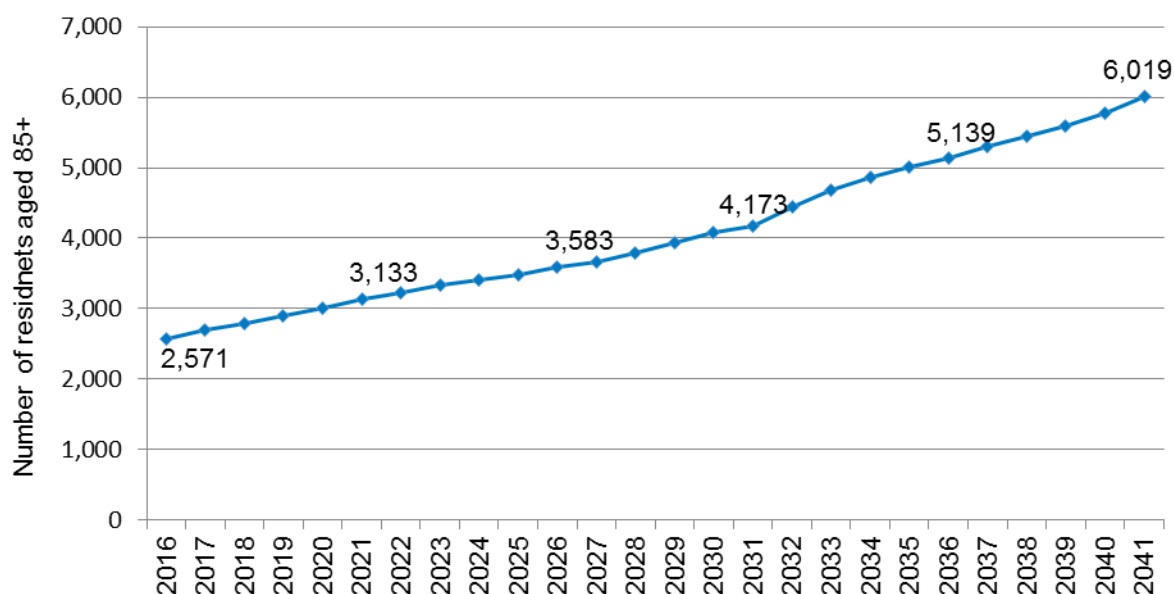
44. Further new education places will be required as a consequence of ongoing and planned new residential development. In addition there is the need to increase places from the private, voluntary and independent sectors and childminders to provide additionality in early years' provision as a consequence of a new statutory duty as noted later in the report on the increased entitlement to 1140 hours of free ELC for 3 and 4 year olds and eligible 2 year olds.

45. The number of looked after children has been reducing, by on average, 15 children a year since 2013 and there are currently 110 looked after children in East Renfrewshire. The majority of children are cared for away from their family home however there is a significant proportion on home supervision and growing numbers in kinship care. The need for residential accommodation continues to remain small in East Renfrewshire as we strive to develop more nurturing and supportive family type placements.

46. Foster care has accounted for over 25% of placements in recent years and demand for this will grow as more young people will need to be supported on their journey into young adulthood. In anticipation of this demand and the increasing complexity of the needs of children we have been actively working to increase our pool of foster carers. These changes are likely to place additional demand on services for children and families. Overall the local implementation of the national PACE (Permanency and Care Excellence) programme has ensured that we have reduced the number of children being in care for lengthy periods of time enabling them to move onto more stable and secure home environments. As such we will continue to see a reduction in numbers of children on supervision although this is forecast to level out as the programme is completed.

47. Between 2017 and 2018 East Renfrewshire experienced a 3.6 per cent decrease in the number of births, decreasing slightly from 886 in 2017 to 854 in 2018. The number of births across Scotland declined by 2.9 per cent over the same time period. The East Renfrewshire death rate decreased by 2.6 per cent between 2017 and 2018. East Renfrewshire has amongst the highest life expectancy rates in Scotland for both men (80.7) and women (83.6).

48. East Renfrewshire already has an increasing ageing population. By 2041, almost one quarter of East Renfrewshire will be aged 65 or over. In recent years, the number of people aged over 85 needing key services has been rising. This has an impact on our services because the number of people aged 85 and over is expected to grow at a faster rate than the rest of the population. On this basis we can expect the number of people with a need for home care or care home support to steadily increase year on year.



Source: NRS 2016-Based Population Projections, National Records of Scotland

49. All of these changes will lead to increased pressures for both the Council and local health services so close partnership working with the IJB will continue to be important.

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

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

52. Whilst population is an important factor in calculating GAE, the calculation is extremely detailed and takes into account the age profile of the population, the number of schoolchildren and levels of deprivation as well as rurality. GAE is built up from a detailed analysis of the pressures on each service the council delivers. This year the calculation of GAE has undergone significant change with a number of former ring fenced grants and redeterminations now being included in the GAE calculation. In addition the formula used to calculate our GAE allocation for planning and economic development is now focussed on deprivation rather than population size, leading to a significant reduction.

53. For many years East Renfrewshire Council's share of overall GAE had been steadily increasing as our population has grown. However larger increases in population in other areas, particularly in the east of Scotland, have meant that East Renfrewshire's growth rate is now nearer average. The population has grown by 0.43% against a Scottish average of 0.25% with many areas growing significantly faster e.g. Midlothian (1.4%), Glasgow (0.9%) and Renfrewshire (0.5%). The number of houses in East Renfrewshire has grown at 0.62%, lower than the Scottish average of 0.83%. This change and an increasing focus on

deprivation and other factors have reversed the growth trend for GAE in 2020/21, with the Council's share of GAE falling very slightly in the last year. The Council now has a 1.97% share of the overall GAE, still significantly higher than the population share of 1.75%.

54. This high share is as a result of the relatively high number of pupils at our schools which is in part due to larger than average family unit sizes and in part due to the level of placements at our schools. Our share of Education GAE at 2.3% is well in excess of our population share and, as education GAE is the highest weighted part of GAE at over 53%, the effect on the council's budget is significant.

55. In overall terms it is estimated that the high pupil numbers will increase our expenditure by in the region of £30m as compared to an average council of a similar population and this is taken into account by the Government in estimating our budget needs.

56. Our share of social work GAE is slightly below our population share at just under 1.69% but this too has been steadily growing over recent years primarily as a result of our ageing population with the calculations giving us a high premium for those over 85 years of age who are likely to be in the most need of care at home or a residential place. However for 2020/21 the GAE for older people shows a slight reduction which goes against the previous trend.

57. The other determinants of funding, i.e. former ring fenced grants (FRFG) and redeterminations, have stayed largely unchanged with the exception of our funding for Community Safety, which has been significantly reduced due to a change in the formula used. The formula now focusses on crime rates rather than simply population.

58. These changes to our grant calculations mean that instead of an increase in GAE and other grants as we had previously been planning for, it would be prudent to plan for a slightly reduced level of funding until the new trends, particularly in relation to house building across Scotland, are more established.

### CAPITAL INFRASTRUCTURE

59. In terms of the capital infrastructure required to service our population's demands, the Council has produced a Capital Investment Strategy to inform investment priorities. It has also extended its Capital Plan to cover 10 years, rather than 8, and will continue to utilise its Capital reserve provision and forecast developers' contributions to provide for the investment required in relation to population growth in the coming years.

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

61. More detail of the Council's plans to address future capital needs are set out in the Capital Investment Strategy report, also on today's agenda.

### CITY DEAL

62. Work continues to progress on the Council's £44 million of City Deal investment. In Newton Mearns, this has produced opportunities for business startups and networking at the new facility at Greenlaw. At Barrhead North the remediation of the former Nestle site will



provide exciting opportunities for retail and business and will create employment opportunities. The City Deal investment also includes significant projects which will improve the transport infrastructure to regenerate areas, link the communities of Barrhead and

Eastwood and create access to employment. Proposed projects at this stage include a new railway station at Barrhead South, improvements to Balgraystone Road, improved road links from around junction 5 of the M77 to Barrhead, the straightening of Aurs Road and the establishment of a Dams to Darnley Country Park visitor centre with appropriate infrastructure.

63. Whilst the majority of the funding of City Deal investment will be provided by both the UK and Scottish Governments, the Council will be required to contribute £6.2m as well as fund the cash flow over an extended period as most of the grant support will not be received until well into the future. This will require an increase in loans charges of £2.2m per annum by 2022/23.

### LEGISLATIVE CHANGE

#### Entitlement to 1140 hours of Early Learning and Childcare provision

64. There is a new statutory duty to increase the entitlement to free early learning and childcare from 600 hours to 1140 hours per year for all 3 and 4 year olds and eligible 2 year olds by August 2020. An overview of the capital consequences of this are contained in the separate paper concerning the Capital Investment Strategy at today's Council meeting.

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

66. Expansion to 1140 hours by 2020 requires a transformational increase in the early years' workforce, which presents a significant challenge over a short period of time in addition to significant revenue resources to take forward an acceptable model to locally address the principles of quality, flexibility, accessibility and affordability.

67. Whilst additional capital and revenue funding is being made available from the Scottish Government towards the costs of this new burden for the 2020 delivery date, this does not fully cover the Council's plans. East Renfrewshire Council nurseries and family centres have always been very popular with parents and at present there is a reasonable level of flexibility and accessibility, including full day provision for families, within their own geographical community. This level of flexibility and accessibility is at risk if the Council's resources continue to be restricted and planned delivery models may need to be reviewed in light of resources made available.

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

#### Education governance: Empowerment

69. The governance of Education in Scotland continues to undergo change. In June 2018 the Education Reform - Joint Agreement between the Scottish Government and Local

Government was published. The Joint Agreement is based on the key principles that schools are empowered to make the decisions that most affect outcomes for their children and young people. This drive to an empowered system will include devising a new scheme for Devolved Management of Schools (DSM) to be ready for implementation in April 2021. We await further details on what is the potential impact for the council budget.

### Educational Attainment

70. The 2020/21 settlement includes ring fenced funding via the Attainment Scotland Fund. This national fund currently comprises Scottish Attainment Challenge monies allocated to specific Council areas with the highest levels of deprivation and monies distributed to all local authorities via the Pupil Equity Fund (PEF). This funding is aimed at improving outcomes across Scotland and closing the poverty related attainment gap, helping to address excellence and equity for all learners. East Renfrewshire schools are expected to benefit by £1.323m in 2020/21 with funding distributed directly to schools in line with the policy objectives. This spending must be additional and spend determined by head teachers in consultation with their school community including staff, parents and pupils; accordingly the Council is not at liberty to control any of this funding.

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

### Participatory budgeting

72. In October 2017 COSLA Leaders endorsed the Community Choices Budgeting Framework (mainstream Participatory Budgeting), which commits Councils to a minimum of 1% of their budget (£1.86m in East Renfrewshire) being allocated through participatory methods by the end of financial year 2020/21.

73. During 2018/19, the Council linked a successful participatory budgeting (PB) process to the locality planning areas of Auchenback and ADD2 Barrhead, Neilston and Thornliebank. Over 1,300 residents across the four areas took part in voting events and £100,000 was distributed to 33 community organisations delivering a range of projects. The locality PB process is being further developed in 2019/20 in partnership with the Linking Communities steering group comprising local residents. Linking Communities is a constituted group in contract with the Council and taking lead responsibility for designing the process and allocating a further £100,000.

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

Welfare reform

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

WIDER POLITICAL, SOCIETAL AND ECONOMIC CHANGEBrexit

76. The full impact of the decision to leave the European Union is still not known and will require to be monitored carefully after the leaving date of 31 January 2020. The most obvious local impact will be the loss of European funds to the council which account for an average annual income of more than £100,000 over the last few years, although the UK and Scottish Governments may well offer some degree of equivalent funding in future. In the shorter term, however, the nature of the UK's departure will also impact upon many aspects of Council activities including procurement, workforce and legislative frameworks. A dedicated co-ordinator has been appointed and contingency planning is well advanced for the range of scenarios.

Economic uncertainty

77. Brexit and political changes around the world have led to uncertainty on world markets and growth projections for GDP remain low. Interest rates are, however, expected to stay low for the next few years and inflation is close to the 2% target level. The UK government's September 2019 spending announcements indicated a potential short term fiscal stimulus but longer term impacts will remain more difficult to forecast until the shape of the UK exit plan becomes clearer. Any economic detriment and related poverty would increase the demand on council services.

**OUTLINE REVENUE FINANCIAL PLAN**

78. The Council's agreed financial policy states that "*The Council will make spending decisions based on an assessment of medium to long-term needs and consequences and will seek to avoid taking a short-term outlook in its policy making, service planning and budget setting decisions.*" Over the last number of years the Council has considered and set multi-year budgets. This has assisted in managing extremely difficult financial circumstances and is a demonstration of the value of adopting a longer term approach to financial planning. It is proposed that the Council continues to adopt this longer term approach in future.

79. Despite the UK budget being deferred until 11 March 2020, the 2020/21 provisional Scottish Council settlement figures were announced on 6 February 2020.

80. The latest local government settlement figures are slightly less favourable than originally forecast with a like for like cash reduction of 1.1% for East Renfrewshire. The position has, however, been exacerbated by the restriction on the level of savings that can be applied to IJB budget contributions as this has increased the savings which need to be found instead from other departments.

81. The impact of the settlement on the Council results in a shortfall for 2020/21 of £8.065m. This is after applying both the detailed savings and the indicative 3% Council Tax increase anticipated for 2020/21 following the budget consultation exercise in autumn 2017.

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

83. Looking further ahead and taking account of future pay, inflation and population pressures currently foreseen, together with the impact of no longer being able to reduce savings pressures by utilising reserves from 2021/22 onwards, Table 1 below illustrates how varying grant levels could require savings of £3.155m to £16.194m per year from 2021/22 until 2025/26. From 2021/22 onwards the estimated savings requirements have been calculated on the basis that a 3% Council Tax increase is applied each year. The savings requirement for 2021/22 is significantly higher than the later years' gaps, mainly because the 2021/22 shortfall includes savings previously deferred by use of reserves. Assuming annual grant reductions of 1% in cash terms, an average savings gap of £8.723m per year is forecast over the next 5 years. As such, officers must continue to update and develop long term financial plans and options for consideration within our multi-year budgeting approach to ensure that these can be factored into business/service planning, together with workforce and asset plans. The move to multi-year settlements at a national level will assist with this.

Table 1

FORECAST ANNUAL BUDGET GAP	CASH MOVEMENT 2021/22 ONWARDS				
	+1%	0% (FLAT CASH)	-1%	-2%	-3%
	£M	£M	£M	£M	£M
2021/22	8.618	10.512	12.406	14.300	16.194
2022/23	4.826	6.739	8.614	10.451	12.251
2023/24	3.852	5.784	7.641	9.423	11.131
2024/25	4.218	6.169	8.007	9.735	11.356
2025/26	3.155	5.126	6.946	8.620	10.157

84. Whilst the outlook for the 5 years beyond 2020/21 is illustrated in Table 1, our planning will also flag up and take account of any other major longer term issues impacting on financial forecasts over an even longer time horizon. Such items might include future expiry of PFI contracts, repayments of major tranches of loan charge debt or significant planned legislative change. This will be updated to take account of any proposed changes to local government funding arrangements once the alternative to the current Council Tax system is determined.

## MITIGATING ACTIONS

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

## COMMUNITY PLANNING AND THE COUNCIL'S STRATEGY

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

- East Renfrewshire's Community Plan covers our 5 overarching strategic outcomes:-
  - **Early Years & Vulnerable Young People**- All children in East Renfrewshire experience a stable and secure childhood and succeed.
  - **Learning, Life and Work**- East Renfrewshire residents are healthy and active and have the skills for learning, life and work
  - **Environment & Economy** - East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses
  - **Safer, Supportive Communities**- East Renfrewshire residents are safe and live in supportive communities
  - **Older People & People with Long Term Conditions** - Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.
- Fairer East Ren, our Local Outcomes Improvement Plan, is part of our Community Plan which is focused on tackling inequality and closing the gap between communities of place and interest. Fairer East Ren will be the main way in which all our Community Planning partners will work together to reduce the embedded inequalities in East Renfrewshire.
- Additionally we have four Locality Planning areas which are co-producing individual Locality Plans with communities who are experiencing poorer outcomes than Scotland or the rest of East Renfrewshire.

87. We will work together with local communities to ensure that our decisions are based on socio-economic analysis as part of the Fairer Scotland Duty and we will integrate this with our other equality and human rights duties to consider the impact of strategic decisions at the right time.

88. The Council's strategy and plans are based on our overall Community Plan and articulate the role of the East Renfrewshire Council family (the Council, the HSCP and the ERCLT) in delivering the Community Plan. Conversations have been taking place in recent months to update the Council's "Vision for the Future" strategy and a new draft is included as a separate item on today's agenda. The new draft's general theme is "connections", including physical connections across East Renfrewshire via greenspace development; transport connectivity and active travel routes such as cycleways; connections within and between our communities; and also connections between our services and their users. "Vision for the Future" sets a long term vision and direction for the Council and as such does not have its own action plans. The aim is to develop this vision over time, in conversation with a range of stakeholders and in tandem with important processes such as Local Development Planning and wider City Region work, with a particular initial focus on the themes of the environment/climate change and building communities.

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

90. These capabilities have formed the basis of our transformation programme over the last 5 years. The many service improvements and savings that the council has achieved have been enabled by the 5 capabilities and these capabilities will continue to drive improvement in the future.

#### MODERN AMBITIOUS COUNCIL PROGRAMME (MAP)

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

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

93. Savings plans for the next three years will be developed by the Corporate Management Team on the basis of the Scottish and UK 2020/21 budgets and will be reviewed to take account of any multi-year settlement information subsequently published. Each department in the Council, through its own change programme to modernise and digitise services, contributes to the delivery of the overall MAP programme and to the Council’s savings targets. Whilst it is recognised that it will become progressively more difficult to identify efficiencies in future, it is the Council’s aim to identify at least £3m of savings per year through efficiencies or change projects. This target will be reassessed on an annual basis.

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

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

- Continue implementing our Digital Strategy, with more digital transactional services which are easy for the customer to use and which will reduce administration costs
- An increased focus on user engagement in service design and more community empowerment to provide services which put customers at the heart of provision, improving services and potentially lowering costs
- A long term direction to invest in prevention activity to reduce the cost of services in the longer term
- Improving the sharing and management of data across the organisation

96. There are significant programmes of work underway moving at a considerable pace right across the Council and HSCP and there are cross-cutting programmes for digital and core systems, with a further programme around data now emerging. These are covering some complex and challenging areas which challenge the most fundamental building blocks of how we operate (e.g. our financial and HR systems and core business platforms). These are resource intensive areas of work but, given the right input and commitment, have real opportunity to transform our processes and deliver efficiencies for the future.

### PARTNERSHIP WORKING

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

### SERVICE REDUCTIONS

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

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

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

### INCOME GENERATION

#### Council Tax

100. In 2020/21 Councils are free to increase Council Tax by up to 4.84% (3% in real terms) without a penalty to the Grant settlement. The Council has already committed to increasing Council Tax by 3% in 2020/21 in setting out its 3 year budget plans on 2 March

2018. A further increase to 4.84% in 2020/21 would provide additional income of around £1.035m for the Council in that year. At present it is unknown whether future grant settlements will continue to impose a cap on increases.

### Charging For Services

101. Each year the Council reviews charging for services. In general an inflationary rise is applied but market conditions are also taken into account, especially when there is alternative provision available to residents. During 2015 Sports and Leisure services were transferred to a Culture and Leisure Trust, allowing the management team to take a more commercial approach, to access additional sources of funding whilst still working as a charity for the residents of East Renfrewshire. Other sources of income generation will also be explored by the Council for future years, including new income generation and commercialisation opportunities. The new options set out in the 2019/20 settlement have also been considered but the Council does not propose to implement a Transient Visitor Tax or a Workplace Parking Levy.

### USE OF RESERVES

102. The Audit Scotland Financial Overview 2018/19 paper noted the level of usable reserves had fallen in half of Scottish councils by the end of the year as financial pressures continue to build. Forecast levels of this Council's usable reserves, including graphical illustrations of trends, are considered as part of the Revenue Estimates report later on this agenda.

103. Due to the Council's prudent long term approach to financial planning, a range of reserves have been built up over a number of years to assist with expected and unexpected pressures. Should a budget gap remain after the application of savings measures and income generation the Council may consider the short term measure of drawing down on some of these reserves.

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

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

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

106. As at 31 March 2020 the Council forecasts holding unallocated General Reserves of £7.864m (3.13%). The Council's aim has previously been to hold 4% of our revenue budget as a general reserve. Auditors broadly consider reserves of between 2 and 4% to be prudent. Should it be decided to meet any of the gap from reserves in 2020/21, these would have to apply only to one off items or the savings would simply be deferred to future years. Should members wish to utilise reserves to help balance the budget in the short term, it is recommended that this should be kept to a minimum and used as far as possible only to cover one off or short term spending pressures or where recurrent savings are expected to be identified in the near future.



### Future Workplan

107. Accountancy staff have been reviewing financial pressures and funding levels for the coming year and finalised budget proposals for 2020/21 are contained later on today's agenda for approval. Work will continue in updating budget scenarios for the period to 2026 with a view to continuing with multi-year budget planning in future.

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

Plan	Approval
Financial Plan 2020/2026	Council, February 2020
Capital Investment Strategy	Council, February 2020
10 year Capital Plan 2020/2030	Council, February 2020
Revenue Budget 2020/21	Council, February 2020
ODP 2020/21 to 2022/23 (including 3 year draft budget figures)	Council, June 2020
Financial Plan 2021/2027	Council, February 2021
3 Year Revenue Budget 2021/24	Council, February 2021

### **CONCLUSIONS**

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

### **RECOMMENDATIONS**

110. It is recommended that the Council: -

- (i) notes the continuing budget pressures anticipated in the next 6 years and the mitigating actions proposed; and
- (ii) approves the draft Outline Revenue Financial Plan 2020 – 2026

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

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

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EAST RENFREWSHIRE COUNCIL27 February 2020Report by Head of Accountancy (Chief Financial Officer)REVENUE ESTIMATES 2020/21**PURPOSE OF REPORT**

1. To submit for approval revenue estimates of income and expenditure as the basis for the Council Tax declaration for 2020/21.

**RECOMMENDATIONS**

2. It is recommended that the Council: -

- (i) approves the revenue estimates for 2020/21;
- (ii) approves the proposed actions should there be a late change to the grant settlement;
- (iii) approves the recommended level and utilisation of reserves;
- (iv) determines the Council Tax Band D level for 2020/21 at £1,289.96; and
- (v) notes that management of the Council's finances and service plans will continue to be undertaken on a longer term basis.

**REVENUE BUDGET PROCESS**

3. In approving the revenue estimates in recent years the Council has recognised that the future financial position was likely to remain very difficult in terms of spending pressures, demand for services and level of government grant. Accordingly, the Council has adopted a long term financial planning policy which assumes a real terms reduction in available budgets. This position remains appropriate with the Scottish Government's Medium Term Financial Strategy, updated in May 2019, and recent Bank of England forecasts anticipating ongoing financial challenges in the coming years.

4. Recognising these ongoing financial pressures, the Council has reviewed and updated its long term Financial Plan for 2020-26. Revenue budgets to be considered today will cover 2020/21 only but with it is expected that detailed 3 year budget setting will resume from 2021/22 when multi-year settlements should be provided by the UK and Scottish Governments. In keeping with our longer term financial approach, however, departmental modelling of the Council's financial position will also continue internally for the three years 2020/21 to 2022/23 in support of our Outcome Delivery Plan.

5. In summer 2017 savings proposals to address forecast funding shortfalls for the next three financial years were identified. These proposals were subject to extensive consultation and active engagement with the Council's communities, service users, employees and

partners in autumn 2017, with consultees being invited to provide their views on the budget savings proposals set out. Feedback from that engagement exercise informed the development of the savings measures proposed by the Council covering the financial years 2018/19 to 2020/21.

6. As a part of the process for constructing the budget proposals for the next financial year, departments compiled detailed budget information on the cost of services to be provided in 2020/21. In practice this represents the cost of maintaining existing service levels and in addition providing for: -

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

7. Due to the December 2019 general election, the normal budget timetable has been significantly altered for 2020/21. The Scottish Government circular announcing the Council's provisional 2020/21 grant figures would usually have been issued in mid December 2019 but was actually only issued on 6 February 2020. As Scottish Parliament final approval of the Scottish budget will not be confirmed until 5 March 2020 and the UK budget will not be published until 11 March 2020, there is the chance that the settlement figures could be further amended in the coming weeks. Nevertheless, the Council has kept to the planned budget setting date due to the necessity to set Council Tax and issue bills to residents prior to the start of the new financial year.

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

### **SCOTTISH GOVERNMENT GRANT FUNDING 2020/21**

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

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

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

	REVISED AEF 2019/20	AEF 2020/21
	£000	£000
General Revenue Funding	162,228	166,747
Specific Grants	5,366	7,791
Non Domestic Rates	<u>15,377</u>	<u>14,877</u>
	<u>182,971</u>	<u>189,415</u>

11. The 2020/21 general revenue grant funding includes funding for teachers' pay and pensions (£3.9m) and IJB integration commitments (£2m) as well as a small number of new initiatives such as the provision of sanitary products in schools. The specific grants for 2020/21 include an additional £2.4m for early learning & childcare extension. This gives a total of new monies of £8.544m.

12. The Specific Grant figure incorporates £1.323m ring fenced funding to support educational attainment. This is a similar level to 2019/20 and must be distributed to head teachers for them to determine utilisation and as such the expenditure cannot be directed by the Council.

13. After adjusting for new grant funding as set out in paras 11 and 12 above, the 2020/21 settlement equates to a cash reduction of £2.1m (1.1%) on a like for like basis against the current year. In broad terms this figure consists of:

- A decrease of £0.6 m to reflect grant distribution changes between Councils
- A decrease of £1.3m as part of the Councils share of the overall funding to Councils
- A decrease of £0.1m to reflect an expected reduction in historical loans support
- A decrease of £0.2m to reflect an assumption of buoyancy in council tax collection
- An increase of £0.1m to reflect a decreased contribution to the floors arrangement

14. The Council's 2020/21 grant settlement therefore does not make provision for any inflationary or local demand pressures faced by the Council, so the pay and price increases and service demand pressures that will be faced are not funded through Scottish Government grant but need to be self-funded by the Council. These represent a total pressure of around £11.7m to be absorbed by the Council for 2020/21.

15. As a part of the grant settlement for 2020/21, the Scottish Government expects that:

- Nationally Councils will maintain teacher numbers in line with pupil numbers and secure places for all probationers who require one under the teacher induction scheme;
- Councils will limit any Council Tax increases to a maximum of 4.84% (3% in real terms); and
- Council contributions to IJBs will be maintained at a flat cash level before any new funding commitments are added. (This has resulted in the Council being unable to apply some of the planned IJB contribution savings, with these instead being reallocated to other departments.)

16. The budget proposals submitted for Council consideration assume delivery against the above points in 2020/21.

### **“FLOORS” ARRANGEMENT**

17. In determining grant distribution the Scottish Government has again put in place a “floors” arrangement to ensure year-on-year stability in grant at individual Council level. The cost of bringing local authorities up to the “floor” is borne by the remaining Councils. Under this arrangement East Renfrewshire will contribute £0.764 million by way of deduction from AEF grants in 2020/21. This is slightly less than in recent years and reflects the reduction in grant distribution highlighted in paragraph 13. This contribution has been reflected in the above figures.

## NON DOMESTIC RATES INCOME

18. Non-domestic rates income is paid into a central pool which is then distributed as part of AEF. The amount paid to Councils from the pool is fixed for each year with any surplus or shortfall in the overall pool being adjusted in the following year's rate poundage or AEF settlement. The forecast for NDRI draws on Councils' estimates of the amounts they will contribute to the pool. Included in the calculation are: gross income; expected losses from appeals; in-year cost of transitional relief; mandatory and other reliefs; write-offs and provisions for bad debts.

## FINANCIAL OUTLOOK

19. The Council's agreed financial policy states that "*The Council will make spending decisions based on an assessment of medium to long-term needs and consequences and will seek to avoid taking a short-term outlook in its policy making, service planning and budget setting decisions.*" Over the last number of years the Council has considered and set multi-year budgets. This has assisted in managing extremely difficult financial circumstances and is a demonstration of the value of adopting a longer term approach to financial planning. Given the ongoing challenging financial outlook it is proposed that the Council continues to adopt this longer term approach and this has been set out in the Council's Financial Plan for 2020-26.

20. As the expected multi-year Scottish Government settlement is not yet available and as 2020/21 is the last year of the Council's current 3 year budget cycle, it is proposed to agree budget plans only for 2020/21 at today's meeting. Council officers will continue to model departmental figures for 2020/21 to 2022/23 and continue to update longer term figures (as set out in the Financial Planning 2020 – 2026 paper on today's agenda) for longer term financial planning purposes. The Council anticipates approving a further 3 year budget in February 2021 once multi-year figures have been announced by the Scottish Government.

21. Taking account of the 2020/21 settlement announcement, updated expenditure information and an expectation of some Council Tax buoyancy from new housebuilding, a total budget shortfall of £18.059m has been confirmed for the coming year. This is higher than the expected shortfall when the indicative budget for 2020/21 was estimated in February 2019. The main reasons behind this are:-

- Higher inflation on contracts
- Increased pupil numbers and demand for social care services
- New obligations where full government funding has not been provided

22. As explained in the Financial Planning 2020-26 report, further cash reductions in grant are forecast for the years following 2020/21, producing ongoing shortfalls for the next five years. For 2021/22 a mid-range budget shortfall of £12.406m is forecast, after applying an assumed 3% Council Tax increase for that year. It is important that the Council continues to manage this scenario in line with its longer term financial management strategy.

## COUNCIL TAX

23. The Council may increase Council Tax by up to 4.84% in 2020/21. In the 3 year budget plans prepared after public consultation in February 2018, a 3% council tax increase was included for each of the 3 years and in 2019/20 East Renfrewshire was one of a

minority of Councils who limited their Council Tax increase to only 3%. Due to the sustained financial challenges facing the Council, however, it is proposed that a 4.84% increase is agreed for 2020/21. This will increase income by £2.722m per year and reduce the budget gap to £15.337m.

## SAVINGS PROPOSALS

24. £6.807m of the 2020/21 savings agreed in February 2018 following our three year budget consultation remain available to reduce this outstanding budget gap. The original £7.036m savings figure has been adjusted to reflect the restriction on the level of savings that can be applied to IJB budgets and this has reduced the total by £0.229m, subject to current settlement conditions. This leaves a reduced shortfall of £8.530m.

25. Further savings of £3.752m, including £2m from utilising the loans fund repayment flexibility set out in the 2019/20 settlement, have been identified in the current year and are proposed to assist in addressing the remaining shortfall. The revised savings proposed, including those previously agreed in the original three year budget plans, are set out in Annex A.

26. Budgets are closely monitored throughout the year and the latest 2019/20 monitoring forecasts an underspend of £1.622m by the year end. This has been taken into account when considering the scope for a draw on reserves. It is therefore considered that a further £2 million of the outstanding 2020/21 savings requirement can be deferred on a short term basis by a drawdown from unallocated general reserve funds. This drawdown is in addition to the £1.500m utilisation of unallocated general reserve already agreed for 2020/21 on 28 February 2019. As a result, the budget shortfall is reduced to £1.278m.

27. Directors, other than the IJB Chief Officer, will compile further savings plans to close this remaining gap but, given the very late availability of the settlement figures, detailed proposals are not yet in place.

28. As there is scope for further changes to the settlement as the Scottish and UK budget figures are confirmed on 5 and 11 March 2020 respectively, and with recent years' experience suggesting that grant could be increased at a late stage, it is proposed that identification of additional 2020/21 savings is not pursued until final figures are known.

29. Should a similar level of additional funding to that made available in 2019/20 (around £1.8m) be confirmed, the outstanding gap would be closed and some of the most challenging savings set out in Annex A, particularly in respect of school budgets and other housing services, could be deferred.

30. Should no additional resources be provided in the final Scottish and UK budget settlements, directors will submit further savings proposals to Council as early as possible in 2020/21.

31. Although the Council continues to face significant ongoing financial challenges, every effort is made to minimise impact on front line services and it should be noted that, excluding IJB, almost £4.4m (59%) of the Council's current savings proposals for 2020/21 relate to efficiencies or to the Council's Modern Ambitious Programme (MAP) and the focus on the Council's 5 capabilities.

**NET EXPENDITURE**

32. The resulting revenue estimates for 2020/21 provide for net expenditure of £251.882 million, made up as follows:-

	BUDGET 2020/21 £m
Education	148.812
Contribution to IJB	51.919
Environment	26.269
Community Resources	12.876
Chief Executive's Non Support	55
Joint Boards	2.358
Contingency - Welfare	200
Capital Financing Costs	8.863
Other	1.808
Additional Savings to be identified	(1.278)
	251.822

33. Welfare reform continues to impact on council services. As these changes, particularly Universal Credit, are still being rolled out the budget for 2020/21 includes contingency provision to help the Council make the necessary investment to support the changes and to progress measures to mitigate their impact on the public. As the financial impact of the changes is clarified in coming years, the contingency provision will continue to be allocated to appropriate service areas.

**COUNCIL TAX COLLECTION**

34. On the basis of past performance and reflecting on the current economic situation the Council Tax collection rate for 2020/21 has been assumed at 98%.

**RESERVES AND BALANCES*****General Fund***

35. Setting aside earmarked reserves, the balance on the unallocated General Fund as at 31 March 2019 stood at £10.554 million with £4.312m of that allocated to balance the 2019/20 budget. Recognising the latest reported projections of in year underspends and interest earned it is projected that the closing balance on the General Fund at 31 March 2020 will be £7.864 million (3.13%), slightly higher than originally estimated. Factoring in the planned drawdowns of £1.500 million and £2 million in 2020/21, this would reduce the reserve to £4.364 million (1.76%) at 31 March 2021. This is close to the limit of what is considered prudent by the Chief Financial Officer.

36. The Council's identified aim has been to hold a General Reserve of 4% of net revenue expenditure so as to provide against unforeseen expenditure which may arise and to accommodate the short and medium term financial plans of the Council, such as the annual drawdowns of £1.5m over recent years as set out in the paragraphs above. A 4% reserve is at the most prudent end of accepted reserve levels and, given Audit Scotland comments in recent years on the levels of reserves held by Councils, it is considered that the proposed drawdown in 2020/21 is reasonable. It should be noted that the General Reserve cannot be used to permanently finance recurrent expenditure and can only delay savings.



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

#### ***Modernisation Fund***

38. This earmarked funding has been identified to enable the upfront investment required for the Council's transformation activities. It is proposed to incur a total of £1.103m Spend to Save and Transformation expenditure in 2020/21 this being supported by robust business cases. A further report will be submitted to Members should there be a need to increase the draw on this reserve during the year. Movements in the reserve are currently estimated as:

		£000
Estimated Balance	1/04/20	6,715
Interest Receivable	2020/21	48
Expenditure	2020/21	(1,103)
		<hr/>
Closing Balance	31/3/21	<u>5,660</u>

#### ***Insurance Fund***

39. The Fund has been established to provide for insurance voluntary excess costs and there are no plans to use this fund during 2020/21. Movements in the fund are estimated as follows:

		£000
Estimated Balance	1/4/20	1,964
Interest Receivable	2020/21	14
Expenditure	2020/21	-
		<hr/>
Closing Balance	31/3/21	<u>1,978</u>

#### ***Equalisation Fund***

40. The Fund has been established to equalise future PFI/PPP payments. It is anticipated that in closing this year's accounts no contribution will be made to the reserve. It is not proposed to utilise this Fund during 2020/21. Movements in the fund are estimated to be as follows:

		£000
Estimated Balance	1/4/20	2,819
Interest Receivable	2020/21	20
Expenditure	2020/21	-
		<hr/>
Closing Balance	31/3/21	<u>2,839</u>

**Repairs and Renewals Fund**

41. The Fund is established to enable a continuing programme of repairs and renewals to roads, properties and other infrastructure. Expenditure proposals for 2020/21 from the Fund include £600,000 for targeted property repairs to education premises; £500,000 for road repairs and £300,000 as a contingency that will be drawn down if next year's winter is more adverse than "average".

		£000
Estimated Balance	1/4/20	5,632
Interest Receivable	2020/21	40
Dept Contributions	2020/21	800
Expenditure	2020/21	(2,497)
		<hr/>
Closing Balance	31/3/21	<u>3,975</u>

**Capital Reserve**

42. It is anticipated that in closing this year's financial accounts no contribution will be made to the reserve. In the budget for 2020/21 it is not proposed to contribute further to the reserve. This reserve will assist in maintaining capital investment during the current economic challenges and it will be utilised in accordance with the Council's Capital Plan. The closing balance at 31/3/21 is estimated to be £2.682m.

**EFFICIENT GOVERNMENT**

43. The Council places high reliance on its Modern Ambitious Programme to drive change and savings across all services. Key themes include designing services from the customer's perspective, developing digital services, focusing on solutions and reducing bureaucracy, improving access to information and reducing numbers of buildings and staff.

44. A central register has been established to record efficiencies generated within the Council. This register is maintained on an ongoing basis.

45. As a part of the estimates process for 2018/21 savings measures were identified to assist towards the delivery of a balanced budget. Savings measures are progressed in a managed way with early action being taken where possible to prepare for future financial difficulties. Budget proposals endeavour to maximise efficiencies and protect frontline service. Almost £11.8m (67%) of the Council's planned savings (excluding IJB) for the period 2018/21 arise from efficiencies or relate to activities associated with the MAP programme or the Council's 5 capabilities focus.

**EQUALITY IMPACT ASSESSMENT**

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

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

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

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

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

### **COUNCIL TAX 2020/21**

49. The appended revenue estimates are based on a Band D Council Tax level of £1,289.96 being set for 2020/21. This proposed Council Tax level represents a 4.84% increase when compared to the current year's level.

### **RECOMMENDATIONS**

50. It is recommended that the Council: -

- (i) approves the revenue estimates for 2020/21;
- (ii) approves the proposed actions should there be a late change to the grant settlement;
- (iii) approves the recommended level and utilisation of reserves;
- (iv) determines the Council Tax Band D level for 2020/21 at £1,289.96; and
- (v) notes that management of the Council's finances and service plans will continue to be undertaken on a longer term basis.

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

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

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SAVINGS PROPOSALS 2020/21

	<u>PRE AGREED</u>			<u>TOTAL</u>
	<u>PRE AGREED</u>	<u>ADJ RE IJB</u>	<u>FURTHER</u>	
	<u>2020/21</u>	<u>2020/21</u>	<u>2020/21</u>	
	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>	<u>£'000</u>
<u>CHANGE &amp; EFFICIENCY</u>				
Review of Accountancy service	115	115		115
Review of Chief Exec services' non staff budgets			13	13
Review of Procurement service	49	49		49
Review of Business Change & Revenues, Customer 1st, HR, Payroll & ICT	266	266	-83	183
Review of MART			33	33
Community Safety efficiencies			20	20
Review of HR training & subscriptions budgets			11	11
Review of Council Tax Reduction budget			20	20
Review of Strategic Insight			25	25
Education further review of admin/clerical/LG support staff	100	100	-100	0
Further review of Psychological services	44	44		44
Instrumental music redesign	46	46		46
Review of school based technicians	61	61		61
Standardised testing saving	36	36		36
Realign central education budgets	8	8		8
Remove PSA classroom assistants in Prim/Sec	406	406		406
Reduce school bilingual support workers	35	35		35
Reduce school behaviour support assistants	100	100		100
Environment Change Programme	802	802		802
Environment various efficiencies & budget realignments			60	60
Review of Loans Fund flexibility			2,000	2,000
	<u>2,068</u>	<u>2,068</u>	<u>1,999</u>	<u>4,067</u>

ASSETS

ICT asset refresh/SWAN replacement	57	57		57
CCTV modernisation			30	30
Reduction in schools' utilities consumption	40	40	50	90
	<u>97</u>	<u>97</u>	<u>80</u>	<u>177</u>

PROCUREMENT

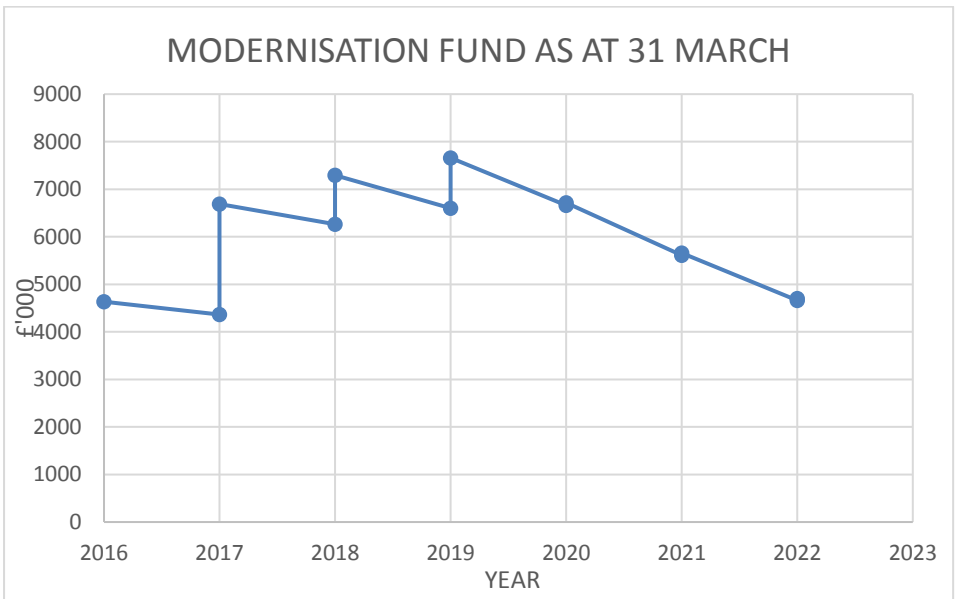
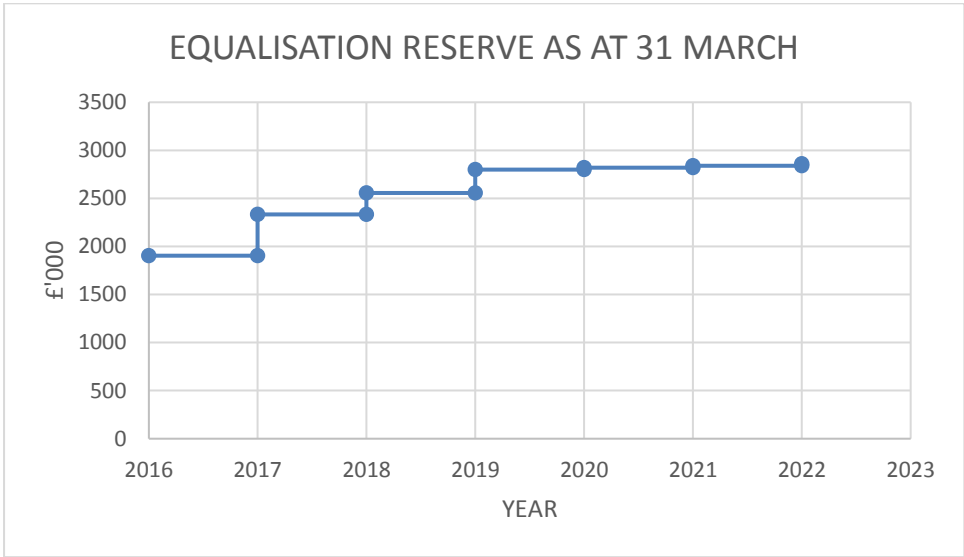
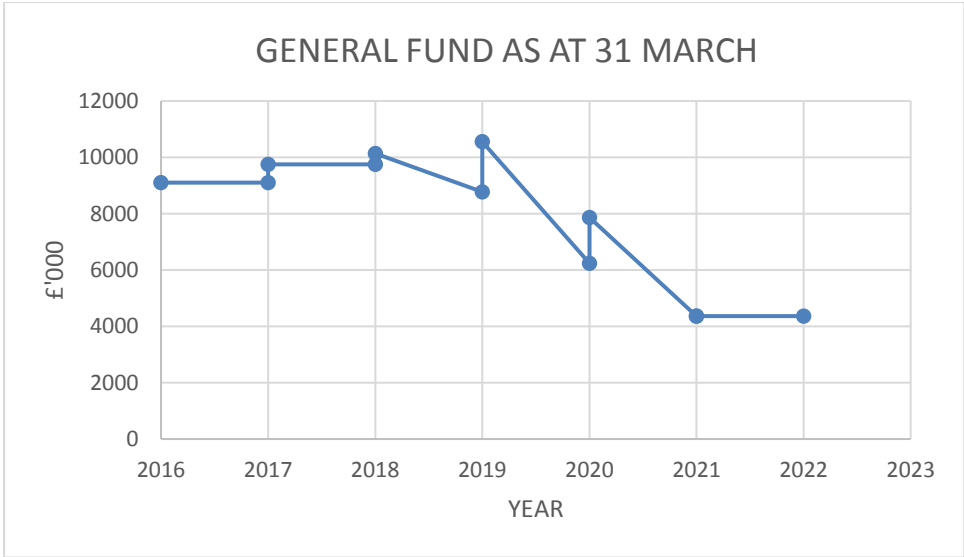
ICT contract rationalisation	50	50	70	120
Procurement efficiencies	50	50	70	120

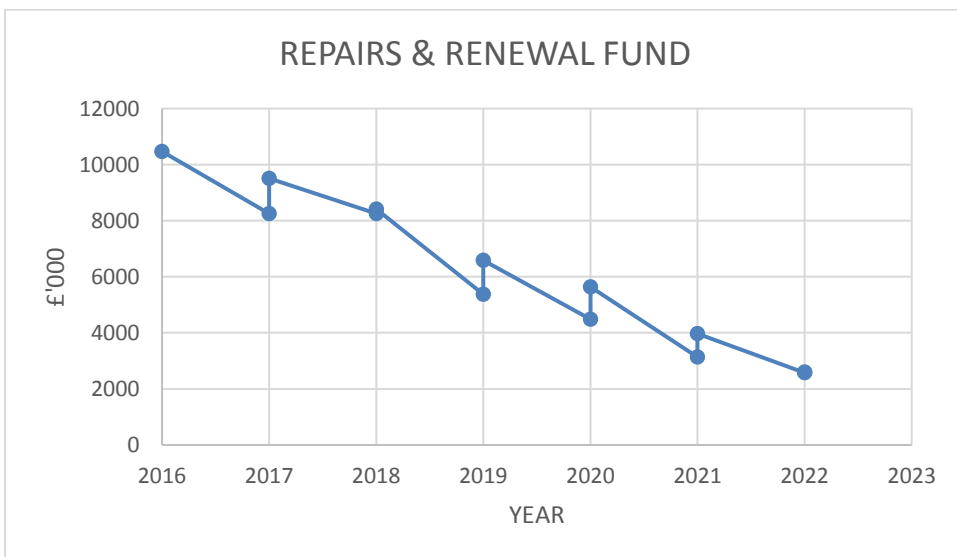
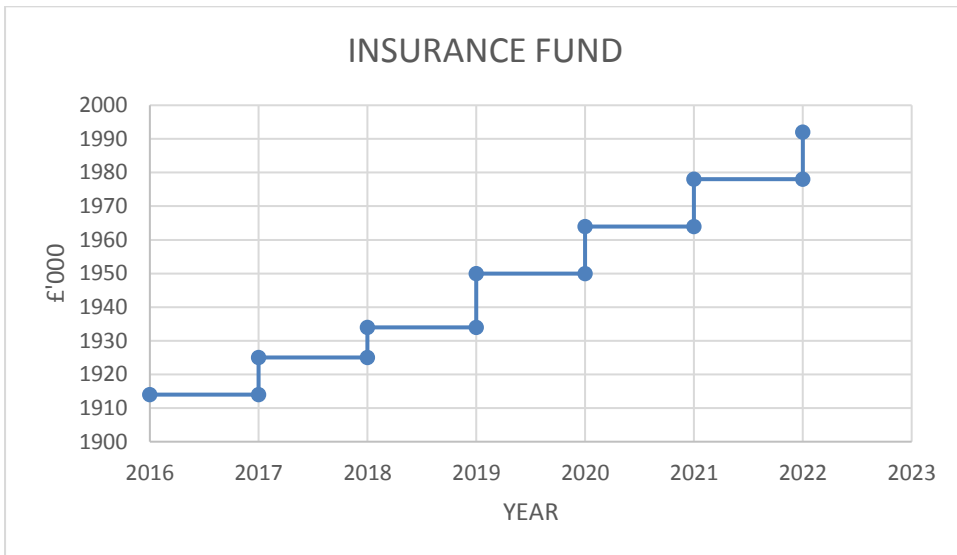
FINANCIAL

Increase in Legal fees	10	10	-10	0
Recharge Legal time to Civic Lic/Lic Board			42	42
Increase in Procurement income			3	3
Increase in Civic Licensing income			3	3
Debt recovery improvements	45	45		45
Community Safety increased income			25	25
Increased Statutory Additions & DWP income			40	40
School meals price increase	80	80		80
Wraparound income increased demand			60	60
Environment income generation	83	83		83
Planning increase income re Letters of Comfort			20	20
Increase Parks & Grounds Maintenance income			100	100
	218	218	283	501

OTHER

Review of Legal services	20	20	-20	0
Temp scrutiny funding ends	25	25		25
Temp data analysis funding ends	67	67		67
Review of CLD/Equalities/Democratic services	79	79		79
Review of Communications service	72	72	13	85
Customer First payroll reductions			56	56
Review of Registrars & reduce hours			42	42
Remove staff physio service			15	15
ICT reduce training budget			10	10
Corp & Comm services various			19	19
IJB savings target	3,429	3,200		3,200
Review of Non Landlord Housing services	124	124		124
Review Connor Rd/Overlee House service	150	150		150
Reduce non operational properties budget			150	150
Remove bring sites/recycling points			65	65
Remove hanging basket scheme			15	15
Reduce Economic Development budget			52	52
Review of Catering services	111	111		111
Review of Cleaning services	35	35		35
Review of Janitorial services	26	26		26
Further Quality Improvement service reduction	39	39		39
Reduce schools minor property works budget	24	24		24
Remove central education health & safety budget	34	34		34
Further reduction in Vocational Prog funding	50	50		50
Further reduction Determined to Succeed	18	18		18
Reduce additional support for lowest 20% of pupils			442	442
Reduction in Devolved School Management budgets			360	360
ERCLT savings target	110	110	101	211
Additional ERCLT support funding ends	190	190		190
	4,603	4,374	1,320	5,694
	7,036	6,807	3,752	10,559







**FINANCIAL ESTIMATES 2020/21**

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## CALCULATION OF COUNCIL TAX BAND 'D'

2019/20 £'000		2020/21 £'000
242,290	Net Expenditure	251,882
-	Contribution to Balances / Special Funds	-
242,290		251,882
(182,033)	Aggregate External Finance	(189,415)
(4,312)	Contribution from Reserves	(3,500)
55,945	<b>Amount to be met from Council Tax</b>	58,967
46,397	Number of Band 'D' Equivalents	46,645
928	Less Provision for Non Payment	933
45,469	<b>Effective Tax Base</b>	45,712
£1,230.41	Council Tax Band D	£1,289.96

### COUNCIL TAX CHARGES 2020/21

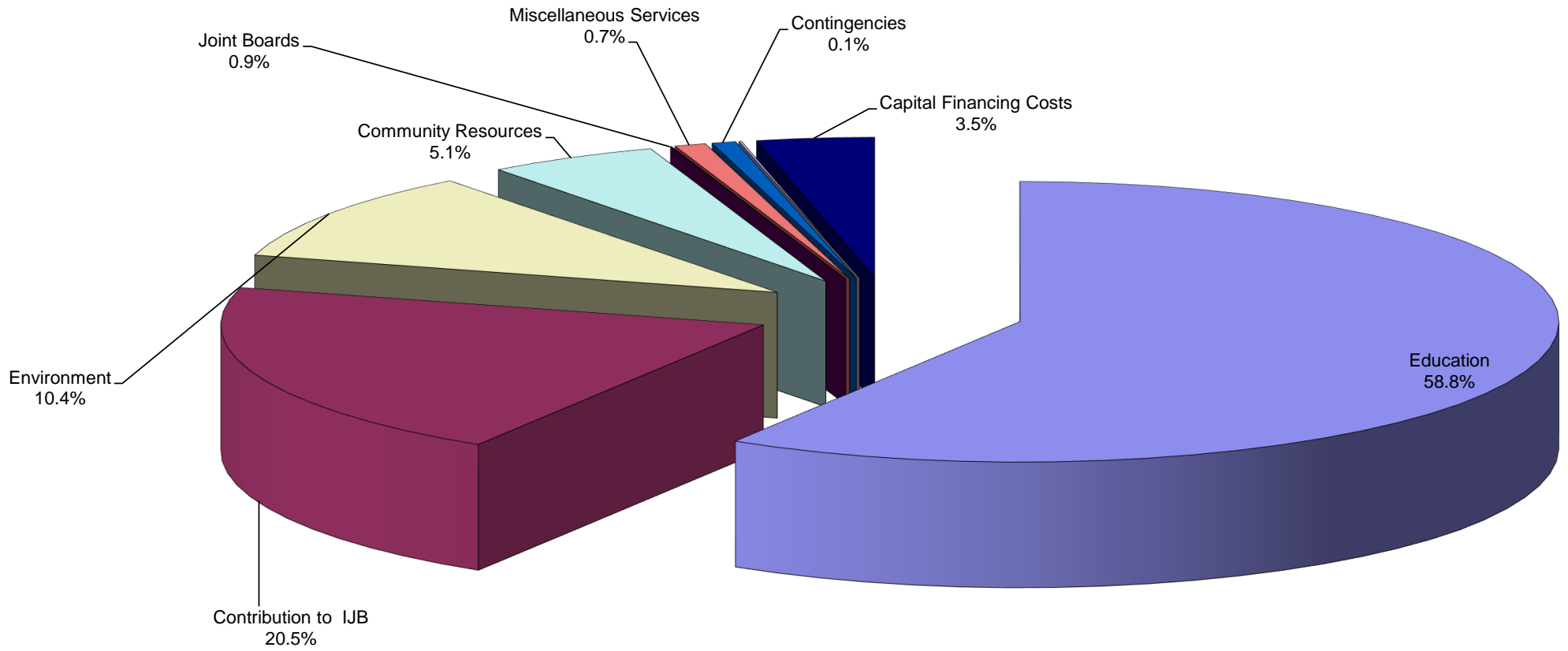
<u>Valuation Band</u>	<u>Fraction of Band D</u>	<u>Upper Value £</u>	<u>Council Tax £</u>
A	240/360	27,000	859.97
B	280/360	35,000	1,003.30
C	320/360	45,000	1,146.63
D	1.00	58,000	1,289.96
E	473/360	80,000	1,694.87
F	585/360	106,000	2,096.19
G	705/360	212,000	2,526.18
H	882/360	over 212,000	3,160.41



## REVENUE ESTIMATES SUMMARY 2020/21

NET EXPENDITURE	2019/20	2020/21
	Approved Budget	Approved Budget
	£'000	£'000
Education	139,067	148,812
Contribution to Integration Joint Board ( including Ring Fenced Grant)	49,350	51,919
Environment	26,687	26,269
Community Resources	12,411	12,876
Chief Executive's Office - Non Support	15	55
Joint Boards	2,258	2,358
Miscellaneous Services	1,757	1,808
Contingency - Welfare	200	200
Capital Financing Costs	10,545	8,863
Additional Savings to be identified		(1,278)
	<b>242,290</b>	<b>251,882</b>
<b>Contribution to Assist in Maintaining Reserves.</b>		
	<b>242,290</b>	<b>251,882</b>
<b>FINANCED BY:-</b>		
Revenue Support Grant and Non Domestic Rates	176,667	181,624
Ring Fenced Grants	5,366	7,791
Contribution from Reserves	4,312	3,500
Council Tax	55,945	58,967
	<b>242,290</b>	<b>251,882</b>

### 2020/21 GENERAL FUND REVENUE BUDGET BY SERVICE



## E D U C A T I O N

## DEPARTMENTAL SUMMARY

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Pre Five Education	12,538	15,270
Schools:- Primary	43,436	45,567
Secondary	55,080	58,837
Other	3,326	3,463
Special Education	6,616	7,063
Psychological Services	870	888
Transport (Excl Special)	977	1,146
Clothing	228	228
Administration & Support Services	7,097	7,399
Cleaning and Janitorial Services	1,608	1,683
Catering Services	-	-
School Crossing Patrollers	-	-
Culture and Leisure Services	7,291	7,268
	<u>139,067</u>	<u>148,812</u>

**CONTRIBUTION TO INTEGRATION JOINT BOARD****DEPARTMENTAL SUMMARY**

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Ring Fenced Government Grant	561	606
Council Contribution to Integration Joint Board	48,789	51,313
	<u>49,350</u>	<u>51,919</u>



## E N V I R O N M E N T

## D E P A R T M E N T A L S U M M A R Y

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Directorate	1,688	1,808
Environment Accommodation	-	-
Energy Management	140	127
Environment - Non Operational Properties	319	224
Planning & Building Control	1,283	1,119
Economic Development	1,075	871
Roads	10,097	9,778
Roads Contracting Unit	-	-
Neighbourhood Services	-	4,731
Parks Services	1,503	(289)
Prevention Services	1,162	1,099
Waste Management	3,706	3,728
Cleansing	3,779	1,148
Vehicles Services	-	-
Other Housing	1,935	1,925
	<u>26,687</u>	<u>26,269</u>

**CORPORATE & COMMUNITY - COMMUNITY RESOURCES**  
**DEPARTMENTAL SUMMARY**

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Directorate	63	66
Community Safety	1,435	1,453
Elections, Members Expenses and Corporate & Democratic Core	2,090	2,306
Grants	172	172
Money Advice and Rights	945	949
Registrars	242	202
Strategic Insight & Communities Management	198	44
Strategy Operational	486	485
Communities	1,027	963
Auchenback Resource Centre	31	31
Council Tax & Non Domestic Rates	4,304	4,314
Revenues - Benefits & Discretionary Payments	839	971
Housing Benefits	264	610
Business Support Team	282	266
Communities, Revenues and Change	33	44
	<u>12,411</u>	<u>12,876</u>

CHIEF EXECUTIVE'S - NON SUPPORT SERVICES

DEPARTMENTAL SUMMARY

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Accountancy	53	51
Civic Licensing	(14)	4
Licensing Board	(24)	0
	<u>15</u>	<u>55</u>

## JOINT BOARDS

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Passenger Transport	1,771	1,770
Valuation	487	588
	<u>2,258</u>	<u>2,358</u>

## MISCELLANEOUS SERVICES

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Restructuring etc. costs	412	412
Miscellaneous	65	69
Superannuation Additional Allowances	1,029	1,036
Other Operational Costs	251	291
	<u>1,757</u>	<u>1,808</u>



**B U D G E T E D P E R S O N N E L 2020/21**  
**ALL SERVICES**

	<b>Full Time Equivalent</b>
Education	2,270
Environment	353
Corporate & Community - Community Resources	116
Chief Executive's - Support Services	53
Chief Executive's - Non Support Services	1
Corporate & Community - Support Services	192
Environment - Support	40
Health & Social Care Partnership	565
	<hr/> <hr/> <b>3,590</b>





## EDUCATION

## DEPARTMENTAL SUMMARY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	97,459	104,154
Property Costs	11,278	11,736
Transport Costs	1,827	1,996
Supplies & Services	29,737	32,081
Third Party Payments	7,582	7,658
Transfer Payments	849	849
Support Services	5,151	5,290
<b>Total Expenditure</b>	<u>153,883</u>	<u>163,764</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	4,805	7,185
Other Government Grant	2,504	2,788
Recharge Income (Internal)	8,880	9,196
Fees Charges etc	2,976	2,591
Other Income	456	377
<b>Total Income</b>	<u>19,621</u>	<u>22,137</u>
<b>NET EXPENDITURE FOR COUNCIL TAX</b>	<u>134,262</u>	<u>141,627</u>
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	4,805	7,185
<b>NET EXPENDITURE</b>	<u><u>139,067</u></u>	<u><u>148,812</u></u>

Budgeted Personnel 2020/21

	Full-time Equivalent
Chief Officers	4.0
Teachers	1,309.7
APT & C	671.8
Manual	284.4
<b>TOTAL</b>	<u>2,269.9</u>



## E D U C A T I O N

## P R E F I V E E D U C A T I O N

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	8,587	8,594
Property Costs	335	316
Transport Costs	-	-
Supplies & Services	3,687	6,099
Third Party Payments	666	666
Transfer Payments	-	-
Support Services	11	10
<b>Total Expenditure</b>	<u>13,286</u>	<u>15,685</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	3,405	5,849
Other Government Grant	-	-
Recharge Income (Internal)	31	31
Fees Charges etc	717	384
Other Income	-	-
<b>Total Income</b>	<u>4,153</u>	<u>6,264</u>
<b>Net Expenditure for Council Tax</b>	<u>9,133</u>	<u>9,421</u>
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	3,405	5,849
<b>NET EXPENDITURE</b>	<u><u>12,538</u></u>	<u><u>15,270</u></u>

<u>Budgeted Personnel 2020/21</u>	
	Full-time Equivalent
Chief Officers	-
Teachers	30.0
APT & C	204.3
Manual	-
<b>Total</b>	<u>234.3</u>

## E D U C A T I O N

## PRIMARY EDUCATION

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	32,998	35,235
Property Costs	4,506	4,627
Transport Costs	-	-
Supplies & Services	7,301	7,193
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	78	74
<b>Total Expenditure</b>	44,883	47,129
<b><u>Income</u></b>		
Ring Fenced Government Grant	892	852
Other Government Grant	336	462
Recharge Income (Internal)	312	312
Fees Charges etc	714	723
Other Income	85	65
<b>Total Income</b>	2,339	2,414
<b>Net Expenditure for Council Tax</b>	42,544	44,715
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	892	852
<b>NET EXPENDITURE</b>	43,436	45,567

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	550.4
APT & C	141.7
Manual	-
<b>Total</b>	692.1

E D U C A T I O N  
S E C O N D A R Y E D U C A T I O N

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	39,340	42,936
Property Costs	4,844	5,043
Transport Costs	17	17
Supplies & Services	13,552	13,555
Third Party Payments	850	850
Transfer Payments	-	-
Support Services	70	67
<b>Total Expenditure</b>	58,673	62,468
<b><u>Income</u></b>		
Ring Fenced Government Grant	377	360
Other Government Grant	2,114	2,272
Recharge Income (Internal)	235	235
Fees Charges etc	1,099	1,038
Other Income	145	86
<b>Total Income</b>	3,970	3,991
<b>Net Expenditure for Council Tax</b>	54,703	58,477
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	377	360
<b>NET EXPENDITURE</b>	55,080	58,837

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	636.5
APT & C	150.4
Manual	7.0
<b>Total</b>	<b>793.9</b>

## EDUCATION

## SCHOOLS - OTHER

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,320	1,343
Property Costs	170	200
Transport Costs	-	-
Supplies & Services	1,803	1,887
Third Party Payments	21	21
Transfer Payments	606	606
Support Services	1	1
<b>Total Expenditure</b>	<u>3,921</u>	<u>4,058</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	29	29
Recharge Income (Internal)	-	-
Fees Charges etc	340	340
Other Income	226	226
<b>Total Income</b>	<u>595</u>	<u>595</u>
<b>Net Expenditure for Council Tax</b>	<u>3,326</u>	<u>3,463</u>
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>NET EXPENDITURE</b>	<u><u>3,326</u></u>	<u><u>3,463</u></u>

Budgeted Personnel 2020/21

	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	17.7
APT & C	6.0
Manual	13.0
<b>Total</b>	<u><u>36.7</u></u>

## EDUCATION

## SPECIAL EDUCATION

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	4,463	4,776
Property Costs	194	201
Transport Costs	772	773
Supplies & Services	409	457
Third Party Payments	836	914
Transfer Payments	-	-
Support Services	2	2
<b>Total Expenditure</b>	6,676	7,123
<b><u>Income</u></b>		
Ring Fenced Government Grant	117	111
Other Government Grant	-	-
Recharge Income (Internal)	18	18
Fees Charges etc	42	42
Other Income	-	-
<b>Total Income</b>	177	171
<b>Net Expenditure for Council Tax</b>	6,499	6,952
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	117	111
<b>NET EXPENDITURE</b>	6,616	7,063

Budgeted Personnel 2020/21

	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	54.9
APT & C	57.8
Manual	3.9
<b>Total</b>	116.6

E D U C A T I O N  
P S Y C H O L O G I C A L S E R V I C E S

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	864	882
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	6	6
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	870	888
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	-	-
<b>Net Expenditure for Council Tax</b>	870	888
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>NET EXPENDITURE</b>	870	888

<u>Budgeted Personnel 2020/21</u>	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	10.3
APT & C	1.0
Manual	-
<b>Total</b>	<b>11.3</b>



## E D U C A T I O N

## TRANSPORT (EXCLUDING SPECIAL EDUCATION)

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	-	-
Transport Costs	1,015	1,184
Supplies & Services	-	-
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<u>1,015</u>	<u>1,184</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	14	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc	38	38
Other Income	-	-
<b>Total Income</b>	<u>52</u>	<u>38</u>
<b>Net Expenditure for Council Tax</b>	<u>963</u>	<u>1,146</u>
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	14	-
<b>NET EXPENDITURE</b>	<u><u>977</u></u>	<u><u>1,146</u></u>

<u>Budgeted Personnel 2020/21</u>	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	<u><u>-</u></u>

E D U C A T I O N  
P R O V I S I O N F O R C L O T H I N G

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	-	-
Third Party Payments	-	-
Transfer Payments	228	228
Support Services	-	-
<b>Total Expenditure</b>	228	228
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	-	-
<b>Net Expenditure for Council Tax</b>	228	228
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>NET EXPENDITURE</b>	228	228

<u>Budgeted Personnel 2020/21</u>	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	-

## EDUCATION

## ADMINISTRATION &amp; SUPPORT SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	2,870	3,140
Property Costs	79	79
Transport Costs	-	-
Supplies & Services	629	564
Third Party Payments	32	32
Transfer Payments	-	-
Support Services	3,918	4,024
<b>Total Expenditure</b>	7,528	7,839
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	13
Other Government Grant	25	25
Recharge Income (Internal)	406	415
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	431	453
<b>Net Expenditure for Council Tax</b>	7,097	7,386
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	13
<b>NET EXPENDITURE</b>	7,097	7,399

Budgeted Personnel 2020/21

	<u>Full-time Equivalent</u>
Chief Officers	4.0
Teachers	9.9
APT & C	40.8
Manual	-
<b>Total</b>	54.7

E D U C A T I O N  
CLEANING AND JANITORIAL SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	3,912	4,071
Property Costs	122	110
Transport Costs	2	2
Supplies & Services	229	243
Third Party Payments	-	-
Transfer Payments	4	4
Support Services	124	123
<b>Total Expenditure</b>	4,393	4,553
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	2,785	2,870
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	2,785	2,870
<b>Net Expenditure for Council Tax</b>	1,608	1,683
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	1,608	1,683

Budgeted Personnel 2020/21

	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	58.4
Manual	113.8
<b>Total</b>	172.2

## EDUCATION

## CATERING SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	2,817	2,879
Property Costs	26	26
Transport Costs	17	17
Supplies & Services	1,823	1,975
Third Party Payments	-	-
Transfer Payments	11	11
Support Services	102	100
<b>Total Expenditure</b>	4,796	5,008
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	4,770	4,982
Fees Charges etc	26	26
Other Income	-	-
<b>Total Income</b>	4,796	5,008
<b>Net Expenditure for Council Tax</b>	-	-
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	-	-

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	11.4
Manual	128.5
<b>Total</b>	<b>139.9</b>

## EDUCATION

## SCHOOL CROSSING PATROLLERS

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b>Expenditure</b>		
Staff Costs	288	298
Property Costs	-	-
Transport Costs	4	3
Supplies & Services	29	29
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	2	3
<b>Total Expenditure</b>	<u>323</u>	<u>333</u>
<b>Income</b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	323	333
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	<u>323</u>	<u>333</u>
<b>Net Expenditure for Council Tax</b>	<u>-</u>	<u>-</u>
<b>Adjustments</b>		
Ring Fenced Government Grant	-	-
<b>NET EXPENDITURE</b>	<u><u>-</u></u>	<u><u>-</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	18.2
<b>Total</b>	<u>18.2</u>

E D U C A T I O N  
C U L T U R E A N D L E I S U R E S E R V I C E S

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	1,002	1,134
Transport Costs	-	-
Supplies & Services	269	73
Third Party Payments	5,177	5,175
Transfer Payments	-	-
Support Services	843	886
<b>Total Expenditure</b>	<u>7,291</u>	<u>7,268</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	<u>-</u>	<u>-</u>
<b>Net Expenditure</b>	<u><u>7,291</u></u>	<u><u>7,268</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	<u><u>-</u></u>





## ENVIRONMENT

## DEPARTMENTAL SUMMARY

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
<b><u>Expenditure</u></b>		
Staff Costs	14,050	14,603
Property Costs	2,483	2,517
Transport Costs	3,221	3,191
Supplies & Services	15,835	15,017
Third Party Payments	824	744
Transfer Payments	807	684
Support Services	2,848	2,825
<b>Total Expenditure</b>	40,068	39,581
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	675	675
Recharge Income (Internal)	7,697	7,159
Fees Charges etc.	3,981	3,994
Other Income	1,028	1,484
<b>Total Income</b>	13,381	13,312
<b>Net Expenditure</b>	26,687	26,269

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	2.0
Teachers	-
APT & C	177.5
Manual	173.3
<b>Total</b>	<b>352.8</b>



## ENVIRONMENT

## DIRECTORATE

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,124	1,214
Property Costs	82	83
Transport Costs	-	-
Supplies & Services	155	121
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	618	681
<b>Total Expenditure</b>	1,979	2,099
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	273	273
Fees Charges etc.	-	-
Other Income	18	18
<b>Total Income</b>	291	291
<b>Net Expenditure</b>	1,688	1,808

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	1.0
Teachers	-
APT & C	20.4
Manual	-
<b>Total</b>	21.4

**ENVIRONMENT**  
**ENVIRONMENT ACCOMMODATION**

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	755	751
Transport Costs	-	-
Supplies & Services	12	12
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	767	763
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	767	763
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	767	763
<b>Net Expenditure</b>	-	-

<u>Budgeted Personnel 2020/21</u>	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	-

## ENVIRONMENT

## NON-OPERATIONAL PROPERTIES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	229	157
Transport Costs	-	-
Supplies & Services	20	20
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	87	64
<b>Total Expenditure</b>	<u>336</u>	<u>241</u>
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	17	17
Other Income	-	-
<b>Total Income</b>	<u>17</u>	<u>17</u>
<b>Net Expenditure</b>	<u><u>319</u></u>	<u><u>224</u></u>

<u>Budgeted Personnel 2020/21</u>	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	<u><u>-</u></u>



## ENVIRONMENT

## ENERGY MANAGEMENT

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	52	53
Property Costs	-	10
Transport Costs	-	-
Supplies & Services	-	1
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	88	63
<b>Total Expenditure</b>	<u>140</u>	<u>127</u>
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	<u>-</u>	<u>-</u>
<b>Net Expenditure</b>	<u><u>140</u></u>	<u><u>127</u></u>

<u>Budgeted Personnel 2020/21</u>	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	1.0
Manual	-
<b>Total</b>	<u>1.0</u>

## ENVIRONMENT

PLANNING & BUILDING CONTROL  
(INCORPORATING OUTDOOR ACCESS, COUNTRY PARK & WHITELEE)

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,864	1,865
Property Costs	115	115
Transport Costs	18	12
Supplies & Services	123	86
Third Party Payments	94	94
Transfer Payments	102	102
Support Services	229	189
<b>Total Expenditure</b>	<u>2,545</u>	<u>2,463</u>
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	223	228
Fees Charges etc.	920	995
Other Income	119	121
<b>Total Income</b>	<u>1,262</u>	<u>1,344</u>
<b>Net Expenditure</b>	<u><u>1,283</u></u>	<u><u>1,119</u></u>

<u>Budgeted Personnel 2020/21</u>	
	Full-time <u>Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	39.8
Manual	-
Total	<u>39.8</u>



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## ENVIRONMENT

### PLANNING & BUILDING CONTROL (INCORPORATING OUTDOOR ACCESS, COUNTRY PARK & WHITELEE)

This service comprises:-

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Development Planning	536	516
Outdoor Access	43	45
Country Park	24	23
Whiteless	-	-
Development Management	174	87
Building Control	110	94
Business Intelligence	396	354
	<u>1,283</u>	<u>1,119</u>



## ENVIRONMENT

ECONOMIC DEVELOPMENT  
(INCORPORATING CITY DEAL)

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	833	840
Property Costs	116	197
Transport Costs	-	-
Supplies & Services	525	488
Third Party Payments	8	8
Transfer Payments	190	127
Support Services	230	204
<b>Total Expenditure</b>	1,902	1,864
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	131	131
Recharge Income (Internal)	-	-
Fees Charges etc.	249	259
Other Income	447	603
<b>Total Income</b>	827	993
<b>Net Expenditure</b>	1,075	871

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	15.8
Manual	-
Total	15.8

## ENVIRONMENT

## ROADS

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,539	1,659
Property Costs	254	243
Transport Costs	88	100
Supplies & Services	9,008	8,766
Third Party Payments	57	57
Transfer Payments	-	-
Support Services	382	348
<b>Total Expenditure</b>	11,328	11,173
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	129	129
Recharge Income (Internal)	730	862
Fees Charges etc.	311	343
Other Income	61	61
<b>Total Income</b>	1,231	1,395
<b>Net Expenditure</b>	10,097	9,778

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	31.0
Manual	-
<b>Total</b>	<b>31.0</b>

## ENVIRONMENT

## ROADS

This service comprises:-

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Routine Maintenance Roads	1,145	1,145
Routine Maintenance Street Lighting	450	504
Winter Maintenance	900	900
Footway Resurfacing & Patching	393	360
Carriageway Resurfacing & Patching	982	700
School Crossing Patrols	322	332
Street Lighting Electricity	675	689
Flood Prevention	70	70
Administration & Support (Including PFI Costs)	5,160	5,078
	<u>10,097</u>	<u>9,778</u>

## ENVIRONMENT

## ROADS CONTRACTING UNIT

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,047	981
Property Costs	50	50
Transport Costs	638	560
Supplies & Services	631	124
Third Party Payments	-	-
Transfer Payments	18	18
Support Services	45	24
<b>Total Expenditure</b>	2,429	1,757
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	2,429	1,757
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	2,429	1,757
<b>Net Expenditure</b>	-	-

Budgeted Personnel 2020/21

	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	2.0
Manual	23.0
<b>Total</b>	25.0

## ENVIRONMENT

## NEIGHBOURHOOD SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	4,789
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	-	-
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<hr/> -	<hr/> 4,789
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	58
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	<hr/> -	<hr/> 58
<b>Net Expenditure</b>	<hr/> <hr/> -	<hr/> <hr/> 4,731

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	16.0
Manual	125.4
Total	<hr/> 141.4

## ENVIRONMENT

## PARKS SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,810	-
Property Costs	236	264
Transport Costs	210	210
Supplies & Services	357	402
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	144	157
<b>Total Expenditure</b>	<b>2,757</b>	<b>1,033</b>
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	35	35
Recharge Income (Internal)	329	307
Fees Charges etc.	890	980
Other Income	-	-
<b>Total Income</b>	<b>1,254</b>	<b>1,322</b>
<b>Net Expenditure</b>	<b>1,503</b>	<b>(289)</b>

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	<b>0.0</b>



## ENVIRONMENT

## PARKS SERVICES

This service comprises:-

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Administration	311	210
Parks Operations	896	(312)
Arboriculture	204	81
Cemeteries	(213)	(262)
Park Rangers	232	(65)
Parks Upkeep	73	59
	<u>1,503</u>	<u>(289)</u>

## ENVIRONMENT

## PREVENTION SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	844	794
Property Costs	19	19
Transport Costs	-	-
Supplies & Services	139	135
Third Party Payments	94	74
Transfer Payments	2	2
Support Services	191	203
<b>Total Expenditure</b>	1,289	1,227
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	6	6
Recharge Income (Internal)	7	7
Fees Charges etc.	75	75
Other Income	39	40
<b>Total Income</b>	127	128
<b>Net Expenditure</b>	1,162	1,099

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	15.5
Manual	-
<b>Total</b>	15.5

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## ENVIRONMENT PREVENTION SERVICES

This service comprises:-

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Environmental Health	734	695
Trading Standards	408	384
Licensing	20	20
	<u>1,162</u>	<u>1,099</u>

## ENVIRONMENT

## WASTE MANAGEMENT

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	111	-
Property Costs	68	68
Transport Costs	5	5
Supplies & Services	3,390	3,480
Third Party Payments	22	22
Transfer Payments	-	-
Support Services	239	203
<b>Total Expenditure</b>	3,835	3,778
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	3	-
Fees Charges etc.	126	50
Other Income	-	-
<b>Total Income</b>	129	50
<b>Net Expenditure</b>	3,706	3,728

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	<b>0.0</b>

**ENVIRONMENT**

**WASTE MANAGEMENT**

This service comprises:-

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Refuse Disposal	3,134	3,188
Strategic Waste Fund	572	540
	<u>3,706</u>	<u>3,728</u>

## ENVIRONMENT

## CLEANSING

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	2,951	340
Property Costs	142	142
Transport Costs	754	779
Supplies & Services	418	353
Third Party Payments	1	1
Transfer Payments	-	-
Support Services	176	178
<b>Total Expenditure</b>	4,442	1,793
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	125	92
Fees Charges etc.	538	553
Other Income	-	-
<b>Total Income</b>	663	645
<b>Net Expenditure</b>	3,779	1,148

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	1.0
Teachers	-
APT & C	-
Manual	6.0
<b>Total</b>	7.0

**ENVIRONMENT  
CLEANSING**

This service comprises:-

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Refuse Collection	2,455	573
Street Cleaning	842	167
Cleansing Management	257	196
Civic Amenity Sites	171	161
Thornliebank Depot	54	51
	<u>3,779</u>	<u>1,148</u>

## ENVIRONMENT

## VEHICLES SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	714	698
Property Costs	36	36
Transport Costs	1,508	1,525
Supplies & Services	190	183
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	72	79
<b>Total Expenditure</b>	2,520	2,521
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	2,490	2,491
Fees Charges etc.	30	30
Other Income	-	-
<b>Total Income</b>	2,520	2,521
<b>Net Expenditure</b>	-	-

<u>Budgeted Personnel 2020/21</u>	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	1.0
Manual	18.9
<b>Total</b>	<b>19.9</b>



ENVIRONMENT  
OTHER HOUSING

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,161	1,370
Property Costs	381	382
Transport Costs	-	-
Supplies & Services	867	846
Third Party Payments	548	488
Transfer Payments	495	435
Support Services	347	432
<b>Total Expenditure</b>	3,799	3,953
<b><u>Income</u></b>		
Ring-Fenced Grant	-	-
Other Government Grant	374	374
Recharge Income (Internal)	321	321
Fees Charges etc.	825	692
Other Income	344	641
<b>Total Income</b>	1,864	2,028
<b>Net Expenditure</b>	1,935	1,925

<u>Budgeted Personnel 2020/21</u>	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	35.0
Manual	-
<b>Total</b>	35.0



## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## DEPARTMENTAL SUMMARY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	4,749	4,676
Property Costs	79	61
Transport Costs	65	63
Supplies & Services	1,476	1,232
Third Party Payments	135	301
Transfer Payments	19,773	19,925
Support Services	3,309	3,735
<b>Total Expenditure</b>	29,586	29,993
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	15,525	15,525
Recharge Income (Internal)	878	826
Fees Charges etc.	408	414
Other Income	364	352
<b>Total Income</b>	17,175	17,117
<b>Net Expenditure</b>	12,411	12,876
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	12,411	12,876

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	2.0
Teachers	-
APT & C	113.9
Manual	-
<b>Total</b>	115.9



CORPORATE & COMMUNITY - COMMUNITY RESOURCES  
DIRECTORATE

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	171	175
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	2	5
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	33	29
<b>Total Expenditure</b>	206	209
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	143	143
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	143	143
<b>Net Expenditure</b>	63	66

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	1.0
Teachers	-
APT & C	0.8
Manual	-
<b>Total</b>	1.8

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## COMMUNITY SAFETY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,154	1,326
Property Costs	40	21
Transport Costs	31	31
Supplies & Services	78	61
Third Party Payments	57	57
Transfer Payments	-	-
Support Services	270	289
<b>Total Expenditure</b>	1,630	1,785
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	111	258
Fees Charges etc.	72	57
Other Income	12	17
<b>Total Income</b>	195	332
<b>Net Expenditure</b>	1,435	1,453

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	34.3
Manual	-
<b>Total</b>	34.3

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## COMMUNITY SAFETY

This service comprises:-

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Management	300	273
CCTV	675	734
Community Wardens	460	446
	<u>1,435</u>	<u>1,453</u>

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## ELECTIONS, MEMBERS EXPENSES AND CORPORATE &amp; DEMOCRATIC CORE

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	2	2
Property Costs	3	4
Transport Costs	-	-
Supplies & Services	702	703
Third Party Payments	1	1
Transfer Payments	-	-
Support Services	1,382	1,596
<b>Total Expenditure</b>	<u>2,090</u>	<u>2,306</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	<u>-</u>	<u>-</u>
<b>Net Expenditure</b>	<u><u>2,090</u></u>	<u><u>2,306</u></u>

<u>Budgeted Personnel 2020/21</u>	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	<u><u>-</u></u>



## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## GRANTS

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	1	1
Third Party Payments	-	134
Transfer Payments	152	18
Support Services	19	19
<b>Total Expenditure</b>	172	172
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	-	-
<b>Net Expenditure</b>	172	172

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	-

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## MONEY ADVICE AND RIGHTS TEAM

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	725	686
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	26	25
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	226	238
<b>Total Expenditure</b>	977	949
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	32	-
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	32	-
<b>Net Expenditure</b>	945	949

Budgeted Personnel 2020/21	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	16.8
Manual	-
<b>Total</b>	16.8

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## REGISTRARS

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	208	170
Property Costs	3	3
Transport Costs	-	-
Supplies & Services	7	9
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	156	153
<b>Total Expenditure</b>	<u>374</u>	<u>335</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	127	128
Other Income	5	5
<b>Total Income</b>	<u>132</u>	<u>133</u>
<b>Net Expenditure</b>	<u><u>242</u></u>	<u><u>202</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	4.0
Manual	-
<b>Total</b>	<u>4.0</u>

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## STRATEGIC INSIGHT &amp; COMMUNITIES MANAGEMENT

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	240	99
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	16	
Third Party Payments	3	3
Transfer Payments	-	-
Support Services	26	28
<b>Total Expenditure</b>	285	130
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	87	86
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	87	86
<b>Net Expenditure</b>	198	44

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	1.0
Manual	-
<b>Total</b>	1.0

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## STRATEGY (OPERATIONAL)

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	213	229
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	179	173
Third Party Payments	5	5
Transfer Payments	-	-
Support Services	89	78
<b>Total Expenditure</b>	486	485
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	-	-
<b>Net Expenditure</b>	486	485

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	4.4
Manual	-
<b>Total</b>	4.4

CORPORATE & COMMUNITY - COMMUNITY RESOURCES  
COMMUNITIES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<u>Expenditure</u>		
Staff Costs	755	696
Property Costs	33	33
Transport Costs	13	13
Supplies & Services	125	113
Third Party Payments	9	9
Transfer Payments	-	-
Support Services	92	99
Total Expenditure	<u>1,027</u>	<u>963</u>
<u>Income</u>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	-	-
Other Income	-	-
Total Income	<u>-</u>	<u>-</u>
Net Expenditure	<u><u>1,027</u></u>	<u><u>963</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	13.9
Manual	-
Total	<u>13.9</u>

CORPORATE & COMMUNITY - COMMUNITY RESOURCES  
COMMUNITIES

This service comprises:-	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
Communities	749	780
Mearns Youth Facility	11	11
Barrhead Youth Facility	22	23
Strategy - Operational	245	149
	<u>1,027</u>	<u>963</u>

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## AUCHENBACK RESOURCE CENTRE

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	-	-
Third Party Payments	31	31
Transfer Payments		
Support Services		
<b>Total Expenditure</b>	<u>31</u>	<u>31</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	<u>-</u>	<u>-</u>
<b>Net Expenditure</b>	<u><u>31</u></u>	<u><u>31</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	<u><u>-</u></u>



## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## COUNCIL TAX &amp; NON DOMESTIC RATES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	416	431
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	70	58
Third Party Payments	60	61
Transfer Payments	3,743	3,665
Support Services	495	598
<b>Total Expenditure</b>	4,784	4,813
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	12	12
Fees Charges etc.	209	229
Other Income	259	258
<b>Total Income</b>	480	499
<b>Net Expenditure</b>	4,304	4,314

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	14.0
Manual	-
<b>Total</b>	14.0

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## REVENUES - BENEFITS &amp; DISCRETIONARY PAYMENTS TEAM

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	526	347
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	47	41
Third Party Payments	-	-
Transfer Payments	281	331
Support Services	300	377
<b>Total Expenditure</b>	<b>1,154</b>	<b>1,096</b>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	227	53
Fees Charges etc.	-	-
Other Income	88	72
<b>Total Income</b>	<b>315</b>	<b>125</b>
<b>Net Expenditure</b>	<b>839</b>	<b>971</b>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	11.1
Manual	-
<b>Total</b>	<b>11.1</b>

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## REVENUES - HOUSING BENEFIT

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	180
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	191	10
Third Party Payments	-	-
Transfer Payments	15,566	15,911
Support Services	98	106
<b>Total Expenditure</b>	<u>15,855</u>	<u>16,207</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	15,525	15,525
Recharge Income (Internal)	66	72
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	<u>15,591</u>	<u>15,597</u>
<b>Net Expenditure</b>	<u><u>264</u></u>	<u><u>610</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	6.1
Manual	-
<b>Total</b>	<u><u>6.1</u></u>

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## BUSINESS SUPPORT TEAM

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	228	221
Property Costs	-	-
Transport Costs	21	19
Supplies & Services	21	16
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	102	102
<b>Total Expenditure</b>	372	358
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	90	92
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	90	92
<b>Net Expenditure</b>	282	266

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	7.6
Manual	-
<b>Total</b>	7.6

## CORPORATE &amp; COMMUNITY - COMMUNITY RESOURCES

## COMMUNITIES, REVENUES AND CHANGE

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	111	114
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	11	17
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	21	23
<b>Total Expenditure</b>	<b>143</b>	<b>154</b>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	110	110
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	<b>110</b>	<b>110</b>
<b>Net Expenditure</b>	<b>33</b>	<b>44</b>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	1.0
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	<b>1.0</b>



## CHIEF EXECUTIVE'S - NONSUPPORT SERVICES

## DEPARTMENTAL SUMMARY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	23	23
Property Costs	-	-
Transport Costs	3	3
Supplies & Services	359	402
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	47	53
<b>Total Expenditure</b>	<u>432</u>	<u>481</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	180	180
Fees Charges etc	237	246
Other Income	-	-
<b>Total Income</b>	<u>417</u>	<u>426</u>
<b>Net Expenditure</b>	<u><u>15</u></u>	<u><u>55</u></u>

Budgeted Personnel 2020/21

	Full Time <u>Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	0.7
Manual	-
Total	<u>0.7</u>





CHIEF EXECUTIVE'S - NONSUPPORT SERVICES  
ACCOUNTANCY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	233	231
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	233	231
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	180	180
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	180	180
<b>Net Expenditure</b>	53	51

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	-

## CHIEF EXECUTIVE'S - NONSUPPORT SERVICES

## CIVIC LICENSING

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	23	23
Property Costs	-	-
Transport Costs	3	3
Supplies & Services	72	97
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	44	50
<b>Total Expenditure</b>	<u>142</u>	<u>173</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc	156	169
Other Income	-	-
<b>Total Income</b>	<u>156</u>	<u>169</u>
<b>Net Expenditure</b>	<u><u>(14)</u></u>	<u><u>4</u></u>

Budgeted Personnel 2020/21

	Full Time <u>Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	0.7
Manual	-
Total	<u>0.7</u>

CHIEF EXECUTIVE'S - NONSUPPORT SERVICES  
LICENSING BOARD

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	54	74
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	3	3
<b>Total Expenditure</b>	57	77
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc	81	77
Other Income	-	-
<b>Total Income</b>	81	77
<b>Net Expenditure</b>	(24)	-

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
<b>Total</b>	-



## CENTRAL SUPPORT

## SUMMARY

	Budget 2019/20 £'000	Budget 2020/21 £'000
Chief Executive's Office	431	418
Accountancy	1,505	1,450
Legal	473	454
Procurement	365	321
Internal Audit	260	267
Strategy Support and Insight	348	498
Project Management Office and Core Systems	301	337
Communications and Printing	623	573
Human Resources and Payroll	1,664	1,681
Democratic Services	405	412
Customer First	1,018	977
Revenues - General	426	467
Revenues - Creditors	306	292
Digital Services	4,377	4,913
Property and Technical	1,153	1,195
Accommodation	1,081	1,096
	<u>14,736</u>	<u>15,351</u>

**ALLOCATION:-**

Education (including ERCLT)	5,151	5,290
Health & Social Care Partnership	2,331	2,354
Community Resources	3,309	3,735
Chief Executives - Non Support	47	53
Environment	2,848	2,825
Corporate & Democratic	-	-
Council Tax and Rates	-	-
Licensing Board	-	-
Joint Boards	8	6
Miscellaneous	65	69
Housing Revenue Account	977	1,019
	<u>14,736</u>	<u>15,351</u>



## CHIEF EXECUTIVE'S - SUPPORT SERVICES

## DEPARTMENTAL SUMMARY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	3,056	3,093
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	133	119
Third Party Payments	72	74
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	3,261	3,286
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	174	320
Fees Charges etc	45	45
Other Income	8	11
<b>Total Income</b>	227	376
<b>Net Expenditure</b>	3,034	2,910

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	2.0
Teachers	0.0
APT & C	50.5
Manual	0.0
<b>Total</b>	52.5





## CHIEF EXECUTIVE'S - SUPPORT SERVICES

## CHIEF EXECUTIVE'S OFFICE

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	429	416
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	2	2
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<u>431</u>	<u>418</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	<u>-</u>	<u>-</u>
<b>Net Expenditure</b>	<u><u>431</u></u>	<u><u>418</u></u>

<u>Budgeted Personnel 2020/21</u>	<u>Full Time Equivalent</u>
Chief Officers	1.0
Teachers	-
APT & C	6.0
Manual	-
<b>Total</b>	<u><u>7</u></u>

CHIEF EXECUTIVE'S - SUPPORT SERVICES  
ACCOUNTANCY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,558	1,562
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	51	40
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	1,609	1,602
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	104	152
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	104	152
<b>Net Expenditure</b>	1,505	1,450

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	1.0
Teachers	-
APT & C	25.8
Manual	-
<b>Total</b>	26.8

## CHIEF EXECUTIVE'S - SUPPORT SERVICES

## LEGAL SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	473	497
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	65	64
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	538	561
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	20	62
Fees Charges etc.	45	45
Other Income	-	-
<b>Total Income</b>	65	107
<b>Net Expenditure</b>	473	454

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	7.8
Manual	-
<b>Total</b>	7.8

## CHIEF EXECUTIVE'S - SUPPORT SERVICES

## PROCUREMENT

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	339	354
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	12	10
Third Party Payments	72	74
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<u>423</u>	<u>438</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	50	106
Fees Charges etc	-	-
Other Income	8	11
<b>Total Income</b>	<u>58</u>	<u>117</u>
<b>Net Expenditure</b>	<u><u>365</u></u>	<u><u>321</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	6.2
Manual	-
<b>TOTAL</b>	<u>6.2</u>

## CHIEF EXECUTIVE'S - SUPPORT SERVICES

## INTERNAL AUDIT

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	257	264
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	3	3
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	260	267
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	-	-
<b>Net Expenditure</b>	260	267

<u>Budgeted Personnel 2020/21</u>	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	4.7
Manual	-
<b>Total</b>	4.7



## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## DEPARTMENTAL SUMMARY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	8,063	8,199
Property Costs	3	3
Transport Costs	26	26
Supplies & Services	3,445	3,823
Third Party Payments	20	20
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	11,557	12,071
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	2,039	1,869
Fees Charges etc.	46	48
Other Income	4	4
<b>Total Income</b>	2,089	1,921
<b>Net Expenditure</b>	9,468	10,150

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	2.0
Teachers	-
APT & C	190.1
Manual	-
<b>Total</b>	192.1





## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## STRATEGY (SUPPORT) AND INSIGHT

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	279	385
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	51	95
Third Party Payments	18	18
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<u>348</u>	<u>498</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	<u>-</u>	<u>-</u>
<b>Net Expenditure</b>	<u><u>348</u></u>	<u><u>498</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	8.2
Manual	-
<b>Total</b>	<u><u>8.2</u></u>

## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## PROJECT MANAGEMENT OFFICE AND CORE SYSTEMS

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,163	1,016
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	11	22
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	1,174	1,038
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	873	701
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	873	701
<b>Net Expenditure</b>	301	337

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	26.5
Manual	-
<b>Total</b>	26.5

## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## COMMUNICATIONS AND PRINTING

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	518	495
Property Costs	3	3
Transport Costs	13	13
Supplies & Services	170	143
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	704	654
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	81	81
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	81	81
<b>Net Expenditure</b>	623	573

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	10.8
Manual	-
<b>Total</b>	10.8

## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## HR AND PAYROLL

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,608	1,629
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	266	266
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	1,874	1,895
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	199	203
Fees Charges etc.	7	7
Other Income	4	4
<b>Total Income</b>	210	214
<b>Net Expenditure</b>	1,664	1,681

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	1.0
Teachers	-
APT & C	38.0
Manual	-
<b>Total</b>	39.0

## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## DEMOCRATIC SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	356	369
Property Costs	-	-
Transport Costs	9	9
Supplies & Services	40	34
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	405	412
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	-	-
<b>Net Expenditure</b>	405	412

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	7.5
Manual	-
<b>Total</b>	7.5

## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## CUSTOMER FIRST

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,132	1,097
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	50	50
Third Party Payments	2	2
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	1,184	1,149
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	127	131
Fees Charges etc.	39	41
Other Income	-	-
<b>Total Income</b>	166	172
<b>Net Expenditure</b>	1,018	977

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	32.1
Manual	-
<b>Total</b>	32.1

## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## REVENUES - GENERAL

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	378	398
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	54	69
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<u>432</u>	<u>467</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	6	-
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	<u>6</u>	<u>-</u>
<b>Net Expenditure</b>	<u><u>426</u></u>	<u><u>467</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	8.3
Manual	-
Total	<u>8.3</u>

## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## REVENUES - CREDITORS

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	269	277
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	37	15
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<u>306</u>	<u>292</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	<u>-</u>	<u>-</u>
<b>Net Expenditure</b>	<u><u>306</u></u>	<u><u>292</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	9.2
Manual	-
Total	<u>9.2</u>



## CORPORATE &amp; COMMUNITY - SUPPORT SERVICES

## DIGITAL SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	2,360	2,533
Property Costs	-	-
Transport Costs	4	4
Supplies & Services	2,766	3,129
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<u>5,130</u>	<u>5,666</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	753	753
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	<u>753</u>	<u>753</u>
<b>Net Expenditure</b>	<u><u>4,377</u></u>	<u><u>4,913</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	1.0
Teachers	-
APT & C	49.4
Manual	-
<b>Total</b>	<u>50.4</u>



## ENVIRONMENT - SUPPORT

## DEPARTMENTAL SUMMARY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,894	1,986
Property Costs	1,015	1,030
Transport Costs	15	15
Supplies & Services	276	301
Third Party Payments	63	-
Transfer Payments	-	-
Support Services	1	1
<b>Total Expenditure</b>	3,264	3,333
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	1,024	1,042
Fees Charges etc	-	-
Other Income	6	-
<b>Total Income</b>	1,030	1,042
<b>Net Expenditure</b>	2,234	2,291

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	40.0
Manual	-
<b>Total</b>	40.0



## ENVIRONMENT - SUPPORT

## PROPERTY &amp; TECHNICAL

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,894	1,986
Property Costs	-	-
Transport Costs	15	15
Supplies & Services	210	235
Third Party Payments	63	-
Transfer Payments	-	-
Support Services	1	1
<b>Total Expenditure</b>	2,183	2,237
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	1,024	1,042
Fees Charges etc	-	-
Other Income	6	-
<b>Total Income</b>	1,030	1,042
<b>Net Expenditure</b>	1,153	1,195

Budgeted Personnel 2020/21

	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	40.0
Manual	-
<b>TOTAL</b>	40.0

## ENVIRONMENT - SUPPORT

## ACCOMMODATION

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	-	-
Property Costs	1,015	1,030
Transport Costs	-	-
Supplies & Services	66	66
Third Party Payments	-	-
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<u>1,081</u>	<u>1,096</u>
<b><u>Income</u></b>		
Ring Fenced Government Grant	-	-
Other Govt Grant	-	-
Recharge Income (Internal)	-	-
Fees Charges etc	-	-
Other Income	-	-
<b>Total Income</b>	<u>-</u>	<u>-</u>
<b>Net Expenditure</b>	<u><u>1,081</u></u>	<u><u>1,096</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full Time Equivalent</u>
Chief Officers	-
Teachers	-
APT & C	-
Manual	-
Total	<u>-</u>

## HEALTH &amp; SOCIAL CARE PARTNERSHIP

## DEPARTMENTAL SUMMARY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	20,678	23,133
Property Costs	967	939
Transport Costs	224	230
Supplies & Services	2,390	1,902
Third Party Payments	37,684	38,767
Transfer Payments	39	39
Support Services	2,331	2,354
<b>Total Expenditure</b>	64,313	67,364
<b><u>Income</u></b>		
Additional IJB Grant	6,090	6,090
Ring Fenced Government Grant	561	606
Other Government Grant	88	88
Recharge Income (Internal)	-	-
Fees, Charges etc.	937	1,220
Other Income	7,848	8,047
<b>Total Income</b>	15,524	16,051
<b>Net Expenditure for Council Tax</b>	48,789	51,313
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	561	606
Funding from Integrated Joint Board ( Note 1)	49,350	51,919
<b>Net Expenditure</b>	-	-

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers *	3.0
Teachers	-
APT&C	398.4
Manual	163.6
<b>TOTAL</b>	<b>565.0</b>

\* This excludes NHS post

Note 1: The HSCP's budget is indicative only and will be directed and amended by the Integrated Joint Board on an ongoing basis





## HEALTH &amp; SOCIAL CARE PARTNERSHIP

## PUBLIC PROTECTION - CHILDREN &amp; FAMILIES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	3,726	3,966
Property Costs	41	41
Transport Costs	31	31
Supplies & Services	440	390
Third Party Payments	4,688	5,186
Transfer Payments	37	37
Support Services	-	-
<b>Total Expenditure</b>	8,963	9,651
<b><u>Income</u></b>		
Additional IJB Grant	-	-
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees, Charges etc.	20	20
Other Income	281	239
<b>Total Income</b>	301	259
<b>Net Expenditure for Council Tax</b>	8,662	9,392
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	8,662	9,392

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT&C	81.1
Manual	-
<b>TOTAL</b>	<b>81.1</b>

## HEALTH &amp; SOCIAL CARE PARTNERSHIP

## INTENSIVE SERVICES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	7,127	7,932
Property Costs	89	89
Transport Costs	95	106
Supplies & Services	494	480
Third Party Payments	2,039	2,844
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	9,844	11,451
<b><u>Income</u></b>		
Additional IJB Grant	54	54
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees, Charges etc.	643	741
Other Income	1,233	1,233
<b>Total Income</b>	1,930	2,028
<b>Net Expenditure for Council Tax</b>	7,914	9,423
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	7,914	9,423

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT&C	92.9
Manual	154.1
<b>TOTAL</b>	<b>247.0</b>

## HEALTH &amp; SOCIAL CARE PARTNERSHIP

## ADULT LOCALITIES - OLDER PEOPLE

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,744	2,718
Property Costs	15	15
Transport Costs	30	24
Supplies & Services	155	152
Third Party Payments	14,351	14,475
Transfer Payments	1	1
Support Services	-	-
<b>Total Expenditure</b>	<u>16,296</u>	<u>17,385</u>
<b><u>Income</u></b>		
Additional IJB Grant	3,947	3,947
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees, Charges etc.	236	412
Other Income	392	642
<b>Total Income</b>	<u>4,575</u>	<u>5,001</u>
<b>Net Expenditure for Council Tax</b>	<u>11,721</u>	<u>12,384</u>
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	<u><u>11,721</u></u>	<u><u>12,384</u></u>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT&C	50.8
Manual	
<b>TOTAL</b>	<u>50.8</u>

## HEALTH &amp; SOCIAL CARE PARTNERSHIP

## ADULT LOCALITIES - PHYSICAL/SENSORY DISABILITY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,421	1,747
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	606	597
Third Party Payments	2,820	3,030
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	<b>4,847</b>	<b>5,374</b>
<b><u>Income</u></b>		
Additional IJB Grant	360	360
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees, Charges etc.	34	34
Other Income	258	258
<b>Total Income</b>	<b>652</b>	<b>652</b>
<b>Net Expenditure for Council Tax</b>	<b>4,195</b>	<b>4,722</b>
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	<b>4,195</b>	<b>4,722</b>

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT&C	36.3
Manual	-
<b>TOTAL</b>	<b>36.3</b>

## HEALTH &amp; SOCIAL CARE PARTNERSHIP

## ADULT LOCALITIES - LEARNING DISABILITY

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	1,653	1,642
Property Costs	152	154
Transport Costs	59	60
Supplies & Services	74	71
Third Party Payments	11,560	11,192
Transfer Payments	1	1
Support Services	-	-
<b>Total Expenditure</b>	13,499	13,120
<b><u>Income</u></b>		
Additional IJB Grant	1,577	1,577
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees, Charges etc.	3	3
Other Income	3,848	3,848
<b>Total Income</b>	5,428	5,428
<b>Net Expenditure for Council Tax</b>	8,071	7,692
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	8,071	7,692

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT&C	32.2
Manual	9.5
<b>TOTAL</b>	<b>41.7</b>

**HEALTH & SOCIAL CARE PARTNERSHIP**  
**RECOVERY SERVICES - MENTAL HEALTH & ADDICTIONS**

	<b>Budget 2019/20 £'000</b>	<b>Budget 2020/21 £'000</b>
<b><u>Expenditure</u></b>		
Staff Costs	1,273	1,314
Property Costs	-	-
Transport Costs	-	-
Supplies & Services	49	47
Third Party Payments	1,827	1,838
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	3,149	3,199
<b><u>Income</u></b>		
Additional IJB Grant	123	123
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees, Charges etc.	-	-
Other Income	1,220	1,220
<b>Total Income</b>	1,343	1,343
<b>Net Expenditure for Council Tax</b>	1,806	1,856
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	1,806	1,856

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT&C	29.1
Manual	-
<b>TOTAL</b>	<b>29.1</b>

## HEALTH &amp; SOCIAL CARE PARTNERSHIP

## CRIMINAL JUSTICE

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	378	424
Property Costs	17	17
Transport Costs	9	9
Supplies & Services	45	42
Third Party Payments	200	211
Transfer Payments	-	-
Support Services	-	-
<b>Total Expenditure</b>	649	703
<b><u>Income</u></b>		
Additional IJB Grant	-	-
Ring Fenced Government Grant	561	606
Other Government Grant	88	88
Recharge Income (Internal)	-	-
Fees, Charges etc.	-	-
Other Income	-	-
<b>Total Income</b>	649	694
<b>Net Expenditure for Council Tax</b>	-	9
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	561	606
<b>Net Expenditure</b>	561	615

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers	-
Teachers	-
APT&C	9.5
Manual	-
<b>TOTAL</b>	<b>9.5</b>

## HEALTH &amp; SOCIAL CARE PARTNERSHIP

## FINANCE AND RESOURCES

	Budget 2019/20 £'000	Budget 2020/21 £'000
<b><u>Expenditure</u></b>		
Staff Costs	3,356	3,390
Property Costs	653	623
Transport Costs	-	-
Supplies & Services	527	123
Third Party Payments	199	-
Transfer Payments	-	-
Support Services	2,331	2,354
<b>Total Expenditure</b>	7,066	6,481
<b><u>Income</u></b>		
Additional IJB Grant	29	29
Ring Fenced Government Grant	-	-
Other Government Grant	-	-
Recharge Income (Internal)	-	-
Fees, Charges etc.	1	10
Other Income	616	607
<b>Total Income</b>	646	646
<b>Net Expenditure for Council Tax</b>	6,420	5,835
<b><u>Adjustments</u></b>		
Ring Fenced Government Grant	-	-
<b>Net Expenditure</b>	6,420	5,835

<u>Budgeted Personnel 2020/21</u>	
	<u>Full-time Equivalent</u>
Chief Officers *	3.0
Teachers	-
APT&C	66.5
Manual	-
<b>TOTAL</b>	<b>69.5</b>

\* This excludes NHS post



EAST RENFREWSHIRE COUNCIL27 February 2020Report by Head of Accountancy (Chief Financial Officer)CAPITAL INVESTMENT STRATEGY**PURPOSE OF REPORT**

1. The purpose of this report is to present for consideration the Capital Investment Strategy covering the long term capital ambitions of the Council. This report, together with the Treasury Management Strategy report, provides background information on the scale, objectives, affordability and risks associated with the Council's capital plans.

**RECOMMENDATIONS**

2. The Council is invited to approve the Council's Capital Investment Strategy.

**REPORT**

3. All Councils are required to prepare a Capital Investment Strategy setting out their long term capital ambitions and the associated resource implications and risks. This assists with long term financial and service planning and ensures that capital investment aligns with local, regional and national strategies. The Capital Investment Strategy has been compiled with regard to these requirements.

4. The Capital Investment Strategy has been developed with regard to the Prudential Code 2017 and the Treasury Management Code of Practice 2017.

5. The strategy adopts a corporate approach to long term capital planning, beyond the span of our current capital plans, taking direction from the Council's Outcome Delivery Plan and a range of other key plans and strategies. These objectives, determined by the Council, will be driven forward by the Corporate Management Team, working in conjunction with partner organisations and local communities to ensure that investment is aligned to our strategies and that performance is measured against expected outcomes.

6. Whilst approval of the Capital Plan later on today's agenda will commit to the Council's capital expenditure for 2020/21 only, a long term strategic and financial view is essential for resilience in uncertain times and the Capital Investment Strategy will continue to be updated as new challenges and opportunities arise so that future capital plans can also be adapted.

7. The Council will continue to take a prudent approach to affordability and risk, assessing resource impacts through the prudential indicators and seeking to take a long term view to ensure that funding is in place for the delivery of our capital ambitions. Delivery of projects will also be closely monitored through tailored capital project monitoring at both officer and elected member level.

8. The Council has significant capital investment ambitions across the authority and the Capital Investment Strategy, together with the Treasury Management Strategy, Capital Plan and Revenue Estimates and Financial Planning reports sets out how these will be funded and managed.

**CONCLUSION**

9. Councils are required to prepare a Capital Investment Strategy, compiled with regard to the relevant guidance, to assist in the long term planning of their capital ambitions.

**RECOMMENDATION**

10. The Council is invited to approve the Council's Capital Investment Strategy.

Further information is available from:

M McCrossan, Head of Accountancy Tele No. 0141 577 3035

**KEY WORDS**

Capital Investment Strategy, Capital Plans, Prudential Code, Treasury Management Code.



# Capital Investment Strategy

February 2020

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# Capital Investment Strategy Intention

We have set out a clear and strong direction for the Council in our Outcome Delivery Plan. This sets the scene for our investment ambition, which is intended to contribute significantly towards addressing the challenges that we are facing in continuing to provide excellent services to our communities, businesses and residents. Challenges such as meeting early learning and childcare requirements, achieving housing targets and maintaining school excellence.

Our Capital Investment Strategy considers how we can deal with short to medium term financial uncertainty by taking a longer term view of how our capital investment can be put to best effect to meet the needs of the area, as demonstrated in our strategies and plans, such as the Local Development Plan and Housing Strategy.

It is clear that we cannot achieve our investment ambition on our own, we need to work collaboratively with communities and localities to make sure that we have understood local needs properly and that we can deliver what we promise. This means delivering the commitments in our Community Plan, (including the aims in Fairer East Ren) and making sure that this works on the ground through the delivery of locality plans and other community initiatives.

We are realistic about what we can achieve with our known available resources, which is why we are working with partners to deliver regional economic and infrastructure improvements. By working strongly with partners, we are ensuring that our resources can sit alongside external funding opportunities to optimise the benefits for our area. A key example of this partnership working in action is the progress that we are making with City Deal initiatives.

**Councillor Tony Buchanan – Leader of the Council**

## Focus on the Long-term Approach

It is important for us to effectively and realistically plan for the delivery of our intended investment ambition. Our Capital Investment Strategy demonstrates the many influences on our capital investment plan, particularly external and partner influences, such as Scottish Government policies and the Glasgow and Clyde Valley City Deal.

When delivering our commitments, as set out in our Outcome Delivery Plan, we need to invest strongly for longer term benefit but always be mindful that any investment must be undertaken in a prudent, affordable and sustainable manner. Our Capital Investment Strategy takes a whole Council approach, ensuring that the Corporate Management Team is driving the delivery of our capital investment plan, ensuring that it is aligned to our strategy and measuring performance against the expected strategic outcomes.

Our Capital Investment Strategy is more than just a financial document. It has been informed by discussions across Directorates and service teams to produce a Strategy which encompasses all investment activities underway and in the pipeline. It explains why we are undertaking these investment activities in delivering our commitments to our communities, businesses and residents.

Our strategic, corporate and financial management processes are essential for achieving financial resilience in uncertain times. We must use our property, land and available resources wisely and ensure that we attract appropriate external funding to our area. Our Capital Investment Strategy has this year been extended to cover a 10 year time frame and will continue to evolve and be updated as strategic influences change over time, as new challenges and opportunities present themselves and as the delivery of our investment ambition is realised.

**Lorraine McMillan – Chief Executive**



# Summary of Capital Investment Strategy

This Capital Investment Strategy aims to set out our ambitions for capital investment across the full range of services provided by the Council for our communities. Whilst our General Fund and Housing Capital Plans cover the next 10 years for the first time, the Capital Investment Strategy considers longer term ambitions and allows them to be reflected in future planning. Not only does this longer term approach ensure that all future resource needs are recognised well in advance, but it also allows any challenges, shortfalls and opportunities for joint development to be identified early and addressed.

The Capital Investment Strategy is closely linked to the Council's medium and long term strategic plans. It is also aligned, however, with a range of national and regional plans and strategies across a number of individual services. This approach is strengthened by working with various partner organisations where appropriate, allowing the Council to benefit from an exchange of best practice and economies of scale.

The Council will now maintain a rolling, detailed 10 year general fund capital plan with new proposals for investment being brought forward annually through a Capital Project Appraisal process to ensure that they align with the Council's strategic objectives and asset management plans, are deliverable, affordable and represent best value. A 10 year rolling capital plan will also be maintained for Council housing stock, taking account of both national and local plans. Any revenue impacts associated with these plans, arising from both funding and / or running / maintenance costs are then reflected in the Council's revenue budget planning.

The Council's proposed 10 year General Fund and 10 year Housing capital plans referred to in this document are derived from the Capital Investment Strategy and aim to deliver on the stated priorities of the Council and its partners. In particular, these focus on the demand for more schools to serve the increasing numbers of houses being built in the area, on the need to replace and upgrade existing leisure facilities nearing the end of their useful life, the requirement to significantly improve the condition of local roads and the commitment to deliver new Council housing across the authority.

Progress against the Council's capital plan is monitored by Cabinet, the Corporate Management Team and full Council, with any major issues examined by the Corporate Asset Management Group to ensure that good practice is followed in all projects. Risks are also identified and managed at both corporate and departmental level.

Whilst the Corporate Management Team will ensure that asset management plans and capital ambitions are continuously updated to take account of developing local and national strategies, the Chief Financial Officer will oversee the formal annual update of the Council's Capital Investment Strategy.

**Relationship to other plans and strategies:**

The Capital Investment Strategy does not stand in isolation but is closely linked to the strategic and operational plans developed by the Council and its partners. Figure 1 illustrates how our capital planning process aligns with both medium and long term local plans.

**Figure 1: Integrating Strategic Plans and Operational Management**

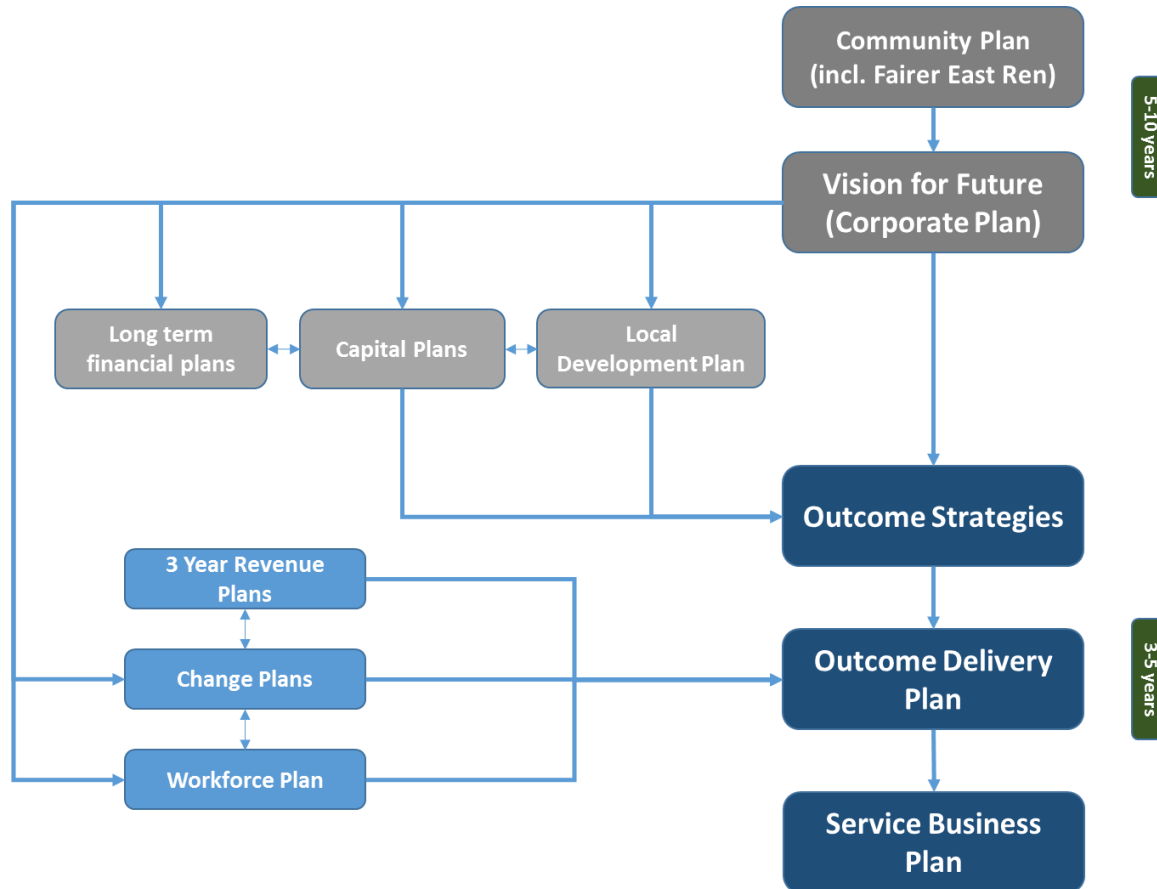
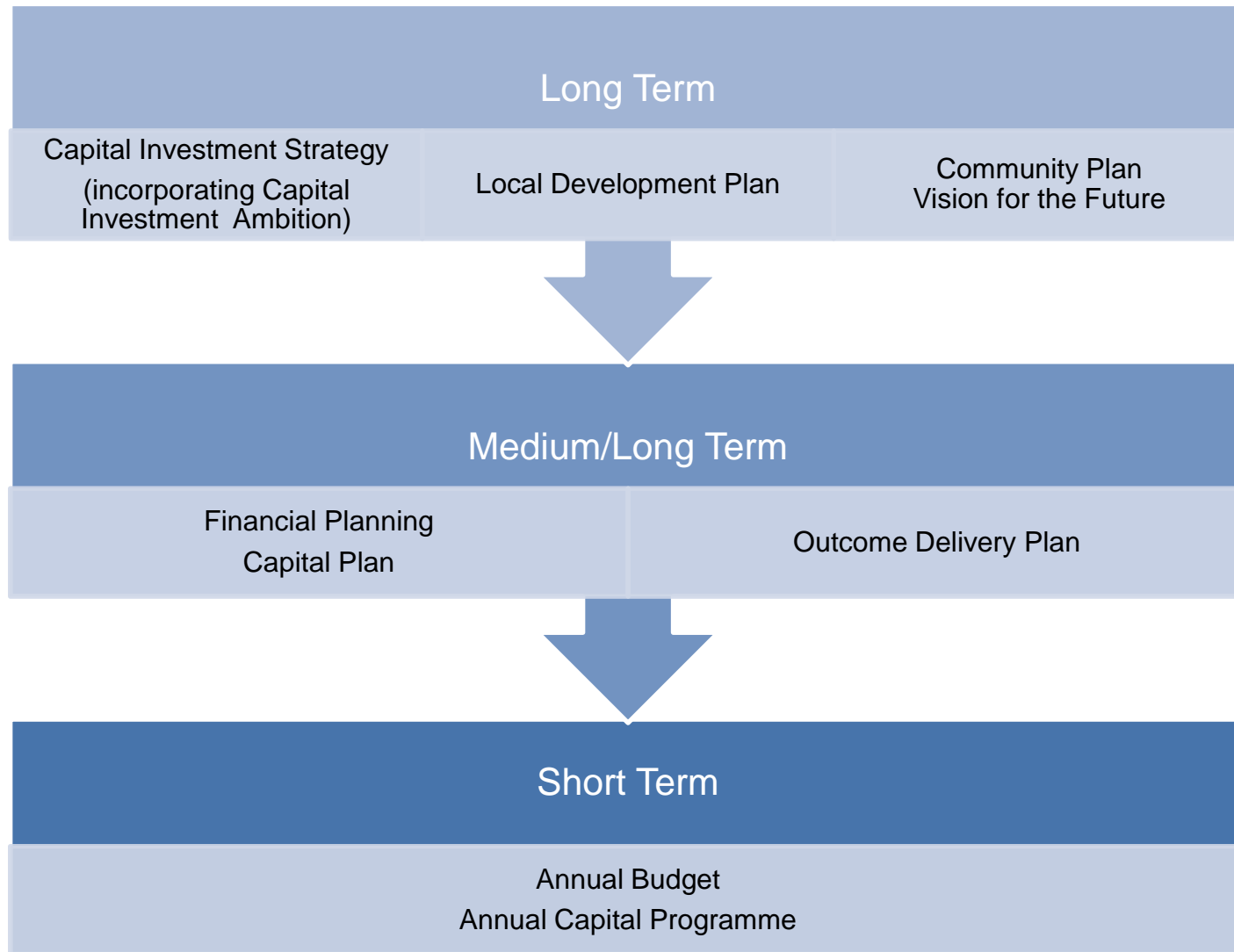


Figure 2: Summary of links to other plans and strategies



The above two diagrams show how the Capital Investment Strategy relates to the Council’s overall aims and flows thorough to our multi year capital plans and the capital programmes for the coming year.

# Core influences on Capital Investment

Our Capital Investment Strategy is influenced by many different factors. We have named them core influences, as these must be taken into account before establishing the appropriate strategy for contributing to the delivery of our Strategic Outcomes. In addition to the Council's own aspirations, these also reflect the ambitions of our local and regional partners as well as national strategies. More broadly, changing demands and demographic factors as set out in the Council's long term Financial Planning paper and our Planning for the Future statistical document also impact on our capital ambitions.

The following chart illustrates our core influences:

**Figure 3: Summary of influences on the Capital Investment Strategy**



Our Capital Investment Strategy has taken account of the external, partner and internal influences in shaping our approach. The following sections provide a summary of main points and our strategy and intended actions in each case:

## National influences

### Housing Beyond 2021

The Capital Investment Strategy will make links to the Scottish Government housing strategies and initiatives, and to the Council's Local Housing Strategy and Strategic Housing Investment Plan, in terms of the contribution that the Council's capital investment ambition is expected to make to the wider expectations for addressing the housing need in Scotland.

**Supporting information:**

**[Link to Scottish Government Housing Beyond 2021 briefing paper](#)**

### More Homes Scotland March 2018 update

The existing Government initiative, More Homes Scotland, has put in place a commitment to year-on-year increases in funding for affordable homes to be shared by councils across Scotland. The £1.75 billion investment from 2018-19 to 2020-21 is intended to give councils and housing associations the certainty they need to help deliver the ambitious affordable homes target.

**Supporting information:**

**[Link to Scottish Government More Homes Scotland March 2018 update](#)**

### Homes Fit for the 21st Century: the Scottish Government's strategy and action plan for housing in the next decade 2011-2020

The Scottish Government's Homes Fit for the 21<sup>st</sup> Century strategy and action plan sets out four housing-related targets to be achieved by 2020. The national policy continues to develop using this 10-year plan as the basis and this is captured within our Local Housing Strategy. As such the Council's Capital Investment Strategy seeks to demonstrate the alignment of the Local Housing Strategy to the national strategy and action plan.

The Council is confident that housing targets can be met over the current 5-year planned period, as set out in the Local Housing Strategy 2017-2022, and discussed in more detail below. We are mindful, however, that emerging new housing policies and initiatives will impact on local plans and the Capital Investment Strategy would have to consider this impact and how it will be delivered and managed over the medium to longer term.

The Council continually monitors Scottish Government housing policy activity and will update the Capital Investment Strategy to address the resulting challenges and opportunities, as outlined below beyond 2020.

**Supporting information:**

[Link to Homes Fit for the 21st Century: the Scottish Government's strategy and action plan for housing in the next decade 2011-2020](#)

### Scotland's Economic Strategy

Scotland's Economic Strategy sets out four priorities for sustainable growth. The Council's Capital Investment Strategy seeks to demonstrate the alignment of the local economic strategy to the national strategy.

The East Renfrewshire area currently has a relatively modest level of business activity. However, given the population growth expectations and the desirability for the area for families, particularly related to school excellence, there is merit in considering the potential knock on effect to business activity, particularly with regard to retail and leisure provision.

The Council and its partners have developed a Regional Economic Strategy which covers the wider City Deal region.

The development of East Renfrewshire Economic Strategy will be informed by the Local Development Plan and link to Scotland's Economic Strategy and the Regional Economic Strategy. Once adopted, the Economic Strategy will inform the Council's capital investment plan, as part of the Capital Investment Strategy,

**Supporting information:**

[Link to Scotland's Economic Strategy](#)

### Scotland's National Transport Strategy

The National Transport Strategy contains five High Level Objectives and three Strategic Outcomes. The Strategy also sets the scene for the Regional Transport Partnerships. In the case of East Renfrewshire the national Strategy influences the Strathclyde Partnership for Transport strategies and plans. The Regional Transport Policy is currently in the process of being prepared

East Renfrewshire is demonstrating its alignment with national and regional transport strategy via the strategic City Deal projects. This is considered in more detail below.

2019 - 2020 will see the commencement of 2 of the major City Deal roads projects, Balgraystone Rd (2019) and Aurs Rd realignment (2020). Good progress is also being made with development of the proposed rail station at Barrhead South. As the position becomes clearer on the City Deal transport project details the Council will consider if there is any further need for transport infrastructure in the area, over and above what will be achieved from the current funding package. Any capital investment ambition that is unmet will form the basis of future discussions with Scottish Government and strategic partners.

When seeking to determine the longer-term strategy for the Council, it is not immediately possible to identify investment in any detail beyond the current City Deal timescale. On this basis, the Council will consider any risks, financial and non-financial, which will inform decision making at a local level.

**Supporting information:**

[Link to Scotland's National Transport Strategy](#)

## Early Learning and Child Care

Early Learning and Childcare (ELC) in East Renfrewshire is mainly provided by the local authority, with currently 15% of children receiving their ELC in a funded (partnership) provider (i.e. private, voluntary and independent sectors and childminders) compared to a national average of 26%. The ERC facilities operate at relatively high occupancy levels and are organised into 4 geographical communities.

From August 2014, all local authorities had a duty to increase provision to 600 hours of free ELC for all 3 and 4 year old children and eligible two year olds; and to introduce some flexibility on how entitlement is provided for parents. This placed demands on the capacity (available places) and resulting occupancy levels of East Renfrewshire ELC facilities. The Council expanded provision to meet these duties for example the new Cart Mill Family Centre, increasing the nursery class at Calderwood Lodge primary school and the extended new build replacement Arthurlie Family Centre. In addition, further early years places for population growth have been taken forward with two new nursery classes which opened in August 2019, at St Cadoc's and Maidenhill primary schools.

The Scottish Government's A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland now requires Councils to provide 1140 hours per year for all 3 and 4 year olds and eligible 2 year olds by 2020. This vision effectively doubles the entitlement to free ELC and is underpinned by the key principles of quality, flexibility, accessibility and affordability.

East Renfrewshire will operate new models of delivery for 1140 hours based on degrees of flexibility and choice for families; and is expanding its provision and increasing funded places with the private, voluntary and independent sectors and childminders to meet needs. It is noted that with more parental choice and the commitments of increased flexibility and accessibility of provision, planning is made more difficult and inevitably occupancy is less efficient.

The Council's ELC expansion plan includes around £24 million of capital investment, of which circa £12 million has been provided from the Scottish Government for 1140hours. There is a shortfall in revenue funding allocated by the Scottish Government for implementation of 1140 hours to operate East Renfrewshire's proposed delivery model in full. The Council continues to lobby for an increase in this funding and keenly awaits the outcome of the national review so that it can fully implement its planned offer to families. At present there is already a reasonable level of flexibility and accessibility to full day and holiday provision for families in East Renfrewshire within their own geographical community. This is at risk if there is insufficient revenue to take forward plans with the Council adjusting its 1140 hours offer in a less flexible and more limited way.

In addition to the most recently opened new ELC facilities, over the summer 2019 to 2020 period the Council will deliver 6 more new ELC centres/ new build larger replacements and 2 more modest extension/remodelling of existing early year's facilities.

Beyond establishing expanded early years provision of 1140 hours for August 2020, the availability of and demand for ELC places throughout the authority will continue to be subject of regular monitoring and review. This will take into account future local planning processes and resultant new housing land supplies, other demographic changes and relevant modifications to the educational estate as a consequence of local/national educational policy. The Children and Young People (Scotland) Act 2014 requires local authorities to consult on early learning and childcare every 2 years. This will include seeking to address the changing needs of families with regards flexibility and choice and changes in provider status, reflecting available resources.

This evolving requirement will need to be updated in future iterations of the Capital Investment Strategy. It is a relatively high-risk area from a service delivery, asset and financial perspective, which is addressed in the Capital Investment Strategy risk assessment.

**Supporting information:**

### [Link to Early Learning and Child Care](#)

*We aim to develop a flexible and high-quality Early Learning and Childcare (ELC) system that is accessible, affordable, and integrated with school and out-of-school care.*

*This will improve outcomes for all children, especially those who are more vulnerable or disadvantaged, and help to close the attainment gap.*

*ELC will also support parents to work, train or study, especially those who need help with finding sustainable employment.*

### **Increasing the free entitlement to ELC**

*The [Children and Young People \(Scotland\) Act 2014](#) made 600 hours of free ELC available for all three and four-year-olds and eligible two-year-olds in Scotland from August 2014.*

*By 2020 we will increase the hours of free ELC from 600 to 1,140 hours per year, to further reduce barriers preventing parents from working.*

*Increasing the entitlement will require a substantially larger workforce, significant investment in infrastructure, and new, innovative models of delivery.*

### **Learning Estate Strategy: Schools**

The ambition for East Renfrewshire's learning estate is an inclusive one at the heart of the community with quality environments and experiences to support skills for learning, life and work and a focus on meeting needs of learners and supporting staff, families and communities to thrive. In so doing the estate should contribute effectively to the aspirations, principles and objectives of Scotland's Learning Estate Strategy, the achievement of the Council's corporate and community objectives and the policies of the Education Department, which are exemplified in the department's vision of *Everyone Attaining, Everyone Achieving through Excellent Experiences*. The intent is to seek investment to continually improve East Renfrewshire's learning estate both physically and digitally and ensure sufficiency of education places.

The Council has a well-earned reputation for providing an excellent education for children and young people and such success has contributed to a growth in the number of pupils in schools and children in early years facilities. The number of East Renfrewshire resident pupils has risen by 12% from 2012 to 2018; and based on the National Records of Scotland projections the school age population is expected to grow by a further 5.4% by 2025. Accordingly, many educational establishments already have high occupancy levels and others are increasingly starting to face pressure. New build housing is in part facilitating this increase; however pupil numbers are also increasing in more established residential areas with families attracted by the education and the local environment. As well as this growth in demand from a resident population, schools attract a significant number placing requests from families out with the authority which we must accept within the legislative framework.

Changes in educational policy can impact on infrastructure requirements of the education estate. The Capital Plan includes provision for an extension at St Ninian's High School (2021/22) to temporarily increase the school's planning capacity as a consequence of a change in schools admission arrangements. Remodelling of the school's accommodation will be required in the medium term related to the extended provision.

The need to ensure that all educational buildings are 'fit for purpose' is an active driver in developing and maintaining the learning estate and in achieving the policy aims of excellence and equity for all. The Council has undertaken major school refurbishment projects with the most recent being Barrhead High School and Crookfur Primary School both of which benefitted from some support investment released by the Scottish Government to improve the condition of schools.



In September 2019 East Renfrewshire was informed that it was successful in attracting some funding support from the Scottish Government's new learning estate investment programme. This will help take forward the campus approach in the Capital Plan to improve facilities for Learning and Leisure in the village of Neilston, which includes new build replacements for Neilston and St Thomas' primary schools and Madras Family Centre.

These school buildings in Neilston were identified as having the highest priority in need of renewal. There will be other projects that the Council will need to reflect in future Capital Investment Strategy and Capital Plan updates to address the ongoing need to renew/refurbish older schools whose condition and suitability deem them in need of investment. Carolside Primary is locally recognised as the next highest priority for investment that the Council is intent on addressing when funding permits.

Whilst new and refurbished schools have very good/excellent physical environments, there is the need to provide all learners with fit for purpose modern education facilities; however it is recognised that this will take some time to realise on a wholesale through major new build/refurb. In the interim to help progress improvements in the Council's older schools, capital provision is sought for an annual provision to upgrade learning environments to meet needs of modern learning styles and curriculum.

There are other specific projects to address curricular need such as in response to subject choices/uptake levels/ curricular entitlements that impact on the learning and teaching environment. For example capital provision is sought for a new synthetic sports pitch and athletics track to provide sufficient modern PE spaces to meet needs at Mearns Castle High School.

With the growth in the number of pupils, providing sufficient school places for residents continues to be a very high priority and is under close monitoring and review; the most recent examples being the new St Clare's and Maidenhill primary schools (opening August 2017 and 2019 respectively) which were planned as part of the infrastructure requirement of the current Local Development Plan (LDP1).

There is a need to provide additional school places at some other schools mainly as a consequence of capacity issues that have emerged through the LDP1 and related windfall sites (as they are currently known), with an extension at Crookfur Primary School for 2023/24 being the most pressing. Eaglesham Primary School requires an extension and some remodelling to provide additional places as a consequence of inward migration to the existing local area and through new residential development over the years associated with LDP1. This is currently anticipated to be required around 2026/27, but will be kept under review. In addition inward migration in particular has resulted in the need to extend and remodel Busby Primary School for around 2025/26 with the timescale kept under review as planning is progressed.

The preparatory work on the Main Issues Sites (MIR2) associated with the initial LDP2 reflected increased housebuilding and population growth and the major impact on new school requirements. These MIR2 sites were later dropped and in June 2019 the Council approved that the Proposed LDP2 would be about adopting a strategy of consolidation and regeneration through to 2029. Additional residential development and the resulting requirement of significantly more education infrastructure will be addressed when LDP3 is progressed.

The requirements for new build as known to date, are as noted above, and are included in the Proposed LDP2 and in capital planning. The Education Department will continue to monitor, evaluate and respond to the evolving requirements of our resident population for educational places throughout the learning estate including to the specialist requirements of our additional support needs sector to ensure the Council can meet its statutory obligations now and in the future. This will take account of future local planning processes and resultant new housing land supplies, other demographic changes and relevant modifications to the educational estate as a consequence of local/national educational policy. Should this signal the need for investment, this will be considered at that time with any changes to the learning estate the subject of future committee and council reports, take account of any necessary consultation and reflected in future Capital Investment Strategies and Capital Plans.

***Supporting information:***

***[Link to Scotland's Learning Estate Strategy](#)***

*In September 2019, The Scottish Government and COSLA published their coproduced joint vision for the learning estate of the future which supports excellence and equity for all, Scotland's Learning Estates Strategy- Connecting People, Places and Learning.*

*The joint strategy comprises the following principles to guide investment in the learning estate:*

- *Learning environments should support and facilitate excellent joined up learning and teaching to meet the needs of all learners;*
- *Learning environments should support the wellbeing of all learners, meet varying needs to support inclusion and support transitions for all learners;*
- *The learning estate should be well-managed and maintained, making the best of existing resources, maximising occupancy and representing and delivering best value;*
- *The condition and suitability of learning environments should support and enhance their function;*
- *Learning environments should serve the wider community and where appropriate be integrated with the delivery of other public services in line with the place principle;*
- *Learning environments should be greener, more sustainable, allow safe and accessible routes for walking, cycling and wheeling and be digitally enabled;*
- *Outdoor learning and the use of outdoor learning environments should be maximised;*
- *Good consultation about learning environments, direct engagement with learners and communities about their needs and experiences, and an involvement in decision making processes should lead to better outcomes for all;*
- *Collaboration across the learning estate, and collaboration with partners in localities, should support maximising its full potential; and finally,*
- *Investment in Scotland's learning estate should contribute towards improving learning outcomes and support sustainable and inclusive economic growth.*

## National Digital Strategies

The **Scottish Government** digital strategy “Realising Scotland’s full potential in a digital world: a digital strategy for Scotland” is the key national strategy covering Digital. Although not solely ICT focussed, there is a large emphasis and reliance on technology in achieving the Strategic Outcomes.

The Strategy defines a number of strategic actions which in many ways mirror the strategic digital outcomes within the Council:

- Digital support for businesses
- Digital talent
- Digital transformation
- Using data effectively
- Digital identity
- Technology standards and assurance
- Broadband and mobile
- Digital participation
- Data linkage

[Link to Scottish Government Digital Strategy](#)

**Education Scotland** has also developed a national digital strategy called the “Digital Learning and Teaching Strategy for Scotland”. This strategy results in direct change within the Education Department and has been used to inform and influence the Council’s Education Digital Strategy.

This strategy has four key objectives:

- Develop the skills and confidence of educators in the appropriate and effective use of digital technology to support learning and teaching
- Improve access to digital technology for all learners
- Ensure that digital technology is a central consideration in all areas of curriculum and assessment delivery
- Empower leaders of change to drive innovation and investment in digital technology for learning and teaching

[Link to Digital Learning and Teaching Strategy for Scotland](#)

**NHS Scotland** have developed a Digital Health and Care Strategy called Scotland's "Digital Health and Care Strategy: enabling, connecting and empowering". This strategy which exists to guide the NHS Boards is of real relevance to the Health and Social Care Partnership (HSCP) of the Council.

This strategy focuses on how digital can support the strategic aim for Health and Social Care in Scotland which offers high quality services, with a focus on prevention, early intervention, supported self-management, day surgery as the norm, and – when hospital stays are required – for people to be discharged as swiftly as it is safe to do so.

[Link to Digital Health and Care Strategy](#)

The Scottish Local Government Digital Office doesn't define strategy but does enable transformation through collaboration, building communities of interest and acting as a strong voice nationally, on behalf of the 32 Local Authorities. The programmes within the Digital Office often reflect the coming together of the national strategies identified above and the local strategies of the Local Authorities, which have real local context.

These national strategies influence the Council in terms of procurement and planned capital spend. They inform our own strategic goals around digital and technology. As an interface to the national arena, the Scottish Local Government Digital Office allows the Council to approach transformation with momentum, with collaboration and with maximum re-use of learning and capability. This momentum, re-use and shared learning directly influences ICT contract procurement and capital projects.

## Regional influences

### Glasgow and Clyde Valley City Deal

The Glasgow and Clyde Valley City Deal was formally signed in August 2014. The Council achieved a £44 million investment through the City Deal to deliver the infrastructure to support and enhance the place making strategy adopted through the Council's Local Development Plan.

Our £44m investment is focused on five key projects around the M77 Strategic Corridor, designed to provide economic benefits through employment, recreational, tourism, residential and business opportunities:

1. **Levern works** – Crossmill Business Units were completed in 2016 and all 10 units are now occupied. The former Nestle site is prepared for private investment. A planning application has been submitted and the expectation is that substantive development will be completed over the next 5 years. This will produce job outcomes.
2. **Dams to Darnley Country Park enhancements** – Plans are in place to transform the Dams to Darnley Country Park into an important leisure destination including a visitor centre, wake board park and promenade - **planned completion 2022**
3. **Enhanced road network** - Improving connections between the communities of Barrhead, Newton Mearns and the M77 – **planned completion by 2025**
4. **Greenlaw Business Centre** - meeting a growing demand for flexible business space – **Completed 2019 and due to open February 2020**

The City Deal is a strong demonstration of the Council's approach to collaboration and partnership working in prioritising projects which will have an impact on the wider region.

The Capital Investment Strategy makes the connection between the ambitions of the City Deal and the delivery of ongoing projects at a local level, as demonstrated in the capital investment plan.

The Council will continue discussions with regional partners to identify delivery and funding opportunities, by engaging effectively as an integral part of the City Deal governance and through its wider partnership networks.

#### ***Supporting information:***

**[Link to Glasgow and Clyde Valley City Deal](#)**

### Strathclyde Partnership for Transport Strategy: A Catalyst for Change 2008-21

The Regional Transport Strategy (RTS) shared goals and objectives are an important influence on the Council's Capital Investment Strategy. It is important for the Council to demonstrate the alignment of local and regional transport strategy and to recognise the capital investment made by the Council via the Strathclyde Partnership for Transport (SPT) programme.

The new RTS is planned to be completed by late 2020 / early 2021, with the implementation of the new Strategy from 2021. The current position is covered by the SPT Delivery Plan 2018/19 – 2020/2021.

There are understandably a number of areas to be resolved with regard to the content of the Regional Transport Strategy and more clarity will be needed from the SPT in order to enable the Council to effectively plan for future transport proposals and the impact this will have at a local level.

The Council consider that the RTS (2008-2021) is still relevant but it is recognised that the regional transport situation has changed in the last decade. The Glasgow Region City Deal is a vehicle that will deliver new development and infrastructure and there are trends of increased congestion and car ownership. There is more

emphasis on environmental issues, pollution, with sustainable transport and active travel being more prominent today. The Council acknowledge that whilst the RTS is still relevant, its renewal is a priority.

The Council is content with its involvement and engagement in the renewal of the RTS, being both a City Deal partner, along with SPT, being involved in the meetings with SPT to discuss the renewal of the RTS and as a member of the working group that has been set up. The Council is content that it will be able to appropriately influence the outcomes.

The Council do not envisage that the renewal of the RTS will impact on current or proposed capital projects, but this will continue to be assessed via future updates of the Capital Investment Strategy.

***Supporting information:***

***[Link to Strathclyde Partnership for Transport Regional Transport Strategy – A Catalyst for Change 2008-21](#)***

## Local influences

### Community Plan and Fairer East Ren

The strategic context for the Council starts with the Community Plan. The Community Plan was updated in 2018, which means that it has a very current and relevant influence on the Council's Capital Investment Strategy. The Community Plan incorporates Fairer East Ren Plan (this is the statutory Local Outcomes Improvement Plan and is a set of outcomes for reducing inequalities across East Renfrewshire) and is important in setting the scene for strategic financial planning. Reference to the Community Plan and Fairer East Ren could form part of the contextual material provided in relation to capital proposals and individual proposals could be aligned to the aims within these Plans.

The Fairer East Ren themes are aimed at reducing inequality and have been mapped to national outcomes. They are delivered by the Community Planning Partnership which is important in setting the scene for a partnership approach to capital investment and an open and frank dialogue with local communities.

The importance of community engagement and consultation in successfully planning for, and delivering, capital investment cannot be underestimated. The Council is very outcome focused, which makes it much easier to get strong messages across to community organisations, communities and residents when it comes to the purpose and expected outcome of capital investment plans.

The capital investment plan will be developed around the Community Plan strategic outcomes.

#### Supporting information:

#### [Link to Community Plan](#)

Five Outcomes:

1. **Early Years and vulnerable young people** – all children in East Renfrewshire experience a stable and secure childhood and succeed
2. **Learning, Life and Work** – East Renfrewshire residents are healthy and active and have the skills for learning, life and work
3. **Economy and Environment** – East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents
4. **Safe, Supportive Communities** – East Renfrewshire residents are safe and live in supportive communities

**Older People and people with long term conditions** – Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives

#### Supporting information:

#### [Link to Fairer East Ren](#)

- *Reducing the impact of Child Poverty – The impact of child poverty is reduced*
- *Improved employability – Residents have the right skills, learning opportunities and confidence to secure and sustain work*
- *Moving around – East Renfrewshire's transport links are accessible, attractive and seamless*
- *Improving mental health and wellbeing – Residents' mental health and wellbeing is improved*

- *Reducing social isolation, loneliness and increasing safety - Residents are safe and are more socially connected within their communities.*

## Locality Plans

The Locality Plans highlight specific areas of focus within the community with a specific aim of tackling inequality. Locality Plans are a good example of partnership working and collaboration in East Renfrewshire.

The Council will consider how the relationship with partners and the community, via Locality Plans, can be used to best effect to leverage greater investment capability and to find the best fit for community needs.

The Council will consider the timescale for increasing the number of Locality Plans. The resource implications will be considered and priorities for further roll-out will be examined.

### ***Supporting information:***

#### **[Link to current Locality Plans](#)**

***ADD2 Barrhead 2017-27***

***Auchenback 2017-27***

***Neilston (in development)***

***Thornliebank (in development)***

## Vision for the Future

Vision for the Future sets out our long-term ambitions for the work of East Renfrewshire Council based on a horizon of 10 years.

In October 2018 Council approved that the Corporate Statement and Vision for the Future documents would be combined and that an updated Vision for the Future document covering a 10 year time period would be produced to reflect the updated Community Plan and the long-term ambition of the council's change programme.

In the 'golden thread' of strategic planning our refreshed 'Vision for the Future' sits under the Community Plan (our 10 year partnership strategy for the area) and above the Outcome Delivery Plan (our 3 year delivery plan). Its purpose is to set out the Council's long-term strategy and our plans to deliver our part of the Community Plan.

Significant work has been done over the last 2 years to improve the integration of strategic and operational planning to ensure a clear 'golden thread'. The new Community Plan, (incorporating Fairer East Ren) has given us a refreshed set of strategic outcomes, which when considered alongside our long-term

financial plan, Capital Investment plan and detailed demographic analysis, have given us a solid foundation on which to further develop our Vision for the Future.

The Council's Vision for the Future document is currently being revised and an updated draft can be accessed on the Council meeting agenda for 27 February 2020.

### Outcome Delivery Plan 2019-22

The Council's Outcome Delivery Plan is updated annually and covers a 3 year rolling period. The Outcome Delivery Plan is the Council's contribution to the Community Plan and provides a very current and relevant influence on the Council's Capital Investment Strategy. The Outcome Delivery Plan drives the Council's capital investment ambition.

There are intermediate outcomes for each Strategic Outcome, making it easier to map capital investment decisions to Community and Council priorities.

The Outcome Delivery Plan sets out the Council's contribution and the associated critical activities, which makes the Plan specific and measurable. It also describes the Council's policies, setting the Council's capital investment in context and highlighting service provision and challenges with strong examples.

Strategic Outcomes will be mapped to the capital investment plan where relevant. This helps with the evaluation and prioritisation of future capital schemes, where a business case needs to consider the contribution to the achievement of priorities, as well as non-financial and financial benefits.

#### **Supporting information:**

#### **Outcome Delivery Plan - East Renfrewshire Council**

*East Renfrewshire Council is committed to improving the lives of local people, promoting equality and fairness and enhancing the area in which we live, now and for the future. This is the Council's Outcome Delivery Plan (ODP). It covers the time frame 2019-2022 and sets out how services across the Council are contributing to the delivery of our outcomes, and our vision to be:*

*"A modern, ambitious council creating a fairer future with all"*

*The Council works with our Community Planning Partners to deliver on our five strategic outcomes.*

### Local Development Plan 2015-25

The Council adopted the East Renfrewshire Local Development Plan 2015-2025 (LDP1) in June 2015. This document sets out a vision, development strategy and policy framework to guide and manage development in the area up to 2025 and beyond. The Plan aims to shape the investment plans and allocation of resources of the Council and other public, voluntary and private sector organisations. It is influenced by national, regional and local policy and together with Clydeplan, the Strategic Development Plan, makes up the Development Plan for East Renfrewshire.

LDP2 is currently out for consultation. LDP2 will cover the period up to 2029 and beyond and the Capital Investment Strategy acknowledges this development. The Council will continue to monitor the need for infrastructure to support new development and will identify requirements through the emerging plan.



The Strategic Aim and Objectives contained within LDP2 will influence the Council's capital investment ambition. The Council will consider the long-term impact of The Local Development Plan, and it will identify what part the Council's capital investment will play in contributing to meeting the long term needs of the local population and area.

For both LDP 2 (no new sites identified) and LDP 3 (which will include new sites) the Council will look to ensure that our Capital Investment Strategy will accommodate the additional spend that comes with house building such as (but not limited to) School provision, new roads, new street lighting, refuse routes, open spaces and other associated community infrastructure.

***Supporting information:***

**[Link to Local Development Plan 2015-2025](#)**

### Local Housing Strategy 2017-22

It is important for the Strategic Priorities in the Local Housing Strategy (LHS) to be reflected in the Council's Capital Investment Strategy, both from a direct capital investment perspective and an enabling perspective. The Council plays a vital role in ensuring that the Local Delivery Plan is delivered in terms of projects, housing mix and timescale.

The Housing Strategy highlights the importance of working in partnership and internal service collaboration, particularly related to homelessness. The capital investment requirement is put into this context in the Capital Investment Strategy to demonstrate how this investment is contributing to the achievement of important housing targets.

The Council confirm the housing target is being met – the previous LHS for the period 2012-2017 was set at an average of 30 affordable units per year and was exceeded. The new LHS and LDP2 have a target of 45 units per year (on average over the 5-year period), which is a realistic target. 20 units of affordable housing have been achieved in 2018/19 to date with a further 22 on site and for future years the expectation is that targets will be met.

A new Housing Needs and Demand Assessment (HNDA) is due to be undertaken over 2019 and 2020 and may affect targets in future. A joint approach to target setting is in place between Housing and Planning.

A revised Regional Housing Need and Demand Assessment (HNDA 2015) has been prepared to support the approved Strategic Development Plan and this provides housing estimates up to 2029. The Housing Supply Targets for LDP2 and the new LHS have been prepared jointly between Housing and Planning Teams based upon the HNDA.

The Council considers that there is currently a significant difference between the grant funding available to councils in comparison to RSL's. For example, councils are given a maximum £59k per unit, which has to cover all sizes and types. By comparison RSL's are funded differently and get on average £78k per unit but in certain circumstances can get more. This was based on the premise that Councils have favourable borrowing rates from prudential borrowing whereas RSL's have to go out to the market. At present due to low commercial interest rates and the recent increase in PWLB rates, this argument is not valid, and the Council will be seeking a more equitable approach.

***Supporting information:***

**[Link to Local Housing Strategy 2017-2022](#)**

## Strategic Housing Investment Plan

As with the Local Housing Strategy, it is important for the planned resource allocation priorities, set out in the Strategic Housing Investment Plan, to be reflected in the Council's Capital Investment Strategy both from a direct capital investment perspective and an enabling perspective. The Council plays a vital role in ensuring that the Local Delivery Plan is delivered in terms of projects, housing mix and timescale and the SHIP sets out the strategic approach to the housing capital investment plan.

The Council is undertaking considerable work to identify suitable sites for housing, including Council owned sites. The Capital Investment Strategy now articulates all aspects of housing planning that result in capital investment for the Council, both in terms of direct capital outlay and contribution of sites. The thread from the Local Housing Strategy through to identification of land in the Local Development Plan results in the planned investment articulated in the SHIP. This will be evident in the Capital Investment Strategy over the long term.

The Council does not consider that LDP2 will be likely to change the SHIP priorities – these have recently been based on the masterplan sites. The priorities are set on regeneration of Barrhead and delivering the right type, size and location of affordable housing to meet high demand across the authority area.

Housing Services engage regularly with the RSL's to discuss SHIP delivery and future projects – the SHIP is assessed annually and a number of RSL's are working on key delivery sites. Between the Council and RSL's identified sites are being actively developed. The key delivery challenge relates to joint projects with private developers who have more focus on viability and less on affordable housing delivery.

The Council will update its Local Housing Strategy, SHIP and Capital Investment Strategy upon adoption of LDP2, to ensure that any changes from the current expected position are reflected and all strategies and plans are aligned as appropriate.

### **Supporting information:**

**[Link to Strategic Housing Investment Plan \(SHIP\) 2019-2024](#)**

## Digital Council Strategy

It is important that the capabilities, solutions and services that ICT deliver are aligned with the overall outcomes of the Council. This is true across both normal service operation and where ICT help enable or support business transformation. To achieve this alignment the Council's Digital Strategy was created. The purpose of this strategy is to build our capability as a Council in digital technology and then to exploit digital to help us deliver our 5 outcomes for local people.

The vision is to be a digital council and the specific digital outcomes will be:

- All services are digital by design and use data analytics
- We have a digitally capable workforce with a modern working environment
- Communities engage digitally with the Council

The strategy informs how ICT develops its services and influences contract and vendor procurement and selection. It's important that this influences the ICT Asset Management plan as it is a key conduit to effect procurement and management of ICT hardware and software assets throughout their lifecycle.

A number of strategic principles also support and influence ICT's procurement and management of ICT hardware and software assets. These include the adoption of Enterprise Architecture principles and those of the Digital Customer Experience principles.

The Council is now developing a dedicated ICT Strategy that will aim to provide more specific ICT Strategic direction that more widely underpins the operational services that ICT provide. This strategy will provide the foundation for the service to meet the change, evolving and increasing demands for stable and performant technology to support business transformation.

### Corporate Asset Management Plan

The importance of the link between the Corporate Asset Management Plan, and its constituent Asset Management Plans (AMPs), is stressed in the CIPFA Prudential Code. The AMPs should inform the Capital Investment Strategy but this also works both ways. The vision and ambition that is articulated in the Capital Investment Strategy should set the scene for the direction that the asset management in any particular area of operation should take. The Council's Corporate Asset Management Plan was produced in 2017 and, as such, is subject to review in the near future.

A Corporate Landlord Manager (CLM) has been appointed to implement a corporate approach to asset management across Departments.

There are six AMPs maintained by the Council. There is a process in place for maintaining these plans, which are reviewed biennially. The Asset Management Plans have strategic objectives that clearly link with the Council's Strategic Outcomes.

Each AMP is brought to members of Corporate Asset Management Group (CAMG) firstly for peer review and comment and discussed at the CAMG forum. Following this process, the AMP's are reported to cabinet. CAMG will review the process once all AMP's have been reported to Cabinet. Summaries of the AMPs can be found at Appendix A.

The council will ensure that any refresh of the AMPs that results in a significant change will be reflected in an update to the Capital Investment Strategy.

#### Supporting information:

#### Corporate Asset Management Plan

There are six asset management plans. These are:

1. Roads\*
2. Fleet
3. Open spaces
4. Property
5. ICT
6. HRA Assets

\*The Roads Asset Management Plan is completed through participation with the Society of Chief Officers of Transportation in Scotland (SCOTS), which is a Scotland wide project which has prepared a standardised Roads Asset Management Plan format involving Transport Scotland and all Scottish Councils.

All other Asset Plans are prepared in accordance with the CIPFA Guide to Asset Management and Capital Planning and Audit Scotland's Best Value toolkit.

### East Renfrewshire Culture and Leisure Business Plans

East Renfrewshire Culture and Leisure Trust delivers a wide range of services on behalf of the Council, as an ALEO and Community Planning Partner, and currently occupies under licence over a third of the 115 properties detailed in the Property Asset Management Plan from which Council services are delivered. In addition it is responsible for managing the letting of ERC schools out of hours.

Whilst these services include statutory services, including a number which are free-at-the-point-of-access, they are almost all customer-facing, with the vast majority commercial. Just as "...Council Property has an influence and impact on the Council's ability to deliver the outcomes of the Delivery Plan, to support the Single Outcome Agreement and to deliver the Council's overall vision," so the design, quality and condition of Trust-operated buildings has a direct impact on the ability of the Trust to deliver services on behalf of residents generally, and compete for commercial income in particular. Property issues particularly associated with the Trust building are detailed in the Property Asset Management Plan, but remain notable factors in the realisation of plans in relation to culture and leisure services across the authority.

The Trust's annual business plan is agreed by Council and identifies the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services to support the Council's Community Plans, but also the capital programme building spend, and property maintenance budget required from the Council in relation to the facilities occupied by the Trust under licence from the Council,

These Business Plans are in turn aligned to wider strategies which the Council approves and which define the vision for Culture and Leisure Services in the authority:

- Public Library Strategy (2019)
- Sports & Physical Activity Strategy (2015);
- Arts & Heritage Strategy (2015)
- Indoor Sports Facility Strategy (2018)
- Sports Pitch and Outdoor Sports Facilities Strategy (2018)

These are closely articulated to property and asset management plans, since on the whole public sports and leisure services are essentially asset-based.

## Partnership and collaborative working

The following tables map our Strategic Outcomes against our partnership and collaborative working activity. It is important to demonstrate these links to assist with demonstrating how the capital investment plan will contribute to the medium to long term commitments that result from these activities:

Strategic Oversight of Community Planning	Community Planning Partnership Board Performance and Accountability Review				
Strategic Outcomes	All children in East Renfrewshire experience a stable and secure childhood and succeed.	East Renfrewshire residents are healthy and active and have the skills for learning, life and work	East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses	East Renfrewshire residents are safe and live in supportive communities	Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.
Regional Level Partnerships		Education Regional Improvement Collaborative	City Deal Board (regional level)		
Strategic Partnerships	Fairer East Ren: child poverty delivery group Children and Young Peoples' Services Plan <ul style="list-style-type: none"> <li>• Early Years Sub-group               <ul style="list-style-type: none"> <li>○ Parenting Steering Group</li> </ul> </li> <li>• ASN sub-group</li> <li>• Corporate Parenting sub-group</li> <li>• Young Persons' Steering Group</li> </ul> Early Learning and Childcare Expansion Board	Fairer East Ren: Local Employability Partnership – Strategic Community Learning and Development Partnership	Fairer East Ren: transport delivery group Local Housing Strategy Partnership Group	Fairer East Ren: Improving Outcomes for Adults Group (mental health and wellbeing and safe and socially connected)	HSCP Strategic Planning Group
				Community Justice Partnership Alcohol and Drugs Partnership Violence Against Women and Girls Partnership Tobacco Alliance Greater Results in Partnership (GRIP)	

<b><u>East Renfrewshire Community Plan</u>: our high-level ambitions for all age groups and communities, and tackling inequality</b>					
Community Plan Strategic Outcomes	All children in East Renfrewshire experience a stable and secure childhood and succeed.	East Renfrewshire residents are healthy and active and have the skills for learning, life and work	East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses	East Renfrewshire residents are safe and live in supportive communities	Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.
Regional and CP Partner strategies and strategic plans that help us to deliver our vision		<a href="#">Skills Development Scotland: vision for 2015-2020</a> Voluntary Action East Renfrewshire Strategic Plan <a href="#">West College Scotland Regional Outcome Agreement</a>	Glasgow City Region Economic Strategy and Action Plan <a href="#">Scottish Enterprise Strategic Plan</a> <a href="#">A Catalyst for Change: The Regional Transport Strategy for the west of Scotland 2008-2021</a> Strathclyde Partnership for Transport: <a href="#">Transport Outcomes Report</a> <a href="#">Regional Transport Strategy</a> <a href="#">Clydeplan</a>	<a href="#">East Renfrewshire Local Fire and Rescue Plan</a> Police Scotland's <a href="#">Local Policing Plan for East Renfrewshire</a> Adult Mental Health Strategy 2018-2023 (NHS GGC wide) Voluntary Action East Renfrewshire Strategic Plan	Voluntary Action East Renfrewshire Strategic Plan
Outcome-focused Partnership strategies and strategic plans (*strategies in development are in italics)	<i>Fairer East Ren: child poverty delivery plan</i> <a href="#">Getting it Right with You: East Renfrewshire Children and Young Peoples' Plan 2017-2020</a> (ICSP)	<i>Fairer East Ren: employability delivery plan</i> / <a href="#">Local Employability Strategy</a> <a href="#">Getting it Right with You: East Renfrewshire Children and Young Peoples' Plan 2017-2020</a> (ICSP)	<i>Fairer East Ren: transport delivery plan</i> <a href="#">Local Housing Strategy 2017-2022</a> <i>Adaptations Strategy (planning for climate change)</i>	<i>Fairer East Ren: mental health and wellbeing delivery plan</i> <a href="#">Community Justice Outcome Improvement Plan</a> <i>Violence Against Women and Girls Delivery Plan 2017-2020</i>	<i>Fairer East Ren: safe and socially connected delivery plan</i>

<b><u>East Renfrewshire Community Plan</u>: our high-level ambitions for all age groups and communities, and tackling inequality</b>					
		<i>Community Learning and Development Strategy 2018-21</i>			
Council “family” strategies and strategic plans (includes HSCP and Trust)	<a href="#">Health and Social Care Partnership Strategic Plan</a> <a href="#">Early Years Strategy</a> <a href="#">Corporate Parenting Plan</a>	<a href="#">Health and Social Care Partnership Strategic Plan</a> <a href="#">East Renfrewshire Culture and Leisure Trust Business Plan</a>  <a href="#">Sports Facilities Strategy</a> <i>Tobacco Strategy</i> <i>Libraries Strategy</i> <i>Autism Strategy</i>		<a href="#">Health and Social Care Partnership Strategic Plan</a>	<a href="#">Health and Social Care Partnership Strategic Plan</a>  <i>Carers Strategy</i>
Council strategies and strategic plans	<a href="#">East Renfrewshire Council Outcome Delivery Plan</a> <a href="#">Early Learning and Childcare Strategy</a>	<a href="#">East Renfrewshire Council Outcome Delivery Plan</a> <a href="#">Education Local Improvement Plan</a> <a href="#">Advancing Equity and Excellence</a>	<a href="#">East Renfrewshire Council Outcome Delivery Plan</a> <a href="#">Local Development Plan</a> <a href="#">Contaminated Land Strategy</a> <i>Economic Development Strategy</i> <i>Tourism Strategy</i> <i>Environmental Sustainability Strategy</i> <i>Community Benefits Strategy</i>	<a href="#">East Renfrewshire Council Outcome Delivery Plan</a>	<a href="#">East Renfrewshire Council Outcome Delivery Plan</a>
Locality Plans (based on locally determined priorities)	<p>Auchenback Locality Plan  ADD2Barrhead Locality Plan  <i>Neilston Locality Plan</i></p>				

# Capital Investment Ambition by Strategic Outcome

The following table illustrates how key elements of our 10-year General Fund and housing investment plans will deliver against the Strategic Outcomes in our Outcome Delivery Plan:

Outcome	Scheme Name	Short Narrative explaining the proposal	Output
<b>All children in East Renfrewshire experience a stable and secure childhood and succeed</b>	Early Learning and Childcare Expansion to 1140 Hours	As local nurseries and family centres are already operating close to capacity a significant increase in places must be provided in order to deliver the national requirement of 1140 hours by August 2020 for each eligible child per year from the existing 600 hours level.	10 new or extended early years facilities provided across the Council area by August 2020.
<b>East Renfrewshire residents are healthy and active and have the skills for learning, life and work</b>	Eastwood Leisure	Existing leisure facilities in the Eastwood area are dated and at the end of their lifespan. Improved facilities are needed to address local demands.	Investment in leisure/community facilities to be provided in the Eastwood area.
	Learning and Leisure in Neilston	Local school and community facilities in Neilston are in poor condition and require replaced/upgraded. The project has attracted some support funding from the Scottish Government funding to help take forward the school condition improvements.	Campus approach to improve facilities for Learning and Leisure in the village of Neilston, which includes new build replacements for Neilston and St Thomas' primary schools and Madras Family Centre in addition to a new library with the village also to benefit from improved leisure facilities.



	Primary School Extensions/Remodelling	To provide sufficient pupil places associated with inward migration including new housing per LDP1/2.	Crookfur Primary School Extension Busby Primary School Extension & Remodel Eaglesham Primary School Extension & Remodel
	Synthetic pitch and athletics track at Mearns Castle High School	To provide adequate number of suitable PE spaces to meet pupils' curricular needs.	New synthetic pitch and athletics track at Mearns Castle High School
<b>East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents</b>	New railway station – Barrhead South	To serve new housing and leisure developments in the Barrhead area rail transport links will be improved via a City Deal initiative.	New railway halt to be delivered for Barrhead South.
	Newton Mearns to Barrhead New Road Connection	As part of the City Deal economic growth proposals road links between the east and west of the authority will be improved.	New link road from Newton Mearns to Barrhead will be provided.
	Country Park Visitor Centre and Infrastructure	As part of the City Deal initiative a new visitor centre is planned together with improved access to the country park.	New visitor centre, board walk, parking etc to be built for Dams to Darnley country park.
	Roads	Increased capital investment is planned to ensure that roads are maintained in a safe condition.	Improved roads condition.

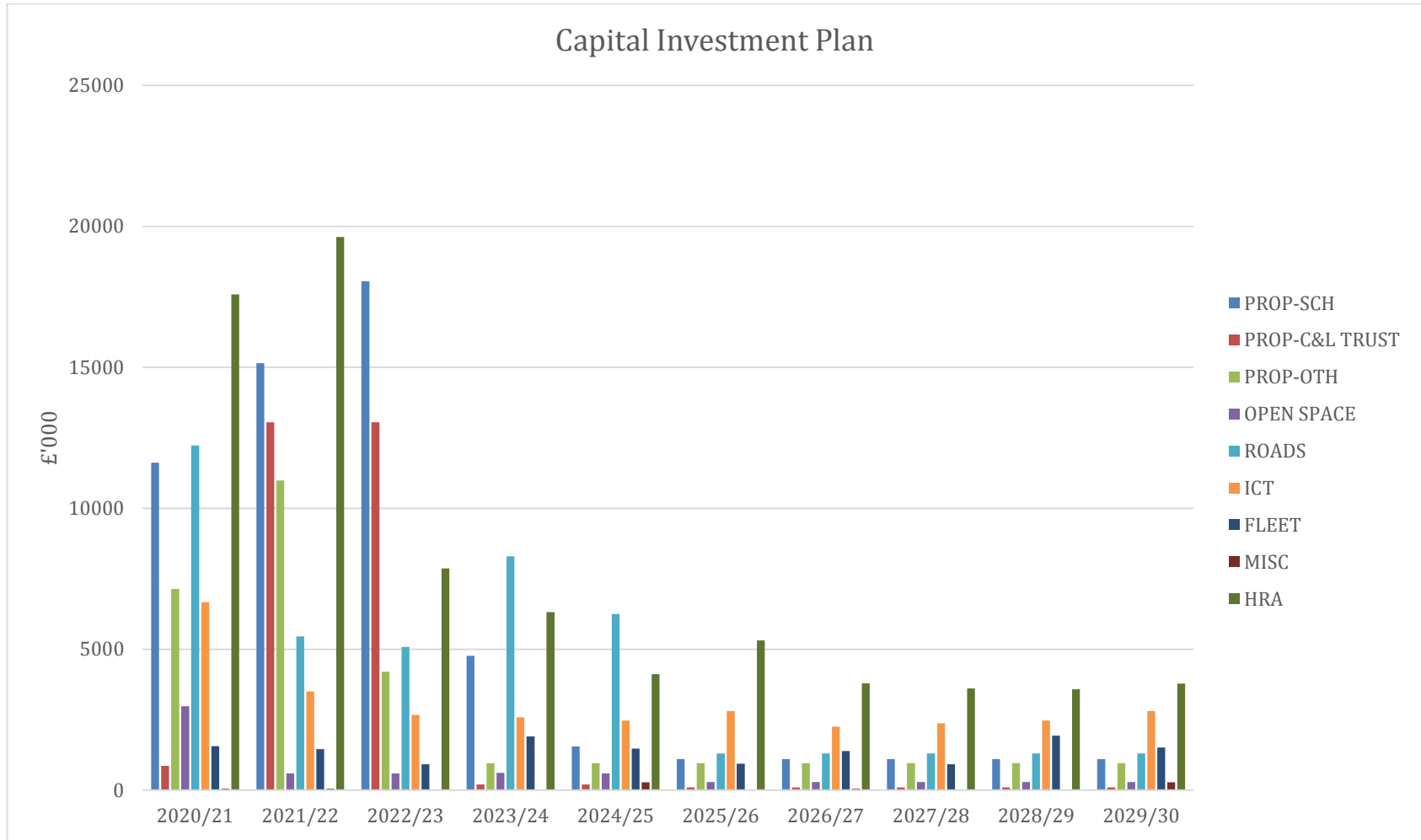
	Council House New Build Programme	The Council will deliver up to 240 new homes for rent as part of the commitment to increase affordable housing supply set out in the Local Housing Strategy (and SHIP) and in line with national priorities for investment.	240 new homes for rent from East Renfrewshire Council.  Ph 1 sites (Barrhead) – Blackbyres Rd, Robertson St & Fenwick Rd (complete 2019); Balgraystone Rd (commence 2019). 83 units.  Ph 2 sites – remainder of units to be delivered at Maidenhill, Newton Mearns.
<b>East Renfrewshire residents are safe and live in supportive communities</b>	CCTV Infrastructure Refresh	Ageing infrastructure to be replaced.	Modern, more reliable CCTV coverage of public areas.
<b>Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.</b>	Bonnyton House Improvements	Care home for the elderly needs significant modernisation and improvement.	New roof and remodelled facilities to meet changing community needs.

# 10-year Capital Investment Plan

Our 10-year capital investment plan covers the period 2020-2030, based on our capital investment ambition, similarly we have prepared a 10-year housing capital investment plan. These have been prioritised by applying our evaluation methodology to ensure that the longer term position is affordable and deliverable as planned and this is specifically addressed in our annual Treasury Management report which sets out the Prudential Indicators for the Council's spending plans. Our risk assessment examines the risk against the affordability and deliverability assumptions and this will inform the ongoing review of performance and update of the capital investment plan to ensure that it is effectively managed. Both capital plans are scheduled to be approved by Council on 27 February and links to these documents will be included in this strategy thereafter.

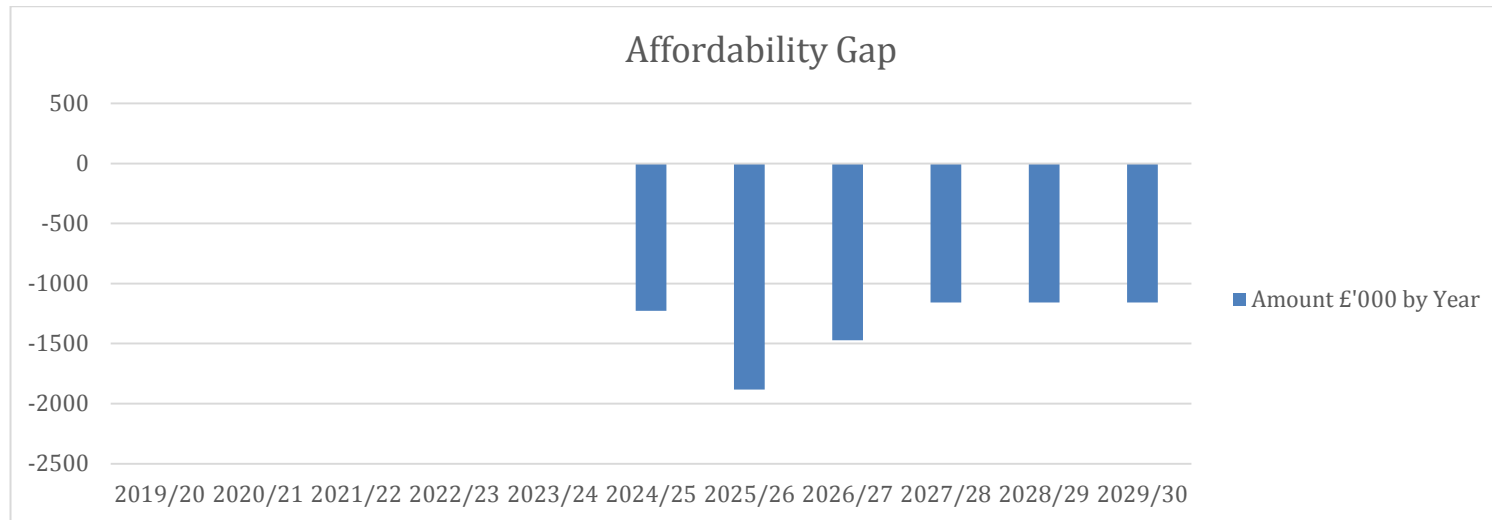
Several tables and charts have also been included within this strategy to provide a view of the 10-year capital investment plan from an investment and financing perspective, an affordability perspective and in terms of the contribution to the achievement of our Strategic Outcomes, our community improvements and our growth targets:

As work continues on development and delivery of our Local Development Plan 2, further capital investment needs are emerging. Once the timing and quantum of these items as been clarified they will be added to our future Capital Plans.



This graph shows the level of planned capital spend over the Council’s asset categories as set out in the Capital Plans, General Fund 2020-2030 and Housing 2020-2030.

The following sections examine the evaluation and prioritisation of our 10-year capital investment plan, the additional analysis that informs our Capital Investment Strategy principles, our capacity to deliver and the potential options for addressing our capital investment ambition gap.



This graph shows the shortfall in resources in the later years of the Council's capital plan. This will be kept under review and is expected to grow as LDP2 pressures are incorporated into our future capital ambitions. The Council's capital investment ambitions incorporated into its proposed capital plans would require additional funding, in addition to the borrowing set out in its capital plans 2020-30, as shown above.

### Examination of outcomes from prioritisation

The Council maintains a rolling, detailed 10 year general fund capital plan with new proposals for investment being brought forward annually through a Capital Project Appraisal process to ensure that they align with the Council's key objectives and that asset management plans, are deliverable, affordable and represent best value. Only those proposals which make a significant contribution to the Council's objectives and are considered deliverable are progressed past an initial stage to a full appraisal by the Corporate Asset Management Group before being considered by the Corporate Management Team, Budget Strategy Group and Council. The current CPA template form is attached as Appendix B. For routine investments, such as ICT system renewals, property, parks & cemeteries and roads major maintenance, set sums are included in annual capital investment plans to facilitate forward planning and minimise administration.

The Corporate Asset Management Group also consider annually whether any adjustments are required to projects already listed in the capital plans (e.g. increased costs, reduced cost requirement, amended timing of spend etc.).

A 10 year rolling capital plan is maintained for Council housing stock, taking account of both national and local plans. Any revenue impacts associated with these plans, arising from both funding and or running/maintenance costs are then reflected in the Council's revenue budget planning.

New projects added to the capital plan this year are listed in the table below.

PROJECT	ASSET CATEGORY	£'000
Crookfur PS Extension	Property Schools	2,200
Mearns Castle HS Sports Pitch & Athletics Track	Property Schools	1,726
Uplawmoor PS Upgrade (Developer Contribns funded)	Property Schools	100
Learning Environments: Improvement & Upgrade	Property Schools	2,000
Community Facilities Improvement Fund	Property: Culture & Leisure	500
Muirend Synthetic Pitch	Property:Other	150
Rouken Glen Toilet Upgrade	Property:Other	130
St Andrew's House Refurbishment	Property:Other	40
Overlee House Extension	Property:Other	630
Bonnyton House Upgrade	Property:Other	180
Telecare Services & Peripherals	ICT	1,150
Education CCTV	ICT	626

Any projects which have been identified later in the year may not yet have been fully costed and appraised so are not included in the Council's updated capital plans to be considered in February 2020, however they will be incorporated into future years' updates. This applies to projects emerging as the Council's new Local Development Plan (LDP2) is developed. These major projects currently identified are listed here to ensure that they are taken into consideration for future planning purposes.

PROJECT	TIMING	COMMENT
Busby Primary School Extension & Remodel	circa 2025/26	Timescale to be kept under review as planning is progressed
Eaglesham Primary School Extension & Remodel	circa 2026/27	Timescale to be kept under review as planning is progressed

## Capital Project Appraisal Process

### Developing proposals

The Council has established a structured Capital Project Appraisal (CPA) process which begins in April of each year and concludes by November. Based on this process, the Corporate Management Team (CMT) consider the validity of recommended projects, before seeking Council approval for the annual update to the 10 Year General Fund Capital Plan.

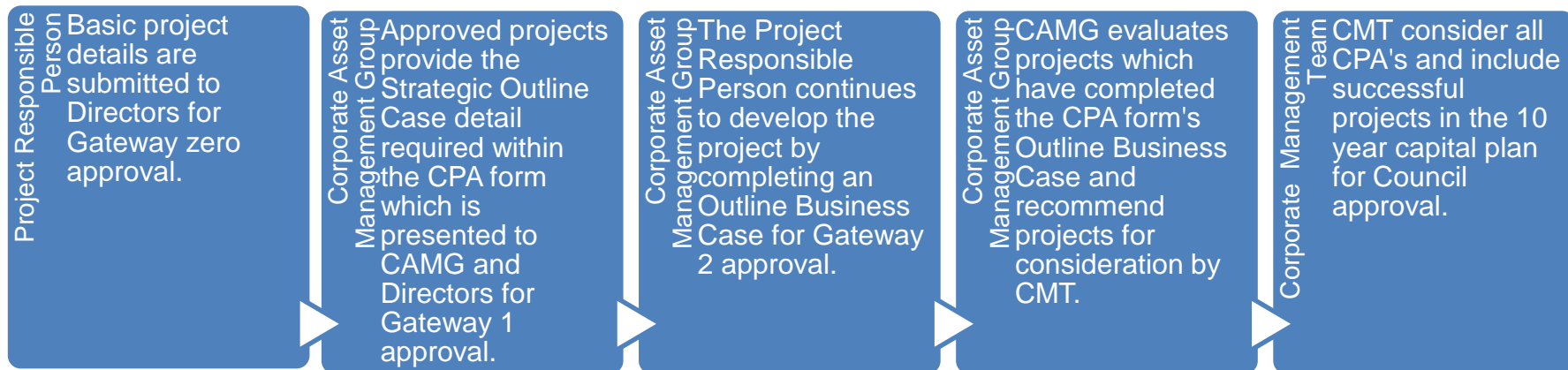
### Capital Project Appraisal Form

The Capital Project Appraisal (CPA) Form, as shown in Appendix B, is designed to capture specific project information in order for that project to be assessed by the Corporate Asset Management Group (CAMG).

The form captures project details and objectives, links to strategic documentation and corporate aims and how the project can support these strategies and plans, finance details and delivery schedule. The form and the CPA process have recently been reviewed by the Corporate Asset Management Group, which has improved and refined the form to enhance, but simplify the process, build in gateway approval stages and monitor the outcomes.

The CAMG assesses the individual Capital Project Appraisal forms and evaluates projects against a Rating Matrix (see Appendix E). Following CAMG rating, new projects are passed to CMT for approval.

The chart below summarises the CPA form process up to the approval by Council stage:



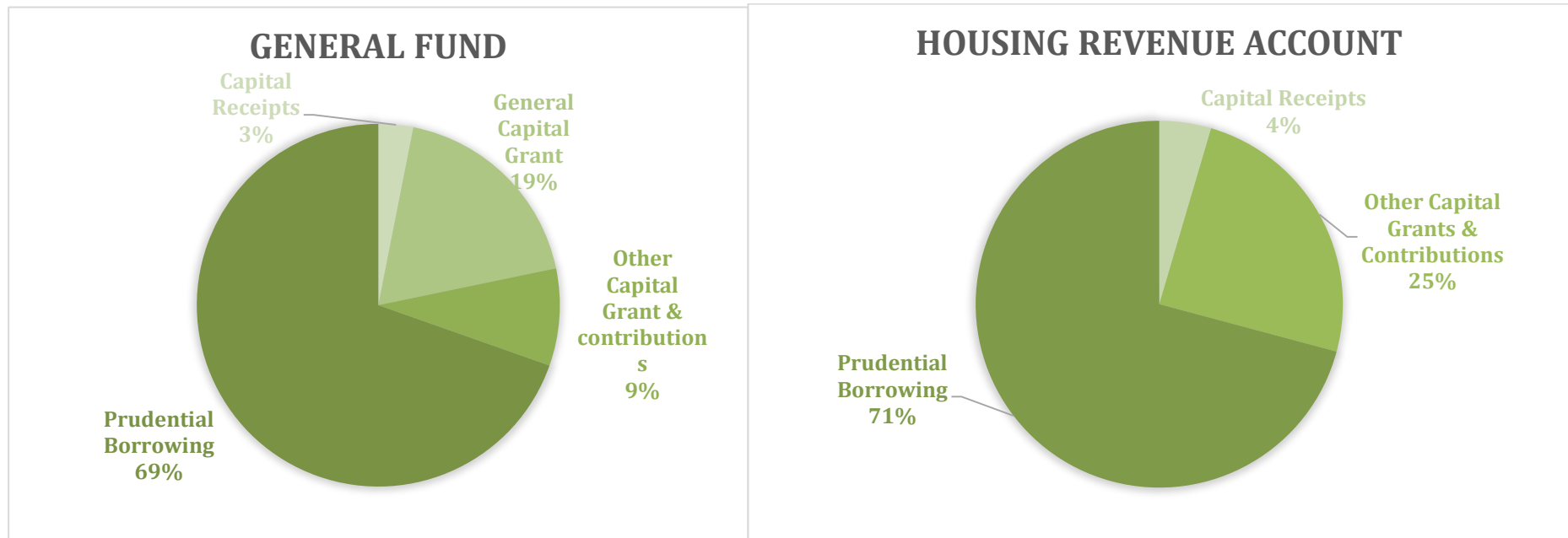
**Capital resource allocation and analysis of balance sheet, treasury and reserve implications.**

Current levels of capital grant are insufficient to address the Council’s capital investment ambitions and so consideration must be given to closing the financial gap by additional borrowing (subject to affordability of future repayments), and by developer contributions, utilisation of capital reserves, capital receipts and grants from other bodies where available.

Decisions on the funding approaches require a joint evaluation of the revenue and capital financial needs and ambitions of the Council. This will take into account the overall availability of reserves, likely future pressures on capital and revenue budgets arising from both local demands and anticipated government grant settlements and the consideration of prudential indicators as set out in the CIPFA code. The impact of capital investment on the revenue budget (through increasing loan repayments arising from additional borrowing) are clearly articulated as this can directly impact on the level of revenue budget savings requirements in later years.

During 2019 consideration has also been given to the new loans fund reprofiling flexibility offered to Councils in the 2019/20 Scottish Government settlement. This will assist in supporting future years’ capital plans by ensuring that the authority’s capital expenditure is financed over the expected life of the assets and that each year’s repayment amount is reasonably commensurate with the period and pattern of the benefits.

The following pie charts highlight the Net Borrowing Requirements forecast for the following 5 years.





**Treasury Management Strategy and Loans Fund Policy**

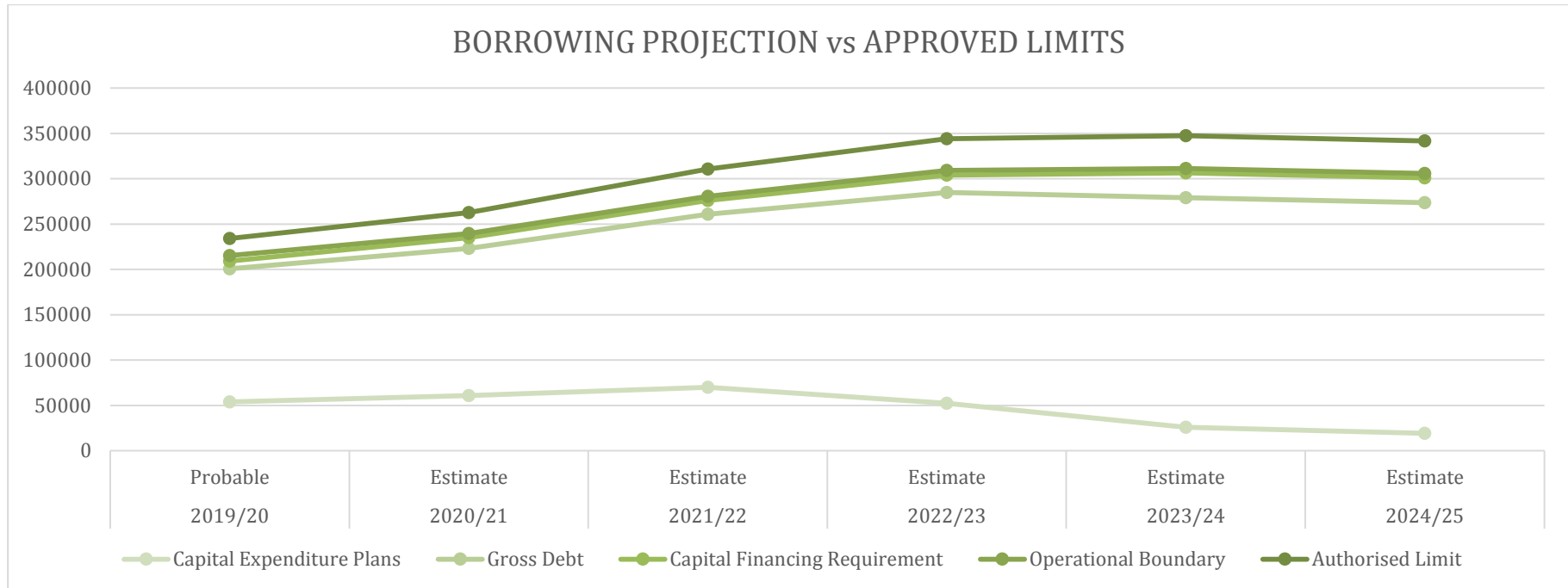
The Prudential Code for Capital Finance in local authorities enables councils to set their own borrowing limits with a requirement to ensure that investment plans are affordable, prudent and sustainable. The Council can borrow over a number of years to supplement its capital income, provided the resultant annual debt repayments can be accommodated within future years’ revenue budgets. The Council’s Treasury Management Strategy sets out the Prudential Indicators and parameters over the medium to long term, with regular reporting to Council members through:-

- Treasury Management Strategy
- Mid-year Treasury Management Report
- Annual Treasury Management Report, following the financial year end

Both of the monitoring reports compare the estimated Prudential Indicators with the Probable Outturn position.

The key prudential and treasury indicators include:-

- Capital expenditure plans
- Gross debt
- The Council’s overall borrowing need (the Capital Financing Requirement)
- Limits to borrowing activity through the Operational Boundary and Authorised Limit



As reflected in the Treasury Management Strategy for 2020/21, the analysis of the Capital Financing Requirement for East Renfrewshire Council indicates the borrowing needs to support delivery of the capital programme. The analysis also indicates that this borrowing need continues to be well within the parameters of both the Operational Boundary (the expected maximum borrowing position of the Council) and the Authorised Limit (the limit beyond which external debt is prohibited).

### Examination of capacity to deliver

In determining capital investment consideration is also given to the following areas:

- **People** – The Council monitors capacity of staff in services such as property, accountancy, ICT, Legal and Procurement so as to ensure adequate resources are available to support capital plans. Where insufficient capacity is in place it may be possible to engage temporary/agency staff (potentially funded from the Council's Modernisation Fund reserve) or to utilise external consultants (e.g. private firms or public sector organisations such as hub West Scotland).
- **Procurement** – Wherever possible the Council encourages managers to self serve for routine procurements and smaller procurements (under £50k) are undertaken by managers using the Quick Quote guidance. Projects over £50k are undertaken in conjunction with procurement professionals using a full tender process.
- **Reserves** – The Council maintains a Capital Reserve, Modernisation Fund, Insurance Fund and Repairs and Renewals Fund. These may be accessed in appropriate circumstances and such instances will be identified by the Corporate Asset Management Group. In closing the 2018/19 accounts a Feasibility Fund was also established to allow preliminary investigations to be carried out in advance of a proposed capital project, thus enabling a faster start on site.
- **Project support** – The Council's Project Management Office is available to provide project management support for major change projects such as system implementations. A capacity grid system is operated to assess whether any new demands can be accommodated. The Corporate Management Team have also developed a new executive reporting system to monitor progress of key projects.
- **Consultation process** – The Council has well established processes, particularly within the Environment and Education departments, for consultation with the public and other stakeholders on new proposals. It is essential that these are planned well in advance as long timescales are often required to accommodate both the consultation period and any potential objection/appeal processes.
- **Decision making process** – The Council has a clear process for consideration of capital proposals. This runs throughout the year from spring/summer when initial proposals are submitted, to February when formal approval of new schemes is granted by Council after consideration of affordability etc. Cabinet then monitors progress during the year with any changes to the agreed programme requiring approval by Council whose meetings are typically every 6 weeks.

**Identification of platform for lobbying / negotiation / further discussion with Scottish Government / partners**

The Council compiles a 3 year statement, Influencing the Future of East Renfrewshire, setting out key areas where it seeks additional powers or resources from the Scottish Government in order to support change. The statement for 2019-2022 was approved by Council on 18 December 2019 and includes several issues directly related to the Council's capital ambitions.

- Request for increased investment funding for improvement/replacement of school buildings.
- Request for increased funding for infrastructure (e.g. education, leisure, community facilities) to meet demands from population growth associated with increased local housing targets.
- Request for streamlined process for changes to the school estate.
- Request for additional funding for a second phase of City Deal.
- Request for more funding for active and sustainable travel.

# Risk Management and Risk Assessment

## Strategic Risk Register and Management Process

Updates to the Strategic Risk Register and Risk Management Process are provided bi-annually to Audit & Scrutiny Committee and are based on a 'live' risk register which is maintained by the Corporate Management Team.

These updates include a register of the corporate risks and draw out those which are evaluated as high or medium level risks. Where a risk has been evaluated as "low" it has been removed from the Strategic Risk Register and will be monitored within Departmental or Operational registers if appropriate'.

The report highlights how risks have been updated / re-evaluated according to the latest position, and illustrates the level of 'risk tolerance', through a matrix to demonstrate how risks have been scored.

The table below contains extracts from the Council's current Risk Management Strategy, demonstrates the processes in place to manage risks and the various levels of responsibility throughout the organisation. Details of the Council's risk management approach can be found here (<https://www.eastrenfrewshire.gov.uk/article/8087/How-are-council-risks-managed> ) and our risk management process is set out in Appendix D.

Area considered	Current Practice
<b>Risk Management Strategy</b>	<p>The Council's recognises the benefits of discussing risk on an open basis which are described as follows:</p> <ul style="list-style-type: none"> <li>• Genuine consensus about the main risks (no hidden risks)</li> <li>• Clear allocation of risks and ownership as to how the risks will be managed</li> <li>• A clear process for managing and updating the view of risks</li> <li>• Greater trust and buy-in</li> <li>• One view and good communication is paramount.</li> </ul> <p>Good risk management is about identifying what might go wrong, what the consequences might be of something going wrong and finally, deciding what can be done to reduce the possibility of something going wrong. If it does go wrong, as some things inevitably will, making sure that the impact is kept to a minimum.</p> <p>Risk management should ensure that an organisation makes cost effective use of a risk framework that has a series of well-defined steps. The aim is to support better decision making through a good understanding of risks and their likely impact.</p>

Area considered	Current Practice																																																																																																			
	<p>Risk management should be a continuous and developing process which runs throughout the organisation’s strategy and the implementation of that strategy, methodically addressing all risks surrounding the Council’s activities past, present and future.</p> <p><b>Risk Appetite:</b></p> <p>The term risk appetite describes our attitude towards the amount of risk that the Council is prepared to accept in trying to achieve our outcomes. The attitude towards risk can differ across our services, from risk averse to risk taking. Risk appetite is about taking well thought through risks where the long-term rewards are expected to be greater than any short-term losses.</p> <p>East Renfrewshire Council’s approach is to minimise its exposure to reputational, compliance and financial risk, whilst accepting and encouraging an increased degree of risk in pursuit of innovation and improved outcomes. It recognises that its appetite for risk varies according to the activity undertaken, and that its acceptance of risk is subject always to ensuring that potential benefits and risks are fully understood before developments are authorised, and that sensible measures to mitigate risk are established.</p> <p>The following diagram illustrates the Council’s risk tolerance levels across different areas of activity:</p> <table border="1" data-bbox="719 791 1805 1246"> <thead> <tr> <th></th> <th colspan="3">Unacceptable to take risks</th> <th colspan="7">Higher willingness to take risks</th> </tr> <tr> <th></th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> </tr> </thead> <tbody> <tr> <td>Reputation</td> <td>█</td> <td>█</td> <td>█</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Compliance</td> <td>█</td> <td>█</td> <td>█</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Financial</td> <td>█</td> <td>█</td> <td>█</td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>People and culture</td> <td></td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Operational services</td> <td></td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Major change activities</td> <td></td> <td></td> <td></td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td></td> </tr> <tr> <td>Environmental and social responsibility</td> <td></td> <td></td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td>█</td> <td></td> <td></td> </tr> </tbody> </table>		Unacceptable to take risks			Higher willingness to take risks								1	2	3	4	5	6	7	8	9	10	Reputation	█	█	█								Compliance	█	█	█								Financial	█	█	█								People and culture		█	█	█	█	█	█				Operational services		█	█	█	█	█	█				Major change activities				█	█	█	█	█	█		Environmental and social responsibility			█	█	█	█	█	█		
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<p><b>Risk Assessment and Recording</b></p>	<p>The Risk Management Strategy enables the Council to deliver advanced risk practice by incorporating risk within service plans and encouraging the use of joint risk registers where possible for projects and partnerships.</p> <p>Currently, each service has an operational risk register to record day to day and service specific risks. Meanwhile at council level, the strategic risk register sets out the key strategic risks to be considered by East Renfrewshire Council</p>																																																																																																			

Area considered	Current Practice
	<p>and details the actions that management has put in place to manage these risks. The strategic risk register is reviewed weekly by the CMT.</p> <p>The risk assessment technique used to determining the severity of the risk is consistent across the Council.</p>
<p><b>Risk Ownership:</b></p> <p><b>Roles and responsibilities</b></p>	<p>Roles and responsibilities in risk management are described in the Council’s Risk Management Strategy, from Cabinet to individual employees, as illustrated in the following diagram:</p>  <p>The Risk Management Strategy (<a href="https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=17458&amp;p=0">https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=17458&amp;p=0</a>) contains a table summarising the roles and responsibilities in managing risk across the authority.</p>
<p><b>Monitoring and reporting:</b></p>	<p>The Risk Management Strategy includes risk reporting guidance and references tools available for the further information. One of these tools is the ALARM toolkit on how to complete a risk register. The Council continually monitors risk and reports are submitted to Audit &amp; Scrutiny Committee twice yearly and annually to the Cabinet.</p>

Using the corporate Risk Management Strategy and Risk Assessment Technique, the following capital specific risk register summarises some of the risks relevant to the Capital Investment Strategy.

Risk ID#	Risk Category	Description of Risk / Uncertainty	Mitigating Factors	Timescale (for review)	Risk Owner	Residual Risk Score
	Compliance	Insufficient catchment places available for children and young people across all sectors in light of inward migration, including the impact of new residential developments - in particular the Local Development Plan	<p>Regular review of places and demand including; and implementation of admission arrangements policy.</p> <p>Council's Capital Investment Strategy and associated 10-year Capital Plan updated to reflect education estate requirements for all school sectors taking account of operational requirements/timescales.</p> <p>On an ongoing basis, Education/Environment continue to review the release of housing and infrastructure requirements to also take cognisance of inward migration to existing housing along with ongoing residential developments under the adopted LDP1 and any windfall sites (similarly for Proposed LDP2) as reflected in the Housing Land Supply register.</p> <p>Education and Environment to collaborate closely about any potential further residential development as LDP3 progresses to ensure sufficiency of places across the education estate and that any new provision is included in future Capital Investment Strategies.</p>	<p>Annually</p> <p>Annually</p> <p>In line with relevant timescales</p>	Education Team	8

			<p>Continue to lobby Scottish Government and discuss implications of future requirements.</p> <p>As appropriate, education statutory consultation to be undertaken in advance of new provision and within required timeframes.</p>			
	Compliance	Difficulty in reporting, in full compliance with Codes and Guidance, due to late availability of guidance publications and unavailability of best practice examples	<p>Valuable Council-wide exercise undertaken</p> <p>External support commissioned</p> <p>Ongoing monitoring of relevant publications and statements</p> <p>Attendance at relevant seminars and training courses</p>	Ongoing	CFO	4
	Financial	Poor capital scheme forecasting leading to capital scheme overspends and higher revenue impact	<p>Collaboration across all relevant support services with intelligence and data sharing</p> <p>Application of scenario and sensitivity approach to test forecasts and assumptions</p> <p>Performance and exception reporting linked to main reporting cycle</p>	Quarterly	CMT/CAMG	8
	Financial	Poor capital programme management leading to slippage	<p>Strong management structure in place</p> <p>Robust governance and programme management in place</p> <p>Performance and exception reporting linked to main reporting cycle</p>	Quarterly	CMT/CAMG	9
	Financial	Adverse impact on General Reserves position	Reserves Policy in place and reviewed at least annually	Quarterly	CFO	6



			<p>Robust governance and programme management in place</p> <p>Reporting on reserve position on a regular basis</p>			
	Financial	<p>Failure to deliver 1,140 hours of free early learning and childcare (ELC) by August 2020.</p> <p>Inability to deliver our preferred or at least an acceptable model to locally address the principles of quality, flexibility, accessibility and affordability.</p>	<p>Multi-year revenue and capital funding announced by Scottish Government (SG)/COSLA (reflecting national population projections).</p> <p>Report to Education Committee in June 2018 highlighted funding gap due to local population projections higher than national assumptions and detailed options/impact if additional funding not forthcoming. Recommendation accepted that officers and elected members continue to lobby SG/COSLA for fairer allocation.</p> <p>Continue to monitor provision and regularly review delivery models based on affordability, preferences of parents and taking account of any changes in policy/legislation, making bids as appropriate for funding.</p> <p>The capital plan reflects infrastructure requirements with major new builds now at construction stage and currently progressing according to programme.</p> <p>Ongoing engagement with funded (partnership) providers, including childminders, to increase ELC places underway.</p> <p>Support new funded providers to establish high quality nurseries/childminding provision in</p>	Quarterly	Education Team	8

			<p>areas where places are at a premium in readiness for August 2020 delivery.</p> <p>Make best use of available funding to recruit, retain and develop quality staff in readiness for August 2020 delivery.</p> <p>Ongoing pilot our preferred delivery model in some communities.</p> <p>Implement the Early Learning and Childcare Strategy including working with all providers to ensure quality early learning and childcare.</p>			
	Financial	Glasgow and Clyde Valley City Deal infrastructure projects (including those projects outwith East Renfrewshire) do not proceed on schedule and/or do not produce the anticipated economic benefits owing to 3rd party issues, resulting in a gap in funding provided by UK and Scottish Government	<p>Continue to engage with partners to monitor and contribute to delivery as required.</p> <p>Explore opportunities for partnership delivery mechanisms where appropriate.</p> <p>Participate in City Deal Gateway Review</p>	Ongoing	Corporate Management Team	4
	People and Culture	Failure to recruit / retain staffing resource to deliver the volume of ICT work / projects both underway and planned constrains delivery of ICT projects and specific pieces of work, impacting on delivery of services and morale of existing staff.	<p>Continue to promote skills sharing.</p> <p>Continue to manage absence in line with corporate policy.</p> <p>Continue use of alternative resources e.g. external employment agencies are used and/or contracts.</p> <p>Maintain use of Capacity Grid internally, highlighting areas of concern which require corrective action.</p>	Ongoing	ICT Management Team	4

			<p>Skills Framework for the Information Age being introduced which will facilitate skills capture and planning.</p> <p>Renew framework contract to allow ICT to draw down additional ICT resources as required.</p> <p>Ensure scope within budgets to ensure that financial resources are available to obtain additional resource as required.</p>			
	Operational services	Reliance on the Council's single shared internet pipe across the Council results in lack of internet resilience for Council connectivity, potentially affecting delivery of operational services.	<p>Use of JaNET connectivity managed by SWAN and part of national infrastructure.</p> <p>Proactive monitoring for alert &amp; detection of problems to facilitate more proactive approach.</p> <p>Deliver second pipe through 2nd data centre delivery.</p>	Ongoing	ICT Management Team	4

# Governance and Monitoring

## **Roles and responsibilities**

The Chief Financial Officer will co-ordinate the annual updating of the Council's Capital Investment Strategy for approval in February each year, together with the Treasury Management Strategy and Prudential Indicators, prior to agreement of the revenue budget and capital plans.

The Corporate Management Team will review and update relevant strategies and influences as required by December each year.

The Corporate Asset Management Group will assess new capital proposals and any required changes to the current capital plan by October each year.

Cabinet will monitor progress against capital plans four times per year, with any changes being approved by Council.

## **Skills and training**

Relevant professional staff will maintain up to date knowledge of capital issues by attendance at appropriate technical seminars (e.g. CIPFA training).

The Council's corporate procurement strategy sets out the process for all levels of projects and all projects over £50k are progressed in conjunction with procurement professionals through a full tender process.

All elected members will be offered capital, revenue and treasury management training as part of their induction, with refresher training normally offered every 2 years.

## **Capital Strategy Date for Review**

The Capital Investment Strategy is intended as a 'living' document which is updated and refreshed in accordance with any changes in strategic influences and direction. The Strategy will therefore be updated on an annual basis, or as required.

**Consultation and stakeholder engagement**

All departments will be invited annually to submit proposals for inclusion in the Council's Capital Investment Plans. These will then be reviewed by the Corporate Asset Management Group, Corporate Management Team and elected members.

Where appropriate (e.g. for major property developments or proposals to build on open space), stakeholder consultation will be carried out in addition to any statutory consultation requirements.

A handwritten signature in blue ink, appearing to be 'M. M. C.', written in a cursive style.

**Signed: S95 Officer**

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## Asset Management Plan Summaries

## APPENDIX A

### Executive Summary

Asset management ensures that assets are administered in the best way to meet the needs of the organisation and ensure the delivery of its corporate goals and objectives. This Corporate Asset Management Plan is about the long term broad plan for our assets to support corporate goals and objectives, derived from consideration of possible management options. The Corporate Asset Management Plan serves to encapsulate that strategy and the key actions we will take to achieve our targeted outcomes.

Forward planning for assets is vital to secure best value for money:

- Time is needed to thoroughly formulate the Council's needs for assets and to translate those into sound proposals;
- It takes times to procure and deliver change in assets;
- Upkeep of assets can involve highly variable levels of expenditure that need to be forward planned; and
- Assets are expensive to provide and need to be used for the maximum time appropriate.

There are six services that are integral to the development of this Corporate Asset Management Plan and the ongoing maturity of East Renfrewshire Council's asset management approach.

### Property

Property is an extremely important asset to the Council, as it can have a significant impact on all the services that East Renfrewshire Council provides to local residents. The long term objective for property is to ensure that the Council has the right properties in the right place to ensure they are fully utilised and provide best value to East Renfrewshire. The property portfolio should be suitable for its current use and support efficient and effective service delivery both now and in the future and meet the needs and expectations of building users. All properties must be safe and secure ensuring compliance with relevant property legislation. Properties need to be in an appropriate condition and maintained effectively. Adequate budget consideration is required to meet the demands of existing repairs and maintenance as well as future higher costs for the maintenance and servicing of advanced building management systems within newly constructed properties. Properties should be accessible for people with disabilities. Although current performance of property assets is good, it is not where the Council wants to be, and the actions within the document and the individual Property Asset Management Plan will drive forward an approach to asset management that allows the Council to identify improvements, and increase the performance of the service in the long term. The latest Property AMP is for 2019-21 and has recently been approved by Cabinet.

**Roads**

East Renfrewshire Council's roads service is dealing with a significant backlog of maintenance requirements and as roads is one of, if not the most valuable assets that the Council has, it is clear that a step change in the way it is managed is required to combat this issue. Future roads asset management will be focussed on creating an innovative approach to repairing backlog maintenance, and the order in which repairs are prioritised. The Council will ensure that it is a systematic approach that takes a long term view of areas such as lifecycle, maximising benefits, balancing demands and allocation of resources. The Roads AMP, unlike the other AMP's in the Council's suite, is undertaken through a national reporting system.

**Housing**

There is a high pressure on housing stock across East Renfrewshire, this present the Council with a key area for focus. Asset management techniques and processes will be embedded into Housing service delivery to maintain and improve current core stock, as well as enabling decision making for new homes across the area. Furthermore, East Renfrewshire Council will continue to make strong developments in ensuring all housing stock is at optimal levels of energy efficiency.

The objectives of the Housing Asset Management plan are as follows:

- Ensure reliable stock condition information and thereby permit accurate level of EESSH compliance;
- Establish the level of investment required to achieve and maintain EESSH;
- Assess the make-up of the best portfolio required to deliver the Housing Service and meet housing need;
- Maximise efficiency of service delivery, ensuring that assets used for service delivery are fit for purpose;
- Improve stakeholder involvement and satisfaction with the provision of service;
- Ensure compliance with all statutory, legislative and regulatory requirements;
- Develop and implement programmes for energy efficiency initiatives that will deliver long term and sustainable energy use; and
- Develop and implement a planned maintenance and improvement programme that will maintain the assets to a good standard.

The current Housing Services AMP was reported to Cabinet in February 2019, for the years between 2019-23, and will be reviewed in February 2021.



**ICT**

Investment in ICT assets is prioritised to enable the delivery of all ODP Outcomes and to ensure that the Council is modern and ambitious. The Council's focus will now be on how digital technology can improve outcomes for customers, particularly in big spend areas such as Education and Social Care. The Council will need to embrace and utilise new technologies to gather data that will enable decision making for quicker responses and the support of those who cannot access digital technology easily.

The goals of ICT Asset Management are:

- To acquire appropriate ICT assets for the Council with minimum costs and maximum benefits
- To optimise the use of each ICT asset during its life
- To dispose of ICT assets when they no longer provide a benefit compared to the cost to maintain them
- To support ICT asset compliance with relevant standards
- To provide the information needed for internal and external requirements

The ITC AMP spans from 2018-20.

**Fleet**

East Renfrewshire Council has an extremely high performing fleet management service, continually performing outstandingly well against other UK authorities at APSE benchmarking data level. In the long term the Transport Service wishes to focus on building a wider role for fleet management, to ensure the continued success of the department, particularly concentrating on greater efficiencies, improved digital processes and reduced emissions.

The current Fleet AMP, as approved by Cabinet runs between 2018-2020.

There are a number of challenges for fleet managers going forward, particularly in relation to climate change and the steady move away from fossil based fuels, the introduction of Low Emission Zones to improve air quality, increasing number of homes within the area to be serviced and the development of alternative fuels for both light and heavy goods vehicles. Capital planning will be required to assess future fleet requirements, and how those vehicles will be powered in the future. The current reliance on diesel will not be sustainable and will require a step change and capital funding in future years.

The Council has signed up to a long term, 25 year, contract in conjunction with Clyde Valley Local Authority partners, for the treatment of residual waste, and there should be no further requirement for capital investment in residual waste handling facilities at Greenhags, until that contract concludes.

The Council however, has other waste and recycling handling facilities, including Household Waste Recycling Centres, Bring Sites and recycling reception sheds / bays which will require future investment to enhance assets and be responsive to legislative changes and public demand, and this may impact on the type of fleet required to service these centres.

## **Open Spaces**

Open Spaces is a combination of local outdoor access areas including parks such as Rouken Glen Park, Cowan Park, Dams to Darnley and Whitelee Wind Farm, but also playing fields, play areas, sports pitches and cemeteries. Green and open spaces are an important part of making East Renfrewshire an attractive place to live whilst providing a healthy and active lifestyle.

Rouken Glen Park continues to be developed as one of Scotland's most loved parks, and continues to win awards and accolades, being named Best Park in the UK 2016. Continued investment is required to ensure that parks and open spaces are improved and provide a diverse range of visitor opportunities across the area.

The corporate objectives for Open Spaces are:

- Provide a variety of opportunities for residents and visitors to exercise, learn and enjoy
- Provide a well-managed, accessible, attractive environment
- Focus on the needs of users and the community, and encourage their active involvement in the management of our land asset
- Ensure facilities on our publicly available green spaces, play areas and sports pitches are inclusive and modern and enhance the visitor experience for all users.

The OSAMP also includes information on woodland management, play areas and cemeteries.

Asset management for open spaces will be focused on developing a common and consistent approach to management, maintenance, operation and delivery across the services, and outlines future capital needs in a 6 year plan.

The current Outdoor Space AMP was approved by Cabinet in April 2018, and straddles the years 2018-2020.

# Capital Project Appraisal Form

**Project Title:**

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STRATEGIC OUTLINE PROGRAMME

STEP1: Project Outline – Strategic Fit



1.1 Project Title:

1.2 Project Description:

Please provide a brief description of the project and expected outcomes:

This section is to be used to identify the main strategic objectives which the project will satisfy. Full definitions of the Council's objectives are detailed in the current Community Plan and Outcome Delivery Plan (ODP).

From the lists below please identify the relevant links to the Council's priorities:

Link to ODP Themes		Links to Asset Management Plans	
Strategic Outcome No.1		Outdoor Space AMP	
Strategic Outcome No.2		Housing AMP	
Strategic Outcome No.3		ICT AMP	
Strategic Outcome No.4		Fleet AMP	
Strategic Outcome No.5		Property AMP	

Customer, Efficiency and People		Roads AMP	
Health & Safety / Legal Requirement / Contractual Requirement		Council Capital Asset	
What is the estimated cost:			
<u>Capital costs</u>			
1.			
<u>Revenue costs</u>			
2.			
<u>Income Potential</u>			
3.			

What is the source of your costings:

Capital costs

1.

Revenue costs

2.

Income Potential

3.

**1.3 Sponsoring Service:**

**1.4 Service Lead Officer:**

[Empty rectangular box for Service Lead Officer name]

**GATE 0 – APPROVAL OF DIRECTOR REQUIRED**



Director:

Approval Date:

Signature:

## STRATEGIC OUTLINE CASE

**STEP 2: Case For Change****2.1 Strategic context - Relationship with Council Strategy:**

This section is to be used to identify the main strategic objectives which the project will satisfy. Each project may relate to one or more of the Council's Strategic Objectives. Projects must also align with the Council's Capital Investment Strategy (see link below).

<https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=23880&p=0>

Please fill out each relevant section.

NB Full definitions of the Council's objectives are detailed in the Community Plan and Outcome Delivery plan.

**2.2 Strategic Outcomes**

Please specifically identify which Strategic outcome and intermediate outcome the project will deliver on as well as linking the project to any more detailed strategies.

<http://intranet.erc.insider/CHttpHandler.ashx?id=9410&p=0>

**2.3 Asset Management Plan Commitments**

This section should be used to demonstrate the link between the relevant Asset Management Planning (AMP) and the proposed capital investment.

**2.4 5 Capabilities**

This section should outline how the capabilities will be used to improve the delivery of the project outcomes:

5 Capabilities	Comments
Prevention	
Modernisation	
Empowering Communities	
Digital	
Data, Evidence and Benchmarking	

## 2.5 What are the Benefits of the Project?

Please provide details of how the project fits in with the following assessment criteria:	
<p>How does the project improve/enhance assets and what benefits are derived from the project?</p> <p><i>e.g a new school could meet the demands of new build housing and offer new benefits such as shared community space.</i></p>	

<p>Does the project meet the definition of Capital spend? <i>i.e. does the expenditure result in the acquisition or creation of a new asset, or the enhancement of a current asset?</i></p>	
<p>Is the project required to fulfil a statutory obligation, Health and Safety, contractual or legal requirement, and if so, for what reasons?</p>	
<p>Will the project lead to increased efficiency and/or reduced revenue running costs and if so, please provide details? If there are ongoing revenue implications, please identify.</p>	
<p>Are there any other factors not covered by the above which need to be taken into account?</p>	

**2.6 Are there any barriers to Project start e.g Planning permission, LDP status, land ownership, contamination etc?**

--

**STEP 3: Public Value**

**3.1 Public Value**

Please outline in the box below, how the project is likely to be received by the community, both positives and negatives:

**3.2 What are the Critical Success Factors which will define the project?**

e.g. timing, best value, efficiency etc

**3.3 What is the Service's strategy for delivering this project?**

**3.4 What other services can gain benefit from this project? Have you consulted with them?**

GATE 1 – STRATEGIC OUTLINE CASE

Approval by Capital Asset Management Group and Directors

CAMG Approval date:

Director:

Approval Date:

Signed:

OUTLINE BUSINESS CASE

STEP 4: Full Options Appraisal

4.1 Options Appraisal:

**A Concise Summary of the Options Considered should be Detailed below. At least 4 options should be considered i.e. Do nothing plus 3 viable options.**

Number	Options considered	Comments
1		
2		
3		
4		
5		

**STEP 5: Commercial Viability**

**5.1 Procurement Strategy - What is the Procurement Strategy (please highlight one option):**

Value of £20,000 or less for capital works	Value of capital works between £20,000 and £150,000	Value of capital works £150,000 and above
Determined by the Director of the procuring Department	Advertised following Quick Quote procedure. Will be purchased through Framework Agreement.	Invitation to Tender advertised by Chief procurement Officer



Which Service will be expected to procure this project?

Service:

**5.2 Outline any Risk Apportionment issues between the Council and Contractor:**

**5.3 Outline Payment Mechanism (where relevant e.g. Hub):**

**5.4 Identify any Potential Contractual Issues:**



**6.3 Impact on the Council Revenue Budget - Please provide details of any potential impact on the Council's Revenue budget and any potential income:**

**6.4 Does this project require the addition of an Optimism Bias?**

**STEP 7: Planning for Successful Delivery**

**7.1 Who will the project be managed by?**

**7.2. Which internal services / contractors are you reliant on for delivery? Have they built this into their forward work programme?**

**7.3 What is the latest lead in time for completion by scheduled project completion date?**

**7.4 Risk Management - how will you manage the project risk?**

**7.5 Post Project Evaluation Strategy – how will you identify lessons learned on completion of project?**

**GATEWAY 2 - OUTLINE BUSINESS CASE**

CAMG to undertake scoring assessment to accompany CPA.

**Recommendation for Approval by CAMG including prioritisation**

Final scrutiny of prioritisation by CMT

Approval by Council of Capital Plan:

**FINAL BUSINESS CASE**

**STEP 8: Procurement**

8.1 What method of Procurement is being used and when?

**STEP 9: Contracting for the Deal**

**9.1 Setup Deal and Contractual Arrangements:**

**9.2 review financial implications of the deal and get further approvals as required for any changes**

**STEP 10: Ensuring Successful Delivery**

**10 .1 Finalise Project Management:**

**10.2 Finalise Contractors / Services:**

**10.3 Finalise Costs:**

**10.4 Finalise Risk Management Arrangements:**

**10.5 Finalise Contract Monitoring Arrangements:**

**10.6 Finalise Project Evaluation Arrangements**

GATE 3: DIRECTOR OR SENIOR RESPONSIBLE PERSON

Date:

Date:

Date:



## Organisations approved for the investment of surplus funds

## APPENDIX C

<b>Banking Group</b>	<b>Individual Counterparty</b>	<b>Limits Deposit</b>	<b>Transaction</b>
Bank of England	Debt Management Office UK Treasury Bills	Unlimited £5m	Unlimited £5m
Barclays Banking Group	Barclays Bank	£5m	£5m
Goldman Sachs International Bank		£5m	£5m
HSBC		£5m	£5m
Lloyds Banking Group:	Bank of Scotland	£12.5m	£12.5m
Royal Bank of Scotland Group:	Royal Bank of Scotland National Westminster Bank	£5m	£5m
Santander Group	Santander UK PLC	£7.5m	£7.5m
Standard Chartered Bank		£5m	£5m
Clydesdale Bank		£0	£0
<b>Building Societies</b>			
Nationwide		£5m	£5m
<b>Local Authorities</b>			
All Local Authorities including Police & Fire		£5m	£5m

### Money Market Funds and Ultra-Short Dated Bond Funds

Maximum limit of £5m per fund, exception being Federated with a maximum of £10m      £40m      £5m

#### Credit Ratings

	Fitch		Moody's		S&P	
	LT	ST	LT	ST	LT	ST
Minimum Criteria	A-	F1	A3	P-1/P-2	A	A-1/A-2

(Unless Government backed)

(please note credit ratings are not the sole method of selecting counterparty)

#### Limit

Investment of surplus funds is permitted in each of the above organisations, with the limits set on an individual basis by the Head of Accountancy (Chief Financial Officer).

The limit may only be exceeded or another organisation approved with the written permission of the Head of Accountancy (Chief Financial Officer).

#### Deposit Periods

The maximum period for any deposit is currently set at 6 months, based on the Link Assets Services suggested Duration Matrix, with the exception of the Bank of Scotland which is set at 365 days. These limits can only be exceeded with the written permission of the Head of Accountancy (Chief Financial Officer).

Hub scheme deposit periods are dependent on the lifetime of the associated scheme.

Risk Management Process

**Risk Scoring Mechanism**

A scoring chart and key is illustrated below:

		<b>Risk Score</b>		<b>Overall Rating</b>	
		11-16		High RED	
		5-10		Medium YELLOW	
		1-4		Low GREEN	
Likelihood	4				
	3				
	2				
	1				
		1	2	3	4
		Impact			

## Roles and Responsibilities

The responsibility for managing risks lies with all members of the organisation and is summarised in the table below:

Group	Role
<b>Cabinet</b> (Reporting <i>Annually</i> )	Oversee the effective management of risk throughout the council, and gain an understanding of its benefits.
<b>Audit and Scrutiny Committee</b> (Reporting <i>Quarterly</i> )	Provide independent assurance of the risk management process and its benefits. To be informed of the key risks facing the Council and the control measures which have been put in place to mitigate those risks.
<b>Corporate Management Team</b> (Reporting <i>Annually</i> )	Oversee the implementation of the risk management strategy and agree any inputs and resources required supporting the work corporately. Support the development of the risk management process, review the strategic risk register regularly, share experience on risk, and aid/advise in the review of risk management issues.
<b>Corporate Risk Management Group</b> (Reporting <i>Bi-annually</i> )	Champion the risk management process throughout the council with both Members and officers ensuring the process is embedded and effective. The role of the departmental representative on the Corporate Risk Management Group is outlined in Appendix 1 of this strategy.
<b>Service Managers</b>	Raise awareness, manage and implement the risk management process effectively in their services areas, attend risk management training and recommend any necessary training for employees on risk management. To produce and review risks relating to the delivery of targets and activities within their service plans.
<b>Employees</b>	Manage risk effectively in their jobs, liaising with their manager to assess areas of risk in their job. Identify new or changing risks in their job and feed these back to their line manager.

## Risk Reporting

The following table summarises the risk reporting and monitoring processes in place, along with associated timescales.

Timeframe	Description	Involvement from	Reported to
Weekly	Review of the strategic risk register	Corporate Management Team	Internally (keep live register of risks)
Biannually (November and May)	Risks related to service delivery (within service plans)	Chief Executive and Directors	Chief Executive (meetings)
Biannually (April and September)	Review of the strategic risk register	Corporate Management Team/ Leadership Group and Corporate Risk Management Group	Cabinet (annually) and Audit and Scrutiny Committee (biannually)
Biannually (February and August)	Progress on risk management	Corporate Management Team/ Leadership Group and Corporate Risk Management Group	Audit and Scrutiny Committee
Every 3 years	Review of the risk management strategy and process document to identify and agree major changes	Corporate Management Team/ Leadership Group and Corporate Risk Management Group	Cabinet and Audit and Scrutiny Committee

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**Corporate Asset Management Group - Rating Matrix**

**Project Name:**

Is the Project commensurate with the aims of the Capital Investment Strategy?	Yes	No
---	-----	----

**Link to CIS:**

**Project Summary (100 words max)**

**Project Capital Costs**

<u>20/21</u>		<u>21/22</u>		<u>22/23</u>		<u>23/24</u>		<u>24/25</u>	
--------------	--	--------------	--	--------------	--	--------------	--	--------------	--

**Project Revenue Costs**

<u>20/21</u>		<u>21/22</u>		<u>22/23</u>		<u>23/24</u>		<u>24/25</u>	
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## Action Plan

## APPENDIX F

## Strategic Influences – action plan

Action	Why is this required?	Responsibility	Timescale
Monitor Scottish Government housing policy activity and update the Capital Investment Strategy to address any resulting challenges and opportunities.	It is important for the Council to continually monitor Scottish Government housing policy activity to inform the Local Housing Strategy, the Capital Investment Strategy and future Local Development Plans. This is particularly important for the planning of future school places.	Director of Environment	Annually
Liaise closely with local Health Board partners to identify initiatives requiring new capital investment or facilitating joint development.	Integration of health and social care services is well embedded within East Renfrewshire. As our population increases our community based services, required to meet the demands of our residents also need to expand. Work is ongoing with our Health Board Partners to assess the impact of population growth on our local health and care facilities including our GP practices.	Chief Officer, IJB	Annually
Liaise closely with regional initiatives associated with City Deal so as to reflect any challenges and opportunities in Council capital planning.	Joint development of economic growth and improved service delivery vehicles is becoming more prevalent and can deliver new initiatives in an efficient and economical manner.	Director of Environment	Annually

## Strategic Outcomes – action plan:

Action	Why is this required?	Responsibility	Timescale
Keep under review, particularly as LDP2 is developed.	As the Council's Local Development Plan is currently under review there are likely to be several significant changes required to future capital investment plans.	CMT	Annually

## Capital investment ambition gap – action plan

Action	Why is this required?	Responsibility	Timescale
Review Developer Contribution policy	To ensure adequate contribution to new schools/community infrastructure as a result of increased housebuilding.	Director of Environment	Policy review completed. New guidance to be submitted to Council April 2020.
Closely monitor progress on capital projects and identify/rectify delays or overspends.	Projects should be kept to planned phasings as far as possible to align with financial and staffing resource plans and to ensure benefits re promptly delivered.	Corporate Management Team /Head of Property/ Head of ICT	Ongoing
Continue to consider allocation of any in year revenue underspends to capital and other reserves	Such allocation would reduce the need for new borrowing and thus ease pressures on future revenue budgets.	Chief Financial Officer	Annually
Continually review opportunities to lobby Scottish Government and/or partners for support with capital schemes	Existing grant funding levels and constrained revenue budgets do not align with the Council's capital investment ambitions.	Corporate Management Team	Ongoing

## Risk Management Action Plan

Action	Why is this required	Responsibility	Timescale
Refresh and review specific capital risks as the Capital Investment Strategy is updated	To ensure that the Capital Investment Strategy is consistent with corporate risk management practices and that stakeholders are aware of how capital specific risks are aligned with ambitions as set out in the Capital Investment Strategy	CMT/CEO Business Manager	As and when the Capital Investment Strategy is updated and at least annually

**Evaluation process – action plan**

Action	Why is this required?	Responsibility	Timescale
Review criteria for evaluation of CPAs to ensure aligns with Council priorities	Council updates its objectives and priorities and CPAs must reflect these.	CMT/CAMG	Completed

**Governance and monitoring – action plan**

Action	Why is this required?	Responsibility	Timescale
Review and update the Capital Investment Strategy	To continually refresh the Strategy in line with evolving strategic influences and delivery of the capital investment plan	Leadership team	Annually / as required

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EAST RENFREWSHIRE COUNCIL27 February 2020Report by Head of Accountancy (Chief Financial Officer)GENERAL FUND CAPITAL PLAN 2020/21 TO 2029/30**PURPOSE OF REPORT**

1. The purpose of this report is to present for consideration the General Fund Capital Plan covering the 10 years from 2020/21 to 2029/30. This has been prepared in line with the approach set out in the Capital Investment Strategy report earlier on the agenda.

**RECOMMENDATIONS**

2. The Council is invited to:-
- (i) approve the programme for 2020/21 and authorise officers to progress the projects contained therein; and
  - (ii) agree to revise the Plan during the year in the light of updated information relating to the detailed plans for the Eastwood Leisure Centre.

**BACKGROUND**

3. Whilst the Council only approves the capital programme for the coming year, the Capital Plan also includes figures for future years so that long term capital investment plans and their associated financial impacts can be recognised. In the past our rolling Capital Plan has covered the next 8 years, however we have recently extended this to 10 years in line with best practice.

**RESOURCES**

4. Capital resources available to support investment remain constrained for future years. Details of the available resources are provided in Appendix B.

5. Over the period of the Plan total capital receipts of £5.3 million are estimated from the disposal of assets. Disposals will only be progressed provided they demonstrate best value.

6. The Council's general capital grant for 2020/21 has been confirmed as £5.346 million. This is a reduction of over £1.2m (19%) on a like for like basis. No information has been provided as to the level of future years' grants and so it has been assumed that grant will return to normal levels from 2021/22 onwards. It is understood that the Scottish Government intend to publish multi-year capital grant figures later this year and this will be very helpful in future long term capital planning.

7. The Capital Plan assumes total borrowing of £130.9 million, (£25.7 million in 2020/21, £41.2 million in 2021/22, £35.5 million in 2022/23 and £28.5 million in later years). This represents an increase of £9.4 million over the previously approved Plan. An increase

in borrowing will result in increased loan charges which must be funded from revenue budgets. The cost of all elements of the planned borrowing has been factored into the Council's revenue budget plans for 2020/21 and beyond.

8. As highlighted in previous Capital Plans, the City Deal project is funded by £38m of Government funding and £6m of Council funding. However the projects will be completed over a 10 year period with grant income over a 20 year period. In the coming years the Council will require to fund further new borrowing of up to £28.9 million until full payment is received reducing the long term impact on the revenue budget.

9. In the 2019/20 settlement the Scottish Government announced changes to legislation, allowing Councils greater flexibility in loans fund repayments, similar to that already in place in England. The Council has since been able to utilise this flexibility to reprofile historical loans fund repayment plans to better reflect the expected future lifespan of assets (where prudent), reducing the annual cost of loan charges by extending the repayment period. This has reduced revenue pressures in the 2020/21 budget by £2 million.

10. The Council continues to have active discussions with developers over contributions receivable in relation to housing developments. The timescale and amount of such receipts are often difficult to evaluate fully until each scheme progresses, however estimates of contributions totalling £5.6 million have been reflected within the proposed Plan. These will be firmed up as developments progress.

11. In recent years the Council has built up and utilised a significant Capital reserve to assist in supporting major projects. The projected balance on this reserve at 31 March 2020 is £2.663 million. This provides an element of cover should unforeseen costs arise. There are no plans to draw further on this reserve in 2020/21.

## **EXPENDITURE PLAN**

12. The detailed programme for 2020/21 and the outline plan for the subsequent 9 years are set out in Appendix A. These plans are developed to support the delivery of the Council's overall strategy, have been compiled in line with the approach set out in the Council's Capital Investment Strategy (considered earlier on today's agenda) and align with the Asset Management Plans summarised in that document.

13. Significant capital investment of £209.472m is planned for the 10 year period and includes the following (with total project costs quoted below including the current or previous financial years' spend where appropriate to assist in clarifying the total investment on a particular project):

### Outcome 1 – Early Years & Vulnerable Young People

- Investment which will total £24.9 million is well underway across the Council to meet the Scottish Government's aims of expanding early learning and childcare provision to 1,140 hours per year from August 2020. Funding of £11.7 million from the Scottish Government has been provided towards this programme of works.

### Outcome 2 – Learning, Life and Work

- The Council will participate in the first phase of the Scottish Government's Learning Estate Strategy, an initiative to improve the condition of schools by replacing old facilities. Recognising this, the Plan makes provision of £30.4m for Learning and Leisure in Neilston. This will take forward a campus development comprising new build

replacements for Neilston Primary, St Thomas' Primary, Madras Family Centre and a new library with the village to also benefit from improved leisure facilities. The new facilities will be maintained to a high standard in future years and will deliver improvements in digital learning and energy efficiency as well as providing additional employment opportunities during the construction phase. As a result the Council expects to attract significant new revenue grant funding.

- Investment of £2.5 million to provide extended facilities to temporarily increase the planning capacity at St Ninian's High School and honour the commitment made at the time related to changing schools admission arrangements.
- Investment of £2.2 million to further extend Crookfur Primary School in view of increasing demand within the catchment area.
- Over £1.7 million to be invested to provide a new all-weather pitch and running track for Mearns Castle High School.
- A further £2 million to be invested over the next 10 years to improve learning environments to better meet modern learning styles and curricular experiences across the school estate.
- An indicative allocation of £26m for the provision of leisure facilities in the Eastwood area which will be refined further when a report on options is considered by Council.
- More than £1.5 million to be invested over the next 10 years to improve cultural, leisure and community facilities.

#### Outcome 3 – Environment & Economy

- City Deal investment of £38.1 million in infrastructure projects including improved road links from Barrhead to the M77, a new railway halt for Barrhead south and country park developments. This is part of an overall regional investment of £1.13 billion across the Glasgow City region which will bring a wide range of benefits to residents such as increased access to jobs.
- Major capital investment in Roads projects which will total £25.0 million over the 10 year period, aimed at achieving a significant improvement in the condition and safety of roads. This is in addition to the investment in roads through City Deal funding.

#### Outcome 4 – Safer, Supportive Communities

- Increased investment £0.626 million to extend and improve our CCTV service which protects local residents, schools, leisure facilities and other property.
- £0.630 million investment in Overlee House to increase provision for the homeless.

#### Outcome 5 – Older People & People with Long Term Conditions

- Investment of £1.15 million to upgrade our telecare systems which allow older and vulnerable people to remain in their own homes.
- £180,000 to further upgrade facilities at the Council's Bonnyton House care home.

Corporate

- A provision of £28.8 million for further ICT infrastructure projects over the 10 year period to support necessary corporate improvements, expand wireless local area networks in schools and other Council premises and provide a more modern, digital service to residents.
- A provision of £12.6 million over the period of the Plan for improvements necessary to Council property including energy efficiency measures.

**CONCLUSIONS**

14. Planned borrowing has been increased over the next three years to support the capital plan and the revenue consequences have been factored into the Council's revenue budget plans. Planned 2020/21 expenditure is in line with available resources.

15. The 2020/21 to 2029/30 Capital Plan will be revised during the course of the year once the Council has determined on future leisure provision in the Eastwood area.

16. The expenditure plan for subsequent years will continue to be subject to review in light of progress on capital receipts and the levels of funding provided by the Scottish Government.

**RECOMMENDATIONS**

17. The Council is invited to:-
- (i) approve the programme for 2020/21 and authorise officers to progress the projects contained therein; and
  - (ii) agree to revise the Plan during the year in the light of updated information relating to the detailed plans for the Eastwood Leisure Centre.

Further information is available from:

M McCrossan, Head of Accountancy Tele No. 0141 577 3035

**KEY WORDS**

General Fund Capital Plan 2020/21 to 2029/30, capital receipts, Capital Reserve.



## 10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

## SUMMARY

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
A. PROPERTY - SCHOOLS	90,081	33,447	11,611	15,146	18,053	4,770	1,554	1,100	1,100	1,100	1,100	1,100
B. PROPERTY - CULTURE & LEISURE	28,129	270	859	13,050	13,050	200	200	100	100	100	100	100
C. PROPERTY - OTHER	35,757	6,708	7,141	10,986	4,202	960	960	960	960	960	960	960
D. OPEN SPACES	8,484	1,677	2,977	590	590	610	590	290	290	290	290	290
E. ROADS	51,440	7,618	12,232	5,456	5,084	8,300	6,250	1,300	1,300	1,300	1,300	1,300
F. ICT	39,152	8,562	6,669	3,507	2,666	2,581	2,469	2,804	2,251	2,370	2,469	2,804
G. FLEET	15,613	1,609	1,559	1,454	922	1,902	1,474	941	1,384	922	1,937	1,509
H. MISCELLANEOUS	993	286	45	54	0	0	277	0	54	0	0	277
<b>TOTAL</b>	<b>269,649</b>	<b>60,177</b>	<b>43,093</b>	<b>50,243</b>	<b>44,567</b>	<b>19,323</b>	<b>13,774</b>	<b>7,495</b>	<b>7,439</b>	<b>7,042</b>	<b>8,156</b>	<b>8,340</b>
<b>RESOURCES</b>	<b>217,503</b>		<b>43,093</b>	<b>50,243</b>	<b>44,567</b>	<b>19,323</b>	<b>14,973</b>	<b>9,378</b>	<b>8,911</b>	<b>8,201</b>	<b>9,315</b>	<b>9,499</b>
<b>SHORTFALL/(SURPLUS)</b>	<b>(8,031)</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,199)</b>	<b>(1,883)</b>	<b>(1,472)</b>	<b>(1,159)</b>	<b>(1,159)</b>	<b>(1,159)</b>

## 10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

## A. PROPERTY - SCHOOLS

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
MAJOR MAINTENANCE (SEE ANNEX 1)	9,614	614	900	900	900	900	900	900	900	900	900	900
NEW NON-DENOMINATIONAL PS FOR NEWTON MEARN'S (2 STREAM + 60:60 NURSERY)	15,050	15,023	27	0	0	0	0	0	0	0	0	0
ST CADOC'S PS REMODELLING TO PROVIDE PRE-FIVE PROVISION FOR 3 & 4 YEARS OLDS	762	740	22	0	0	0	0	0	0	0	0	0
KIRKHILL PS REWIRE	491	375	116	0	0	0	0	0	0	0	0	0
EARLY LEARNING & CHILDCARE - EXPANSION TO 1,140 HOURS	24,902	16,614	7,390	898	0	0	0	0	0	0	0	0
EARLY YEARS - CROOKFUR/FAIRWEATHER/OVERLEE MASTERPLANNING	10	0	10	0	0	0	0	0	0	0	0	0
ST NINIAN'S HS ADDITIONAL TEMP ACCOMMODATION	2,492	51	1,439	1,002	0	0	0	0	0	0	0	0
LEARNING & LEISURE IN NEILSTON	30,384	0	1,000	11,000	15,000	3,000	384	0	0	0	0	0
ST MARK'S CAR PARK	350	30	320	0	0	0	0	0	0	0	0	0
UPLAWMOOR PS UPGRADE	100	0	100	0	0	0	0	0	0	0	0	0
CROOKFUR PS EXTENSION	2,200	0	0	130	1,350	650	70	0	0	0	0	0
MCHS SPORTS FACILITY	1,726	0	87	1,016	603	20	0	0	0	0	0	0
IMPROVING LEARNING	2,000	0	200	200	200	200	200	200	200	200	200	200
<b>TOTAL</b>	<b>90,081</b>	<b>33,447</b>	<b>11,611</b>	<b>15,146</b>	<b>18,053</b>	<b>4,770</b>	<b>1,554</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>	<b>1,100</b>

## 10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

## B. PROPERTY - CULTURE &amp; LEISURE

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
EASTWOOD PARK LEISURE - REFURBISHMENT	26,000	100	200	12,850	12,850	0	0	0	0	0	0	0
ERCLT GENERAL BUILDING IMPROVEMENT FUND	1,700	150	250	200	200	200	200	100	100	100	100	100
EASTWOOD HS SPORTS CENTRE CHANGING ROOMS/DISABLED FACILITIES	429	20	409	0	0	0	0	0	0	0	0	0
TOTAL	28,129	270	859	13,050	13,050	200	200	100	100	100	100	100

10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

C. PROPERTY - OTHER

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>1. CITY DEAL</b>												
NEW RAILWAY STATION - BARRHEAD SOUTH	10,354	160	1,852	5,100	3,242	0	0	0	0	0	0	0
BARRHEAD SOUTH ACCESS - BALGRAYSTONE ROAD	2,210	2,107	103	0	0	0	0	0	0	0	0	0
COUNTRY PARK VISITOR CENTRE & INFRASTRUCTURE	4,836	248	59	4,529	0	0	0	0	0	0	0	0
<b>2. ENVIRONMENT - OTHER PROJECTS</b>												
COWAN PARK CHANGING FACILITIES	300	14	286	0	0	0	0	0	0	0	0	0
CROOKFUR PAVILION CHANGING UPGRADE	805	650	155	0	0	0	0	0	0	0	0	0
MUIREND SYNTHETIC	150	0	146	4	0	0	0	0	0	0	0	0
RGP TOILETS UPGRADE	130	0	126	4	0	0	0	0	0	0	0	0
ST ANDREWS HOUSE REFURBISHMENT	40	0	40	0	0	0	0	0	0	0	0	0
OVERLEE HOUSE EXTENSION	630	0	610	20	0	0	0	0	0	0	0	0
BONNYTON HOUSE UPGRADE	180	0	180	0	0	0	0	0	0	0	0	0
<b>3. COUNCIL WIDE PROPERTY</b>												
RETENTIONS - ALL SERVICES	568	68	50	50	50	50	50	50	50	50	50	50
PROPERTY MAINTENANCE (SEE ANNEX 2)	11,078	1,440	1,348	1,010	910	910	910	910	910	910	910	910
EASTWOOD PARK CAMPUS IMPROVEMENTS	522	309	213	0	0	0	0	0	0	0	0	0
OFFICE ACCOMMODATION	2,200	241	1,690	269	0	0	0	0	0	0	0	0
CAPITAL INVESTMENT IN ENERGY EFFICIENCY MEASURES (NDEE INITIATIVE)	1,754	1,471	283	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>35,757</b>	<b>6,708</b>	<b>7,141</b>	<b>10,986</b>	<b>4,202</b>	<b>960</b>	<b>960</b>	<b>960</b>	<b>960</b>	<b>960</b>	<b>960</b>	<b>960</b>

10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

D. OPEN SPACES

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>1. REGENERATION</b>												
COUNTRY PARK - TOURISM INFRASTRUCTURE AND ECONOMIC ACTIVITY PROJECTS	235	51	184	0	0	0	0	0	0	0	0	0
WHITE CART TRIBUTARIES ENVIRONMENTAL IMPROVEMENTS	1,264	197	1,067	0	0	0	0	0	0	0	0	0
REGENERATION PROJECTS (TO BE IDENTIFIED)	2,701	101	350	250	250	250	250	250	250	250	250	250
<b>2. ENVIRONMENT - OTHER PROJECTS</b>												
ENVIRONMENTAL TASK FORCE	240	40	20	20	20	20	20	20	20	20	20	20
TOWN CENTRE ACTION	278	78	20	20	20	20	20	20	20	20	20	20
PARKS, CEMETERIES & PITCH INVESTMENT	1,800	300	300	300	300	300	300	0	0	0	0	0
COWAN PARK	316	216	100	0	0	0	0	0	0	0	0	0
BRAIDBAR QUARRIES	20	0	0	0	0	20	0	0	0	0	0	0
TOWN CENTRE FUND	981	310	671	0	0	0	0	0	0	0	0	0
PUBLIC REALM/TOWN CENTRE RESILIENCE	250	240	10	0	0	0	0	0	0	0	0	0
LAND AND PROPERTY ACQUISITIONS	399	144	255	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>8,484</b>	<b>1,677</b>	<b>2,977</b>	<b>590</b>	<b>590</b>	<b>610</b>	<b>590</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>	<b>290</b>

## 10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

## E. ROADS

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>1. CITY DEAL</b>												
NEW LINK ROAD FROM JUNCTION 5 TO BARRHEAD	20,707	2,078	7,655	1,240	784	4,000	4,950	0	0	0	0	0
<b>2. ERC ROADS</b>												
LIGHTING 5TH CORE CABLE	1,760	160	160	160	160	160	160	160	160	160	160	160
BRIDGES REFURBISHMENT	585	55	53	53	53	53	53	53	53	53	53	53
PRINCIPAL INSPECTIONS GROUP 1-6	245	35	21	21	21	21	21	21	21	21	21	21
TRAFFIC CALMING STUDIES	275	25	25	25	25	25	25	25	25	25	25	25
ROAD SAFETY MEASURES/EQUIPMENT AT SCHOOLS	220	20	20	20	20	20	20	20	20	20	20	20
SAFE ROUTES TO SCHOOL	223	23	20	20	20	20	20	20	20	20	20	20
B771 PAISLEY ROAD RECONSTRUCTION	301	0	0	0	0	181	120	0	0	0	0	0
A736 KELBURN STREET/LOCHLIBO ROAD RECONSTRUCTION	372	0	110	0	0	0	141	121	0	0	0	0
A77 AYR ROAD RECONSTRUCTION	805	341	114	0	110	0	110	130	0	0	0	0
PEDESTRIAN CROSSINGS	25	0	0	0	25	0	0	0	0	0	0	0
B767 CLARKSTON ROAD RECONSTRUCTION	180	0	70	110	0	0	0	0	0	0	0	0
B769 STEWARTON RD (RURAL) RECONSTRUCTION	650	339	29	32	0	120	0	130	0	0	0	0
B767 EAGLESHAM ROAD RECONSTRUCTION	815	445	10	120	0	120	0	120	0	0	0	0

## 10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

## E. ROADS

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
B769 THORNLIEBANK/SPIERSBRIDGE RECONSTRUCTION	324	272	52	0	0	0	0	0	0	0	0	0
C2 KINGSTON ROAD RECONSTRUCTION	585	125	120	110	100	130	0	0	0	0	0	0
C8 DAVIELAND ROAD RECONSTRUCTION	200	0	0	0	100	100	0	0	0	0	0	0
A736 MAIN STREET/LEVERN ROAD BARRHEAD	636	0	130	110	156	120	120	0	0	0	0	0
B759 CARMUNNOCK ROAD	230	0	0	0	110	0	120	0	0	0	0	0
C1 MEARNS ROAD	640	0	110	0	150	120	140	120	0	0	0	0
B755 GLENIFFER ROAD	596	106	0	115	140	110	125	0	0	0	0	0
B776 ROWBANK ROAD	575	96	124	0	110	0	125	120	0	0	0	0
C2 NEILSTON ROAD	321	66	155	100	0	0	0	0	0	0	0	0
C3 UPLAWMOOR RD / MAIN ST, NEILSTON	340	85	15	110	0	0	0	130	0	0	0	0
CYCLING WALKING SAFER STREETS	311	155	156	0	0	0	0	0	0	0	0	0
ROADS ONLINE COSTING SYSTEM	200	192	8	0	0	0	0	0	0	0	0	0
A77 FENWICK ROAD RECONSTRUCTION	185	0	75	110	0	0	0	0	0	0	0	0
A727 ROUTE CORRIDOR RECONSTRUCTION	130	0	0	0	0	0	0	130	0	0	0	0
B764 ROUTE CORRIDOR RECONSTRUCTION	0	0	0	0	0	0	0	0	0	0	0	0
ROADS PROVISIONAL SUMS	4,004	0	0	0	0	0	0	0	1,001	1,001	1,001	1,001
ROADS CAPITAL WORKS	15,000	3,000	3,000	3,000	3,000	3,000	0	0	0	0	0	0
<b>TOTAL</b>	<b>51,440</b>	<b>7,618</b>	<b>12,232</b>	<b>5,456</b>	<b>5,084</b>	<b>8,300</b>	<b>6,250</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>	<b>1,300</b>

## 10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

## F. ICT

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
ICT INFRASTRUCTURE	5,543	543	500	500	500	500	500	500	500	500	500	500
IT GENERAL PROVISION	14,201	540	1,280	1,380	1,380	1,341	1,380	1,380	1,380	1,380	1,380	1,380
CORPORATE INFORMATION SECURITY	750	675	40	35	0	0	0	0	0	0	0	0
GDPR REQUIREMENTS	250	61	189	0	0	0	0	0	0	0	0	0
EDUCATION NETWORK	1,101	101	100	100	100	100	100	100	100	100	100	100
DOCUMENT REPOSITORY REFRESH	50	43	7	0	0	0	0	0	0	0	0	0
PCI DSS	135	25	110	0	0	0	0	0	0	0	0	0
PUBLIC WIFI NETWORK	265	20	245	0	0	0	0	0	0	0	0	0
WIRELESS LOCAL AREA NETWORK 2015	1,050	933	117	0	0	0	0	0	0	0	0	0
ENTERPRISE PUBLIC ACCESS WIFI (INCL BYOD)	100	97	3	0	0	0	0	0	0	0	0	0
INCOME MANAGEMENT E-STORE	205	144	61	0	0	0	0	0	0	0	0	0
CORPORATE GIS	200	120	80	0	0	0	0	0	0	0	0	0
MODERN SMART FORMS	200	150	50	0	0	0	0	0	0	0	0	0
MY ACCOUNT MIDDLEWARE & VENDOR API'S	210	160	50	0	0	0	0	0	0	0	0	0
ELECTRONIC DOCUMENT RECORDS MANAGEMENT (REST OF COUNCIL)	353	229	124	0	0	0	0	0	0	0	0	0
MYACCOUNT SIGNING IN TO ON-LINE SERVICES	285	184	101	0	0	0	0	0	0	0	0	0
SAFETY NET TECHNOLOGY	180	30	150	0	0	0	0	0	0	0	0	0
THE DIGITAL WORKPLACE	600	278	197	125	0	0	0	0	0	0	0	0
FLEXI TIME APPLICATION REPLACEMENT	80	40	40	0	0	0	0	0	0	0	0	0
HR AND PAYROLL SYSTEM DEVELOPMENT	50	0	50	0	0	0	0	0	0	0	0	0



## 10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

## F. ICT

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
MAJOR ICT CONTRACT RENEWALS	1,338	836	502	0	0	0	0	0	0	0	0	0
CORE CORPORATE FINANCE, PAYROLL & HR	3,500	2,525	975	0	0	0	0	0	0	0	0	0
EDUCATION COMPUTER EQUIPMENT (4 YEARS REPLACEMENT PROGRAMME)	5,353	370	469	804	212	370	469	804	212	370	469	804
CORPORATE & COMMUNITY DEBT RECOVERY SYSTEM (5 YEAR REPLACEMENT PROGRAMME)	78	0	0	39	0	0	0	0	39	0	0	0
ERCLT PEOPLE'S NETWORK	229	29	20	20	20	20	20	20	20	20	20	20
ERCLT DIGITAL PLATFORM	410	135	275	0	0	0	0	0	0	0	0	0
SCHOOL SERVERS STORAGE	350	165	185	0	0	0	0	0	0	0	0	0
FINANCIAL SYSTEMS	200	129	71	0	0	0	0	0	0	0	0	0
CAREFIRST	110	0	110	0	0	0	0	0	0	0	0	0
EDUCATION CCTV	626	0	268	179	179	0	0	0	0	0	0	0
TELECARE SERVICE AND PERIPHERALS	1,150	0	300	325	275	250	0	0	0	0	0	0
TOTAL	39,152	8,562	6,669	3,507	2,666	2,581	2,469	2,804	2,251	2,370	2,469	2,804

## 10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

## G. FLEET

			£'000										
Project	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	
HSCP VEHICLES (5 YEARS)	1,164	49	239	0	150	288	0	0	0	150	288	0	
EDUCATION VEHICLES (5 YEARS)	1,122	0	364	0	0	281	98	0	0	0	281	98	
ENVIRONMENT VEHICLES (5 YEARS)	13,012	1,560	921	1,384	772	1,333	1,341	871	1,384	772	1,333	1,341	
ENVIRONMENT GPRS SYSTEM (4 YEARS)	315	0	35	70	0	0	35	70	0	0	35	70	
<b>TOTAL</b>	<b>15,613</b>	<b>1,609</b>	<b>1,559</b>	<b>1,454</b>	<b>922</b>	<b>1,902</b>	<b>1,474</b>	<b>941</b>	<b>1,384</b>	<b>922</b>	<b>1,937</b>	<b>1,509</b>	

## 10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

## H. MISCELLANEOUS

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
<b>1. PURCHASE OF ASSETS</b>												
ERCLT - GYM EQUIPMENT (5 YEARS REPLACEMENT PROGRAMME)	831	232	45	0	0	0	277	0	0	0	0	277
ERCLT - THEATRE EQUIPMENT (5 YEARS REPLACEMENT PROGRAMME)	162	54	0	54	0	0	0	0	54	0	0	0
<b>TOTAL</b>	<b>993</b>	<b>286</b>	<b>45</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>277</b>	<b>0</b>	<b>54</b>	<b>0</b>	<b>0</b>	<b>277</b>

10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

ANNEX 1 - EDUCATION MAJOR MAINTENANCE ANALYSIS

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
CAROLSIDE PS - WINDOW RENEWAL	207	94	113	0	0	0	0	0	0	0	0	0
ST LUKES WINDOWS ENTRANCE AREA	150	50	100	0	0	0	0	0	0	0	0	0
WOODFARM HS - WINDOW RENEWAL	298	98	200	0	0	0	0	0	0	0	0	0
SCHOOL TOILET IMPROVEMENTS	550	275	275	0	0	0	0	0	0	0	0	0
THORNLIBANK PS PR 1- WINDOW RENEWAL	100	0	100	0	0	0	0	0	0	0	0	0
OLM ENTRANCE & MAIN DOORS at Robslee	50	0	50	0	0	0	0	0	0	0	0	0
PROVISIONAL SUMS	8,259	97	62	900	900	900	900	900	900	900	900	900
<b>EDUCATION MAJOR MAINTENANCE TOTAL</b>	<b>9,614</b>	<b>614</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>	<b>900</b>

10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030

ANNEX 2 - PROPERTY MAINTENANCE ANALYSIS

Project	£'000											
	Total	Spent Prior to 31.03.20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
DISCRIMINATION ACT	186	136	50	0	0	0	0	0	0	0	0	0
HARDWIRE TESTING	135	90	45	0	0	0	0	0	0	0	0	0
COSHH UPGRADE	203	103	100	0	0	0	0	0	0	0	0	0
ASSET MANAGEMENT	602	302	300	0	0	0	0	0	0	0	0	0
FIRE RISK ASSESSMENTS ADAPTATIONS	1,676	176	150	150	150	150	150	150	150	150	150	150
STRUCTURAL SURVEYS & IMPROVEMENTS	486	86	40	40	40	40	40	40	40	40	40	40
SPEND TO SAVE (CEEFF/SALIX)	855	0	180	75	75	75	75	75	75	75	75	75
BOILER REPLACEMENT	326	126	100	100	0	0	0	0	0	0	0	0
ROOF IMPROVEMENTS	392	192	200	0	0	0	0	0	0	0	0	0
PROVISIONAL SUM	6,019	149	65	645	645	645	645	645	645	645	645	645
<b>Projects Brought Forward</b>												
LEGIONELLA REMEDIAL IMPROVEMENTS	150	65	85	0	0	0	0	0	0	0	0	0
EASTWOOD HQ LIGHTING IMPROVEMENTS	48	15	33	0	0	0	0	0	0	0	0	0
<b>PROPERTY MAINTENANCE TOTAL</b>	<b>11,078</b>	<b>1,440</b>	<b>1,348</b>	<b>1,010</b>	<b>910</b>	<b>910</b>	<b>910</b>	<b>910</b>	<b>910</b>	<b>910</b>	<b>910</b>	<b>910</b>

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**10 YR GENERAL FUND CAPITAL PLAN 2020/2021 - 2029/2030**

	TOTAL £'000	2020/21 £'000	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	2028/29 £'000	2029/30 £'000
<b>GRANTS</b>											
GENERAL CAPITAL GRANT	65,052	5,346	6,634	6,634	6,634	6,634	6,634	6,634	6,634	6,634	6,634
CITY DEAL	4,656	976	600	1,440	600	1,040	0	0	0	0	0
EARLY LEARNING & CHILDCARE - EXPANS TO 1140HRS	3,200	3,200	0	0	0	0	0	0	0	0	0
SALIX/CENTRAL ENERGY EFFICIENCY FUND	855	180	75	75	75	75	75	75	75	75	75
SCOTTISH ENVIRONMENTAL PROTECTION AGENCY	1,067	1,067	0	0	0	0	0	0	0	0	0
TOWN CENTRE FUND	671	671	0	0	0	0	0	0	0	0	0
SUSTRANS	0	0	0	0	0	0	0	0	0	0	0
CYCLING WALKING SAFER STREETS	156	156	0	0	0	0	0	0	0	0	0
<b>TOTAL GRANTS</b>	<b>75,657</b>	<b>11,596</b>	<b>7,309</b>	<b>8,149</b>	<b>7,309</b>	<b>7,749</b>	<b>6,709</b>	<b>6,709</b>	<b>6,709</b>	<b>6,709</b>	<b>6,709</b>
<b>DEVELOPERS CONTRIBUTIONS</b>	<b>5,611</b>	<b>1,366</b>	<b>854</b>	<b>906</b>	<b>724</b>	<b>724</b>	<b>724</b>	<b>313</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CAPITAL RECEIPTS</b>	<b>5,300</b>	<b>4,450</b>	<b>850</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>CFCR</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>UTILISATION OF CAPITAL RESERVE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BORROWING - ASSETS</b>	<b>19,952</b>	<b>2,073</b>	<b>2,531</b>	<b>1,134</b>	<b>2,272</b>	<b>2,220</b>	<b>1,745</b>	<b>1,689</b>	<b>1,292</b>	<b>2,406</b>	<b>2,590</b>
<b>BORROWING - INVESTMENT IN ENERGY EFFICIENCY</b>	<b>283</b>	<b>283</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BORROWING - CITY DEAL</b>	<b>28,858</b>	<b>8,693</b>	<b>10,269</b>	<b>2,586</b>	<b>3,400</b>	<b>3,910</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>BORROWING - GENERAL</b>	<b>81,842</b>	<b>14,632</b>	<b>28,430</b>	<b>31,792</b>	<b>5,618</b>	<b>370</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>	<b>200</b>
	<b>217,503</b>	<b>43,093</b>	<b>50,243</b>	<b>44,567</b>	<b>19,323</b>	<b>14,973</b>	<b>9,378</b>	<b>8,911</b>	<b>8,201</b>	<b>9,315</b>	<b>9,499</b>

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EAST RENFREWSHIRE COUNCIL27 FEBRUARY 2020Report by Director of EnvironmentHOUSING REVENUE ACCOUNT: RENT SETTING 2020/21**PURPOSE OF REPORT**

1. To make recommendations to the Council in relation to the proposed rent increase for council housing for 2020/21.

**RECOMMENDATIONS**

2. The Council is asked to approve the recommendation that a 3.4% rent increase be applied for the financial year 2020/21 from April 2020.

**BACKGROUND**

3. When determining the level of rent increase the Council requires in order to deliver its landlord service, it is necessary to determine what the relevant legislative requirements will be for the future. In addition, it is necessary to identify any local priorities the Council may have. Once these requirements and priorities have been determined and costed, it is then necessary to assess what the financial impact of meeting some or all of these will be.

4. Once this information is available, an exercise is then undertaken in order to ensure that the Council achieves an acceptable balance between meeting these requirements and priorities, and estimating rent levels that are sustainable, affordable and acceptable to tenants.

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

**REPORT**National and local priorities for Housing

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

7. The Energy Efficiency Standard for Social Housing (EESH) was introduced by the Scottish Government in March 2014 and requires all Scottish social landlords to substantially improve the energy efficiency rating of their houses over and above that required by the SHQS, by 2020. This has previously required and will continue to require significant investment.

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

9. The last few years have seen the service improve its performance. For example, current rent arrears have reduced from 6.7% in 2016/17 to 5.8% in 2018/19 whilst managing the impact of Universal Credit. Similarly, the average time to complete non-emergency repairs places the service in the top quartile of Scottish Councils with 5.2 days in 2018/19.

10. The 2018 Tenant Satisfaction Survey results have shown sustained levels of satisfaction with Housing Services. East Renfrewshire Council Housing Service performs above the Scottish Council average in 5 of the 8 indicator categories.

11. The proposed rent increase of 3.4% will assist the Housing Service to meet some of the issues that tenants have raised as priority. However to achieve all of the local priorities a larger increase would be required.

12. In addition to investing in the current properties, the Housing Service is keen to continue to provide new homes for local residents. To date some 59 new council homes have been provided. At the meeting held on 25 January 2018 the Cabinet approved an expansion of the new Council housebuilding programme from 120 to 240 units.

#### Determining affordability

13. When setting a rent level it is essential to assess if any proposed increase is affordable. To determine affordability an assessment of income for those in employment and those in receipt of benefits was undertaken. Available guidance states that housing costs should be no greater than 25-35% of a household's total income and the proposed rent increase of 3.4% does not breach this level.

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

	<b>2018/19 Average rent charge</b>	<b>Predicted 2019/20 average rent charge</b>
<b>East Renfrewshire Council</b>	<b>£76.50</b>	<b>£79.48</b>
All Scottish Landlords including Housing Associations	£79.08	£83.58
Link Housing Association	£84.85	£87.39
Barrhead Housing Association	£86.22	£89.15
Cube Housing Association	£87.50	£90.38
Hanover Housing Association	£115.05	£119.07
Arklet Housing Association	£105.66	£109.14

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

### The proposed rent increase and its impact

16. Housing Services undertook a financial assessment to ensure that the Council could meet the priorities identified. It was assessed that a minimum rent increase of 3.4% would be required in 2020/21. The proposed increase is required to provide the additional income required to maintain service levels, continue the investment required to maintain SHQS and meet EESSH. It is also essential to ensure that the non-statutory issues such as fencing, painting and paving are undertaken.

17. In the last two years, Housing Services have been able to improve homes by undertaking improvement works as below and building new homes for rent. Some of the proposed expenditure related to the rent increase will result in savings to households as a result of increased energy efficiency. Some examples of typical savings are below.

<b>Improvement Area</b>	<b>Annual Saving</b>	<b>Cost</b>	<b>No of tenants homes improved since 2018</b>
Loft insulation	£140	£48,600	108
Central heating	£200	£1,468,750	625
Cavity wall insulation	£95	£75,600	135
External wall render	£85	£475,000	50
Window replacement	£75	£202,674	105

18. Full details of the draft Housing Revenue Account for 2020/21 are shown in appendix 1, with further information provided below

### Staffing

19. An adjustment to staffing costs has been made to meet the costs of the 3% pay rise for Council employees.

### Loan Charges

20. The Council operates under prudential borrowing guidelines and in previous years the prudential ratio of loan repayments to turnover has not exceeded 40%. Following a review of the HRA Business Plan, the debt levels have been reviewed and re-profiled to ensure debt levels do not breach this limit.

### Additional Investment

21. Housing Services seeks the view of tenants not only through the rent setting consultation but also the biennial tenant survey and day to day engagement with tenants. Tenants wish more investment on the external aesthetics of their home. However, with the requirements to meet the SHQS and EESSH, it is not always possible to meet these requests. This rent setting exercise will release £171,000 of additional investment that will be spent on paving, fencing, guttering and external painting requests.

## **FINANCE AND EFFICIENCY**

22. The key driver of expenditure within Housing Services relates to repairs and the service continues to ensure value for money is delivered by effective procurement mechanisms. A key area for future improvement is void rent loss. The success of the new build programme and choice based letting has increased turnover and has therefore increased void rent loss. A full process review is underway to identify efficiency savings to ensure this income loss can be reduced.

23. Housing Services are currently undertaking a significant redesign which includes procurement of a new in-house IT system. A key driver of the redesign is to utilise better digital technologies that not only ensure customers can use self-serve tools but will allow officers to spend greater time in the community delivering customer focused services.

## CONSULTATION & PARTNERSHIP WORKING

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

25. Housing Services, in partnership with the Customer Engagement Working Group, reviewed the approach taken in 2017 to consultation on rent increases. The review considered the level of response received in 2017, discussed affordability issues and took into account the good practice briefing issued by the Scottish Housing Regulator in November 2016 around consultation on rent increases.

26. To undertake the consultation, Housing Services:

- Wrote directly to all ERC tenants ( just under 3000 tenants) with a survey form and postage paid return envelope
- Placed a survey form on Citizen Space, the Council's on line survey platform, which was promoted on the Council's social media platforms
- Placed physical information boards in Council offices
- Attended events throughout the authority
- Discussed the proposals at the Customer Engagement Working Group and attended RTO events
- Advised all tenants on the consultation through the tenant newsletter

27. Housing Services received 195 completed surveys (6.5% of the total sent out) and the results are as follows:

<b>% rent increase</b>	<b>No of returns</b>	<b>% of tenants response</b>
3.4	125	64.5
3.9	34	17.5
4.4	10	5
4.9	11	5.5
N/A, differing amounts	15	7.5

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

<b>Preferred Investment</b>	<b>No of returns</b>	<b>% of tenant response</b>
Improve Repairs service	81	41
Invest in front line staff	11	5.5
External Property improvements	51	26
Alternative or multiple choices	52	26.5

29. For the tenants who provided multiple answers or gave alternative responses, the focus remained on improvements to properties e.g investment in the external appearance of properties, gutter maintenance and renewal, and a request to build more houses.

30. The proposed increases were discussed with Sheltered Housing in East Renfrewshire (SHER) and sent to all tenant groups operating in ERC, and their members were encouraged to participate in the exercise.

### **IMPLICATIONS OF THE PROPOSALS**

31. The feedback indicates a range of views on the options provided but with a significant preference for 3.4% with over 60% of responders favouring this option.

32. A 3.4% increase in rent levels will provide an additional £487,000 of funding. Whilst a proportion of this will be required to meet increases in staffing and other costs due to market conditions, some will be utilised to further improve the repairs service and external property improvements as requested.

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

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

### **CONCLUSIONS**

35. It is proposed that Council house rents should increase by 3.4% with effect from April 2020. It should be noted that this increase will also apply to lock ups and garage sites held in the Housing Revenue Account.

36. This proposal of 3.4% ensures that the income from rents is at a level which is sufficient to meet the statutory requirements of the service, such as continuing to meet the SHQS and improving energy efficiency required by EESSH. The increase also provides some scope to meet the emerging local priorities of our tenants.

### **RECOMMENDATIONS**

37. The Council is asked to approve the recommendation that a 3.4% rent increase be applied for the financial year 2020/21 from April 2020.

Director of Environment

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

Convener contact details

Councillor Danny Devlin  
(Convener for Housing and Maintenance Services)  
3107/8

Home: 0141 580 0288  
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February 2020

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## Appendix 1

**EAST RENFREWSHIRE COUNCIL - HOUSING REVENUE ACCOUNT**  
**ESTIMATED EXPENDITURE FOR THE YEAR FROM 1.4.2020 TO 31.3.2021**

<b>HRA - Overall Summary</b>		<b>2019/20</b>	<b>2020/21</b>
		<b>Estimate</b> £	<b>Estimate</b> £
<b>1.</b>	<b>Payroll Costs</b>		
(a)	APTC Basic	2,173,500	2,297,100
(b)	Overtime T1.5	19,000	19,000
(c)	Overtime - Contractual	5,100	5,100
(d)	National Insurance	204,100	225,000
(e)	Superannuation	384,600	408,800
(f)	Craft Basic	1,056,000	1,117,500
(g)	Craft Overtime - T1.5	31,500	31,500
(h)	Craft National Insurance	112,000	118,300
(i)	Craft Superannuation	189,700	210,800
(j)	Other Expenses	18,400	18,400
(k)	Apprentice Levy	15,900	16,500
(l)	Agency Staff	160,900	100,000
		<b>4,370,700</b>	<b>4,568,000</b>
<b>2.</b>	<b>Property Costs</b>		
(a)	Rates	6,500	6,500
(b)	Council Tax	24,000	24,000
(c)	Rents	9,400	9,400
(d)	Insurance Premium	204,000	204,000
(e)	Insurance - Provision for Excess	50,000	50,000
(f)	Fixtures & Fittings	4,800	4,800
(g)	Upkeep of Ground	50,000	50,000
(h)	Mixed Tenure Contribution	300,000	250,000
(i)	Fire Protection	12,000	12,000
(j)	Laundry Equipment Maintenance	22,900	22,900
(k)	Lift Maintenance	18,000	18,000
(l)	Decants	5,000	5,000
(m)	Private Contractors HRA Miscellaneous	38,300	10,300
(n)	Gas Maintenance Contract	370,000	400,000
(o)	Asbestos	70,000	70,000
(p)	Legionella	35,000	35,000
(q)	Community Alarms	19,000	19,000
(r)	Cleaning	34,700	34,700
(s)	Electricity	88,100	93,500
(t)	Gas	69,000	73,200
(u)	Property Recharge	53,300	53,300
(v)	External Improvements	0	171,400
		<b>1,484,000</b>	<b>1,617,000</b>

3.	<b>Transport Costs</b>			
	(a)	Fixed Maintenance	40,700	40,700
	(b)	Additional Work	12,200	12,200
	(c)	Overage Vehicles	29,300	29,300
	(d)	Tyres	3,000	3,000
	(e)	Hires	13,200	13,200
	(f)	Fuel Charges	40,400	40,400
	(g)	Garaging Charges	5,100	5,100
	(h)	Other Transport Costs	3,700	3,700
			<b>147,600</b>	<b>147,600</b>
4.	<b>Supplies &amp; Services</b>			
	(a)	Purchase Office Equip	5,800	5,800
	(b)	Purchase Small Tools	25,000	25,000
	(c)	Materials - Non-Stock	260,000	260,000
	(d)	Hoist Hire	7,000	7,000
	(e)	Skip Hire	17,000	17,000
	(f)	Shredding Charges	500	500
	(g)	Equipment & Computer Development	38,700	38,700
	(h)	Materials - Stock	360,000	360,000
	(i)	Uniforms & Protective Clothing	8,600	8,600
	(j)	Winter Maintenance Council Buildings	500	500
	(k)	Hire of Scaffolding	12,000	12,000
	(l)	Sub Contractors	837,900	837,900
	(m)	Water Supplied	1,400	1,400
	(n)	Printing, Stationery, Telephones, Postages	43,100	43,100
	(o)	Training	29,000	29,000
	(p)	Departmental Directorate & Support Costs	171,400	171,400
	(q)	Customer First	85,000	85,000
	(r)	Insurance - Public Liability Claims	30,800	30,800
	(s)	Publications & Subscriptions	24,200	24,200
	(t)	Court Expenses	13,200	13,200
	(u)	Other Accounts of the Authority	152,100	186,100
	(v)	Voided Rent Loss Provision	220,000	300,000
	(w)	Rent Remissions	10,000	10,000
	(x)	Irrecoverables	160,000	160,000
	(y)	Replacement Furniture	5,000	5,000
			<b>2,518,200</b>	<b>2,632,200</b>
5.	<b>Transfer Payments</b>			
	(a)	Superannuation Additional Allowances	20,900	20,900
	(b)	'One-Off' HRA Pre-disposal costs	10,000	10,000
	(c)	Assistance to Tenants Associations	23,800	23,800
	(d)	Specific Debts Written Off	10,000	10,000
	(e)	Bad Debt Provision	265,900	265,900
			<b>330,600</b>	<b>330,600</b>



<b>6.</b>	<b>Support Services</b>			
	(a)	Central Administration - Central Support	977,400	1,019,000
			<b>977,400</b>	<b>1,019,000</b>
<b>7.</b>	<b>Depreciation &amp; Impairment Losses</b>			
	(a)	Principal	3,216,900	3,192,600
	(b)	Interest	1,316,600	1,306,200
	(c)	Expenses	55,200	55,200
			<b>4,588,700</b>	<b>4,554,000</b>
		<b>GROSS EXPENDITURE</b>	<b>14,417,200</b>	<b>14,868,400</b>
<b>8.</b>	<b>Income - Sales, Fees and Charges</b>			
	(a)	Repairs Recharged to Tenants	(13,800)	(13,800)
	(b)	Repairs Recharged to Owner/Occupier	(50,000)	(50,000)
	(c)	Sheltered Housing Charges (Wardens)	(46,000)	(46,000)
			<b>(109,800)</b>	<b>(109,800)</b>
<b>9.</b>	<b>Income - Rental Income</b>			
	(a)	Rents - Houses (incl. Homeless Persons)	(12,102,800)	(12,586,000)
	(b)	Service Charges - Heating Charges	(112,000)	(130,000)
	(c)	Rents - Lock Ups	(23,000)	(23,000)
	(d)	Rents - Garage Sites	(6,000)	(6,000)
	(e)	Rents - Shops	(190,000)	(190,000)
			<b>(12,433,800)</b>	<b>(12,935,000)</b>
<b>10.</b>	<b>Income - Comm Ops Contract Income</b>			
	(a)	Non-HRA Income	(225,000)	(225,000)
	(b)	Housing Capital	(990,000)	(990,000)
			<b>(1,215,000)</b>	<b>(1,215,000)</b>
<b>11.</b>	<b>Income - Other</b>			
	(a)	Recharge to Other Accounts of the Authority	(216,300)	(216,300)
	(b)	Recharge To Capital	(86,800)	(86,800)
	(c)	Recharge To Other Housing	(168,200)	(118,200)
	(d)	Recharge to Council House Sales	0	0
	(e)	Interest on Revenue deposits	(17,300)	(17,300)
	(f)	Contribution from Bad Debt provision	(170,000)	(170,000)
			<b>(658,600)</b>	<b>(608,600)</b>
		<b>TOTAL INCOME</b>	<b>(14,417,200)</b>	<b>(14,868,400)</b>
		<b>NET EXPENDITURE / (INCOME)</b>	<b>0</b>	<b>0</b>

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EAST RENFREWSHIRE COUNCIL27th February 2020Report by Director of EnvironmentHOUSING CAPITAL PROGRAMME 2020/21 TO 2024/25**PURPOSE OF REPORT**

1. To seek the approval of the Council for the proposed five year Housing Capital Programme from 2020/21 to 2024/25.

**RECOMMENDATION**

2. It is recommended that the Council approves the proposed Housing Capital Programme for the years from 2020/21 to 2024/25 and authorises the Director of Environment to progress the projects listed within 2020/21

**BACKGROUND**

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

4. In recent years the capital programme has focused on the need to meet the Scottish Housing Quality Standard (SHQS) 2015. The majority of expenditure on the housing capital programme during 2020/21 and beyond relates to the need for our housing to continue to meet the SHQS.

5. Additionally, all social landlords now have to meet the first Energy Efficiency Standard for Social Housing (ESSH1) by 2020/21. This sets a minimum energy rating that all social housing must meet. This requires ongoing additional investment which is reflected in this programme, although it should be noted that it may not be possible to justify the investment required to bring all council dwellings up to ESSH1 (e.g. where owners prevent the works or where it can only be achieved by the installation of unjustifiably high cost works, such as solar panels). The Scottish Government has indicated it may consider such dwellings as “exempt” from ESSH1, although the detail of this category is still to be clarified. The Scottish Government is now introducing further energy efficiency targets for social housing to be achieved by 2025. This is known as ESSH2. The energy efficiency investment previously envisaged to only be required to 2020/2021 has now been extended throughout this five year plan. The actual cost of meeting ESSH is dependent on a further analysis of energy data and additional funding may be required to achieve these challenging targets.

6. In November 2019 the Cabinet noted a £1.263 million reduction in the 2019/20 HRA capital programme expenditure due to some projects taking longer to get on site than envisaged. The resource is being carried forward to fund these projects in 2020/21. These carry forwards are included in this 2020/21 programme.

7. Members are asked to note that there may be further slippage in 2019/20 resulting in further carry forward of resources. The amount will be dependent on the progress made on contracts before the end of financial year end. This will be reported as part of the June 2020 Housing Capital Programme update report.

## REPORT

8. The remainder of this report sets out the Housing Capital Programme for 2020/21. The appendix to this report provides detail of the spending priorities and values contained within the capital programme from 2020/21 to 2024/25.

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

10. A key factor for the Council to consider is the age of its stock. Almost one third of the stock is more than 75 years old, with a further third aged between 50 and 75 years. This creates a substantial need for investment, especially in relation to renewing the roof and render. There have also been some additional pressures placed upon the HRA Capital Programme which the Council approved in the previous five year plan in March 2019. These include:

- New Scottish legislation requiring the installation of interlinked smoke detectors in all Council housing by February 2021;
- Investment required to improve water supply health and safety management within people's homes;
- The need to procure a new housing management IT system; and
- New energy efficiency requirements under EESSH2 as noted above

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

11. Key areas that the capital programme will focus on for the next five years are:

- Investment of £30.3 million over 2020/21 and 2024/25 to complete the delivery of 240 new council houses, as agreed by the Cabinet on 24th October 2019 – the Strategic Housing Investment Plan (SHIP) 2020-25 and supported by an anticipated £11.7 million of Scottish Government funding.
- A budget of £150k to fund house purchase opportunities which arise through, for example, the Scottish Government mortgage to rent scheme.
- Investment of £3.8 million in central heating. One quarter of the stock has a heating system that is aged 15 years or more at January 2020, while a substantial number of other systems are energy inefficient. The proposed budget will renew all these systems by 2023/24. This investment will enable us to meet the energy efficiency ratings required to meet EESSH targets by 2021, and contribute to meeting EESSH2 by 2025, while also reducing fuel bills, and the incidence of fuel poverty, for tenants.
- Investment works, primarily house re-wiring and installation of multi room, interlinked electrical smoke detectors at a cost of £2m .
- Investment of £9.5 million in external structural projects. This is primarily targeted at continuing our programme of Roof and Render Renewal, prioritising buildings with roofs well beyond their originally envisaged 60 year lifespan. This budget will also fund:
  - External Wall Insulation projects. (Private owners are supported with Scottish Government Home Energy Efficiency Scheme: Area Based Scheme (HEEPS:ABS) grant).
- Investment of £5.1 million in installing new internal elements, such as kitchens, bathrooms, fans, windows and doors, and improving water management in people's homes.
- Investment of £1.5 million in sheltered housing – despite substantial investment in sheltered housing over the last few years, further investment continues to be required over the next five years to renew heating systems in three of the complexes, maintain the buildings, and meet the demanding health and safety investment requirements of lifts, fire and water safety regulation, all of which makes this form of accommodation very expensive to operate.

- Investment in a new Housing Management IT System. The current system is no longer fit for purpose. A new system will allow Housing Services to reduce paper processes, deliver online services and be more efficient and customer focused. The total cost is £0.25m and was allocated in 2019/20, £91k of this is being carried forward into 2020/21.

12. The capital programme for existing stock is mainly financed through borrowing and recharges to owner occupiers. As the right to buy has now ended and there are no outstanding applications to process there will be no receipt from house sales for re-investment in existing stock from 2019/20, although for future years an allowance has been made for receipts from the sale of land. Recharges to owner occupiers have been estimated to allow the Council's borrowing requirements to be calculated. If these recharges are lower than estimated the overall expenditure will be reduced to maintain borrowing at the approved level. Conversely if recharges to owners are greater than estimated, then the overall expenditure may be increased assuming no change to borrowing requirements.

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

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

15. In conjunction with colleagues in Procurement and Property & Technical Services a robust approach is taken in relation to the procurement and management of external contractors in order to achieve these aims. Regular meetings are held with contractors to ensure that quality is maintained and that any problems are addressed as soon as they occur.

## **FINANCE AND EFFICIENCY**

16. Prudent management and adoption of the recommended rent increase of 3.4% p.a. for the next year will ensure the proposed expenditure for 2020/21 and future years is affordable.

17. The expenditure levels for years 2021/22 and onwards are provisional and will be reviewed in line with a Housing Asset Management Plan review.

## **CONSULTATION**

18. The majority of the content of the capital programme is determined by the need to continue to meet the SHQS and to plan for achieving EESSH targets. The scope for its content to be determined through consultation is therefore limited. In the preparation of the Housing Asset Management Plan 2019 - 2023, Residents and Tenants Organisations (RTO) and a forum of unaffiliated tenants were consulted and were in general agreement with its findings and the proposed investment priorities.

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

## **PARTNERSHIP WORKING**

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

## **IMPLICATIONS OF THE PROPOSALS**

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

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

## **CONCLUSIONS**

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

## **RECOMMENDATION**

24. It is recommended that the Council approves the proposed Housing Capital Programme for the years from 2020/21 to 2024/25 and authorises the Director of Environment to progress the projects listed within 2020/21

Director of Environment

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

Convener contact details

Councillor Danny Devlin  
(Convener for Housing and Maintenance Services)

Home: 0141 580 0288  
Office: 0141 577 3107/8

February 2020

## HRA 5 Year Capital Programme

HRA Capital Programme - Existing Stock	2020/21 (£000)	2021/22 (£000)	2022/23 (£000)	2023/24 (£000)	2024/25 (£000)	Total	Previous Yrs' Total	Difference
Central Heating Systems	808	900	900	900	353	<b>3,861</b>	4,558	697
Re-wiring and Other Electricals (including smoke detectors)	1,062	250	250	250	200	<b>2,012</b>	1,965	-47
External Structural Works (Roof & Render, Damp Proof Courses, Structural Failures)	1,848	1,769	1,972	2,019	1,797	<b>9,405</b>	10,117	712
Estate Works ( Paths, Walls, Lighting, Bin Stores, Drying Areas etc	100	100	100	160	100	<b>560</b>	610	50
Energy Efficiency Standard for Social Housing (ESSH)	300	300	300	300	300	<b>1,500</b>	1,500	0
Aids and Adaptations	250	200	200	200	200	<b>1,050</b>	1,000	-50
Internal Element Renewals	1,211	890	940	940	1,094	<b>5,075</b>	4,757	-318
Door Entry Systems	20	20	20	20	20	<b>100</b>	100	0
Sheltered Housing	948	435	125	25	0	<b>1,533</b>	1,545	12
Retentions	10	10	10	10	0	<b>40</b>	50	10
IT Systems	91		0	0	0	<b>91</b>	250	159
<b>Sub-Total - HRA Capital Programme for Existing Stock</b>	<b>6,648</b>	<b>4,874</b>	<b>4,817</b>	<b>4,824</b>	<b>4,064</b>	<b>25,227</b>	<b>26,452</b>	<b>1,225</b>
<b>HRA Capital Programme for New Stock</b>								
Compulsory Purchase Orders/Mortgage to Rent	0	0	50	50	50	<b>150</b>	150	0
New Build - Phase 1	5,281	2,520	0	0	0	<b>7,801</b>	8,050	249
New Build - Phase 2	5,660	12,226	3,000	1,440	0	<b>22,326</b>	17,371	-4,955
<b>Sub-Total - HRA Capital Programme for New Stock</b>	<b>10,941</b>	<b>14,746</b>	<b>3,050</b>	<b>1,490</b>	<b>50</b>	<b>30,277</b>	<b>25,571</b>	<b>-4,706</b>
<b>Total HRA Capital Programme</b>	<b>17,589</b>	<b>19,620</b>	<b>7,867</b>	<b>6,314</b>	<b>4,114</b>	<b>55,504</b>	<b>52,023</b>	<b>-3,481</b>

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## Resources:-

<b>Borrowing</b>	<b>12,685</b>	<b>12,238</b>	<b>5,442</b>	<b>5,549</b>	<b>3,349</b>	<b>39,263</b>
Receipts From Sale of Council Houses	0	0	0	0	0	0
Receipts From Sale of Land - Barrhead South		500	500	500	500	<b>2,000</b>
ROTS Grant	0	0	25	25	25	<b>75</b>
Capital New Build - Government Grant	4,604	5,617	1,335	0	0	<b>11,556</b>
Capital New Build - Commuted Sums/Council Tax Discount	0	1,025	325	0	0	<b>1,350</b>
Heeps Funds	200	140	140	140	140	<b>760</b>
Recharges to Owner Occupier	100	100	100	100	100	<b>500</b>
<b>Total Resources</b>	<b>17,589</b>	<b>19,620</b>	<b>7,867</b>	<b>6,314</b>	<b>4,114</b>	<b>55,504</b>



EAST RENFREWSHIRE COUNCIL27 FEBRUARY 2020Report by Deputy Chief ExecutiveCHANGES TO PRE-DETERMINATION HEARING PROCEDURE**PURPOSE OF REPORT**

1. To advise the Council of legislative changes which will mean that any major planning applications subject to a pre-determination hearing will no longer need to be determined by the full Council and to seek the views of the Council on how to proceed.

**RECOMMENDATIONS**

2. That the Council:-
- (a) note the legislative changes that will no longer require any major planning applications subject to a pre-determination hearing to be determined by the full Council;-
  - (b) decide which of the options outlined in the report to adopt;
  - (c) agree that as at present, meetings dealing with planning applications that are subject to a pre-determination hearing continue to be webcast; and
  - (d) agree that the Scheme of Administration and Scheme of Delegated Functions be amended accordingly.

**BACKGROUND**

3. Section 38A of the Town and Country Planning (Scotland) Act 1997 (as amended) requires a pre-determination hearing to take place for planning applications for major developments that are significant departures from the development plan. The pre-determination hearing is carried out at the Planning Applications Committee and the decision on the planning application then has to be made by the full Council.

4. The format for pre-determination hearings is up to each planning authority to decide.

5. Members will be aware that locally, for dealing with such applications, membership of the Planning Applications Committee is extended to include all 18 councillors. The justification for this approach is that it is considered to be inappropriate for councillors to be involved in making the final decision on such an application if they have not been party to the entire hearing process.

6. In practical terms what this has meant is that all 18 councillors sit as the Planning Applications Committee, chaired by Councillor Ireland, to consider the Report of Handling prepared in respect of the application, and to hear from the applicant and any objectors who have asked to be heard. At the end of the process the committee then makes a recommendation to the full Council which sits immediately after the Planning Applications Committee and makes the final decision. As this is a meeting of the full Council, the meeting is chaired by the Provost and not the Chair of the Planning Applications Committee.

## REPORT

7. Under the Planning (Scotland) Act 2019, from 1st March 2020 the requirement for the full Council to decide any major planning application subject to a pre-determination hearing is removed. As a result of this change, the Council needs to decide how to deal with any such applications after that date.

### Options

8. Whilst there are various options open to the Council, there are 3 which are worthy of full consideration.

9. The Council could decide that the standard Planning Applications Committee will deal with all such applications. This will mean that all applications will be dealt with by those Elected Members who are more used to dealing with planning applications on a regular basis. It should be noted that the regular committee already deals with major applications. It is only those where a significant departure from the development plan is being proposed that presently need to be determined by the full Council.

10. The nature of applications which require a hearing can be controversial and generate a lot of public interest and representations and it may be that it is considered more appropriate for the applications to be dealt with by those members with more experience in the planning process.

11. Conversely, it may be the case that because of the nature of these applications and the interest that they can generate the view is taken that it is actually more appropriate for all Members to be involved in the decision-making process. Were that the case, then these applications could be dealt with by the extended Planning Applications Committee the membership of which would comprise all 18 councillors. The only difference from the way these applications are dealt with under the current arrangements would be that the committee would actually be making the decision on the application and not just making a recommendation to the Council. As with the current arrangements this approach does however mean that from time to time those Elected Members less experienced in planning matters will be involved in determining what can often be quite controversial and complicated applications.

12. A third option is that these applications are dealt with by the regular Planning Applications Committee, but that membership of the committee be extended to include those Elected Members in whose ward the application sits, if they are not already members of the committee. The table below shows how this would work depending on the ward in which the application sits.

Ward	Committee Membership
Barrhead, Liboside and Uplawmoor	10 (Planning Applications Committee plus Councillors Aitken, Convery, and Devlin)
Newton Mearns North and Neilston	10 (Planning Applications Committee plus Councillors Buchanan, Gilbert and O'Kane)
Giffnock and Thornliebank	9 (Planning Applications Committee plus Councillors Merrick and Wallace)

Clarkston, Netherlee and Williamwood	9 (Planning Applications Committee plus Councillors Lafferty and Macdonald)
Newton Mearns South and Eaglesham	9 (Planning Applications Committee plus Councillors Bamforth and Grant)

13. As mentioned previously applications that are the subject of a pre-determination hearing can be controversial and generate a lot of public interest and representations and so this would address any concerns that local members may have that they were excluded from being involved in “controversial” applications in their area. Like the second option, this option also means that from time to time those Elected Members less experienced in planning matters would be involved in determining what can often be quite controversial and complicated applications.

### **Webcasting of pre-determination hearings**

14. Members will recall that the Council has taken a decision that the only meetings of the full Council should be webcast. However because of the link between the pre-determination hearing where a recommendation is made and the full Council meeting immediately thereafter where the final decision has been taken, it has been practice to webcast both meetings.

15. With there no longer being a requirement for the full Council to determine such applications, this would mean in practice no longer webcasting the committee where the pre-determination hearing takes place.

16. It is suggested that due to the likely controversial nature of the applications being considered and the level interest, and the precedent that has already been set, that these meetings continue to be webcast.

### **FINANCE AND EFFICIENCY**

17. As the report relates to changes to procedures that are already in place any changes will be cost neutral.

### **CONSULTATION**

18. Consultation on the report has taken place with relevant staff in the Environment Department.

### **CONCLUSIONS**

19. There is a need for the Council to review its procedures in relation to planning applications that currently require to be approved by the full Council, following the introduction of legislation that removes this requirement. It is considered that there are 3 most appropriate options, and the Council needs to identify the option it considers most suitable. In addition the Council needs to decide whether or not to continue the practice of webcasting meetings at which pre-determination hearings are held.

### **RECOMMENDATIONS/...**

**RECOMMENDATIONS**

20. That the Council:-

- (a) note the legislative changes that will no longer require any major planning applications subject to a pre-determination hearing to be determined by the full Council;-
- (b) decide which of the options outlined in the report to adopt;
- (c) agree that as at present, meetings dealing with major planning applications that are subject to a pre-determination hearing continue to be webcast; and
- (d) agree that the Scheme of Administration and Scheme of Delegated Functions be amended accordingly.

Report author

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Background papers

Planning (Scotland) Act 2019

EAST RENFREWSHIRE COUNCIL27 February 2020Report by Deputy Chief ExecutivePOST OF DIRECTOR OF EDUCATION**PURPOSE OF REPORT**

1. The purpose of this report is to put arrangements in place to ensure continuity and stability within the Education department and seek Council approval for an Appointments Committee for the Director of Education post.

**RECOMMENDATION**

2. It is recommended that the Council:
- (a) notes the retirement of the Director of Education with effect from 23 August 2020;
  - (b) approves the recruitment procedure as detailed and agrees to the appointment of an external advisor;
  - (c) delegate to the Deputy Chief Executive, in consultation with the Chief Executive to make the necessary arrangements;
  - (d) provide nominations to the Appointments Committee;
  - (e) authorises the Chief Executive to put in place appropriate interim management arrangements for the Department if required.

**BACKGROUND**

3. Mrs Mhairi Shaw has been Director of Education in East Renfrewshire Council since October 2013. Prior to that position she was a Head of Service in Education and prior to that Head Teacher of Mearns Primary School. Mrs Shaw has been a driving force in improving educational attainment and achievement in East Renfrewshire and her experience and success has been recognised nationally through her involvement in national advisory groups and her appointment as lead for the West Partnership education collaborative has further supported her commitment to ensuring that every child can access the best possible education.

4. The Director of Education has now intimated that she will retire with effect from 23 August 2020. This notice period will allow sufficient time for her successor to be identified through a recruitment procedure and for a well organised handover.

5. Over the next few months there will be many opportunities to thank Mrs Shaw for her commitment to the young people of East Renfrewshire. However the purpose of this paper is to agree the process for the recruitment of Mrs Shaw's successor.

**RECRUITMENT PROCEDURE**

6. In view of the timing of the Director’s departure it is proposed that the Appointments Committee be established to recruit a new Director.

7. The following is the proposed timetable for the appointment to the post:

Post advertised:	13 March 2020
Closing date:	5 April 2020
Shortlisting by Interview Committee:	20 April 2020
Shortlist by Assessment Centre:	27 April 2020
Interview date:	6 May 2020

8. An Appointments Committee, comprising 5 Elected Members, should be established to shortlist and interview candidates, and to make an appointment to the post.

9. Due to the technical content within this post it is proposed to appoint an expert external advisor.

10. The assessment centre will focus on ensuring the candidates have the correct skills mix to be considered for appointment by the Committee.

11. If for any reason a successor is not in place by 23 August 2020 the Chief Executive will put in place interim management arrangements to ensure stability and continuity within the service until such time as a suitable replacement can be recruited. As is normal practice in such situations, the Chief Executive will put in place suitable interim management arrangements within the existing team.

**FINANCIAL IMPLICATIONS**

12. There are no additional financial implications as the Director of Education has reached retirement age and therefore there is no strain on the superannuation fund. All costs associated with the recruitment process will be found from within existing budgets.

**RECOMMENDATION**

13. It is recommended that the Council:

- (a) notes the retirement of the Director of Education with effect from 23 August 2020;
- (b) approves the recruitment procedure as detailed and agrees to the appointment of an external advisor;
- (c) delegate to the Deputy Chief Executive, in consultation with the Chief Executive to make the necessary arrangements;

- (d) provide nominations to the Appointments Committee;
- (e) authorises the Chief Executive to put in place appropriate interim management arrangements for the Department if required.

**REPORT AUTHOR:**

Sharon Dick, Head of HR and Corporate Services, Tel 0141 577 4079

**CONVENER:**

Councillor Tony Buchanan, Tel 0141 577 3107

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EAST RENFREWSHIRE COUNCIL27 February 2020Report by Director of EnvironmentTHE EAST RENFREWSHIRE COUNCIL  
(DISABLED PERSONS' PARKING PLACES) (ON-STREET) ORDER 2020**PURPOSE OF REPORT**

1. To submit for approval of the Council the making and confirmation of "The East Renfrewshire Council (Disabled Persons' Parking Places) (On-Street) Order 2020".

**RECOMMENDATIONS**

2. It is recommended that the Council approve the making of the East Renfrewshire Council (Disabled Persons Parking Places) (On-Street) Order 2020 and delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures.

**BACKGROUND**

3. The Disabled Persons' Parking Places (Scotland) Act 2009 requires Local Authorities in Scotland to designate and control the use of all disabled persons' parking spaces.

4. East Renfrewshire Council have a duty under the Disabled Persons' Parking Places (Scotland) Act 2009 to promote the proper use of disabled persons' parking places. 'Advisory' Disabled bays are no longer permitted. Instead, bays initially become temporary disabled persons' parking spaces while the statutory process to promote an order is being undertaken to make it a fineable offence to park in them without displaying a valid Disabled Persons Blue Badge.

**REPORT**

5. The draft Order complies with the requirements of the 2009 Act. Designated on-street parking spaces for disabled persons are installed at locations throughout East Renfrewshire, as detailed in Appendix 1. These spaces are intended for the exclusive use of any vehicle displaying, in an appropriate manner, a valid Disabled Persons Blue Badge.

6. On-street disabled persons parking places are not allocated to individual properties, drivers or vehicle owners. Any vehicle occupying a designated space and not displaying a valid Disabled Persons Blue Badge in accordance with the Blue Badge Scheme in Scotland, risks being issued with a Penalty Charge Notice.

7. A statutory formal consultation on the proposed Order was carried out between 19 December 2019 and 17 January 2020 in compliance with "The Local Authorities' Traffic Orders (Procedure) Scotland Regulations 1999 (and subsequent amendments)". A Public Notice advising of the proposals was published in the 'Glasgow Evening Times' newspaper, which circulates in the area, advising of the consultation, where drawings showing the proposals could be viewed and where any representations or objections to the proposals should be sent. The emergency services, Elected Members and other organisations/ persons likely to be affected by any provision in the Order were notified of the proposals.

8. At the termination of the statutory consultation period no objections were received to the proposals.

### **FINANCE AND EFFICIENCY**

9. The financial implications of making the Traffic Regulation Order will be met from the Parking Account. This is an account held under the terms of the Road Traffic Regulation Act 1984 and it is a requirement under Section 55 of the Road Traffic Regulation Act that the Parking Account income and expenditure are reported annually to the Scottish Government.

10. There will be future financial and staffing implications resulting from normal maintenance costs associated with updating and promotion of new Traffic Regulation Orders to include any new Disabled Persons' Parking Place installed and for the removal of those no longer required. There will be a requirement to renew/refresh lining & signing of the bays on an ongoing basis. Therefore, based on the average number of approved applications for Disabled Persons' Parking Place installed and/or removed from previous years, it is estimated the costs will be in the region of £10,000 per annum. This will be met from the Parking Account.

### **CONSULTATION**

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

### **PARTNERSHIP WORKING**

12. The Roads Service work in partnership with the Health and Social Care Partnership who receive, assess and determine all applications for Disabled Persons Parking Places.

13. The Roads Service work in partnership with the Corporate & Community Services in a joint working arrangement to undertake the Council's parking enforcement operations which includes the misuse of Disabled Persons Parking Spaces.

### **IMPLICATIONS OF THE PROPOSALS**

14. The introduction of a new Traffic Regulation Order will enable enforcement of all on-street Disabled Person Parking Places currently installed on the public road network, managed by the Council, and the removal of Disabled Person Parking Places no longer required.

15. There will be no property, IT or sustainability implications arising from the proposals. There is a positive equality outcome in relation to these proposals.

### **CONCLUSIONS**

16. "The East Renfrewshire Council (Disabled Persons' Parking Places) (On-Street) Order 2020", if approved and introduced, will help to prevent misuse of parking places designated for the exclusive use of Disabled Blue Badge holders.

### **RECOMMENDATIONS/...**

## RECOMMENDATIONS

17. It is recommended that the Council approve the making of the East Renfrewshire Council (Disabled Persons' Parking Places) (On-Street) Order 2020 and delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures.

Director of Environment

Report prepared by Patrick Doherty, Senior Traffic Officer,  
Tel: 0141 577 3417, e-mail address: [patrick.doherty@eastrenfrewshire.gov.uk](mailto:patrick.doherty@eastrenfrewshire.gov.uk).

30 January 2020

## BACKGROUND PAPERS

The Disabled Persons' Parking Places (Scotland) Act 2009

East Renfrewshire Council Local Transport Strategy 2008-2011

- Section 12.5

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## APPENDIX 1

## Designated on-street parking spaces for vehicles displaying a valid Disabled Persons Blue Badge

Ref No.	Town	Road	Description
ON20-01	Barrhead	Arthurlie Street	Southwest side of road, approximately 61 metres or thereby south east from the extended kerbline of Moorhouse Street, extending for a distance of 6.6 metres or thereby.
ON20-02	Barrhead	Auburn Drive	Northwest side of road, approximately 35 metres or thereby north west from the extended kerbline of Langton Crescent, extending for a distance of 6.6 metres or thereby.
ON20-03	Barrhead	Aurs Crescent	Southwest side of road, approximately 15 metres or thereby north west from the extended kerbline of Aurs Drive, extending for a distance of 6.6 metres or thereby.
ON20-04	Barrhead	Aurs Crescent	Northeast side of road, approximately 35 metres or thereby north west from the extended of Aurs Crescent (main road), extending for a distance of 6.6 metres or thereby.
ON20-05	Barrhead	Aurs Crescent	Northwest side of road, approximately 109 metres or thereby north west from the extended kerbline of Aurs Road, extending for a distance of 6.6 metres or thereby.
ON20-06	Barrhead	Aurs Drive	Southeast side of road, approximately 42 metres or thereby north east from the extended kerbline of Patterton Drive, extending for a distance of 6.6 metres or thereby.
ON20-07	Barrhead	Aurs Road	West side of road, approximately 50 metres north from the extended north kerbline of Manse Court, extending for a distance of 6.6 metres or thereby.
ON20-08	Barrhead	Aurs Road	Northwest side of road, approximately 166 metres or thereby north west from the extended kerbline of Aurs Drive then south west for a distance of 20 metres round the corner, extending for a distance of 6.6 metres or thereby.
ON20-09	Barrhead	Aurs Road	Southeast side of road, approximately 130 metres or thereby north west from the extended kerbline of Aurs Drive then south west for a distance of 12 metres round the corner, extending for a distance of 6.6 metres or thereby.
ON20-10	Barrhead	Aurs Road	Northeast side of road, approximately 89 metres or thereby north west from the extended kerbline of Braeside Drive, extending for a distance of 6.6 metres or thereby.
ON20-11	Barrhead	Barnes Street	Northwest side of road, approximately 47 metres or thereby north east from the extended kerbline of Dalmeny Drive, extending for a distance of 6.6 metres or thereby.
ON20-12	Barrhead	Bellfield Crescent	West side of road, approximately 7 metres or thereby north from the extended kerbline of Fereneze Avenue, extending for a distance of 6.6 metres or thereby.
ON20-13	Barrhead	Blackwood Street	Southwest side of road, approximately 34 metres or thereby south east from the extended kerbline of Kerr Street, extending for a distance of 6.6 metres or thereby.
ON20-14-15	Barrhead	Braeside Crescent	West side of road, approximately 62 metres or thereby south east from the extended kerbline of Braeside Drive, extending for a distance of 13 metres or thereby (2 bays).

ON20-16	Barrhead	Braeside Drive	Northwest side of road, approximately 23 metres or thereby south west from the extended kerbline of Aurs Road, extending for a distance of 6.6 metres or thereby.
ON20-17	Barrhead	Campbell Drive	Northwest side of approximately 39 metres or thereby north east from the extended kerbline of Crebar Drive, extending for a distance of 6.6 metres or thereby.
ON20-18	Barrhead	Carnock Crescent	Northwest side of road, approximately 77 metres northwest then northeast from the extended north western kerbline of Arthur Avenue, extending for a distance of 6.6 metres or thereby.
ON20-19	Barrhead	Clyde Avenue	Southwest side of road, approximately 30 metres or thereby south east from the extended kerbline of Aurs Drive, extending for a distance of 6.6 metres or thereby.
ON20-20	Barrhead	Clyde Avenue	Southwest side of road, approximately 30 metres or thereby north west from the extended kerbline of Rockmount Avenue, extending for a distance of 6.6 metres or thereby.
ON20-21	Barrhead	Commercial Road	Northwest side of road, approximately 347 metres or thereby north east from the extended kerbline of Dunterlie Court, extending for a distance of 6.6 metres or thereby.
ON20-22	Newton Mearns	Castle Road	Northwest side of road, approximately 32 metres or thereby south west from the extended southwestern kerbline of Barrhead Road, extending for a distance of 6.6 metres or thereby.
ON20-25	Barrhead	Crebar Drive	Southwest side of road, approximately 4 metres or thereby north west from the extended kerbline of Campbell Drive, extending for a distance of 6.6 metres or thereby.
ON20-26	Barrhead	Crebar Drive	Northwest side of road, approximately 67 metres south east from the extended kerbline of Campbell Drive then north east for a distance of 12 metres, extending for a distance of 6.6 metres or thereby.
ON20-27	Barrhead	Dalmeny Drive	North side of the road, approximately 25 metres north west from the extended kerbline of Barnes Street, extending for a distance of 6.6 metres or thereby.
ON20-28	Barrhead	Divernia Way	South side of the road, approximately 38 metres west from the extended kerbline of Oakbank Drive, extending for a distance of 6.6 metres or thereby.
ON20-29	Barrhead	Divernia Way	Southeast side of road, approximately 20 metres south west from the extended kerbline of Larchwood Terrace, extending for a distance of 6.6 metres or thereby.
ON20-30	Barrhead	Divernia Way	Southeast side of road, approximately 8 metres south west from the extended kerbline of Larchwood Terrace, extending for a distance of 6.6 metres or thereby.
ON20-31	Barrhead	Fenwick Drive	North side of the road, approximately 106 metres east from the extended kerbline of Killoch Drive, extending for a distance of 6.6 metres or thereby.
ON20-32	Barrhead	Fenwick Drive	North side of the road, east from the extended feu line between no 43 and 45 Fenwick Drive, extending for a distance of 6.6 metres or thereby.

ON20-33	Barrhead	Fenwick Drive	South side of road, approximately 208 metres or thereby north west from the extended kerbline of Oakbank Drive, extending for a distance of 6.6 metres or thereby.
ON20-34	Barrhead	Fenwick Drive	South side of road, approximately 216 metres or thereby north west from the extended kerbline of Oakbank Drive, extending for a distance of 6.6 metres or thereby.
ON20-35	Barrhead	Fereneze Avenue	North side of road, approximately 17 metres or thereby east of the extended eastern kerbline of Bellfield Crescent, extending for a distance of 6.6 metres or thereby.
ON20-36	Barrhead	Fereneze Avenue	North side of road, approximately 31 metres or thereby east of the extended eastern kerbline of Bellfield Crescent, extending for a distance of 6.6 metres or thereby.
ON20-37-38	Barrhead	Gateside Crescent	Southwest side of the road, approximately 116 metres or thereby south east from the extended kerbline of Lochlibo Terrace then 13 metres south east from Gateside Crescent (main), extending south west for a distance of 6.6 metres or thereby (2bays in the parking area).
ON20-39	Barrhead	Gateside Crescent	Northeast side of the road, approximately 17 metres or thereby south east from the extended kerbline of Lochlibo Terrace then 17 metres south west from Gateside Crescent (main), extending north east for a distance of 6.6 metres or thereby( in the parking area).
ON20-40	Barrhead	George Street	Southeast side of road, approximately 4 metres or thereby south west from the extended kerbline of Henry Street, extending for a distance of 6.6 metres or thereby.
ON20-41	Barrhead	George Street	Southwest side of road, approximately 28 metres or thereby northeast, then 10 metres south east from the extended northeast kerbline of Henry Street, located within a 2 space parking bay, extending for a distance of 6.6 metres or thereby.
ON20-42	Barrhead	Gladstone Avenue	Northwest side of road, approximately 50 metres or thereby south west from the extended kerbline of Cogan Street, extending for a distance of 6.6 metres or thereby.
ON20-43	Barrhead	Gladstone Avenue	Northwest side of road, approximately 30 metres northeast from the extended north eastern kerbline of Simpson Gardens, extending for a distance of 6.6 metres or thereby.
ON20-44	Barrhead	Glen Street	Southeast side of road, approximately 10 metres or thereby south west from the extended kerbline of Carlibar Road, extending for a distance of 6.6 metres or thereby.
ON20-45	Barrhead	Gleniffer Drive	Northeast side of road, approximately 115 metres or thereby north from the extended kerbline of Boylestone Road, extending for a distance of 6.6 metres or thereby.
ON20-46	Barrhead	Graham Street	North side of road, approximately 30 metres or thereby west of the extended western kerbline of Paisley Road, extending for a distance of 6.6 metres or thereby.
ON20-47	Barrhead	Graham Street	Southeast side of road, approximately 20 metres or thereby north east of the extended kerbline of Laurel Way, extending for a distance of 6.6 metres or thereby.

ON20-48	Barrhead	Grahamston Park	Southwest side of road, approximately 165 metres or thereby south east from the extended kerbline of Grahamston Road, then 62 metres south west from the extended kerbline of Grahamston Park (main), extending north west for a distance of 6.6 metres or thereby.
ON20-49	Barrhead	Harelaw Avenue	Southeast side of road, approximately 15 metres or thereby south west from the extended kerbline of Patterton Drive, extending for a distance of 6.6 metres or thereby.
ON20-50	Barrhead	Henry Street	Northeast side of road, approximately 9 metres or thereby south east from the extended kerbline of George Street, extending for a distance of 6.6 metres or thereby.
ON20-51	Barrhead	Heys Street	Northwest side of road, approximately 15 metres or thereby north east from the extended kerbline of St Mary's Crescent, extending for a distance of 6.6 metres or thereby.
ON20-52	Barrhead	Heys Street	Southeast side of road, approximately 30 metres or thereby south west from the extended kerbline of Princes Square, located in the Princes Square car park, extending for a distance of 6.6 metres or thereby.
ON20-53	Barrhead	Kelburn Street	Southeast side of road, approximately 60 metres or thereby north east from the extended kerbline of Kirkton Avenue, then 11 metres or thereby eastwards, extending north east for a distance of 6.6 metres or thereby.
ON20-54	Barrhead	Kelburn Street	Southeast side of road, approximately 60 metres or thereby north east from the extended kerbline of Kirkton Avenue, then 35 metres or thereby eastwards, extending north east for a distance of 6.6 metres or thereby.
ON20-55	Barrhead	Langton Crescent	Northwest side of road, approximately 25 metres south west from the extended kerbline of Belmont Drive, extending for a distance of 6.6 metres or thereby.
ON20-56	Barrhead	Langton Crescent	South side of road, approximately 40 metres or thereby south east from the extended kerbline of Killoch Drive, extending for a distance of 6.6 metres or thereby.
ON20-57	Barrhead	Langton Crescent	South side of road, approximately 12 metres or thereby south east from the extended kerbline of Killoch Drive, extending for a distance of 6.6 metres or thereby.
ON20-58	Barrhead	Larchwood Terrace	Northeast side of road, approximately 23 metres or thereby south east from the extended kerbline of Newton Avenue, extending for a distance of 6.6 metres or thereby.
ON20-59	Barrhead	Levern Crescent	West side of road, approximately 24 metres or thereby north from the extended kerbline of Kirkton Avenue, extending for a distance of 6.6 metres or thereby.
ON20-60	Barrhead	Levern Crescent	Southwest side of road, approximately 8 metres or thereby south east from the extended kerbline of Arthur Avenue, extending for a distance of 6.6 metres or thereby.
ON20-61	Barrhead	Levern Crescent	South side of road, approximately 54 metres or thereby south east from the extended kerbline of Arthur Avenue, extending for a distance of 6.6 metres or thereby.
ON20-62	Barrhead	Lochlibo Terrace	Southeast side of road, approximately 27 metres or thereby south west from the extended kerbline of Gateside Crescent, extending for a distance of 6.6 metres or thereby.



ON20-63	Barrhead	Main Street	Southeast side of road, approximately 20 metres south west of the extended kerbline of Millview, extending for a distance of 6.6 metres or thereby.
ON20-64	Barrhead	Main Street	Southeast side of road, approximately 50 metres north east of the extended kerbline of Millview, extending for a distance of 6.6 metres or thereby.
ON20-65	Barrhead	Main Street	Southeast side of road, approximately 64 metres north east of the extended kerbline of Millview, extending for a distance of 6.6 metres or thereby.
ON20-66	Barrhead	Manse Court	South east side or road, approximately 140 metres or thereby north west from the extended kerbline of Aurs Road, extending north east for a distance of 6.6 metres or thereby.
ON20-67	Barrhead	Newton Avenue	South side of road, approximately 92 metres or thereby east from the extended kerbline of Hawthorn Drive, extending for a distance of 6.6 metres or thereby.
ON20-68	Barrhead	Newton Avenue	South side of road, approximately 125 metres or thereby east from the extended kerbline of Hawthorn Drive, extending for a distance of 6.6 metres or thereby.
ON20-69	Barrhead	North Park Avenue	Southeast side of road, approximately 35 metres southwest of the extended kerbline of Centre Way, extending for a distance of 6.6 metres or thereby.
ON20-70	Barrhead	Patterton Drive	Southwest side of road, approximately 28 metres or thereby south east from the extended kerbline of Harelaw Avenue, extending for a distance of 6.6 metres or thereby.
ON20-71	Barrhead	Rockmount Avenue	Northwest side of road, approximately 16 metres or thereby south west from the extended kerbline of Kelvin Drive, extending for a distance of 6.6 metres or thereby.
ON20-72	Barrhead	Rowanpark Drive	Northeast side of road, approximately 38 metres or thereby south east from the extended kerbline of Brownside Avenue, extending for a distance of 6.6 metres or thereby.
ON20-73	Barrhead	Rufflees Avenue	Westside of road, approximately 103 metres or thereby north from the extended kerbline of Carlibar Road, extending for a distance of 6.6 metres or thereby.
ON20-74	Barrhead	South Park Avenue	Northeast side of road, approximately 36 metres or thereby west around the corner from the giveaway line to the roundabout with Glen Street, bay extends eastwards for a distance of 6.6 metres or thereby.
ON20-75	Barrhead	Tait Avenue	North side of road, approximately 78 metres or thereby east from the extended kerbline of Stewart Street, extending northwards for a distance of 6.6 metres or thereby.
ON20-76-77	Barrhead	Tait Avenue	South side of road, from the most south eastern point of Tait Avenue, northwards for a distance of 6.6 metres or thereby (2 bays).
ON20-78	Barrhead	Waulkmill Avenue	West side of road, approximately 90 metres northwest of the extended north western kerbline of Stewart Street, extending for a distance of 6.6 metres or thereby.

ON20-79	Barrhead	Wright Avenue	South west side of road, approximately 73 metres southwest of the extended south western kerbline of Lavernside Crescent, located within the layby parking bay fronting properties.
ON20-80	Busby	Bon Accord Road	Northeast side of road, approximately 18 metres or thereby north west from the extended kerbline of Bull Road, extending for a distance of 6.6 metres or thereby.
ON20-81	Busby	Bull Road	South east side of road, approximately 12 metres north east from the extended northern kerbline of Church Road, extending for a distance of 6.6 metres or thereby.
ON20-82	Busby	Bull Road	South side of road, approximately 23 metres or thereby west from the extended kerbline of Main Street, extending southwards for a distance of 6.6 metres or thereby.
ON20-83	Busby	Cartside Road	Northeast side of road, within layby, approximately 25 metres southeast of the extended south eastern kerbline of Hawthorn Road.
ON20-84	Busby	Church Road	North side of road, approximately 35 metres or thereby north from the extended kerbline of Church Road into cul-de-sac serving 10-34 Church Road, extending northwards for a distance of 6.6 metres or thereby.
ON20-85	Busby	Easterton Avenue	Northwest side of road, at the T-junction with Kippen Drive, extending south west for a distance of 6.6 metres or thereby.
ON20-86	Busby	Easterton Avenue	Northwest side of road, approximately 40 metres or thereby northeast from the extended kerbline of Kippen Drive, extending for a distance of 6.6 metres or thereby.
ON20-87	Busby	Hawthorn Road	Northeast side of road, approximately 16 metres northeast then 25 metres northwest of the extended north eastern kerbline of Cartside Road, extending for a distance of 6.6 metres or thereby.
ON20-88	Busby	Southview Avenue	Northwest side of road, approximately 28 metres or thereby south west from the extended kerbline of Cartside Road, extending for a distance of 6.6 metres or thereby.
ON20-89	Clarkston	Alyth Crescent	South side of road, approximately 40 metres southeast from the extended south eastern kerbline of Monteith Drive, extending for a distance of 6.6 metres or thereby.
ON20-90	Clarkston	Alyth Crescent	East side of road, approximately 35 metres southeast from the extended south eastern kerbline of Monteith Drive, extending for a distance of 6.6 metres or thereby.
ON20-91	Clarkston	Ashfield Road	Southwest side of road, approximately 120 metres or thereby north west from the extended kerbline of Strathearn Road, extending for a distance of 6.6 metres or thereby.
ON20-92	Clarkston	Beechwood Avenue	Southeast side of road, approximately 58 metres or thereby south west from the extended kerbline of Beechlands Drive, extending for a distance of 6.6 metres or thereby.
ON20-93	Clarkston	Fereneze Avenue	Southwest side of road, approximately 180 metres or thereby south east from the extended kerbline of Cathkin Drive, extending for a distance of 6.6 metres or thereby.

ON20-94-95	Clarkston	Hawthorn Road	North side of the road, approximately 16 metres or thereby north east from the extended kerbline of Hawthorn Road into Hawthorn Gardens then east for a distance of 16 metres, extending for a distance of 6.6 metres or thereby (2 bays).
ON20-96	Clarkston	Hawthorn Road	Northeast side of road, approximately 32 metres or thereby north west from the extended kerbline of Hawthorn Gardens, extending for a distance of 6.6 metres or thereby.
ON20-97	Clarkston	Monteith Drive	Southeast side of road, approximately 39 metres or thereby west from the extended kerbline of Monteith Gardens, extending for a distance of 6.6 metres or thereby.
ON20-98	Clarkston	Moray Drive	East side of road, approximately 48 metres or thereby south from the extended kerbline of Moray Gardens, extending for a distance of 6.6 metres or thereby.
ON20-99	Clarkston	Randolph Drive	East side of road, approximately 37 metres or thereby from the extended kerbline of Randolph Avenue, extending for a distance of 6.6 metres or thereby.
ON20-100	Clarkston	Stamperland Gardens	Southwest side of road, located at the extended kerbline of Randolph Drive, extending north west for a distance of 6.6 metres or thereby.
ON20-101	Clarkston	Stamperland Gardens	Southwest side of road, located at the extended kerbline of Orchy Avenue, extending north west for a distance of 6.6 metres or thereby.
ON20-102	Clarkston	Vardar Avenue	North side of the road, approximately 4 metres or thereby north west from the extended kerbline of Quarrybrae Avenue, extending for a distance of 6.6 metres or thereby.
ON20-103	Eaglesham	Bonnyton Drive	West side of road, approximately 88 metres north of the extended northern kerbline of the main Bonnyton Road carriageway, extending for a distance of 6.6 metres or thereby, located within the cul-de-sac serving property No's 70 to 98.
ON20-104	Eaglesham	Bonnyton Drive	North side of road, located in the layby, approximately 5 metres or thereby east from the extended kerbline serving no 153-207 of Bonnyton Drive, extending for a distance of 6.6 metres or thereby.
ON20-105	Eaglesham	Bonnyton Drive	Southeast side of the road, approximately 12 metres or thereby southwest from the extended kerbline serving no 209-327 of Bonnyton Drive, extending for a distance of 6.6 metres or thereby.
ON20-106	Eaglesham	Eglington Drive	Southwest side of road, approximately 97 metres south east from the most northern point of Eglington Drive, extending for a distance of 6.6 metres or thereby.
ON20-107	Eaglesham	Glasgow Road	East side of road, approximately 12 metres or thereby north from the extended kerbline of Holehouse Road, extending for a distance of 6.6 metres or thereby.
ON20-108	Eaglesham	Glasgow Road	East side of road, approximately 9 metres or thereby south from the extended kerbline of Alexander Avenue, extending for a distance of 6.6 metres or thereby.
ON20-109	Eaglesham	Hill Drive	Southwest side of road, approximately 170 metres or thereby south west from the extended south eastern kerbline of Brownmuir Avenue, extending north west for a distance of 6.6 metres or thereby.

ON20-110	Eaglesham	Montgomery Square	East side of road, approximately 24 metres or thereby south from the extended kerbline of Montgomery Street, extending for a distance of 6.6 metres or thereby.
ON20-111	Eaglesham	Montgomery Street	Southeast side of road, approximately 63 metres southwest of the extended south western kerbline of Montgomery Square, extending for a distance of 6.6 metres or thereby.
ON20-112	Eaglesham	Park Crescent	Southeast side of road, approximately 150 metres or thereby south east from the extended eastern kerbline of Manseview Terrace then approximately 26 metres or thereby south west, extending south west for a distance of 6.6 metres or thereby.
ON20-113	Eaglesham	Polnoon Street	Northwest side of road, approximately 82 metres or thereby south west from the extended kerbline of Mid Road, extending for a distance of 6.6 metres or thereby.
ON20-114	Eaglesham	Polnoon Street	Northwest side of road, approximately 96 metres or thereby south west from the extended kerbline of Mid Road, extending for a distance of 6.6 metres or thereby.
ON20-115	Eaglesham	Polnoon Street	Northwest side of road, approximately 18 metres or thereby north east from the extended kerbline of Glendinning Place, extending for a distance of 6.6 metres or thereby.
ON20-116	Giffnock	Carrick Crescent	Northeast side of road, approximately 66 metres or thereby south west from the south eastern kerbline of Eastwoodmains Road then approximately 14 metres or thereby north west, extending for a distance of 6.6 metres or thereby.
ON20-117	Giffnock	Carrick Crescent	Southwest side of road, approximately 66 metres or thereby south west from the south eastern kerbline of Eastwoodmains Road then approximately 27 metres or thereby north west, extending for a distance of 6.6 metres or thereby.
ON20-118	Giffnock	Claremount Avenue	East side of road, approximately 23 metres or thereby south from the extended kerbline of Church Road, extending for a distance of 6.6 metres or thereby.
ON20-119-120-121	Giffnock	Davieland Road	Southwest side of road, approximately 50 metres or thereby north west from the extended kerbline of Treemain Road, extending for a distance of 20 metres or thereby (3 bays).
ON20-122-123	Giffnock	Davieland Road	Southwest side of road, approximately 75 metres or thereby north west from the extended kerbline of Treemain Road, extending for a distance of 13 metres or thereby (2 bays).
ON20-124	Giffnock	Davieland Road	West side of road, approximately 85 metres or thereby south west from the extended kerbline of Milverton Road, extending for a distance of 6.6 metres or thereby.
ON20-125	Giffnock	Davieland Road	West side of road, approximately 95 metres or thereby south west from the extended kerbline of Milverton Road, extending for a distance of 6.6 metres or thereby.

ON20-126	Giffnock	Fenwick Road	East side of road, approximately 55 metres or thereby south from the extended kerbline of Merryton Avenue, extending for a distance of 6.6 metres or thereby.
ON20-127	Giffnock	Giffnock Park Avenue	West side of road, approximately 46 metres or thereby south from the extended kerbline of Merrylee Park Avenue, extending for a distance of 6.6 metres or thereby.
ON20-128	Giffnock	Giffnock Park Avenue	West side of road, approximately 15 metres or thereby south from the extended kerbline of Merryton Avenue, extending for a distance of 6.6 metres or thereby.
ON20-129	Giffnock	Kennedy Court, Braidholm Crescent	Southwest side of road, approximately 40 metres or thereby north west from the extended kerbline of Braidholm Road on Braidholm Crescent, extending for a distance of 6.6 metres or thereby.
ON20-130	Giffnock	May Terrace	Southeast side of road, approximately 25 metres or thereby south west from the extended kerbline of Braidbar Road, extending for a distance of 6.6 metres or thereby.
ON20-131	Giffnock	May Terrace	Southeast side of road, approximately 35 metres or thereby south west from the extended kerbline of Braidbar Road, extending for a distance of 6.6 metres or thereby.
ON20-132	Giffnock	Parkgrove Avenue	South side of road, approximately 56 metres or thereby south west from the extended kerbline of Braidbar farm Road, extending for a distance of 6.6 metres or thereby.
ON20-133	Giffnock	Waterford Road	Located in the cul-de-sac serving property No's 7 to 9 Waterford Place.
ON20-134-135-136	Giffnock	Waterford Road	Located in the cul-de-sac serving property No's 1 to 5, and 11 Waterford Place (3 bays).
ON20-137-138-139	Neilston	Alexander Terrace	Northwest side of road, located at the T junction with Molendinar Terrace, extending south west for a distance of 20 metres or thereby (3 bays).
ON20-140	Neilston	Brig O'Lea Terrace	Southwest side of road, approximately 46 metres or thereby south east from the extended kerbline of Main Street, extending for a distance of 6.6 metres or thereby.
ON20-141	Neilston	Commore Place	Southeast side of road, approximately 10 metres southwest of the extended south western kerbline of Harelaw Avenue, extending for a distance of 6.6 metres or thereby.
ON20-142	Neilston	Craig Road	Northwest side of road, approximately 40 metres or thereby south west from the extended kerbline of Loanfoot Avenue, extending for a distance of 6.6 metres or thereby.

ON20-143	Neilston	Craig Road	Southeast side of road, approximately 19 metres southwest of the extended south western kerbline of Loanfoot Avenue, extending for a distance of 6.6 metres or thereby.
ON20-144	Neilston	Craig Road	Southeast side of road, at the T junction with Loanfoot Avenue, extending north east for a distance of 6.6 metres or thereby.
ON20-145	Neilston	Craighall Quadrant	East side of road, approximately 28 metres or thereby south east from the extended kerbline of MacLellan Road, extending south for a distance of 6.6 metres or thereby.
ON20-146	Neilston	Gleniffer View	Southwest side of road, approximately 66 metres or thereby metres west of the western extent Gleniffer View, located to the right hand side of the turning head facility immediately to the front of property No's 30 to 36.
ON20-147	Neilston	Gleniffer View	Southwest side of road, approximately 52 metres or thereby metres west of the western extent Gleniffer View, located to the right hand side of the turning head facility immediately to the front of property No's 30 to 36.
ON20-148	Neilston	Gleniffer View	Southeast side of road, approximately 22 metres west of the western extent Gleniffer View, extending for a distance of 6.6 metres or thereby.
ON20-149	Neilston	Harelaw Avenue	Northwest side of road, approximately 52 metres or thereby south west from the extended kerbline of Double Hedges Road, extending for a distance of 6.6 metres or thereby.
ON20-150-151-152-153	Neilston	Kirk Glebe	Northeast side of road, approximately 32 metres or thereby north west from the extended kerbline of Neilston Road, extending north west for a distance of 10 metres or thereby (4 bays).
ON20-154	Neilston	Kirkstyle Crescent	Northeast side of road, approximately 12 metres or thereby south east from the extended kerbline of Main Street, extending for a distance of 6.6 metres or thereby.
ON20-155	Neilston	Kirkstyle Crescent	Northeast side of road, approximately 32 metres or thereby south east from the extended kerbline of Main Street, extending for a distance of 6.6 metres or thereby.
ON20-156	Neilston	Kirkstyle Crescent	East side of road, approximately 52 metres or thereby south east from the extended kerbline of Main Street, extending south for a distance of 6.6 metres or thereby.
ON20-157	Neilston	Lea Avenue	Northwest side of road, approximately 23 metres northeast of the extended north eastern kerbline of Braehead Avenue, extending for a distance of 6.6 metres or thereby.
ON20-158	Neilston	Madras Place	North side of road, approximately 84 metres or thereby north west from the extended kerbline of Glen Avenue, extending for a distance of 6.6 metres or thereby.
ON20-159	Netherlee	Clarkston Road, Corrie Grove	South side of road, approximately 15 metres or thereby east from the extended kerbline of Clarkston Road, extending east on Corrie Grove for a distance of 6.6 metres or thereby.

ON20-160	Netherlee	First Avenue	North side of road, approximately 68 metres or thereby east from the extended kerbline of Clarkston Road, extending for a distance of 6.6 metres or thereby.
ON20-161	Netherlee	First Avenue	South side of road, approximately 153 metres or thereby east from the extended kerbline of Clarkston Road, extending for a distance of 6.6 metres or thereby.
ON20-162	Netherlee	First Avenue	North side of road, approximately 170 metres or thereby east from the extended kerbline of Clarkston Road, extending for a distance of 6.6 metres or thereby.
ON20-163	Netherlee	Linn Drive	Northwest side of road, approximately 20 metres or thereby south west from the extended kerbline of Oakley Drive, extending for a distance of 6.6 metres or thereby.
ON20-164	Netherlee	Ormonde Avenue	West side of road, approximately 65 metres north from the extended kerbline of Deanwood Road, extending for a distance of 6.6 metres or thereby.
ON20-165	Netherlee	Parklands Road	Northwest side of road, approximately 18 metres or thereby north east from the extended kerbline of Ormonde Avenue, extending for a distance of 6.6 metres or thereby.
ON20-166	Newton Mearns	Broomburn Drive	Southwest side of road, approximately 42 metres or thereby south east from the extended kerbline of Broomfield Avenue, in layby extending for a distance of 6.6 metres or thereby.
ON20-167	Newton Mearns	Broomburn Drive	Southwest side of road, approximately 80 metres or thereby south east from the extended kerbline of Broomfield Avenue, in layby extending for a distance of 6.6 metres or thereby.
ON20-168	Newton Mearns	Broomhill Avenue	Southeast side of road, approximately 62 metres southwest of the extended south western kerbline of Broomburn Drive, extending for a distance of 6.6 metres or thereby.
ON20-169	Newton Mearns	Broomhill Avenue	Located in the cul-de-sac serving building No 2 Broomhill Avenue.
ON20-170	Newton Mearns	Buchanan Drive	Within a row of parking bays on the southwest side of the main carriageway, approximately 40 metres north-eastwards then 63 metres northwest from the extended northern kerbline of Leslie Avenue.
ON20-171	Newton Mearns	Buchanan Drive	Northeast side of road, approximately 40 metres north-eastwards then 74 metres northwest from the extended northern kerbline of Leslie Avenue, extending for a distance of 6.6 metres or thereby.
ON20-172	Newton Mearns	Buchanan Drive	Within a row of parking bays on the southwest side of the main carriageway, approximately 17 metres north-westward from the extended northern kerbline of the access lane between building No's. 18 + 21 Buchanan Drive.
ON20-173	Newton Mearns	Fairweather Place	East side of road, approximately 17 metres or thereby south from the extended kerbline of Netherplace Road, extending for a distance of 6.6 metres or thereby.
ON20-174-175	Newton Mearns	Fairweather Place	East side of road, approximately 35 metres or thereby north east from the extended kerbline of St Vigeans Avenue, extending for a distance of 13 metres or thereby (2 bays).

ON20-176	Newton Mearns	Gemmel Place	Northwest side of road, approximately 39 metres or thereby south west from the extended kerbline of William Mann Drive, extending south east for a distance of 6.6 metres or thereby.
ON20-177	Newton Mearns	Gemmel Place	Northwest side of road, approximately 45 metres or thereby south west from the extended kerbline of William Mann Drive, extending south east for a distance of 6.6 metres or thereby.
ON20-178	Newton Mearns	Harvie Avenue	Northeast side of road, approximately 60 metres or thereby north east from the extended kerbline of Abercorn Road then eastwards for 77 metres or thereby, extending north east for a distance of 6.6 metres or thereby.
ON20-179	Newton Mearns	Hill Avenue	South side of road, approximately 33 metres or thereby west from the extended kerbline of Moorhill Crescent, extending for a distance of 6.6 metres or thereby.
ON20-180	Newton Mearns	Hill Avenue	Southwest side of road, approximately 45 metres southeast of the extended south eastern kerbline of Netherplace Road, extending for a distance of 6.6 metres or thereby.
ON20-181	Newton Mearns	Kirkvale Court	Southwest side of road, approximately 158 metres or thereby south east from the extended kerbline of Kirkvale Drive, extending for a distance of 6.6 metres or thereby.
ON20-182	Newton Mearns	Kirkvale Court	Southwest side of road, approximately 135 metres or thereby south east from the extended kerbline of Kirkvale Drive, extending for a distance of 6.6 metres or thereby.
ON20-183	Newton Mearns	Kirkvale Drive	Southeast side of road, approximately 21 metres or thereby north east from the extended kerbline of Kirkvale Court, extending for a distance of 6.6 metres or thereby.
ON20-184	Newton Mearns	Moorhill Crescent	East side of road, approximately 65 metres north from the extended northern kerbline of Hill Avenue, extending for a distance of 6.6 metres or thereby.
ON20-185	Newton Mearns	Moorhill Crescent	East side of road, approximately 4 metres north from the extended northern kerbline of Hill Avenue, extending for a distance of 6.6 metres or thereby.
ON20-186	Newton Mearns	Moorhill Road	South side of road, approximately 37 metres south west from the extended kerbline of main Moorhill Road, extending south for a distance of 6.6 metres or thereby.
ON20-187	Newton Mearns	Netherplace Road	Southeast side of road, approximately 60 metres northeast of the extended north eastern kerbline of Hill Avenue, extending for a distance of 6.6 metres or thereby.
ON20-188	Newton Mearns	Pollock Road	East side of road, approximately 80 metres or thereby north from the extended kerbline of Netherplace Road, extending for a distance of 6.6 metres or thereby.
ON20-189	Newton Mearns	William Mann Drive	Northeast side of road, approximately 81 metres or thereby north from the extended kerbline of Netherplace Road, extending north west for a distance of 6.6 metres or thereby.
ON20-190	Thornliebank	Addison Grove	South Side of road, approximately 53 metres or thereby east from the extended kerbline of Addison Place then south for approximately 46 metres, extending south for a distance of 6.6 metres or thereby.



ON20-191	Thornliebank	Carnwadric Road	South side of road, approximately 33 metres or thereby west from the extended kerbline of North Park Terrace, extending for a distance of 6.6 metres or thereby.
ON20-192	Thornliebank	Crosslees Court, Crosslees Drive	West side of road, approximately 66 metres or thereby south from the extended kerbline of Main Street, extending for a distance of 6.6 metres or thereby.
ON20-193	Thornliebank	Crosslees Drive	Northeast side of road, approximately 65 metres northwest from the extended kerbline of Crosslees Park, extending for a distance of 6.6 metres or thereby.
ON20-194	Thornliebank	Crosslees Road	West side of road, approximately 120 metres or thereby south from the extended kerbline of Woodlands Road, extending for a distance of 6.6 metres or thereby.
ON20-195	Thornliebank	Crum Avenue	West side of road, approximately 41 metres or thereby north from the extended kerbline of Robslee Road, extending for a distance of 6.6 metres or thereby.
ON20-196	Thornliebank	Elizabeth Crescent	Southeast side of road, approximately 50 metres or thereby north west from the extended kerbline of Robslee Road then north east for a distance of approximately 40 metres, extending for a distance of 6.6 metres or thereby.
ON20-197	Thornliebank	Groveburn Avenue	North side of road, approximately 52 metres or thereby west from the extended kerbline of Robslee Drive, in the layby extending for a distance of 6.6 metres or thereby.
ON20-198-199	Thornliebank	Hillside Court	West side of road, approximately 35 metres or thereby south west from the extended kerbline of Main Street, extending west for a distance of 6.6 metres or thereby (2 bays within the parking area).
ON20-200	Thornliebank	Hillside Court	Southwest side of road, 82 metres or thereby south west from the extended kerbline of Main Street, extending north west for a distance of 6.6 metres or thereby (in the parking area).
ON20-201	Thornliebank	Inglestone Avenue	Northeast side of road, approximately 48 metres or thereby south east from the extended kerbline of Robslee Road, extending for a distance of 6.6 metres or thereby.
ON20-202	Thornliebank	Inglestone Avenue	Northeast side of road, approximately 64 metres or thereby west from the extended kerbline of Balgownie Crescent, extending north west for a distance of 6.6 metres or thereby.
ON20-203	Thornliebank	Kennishead Road	Northeast side of road, approximately 7 metres northwest from the extended north western kerbline of Summerlea Road, extending for a distance of 6.6 metres or thereby.
ON20-204	Thornliebank	Lochiel Road	South side of road, approximately 8 metres or thereby west of the extended western kerbline of Clova Street, extending for a distance of 6.6 metres or thereby.
ON20-205	Thornliebank	Lochiel Road	South side of road, approximately 17 metres or thereby west of the extended western kerbline of Clova Street, extending for a distance of 6.6 metres or thereby.

ON20-206	Thornliebank	Lochiel Road	South aide of road, approximately 32 metres or thereby east from the extended kerbline of Eastwood Crescent, extending for a distance of 6.6 metres or thereby.
ON20-207	Thornliebank	Main Street	West side of road, approximately 6 metres or thereby south from the extended kerbline of Spiers Grove, extending for a distance of 6.6 metres or thereby.
ON20-208	Thornliebank	Main Street	West side of road, approximately 32 metres or thereby north east from the extended kerbline of Spiers Grove, in the layby extending east for a distance of 6.6 metres or thereby.
ON20-209	Thornliebank	Main Street	Southeast side of road, approximately 74 metres or thereby north east from the extended kerbline of Eastwood Crescent then south east for a distance of approximately 9 metres, extending south west for a distance of 6.6 metres or thereby.
ON20-210	Thornliebank	Main Street	Northwest side of road, approximately 77 metres or thereby north east from the extended kerbline of Eastwood Crescent, extending for a distance of 6.6 metres or thereby.
ON20-211	Thornliebank	Orchard Court, Orchard Park Avenue	Northeast side of road, located on Orchard Park Avenue approximately 54 metres or thereby north west or thereby from the extended kerbline of Orchard Court, extending for a distance of 6.6 metres or thereby.
ON20-212	Thornliebank	Orchard Court, Orchard Park Avenue	North side of road, located on Orchard Park Avenue approximately 40 metres or thereby east from the extended kerbline of Orchard Court, extending east for a distance of 6.6 metres or thereby.
ON20-213	Thornliebank	Robslee Road	Northwest side of road, approximately 16 metres or thereby south west from the extended kerbline of Crum Avenue, extending for a distance of 6.6 metres or thereby.
ON20-214	Thornliebank	Robslee Road	Northwest side of road, approximately 28 metres or thereby north east from the extended kerbline of Elizabeth Crescent, extending for a distance of 6.6 metres or thereby.
ON20-215	Thornliebank	Thornliebank Road	West side of road, approximately 37 metres or thereby north from the extended kerbline of Bangorshill Street, extending for a distance of 6.6 metres or thereby.
ON20-216	Uplawmoor	Mure Place	Northwest side of road, approximately 36 metres or thereby north west from the extended kerbline of Neilston Road then south west for a distance of 12 metres, extending for a distance of 6.6 metres or thereby.
ON20-217-218	Uplawmoor	Mure Place	Northeast side of road, approximately 36 metres or thereby north west from the extended kerbline of Neilston Road then north east for a distance of 11 metres, extending for a distance of 6.6 metres or thereby (2 bays).

EAST RENFREWSHIRE COUNCIL27 February 2020Report by Director of EnvironmentTHE EAST RENFREWSHIRE COUNCIL (ELECTRIC VEHICLE CHARGING PLACE)  
(ON-STREET & OFF-STREET CAR PARKS) ORDER 2020**PURPOSE OF REPORT**

1. To submit for approval by the Council the making of “The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 2020”.

**RECOMMENDATIONS**

2. It is recommended that the Council approve the making of the “East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 2020” and delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures.

**BACKGROUND**

3. The Scottish Government’s vision that by 2050 road transport will be almost completely decarbonised encouraged local authorities to participate in a project to provide a network of plug-in charging points for electric vehicles.

4. A report was submitted to the Cabinet in September 2014 detailing the grant assistance that was available. In addition, a supplier framework agreement was provided to support the procurement process.

5. Within East Renfrewshire electric vehicle charging points have been installed at a number of on-street and off-street car park locations as detailed in Appendix 1.

**REPORT**

6. To ensure that the use of the electric vehicle charging points is reserved for the exclusive use of electric vehicles whilst actively charging it is required that these points are included within a Traffic Regulation Order specific to that purpose. This will enable the Council’s Parking Attendants to enforce any contravention of the Regulations and issue Penalty Charge Notices.

7. A statutory formal consultation on the proposed Order was carried out between 18 December 2019 and 17 January 2020 in compliance with “The Local Authorities’ Traffic Orders (Procedure) Scotland Regulations 1999 (and subsequent amendments)”. A Public Notice advising of the proposals was published in the ‘Glasgow Evening Times’ newspaper which circulates in the area, informing of the consultation and advising where drawings showing the proposals could be viewed and where any representations or objections to the proposals should be sent. The emergency services, Elected Members and other organisations/ persons likely to be affected by any provision in the Order were notified of the proposals.

8. At the termination of the statutory consultation period no objections were received on the proposals.

## **FINANCE AND EFFICIENCY**

9. The financial implications of making the Traffic Regulation Order will be met from the Parking Account. This is an account held under the terms of the Road Traffic Regulation Act 1984 and it is a requirement under Section 55 of the Road Traffic Regulation Act that the Parking Account income and expenditure are reported annually to the Scottish Government.

10. There will be minimal future financial and staffing implications resulting from normal maintenance costs associated with updating and promotion of new Traffic Regulation Orders to include any new Electric Vehicle Charging Places installed and for the removal of those no longer required. This will be met from the Parking Account.

## **CONSULTATION**

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

## **PARTNERSHIP WORKING**

12. The Roads Service work in partnership with Transport Scotland who currently provide funding to Local Authorities for the supply and installation of Electric Vehicle Charging Places.

13. The Roads Service work in partnership with Corporate & Community Services in a joint working arrangement to undertake the Council's parking enforcement operations which includes the misuse of Electric Vehicle Charging Places.

## **IMPLICATIONS OF THE PROPOSALS**

14. Introduction of a new Traffic Regulation Order will enable proper enforcement of all on-street and off-street Electric Vehicle Charging Places currently installed on the public road network and car parks managed by the Council.

15. There will be no property, IT or equality implications arising from the proposals. There is a positive sustainability outcome in relation to these proposals.

## **CONCLUSIONS**

16. "The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 2020", if approved and introduced, will help to prevent misuse of parking places designated for the exclusive use of electric vehicles that are actively charging.

## **RECOMMENDATIONS/...**

## RECOMMENDATIONS

17. It is recommended that the Council approve the making of the “East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 2020” and delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures.

Director of Environment

Report prepared by Patrick Doherty, Senior Traffic Officer,  
Tel: 0141 577 3417, e-mail address: [patrick.doherty@eastrenfrewshire.gov.uk](mailto:patrick.doherty@eastrenfrewshire.gov.uk).

February 2020

## BACKGROUND PAPERS

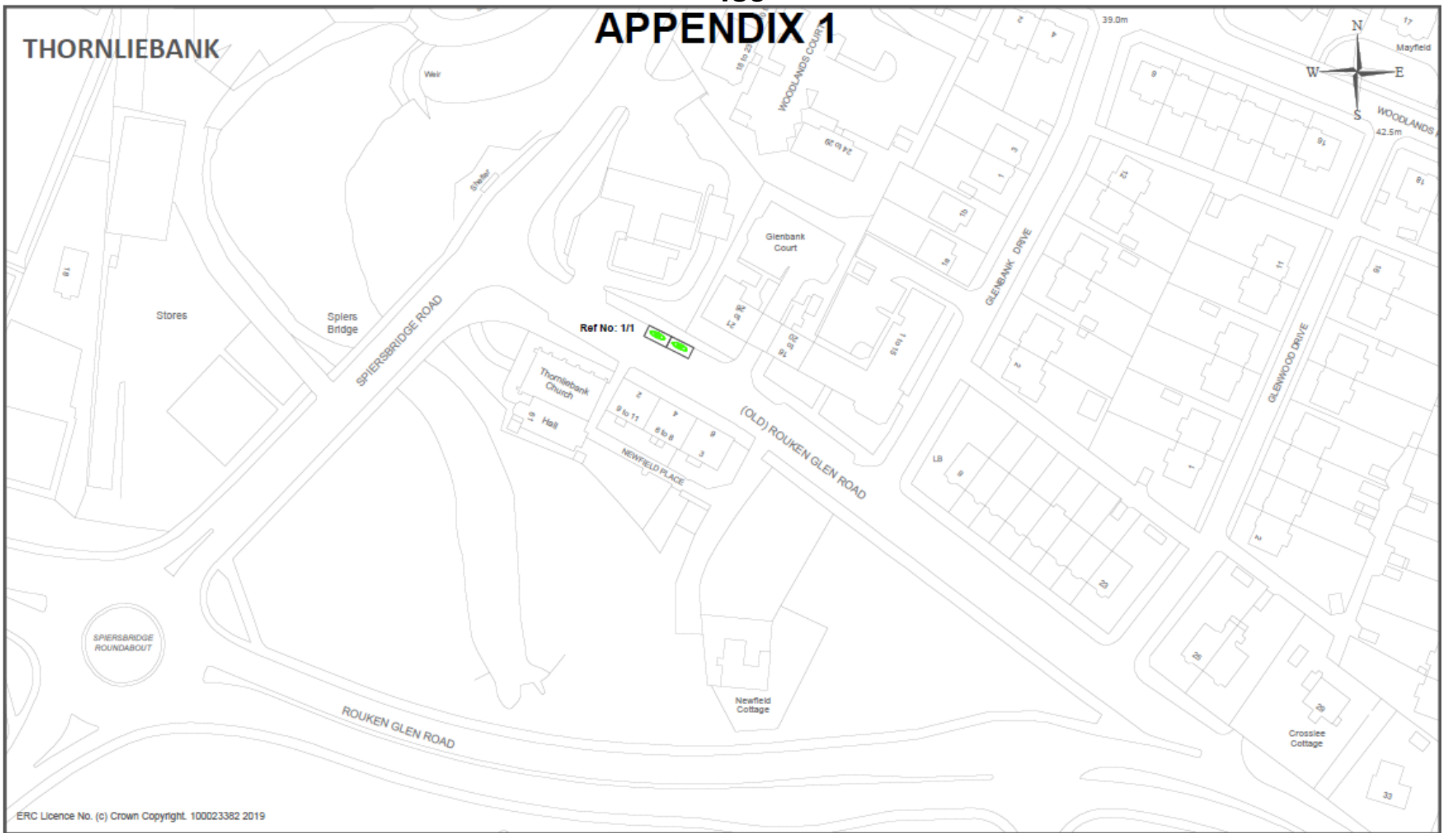
[Local Development Plan 2\(LDP2\)](#) (page 68)

East Renfrewshire Council Local Transport Strategy 2008-2011


- Section 12.5

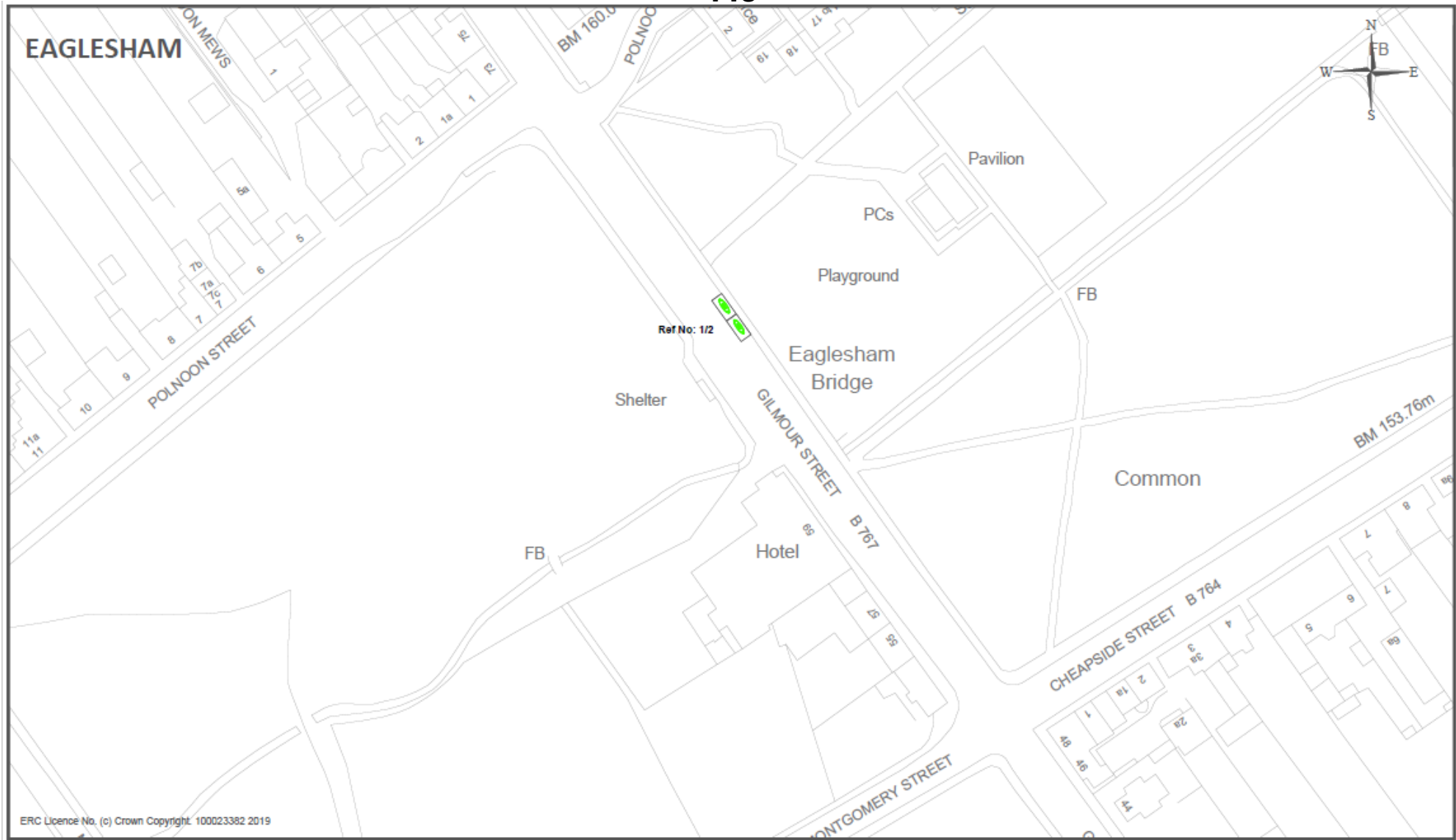
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# APPENDIX 1



ERC Licence No. (c) Crown Copyright. 100023382 2019

<b>Drawing Info.</b>		EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT Roads & Transportation Service - 2 Spiersbridge Way, Spiersbridge Business Park, Thornliebank, G46 8NG Head of Service - P. Daws			
Location:	(Old) Rouken Glen Road, Thornliebank (spur from Spiersbridge Road)	<b>Drawing Title</b>		<b>Date</b>	
Ref: No:	1/1	The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]		DEC 2019	
No of EVC Places:	2			<b>Scale</b>	
Type of Charger:	Rapid Charging			Not to scale	
Output:	50 kW	<b>Dwg No.</b>	EN-58-40-337 (1/1)	<b>Rev.</b>	-
		<b>Dwg By</b>	PAD	<b>Checked By</b>	
		<b>File Ref.</b>	EN-58-40-337		




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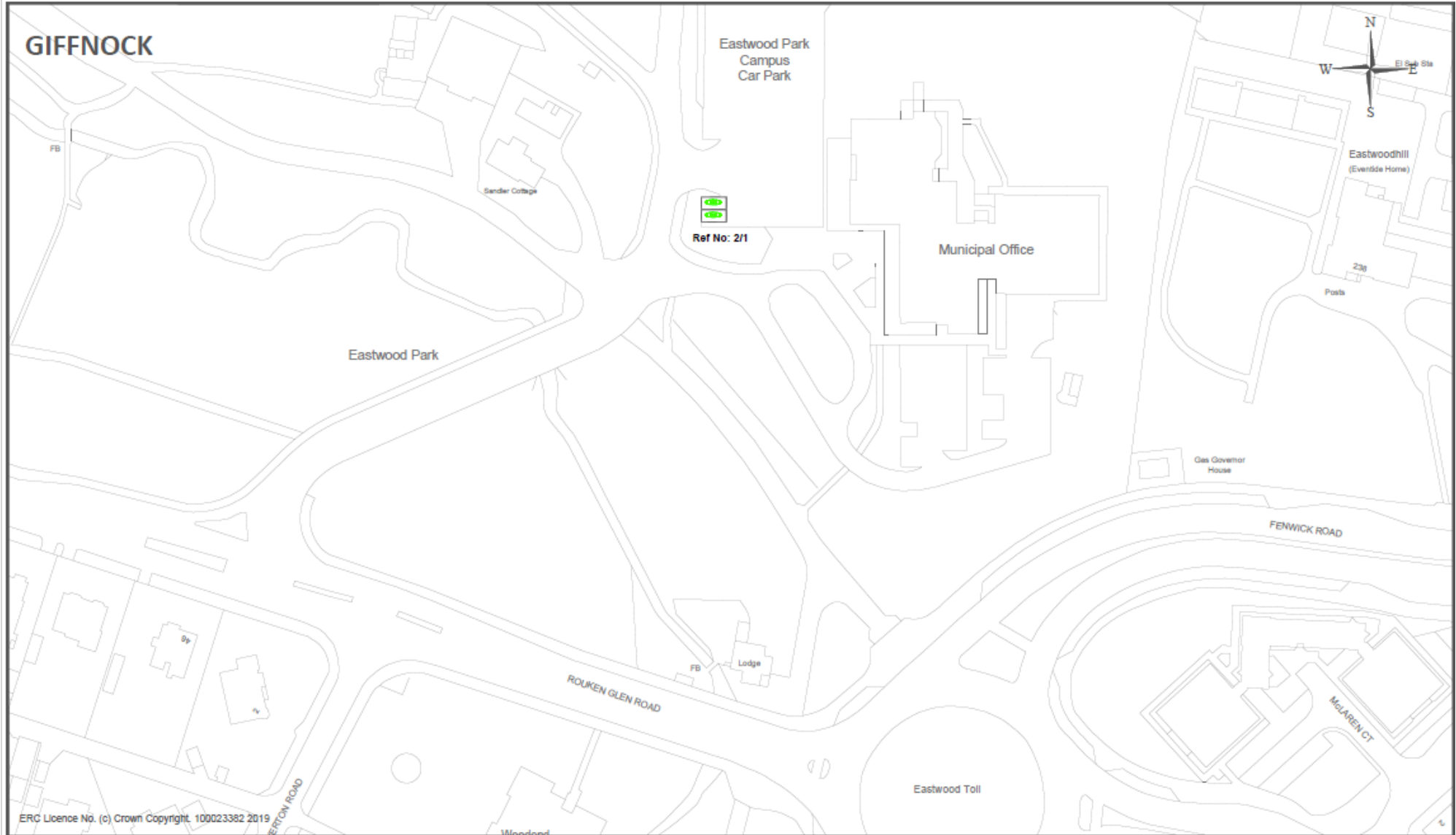
**Drawing Info.**

**Location:** Gilmour Street, Eaglesham  
**Ref: No:** 1/2  
**No of EVC Places:** 2  
**Type of Charger:** Fast Charging  
**Output:** 22 kW

**EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT**  
 Roads & Transportation Service - 2 Splersbridge Way,  
 Splersbridge Business Park, Thomlebank, G46 8NG  
 Head of Service - P. Daws

<b>Drawing Title</b>		<b>Date</b>	
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]		DEC 2019	
		<b>Scale</b>	
Not to scale			
<b>Dwg No.</b>	EN-58-40-337 (1/2)	<b>Rev.</b>	-
<b>File Ref.</b>	EN-58-40-337	<b>Dwg By</b>	PAD
		<b>Checked By</b>	





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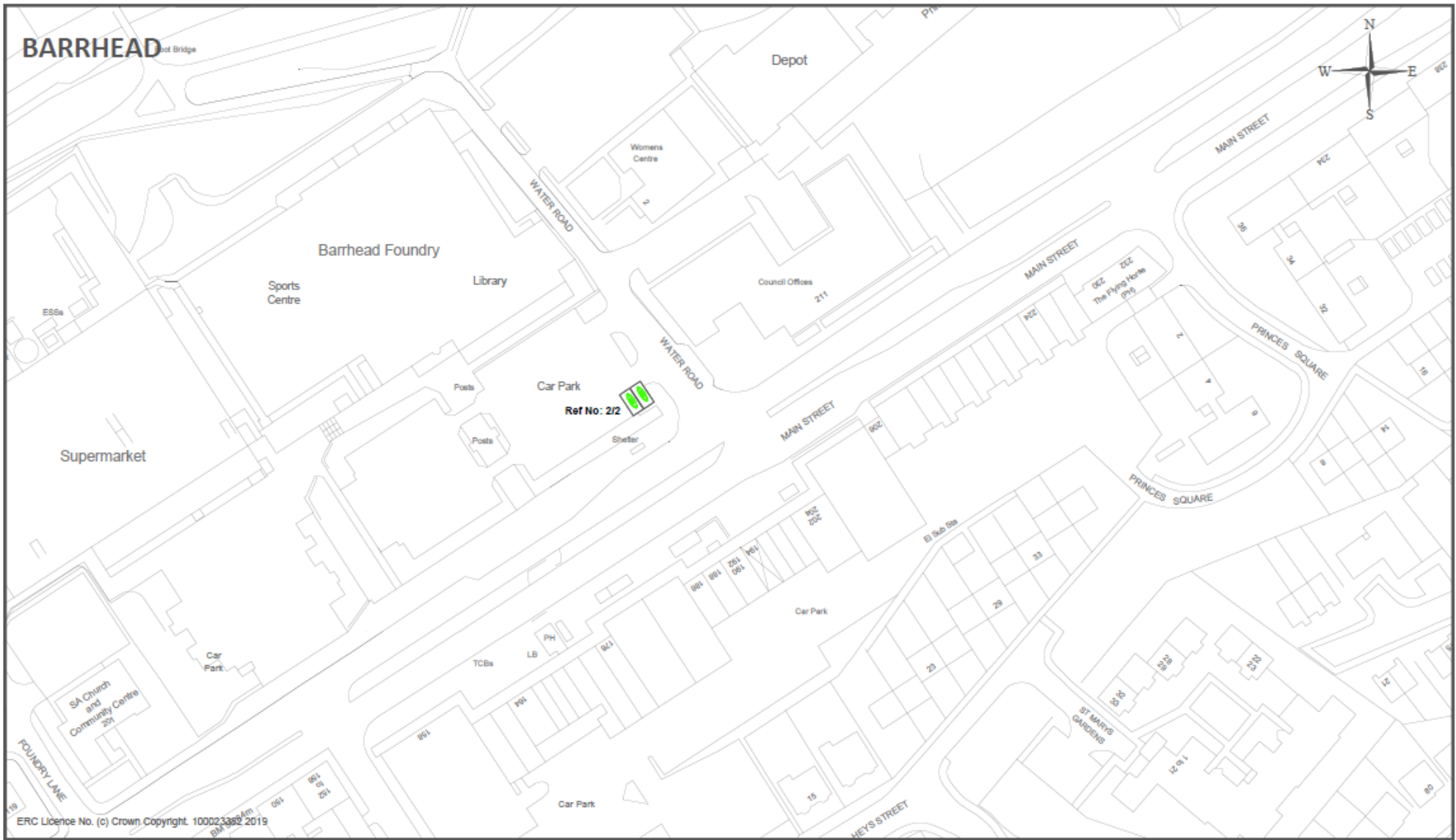
**Drawing Info.**

**Location:** Eastwood Park Car Park, Rouken Glen Road, Giffnock  
**Ref: No:** 2/1  
**No of EVC Places:** 2  
**Type of Charger:** Fast Charging  
**Output:** 22 kW

**EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT**  
 Roads & Transportation Service - 2 Splersbridge Way,  
 Splersbridge Business Park, Thomlebank, G46 8NG  
 Head of Service - P. Daws

<b>Drawing Title</b>		<b>Date</b>	
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]		DEC 2019	
		<b>Scale</b>	
		Not to scale	
<b>Dwg No.</b>	EN-58-40-337 (2/1)	<b>Rev.</b>	-
<b>Dwg By</b>	PAD	<b>Checked By</b>	
<b>File Ref.</b>	EN-58-40-337		





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**Drawing Info.**

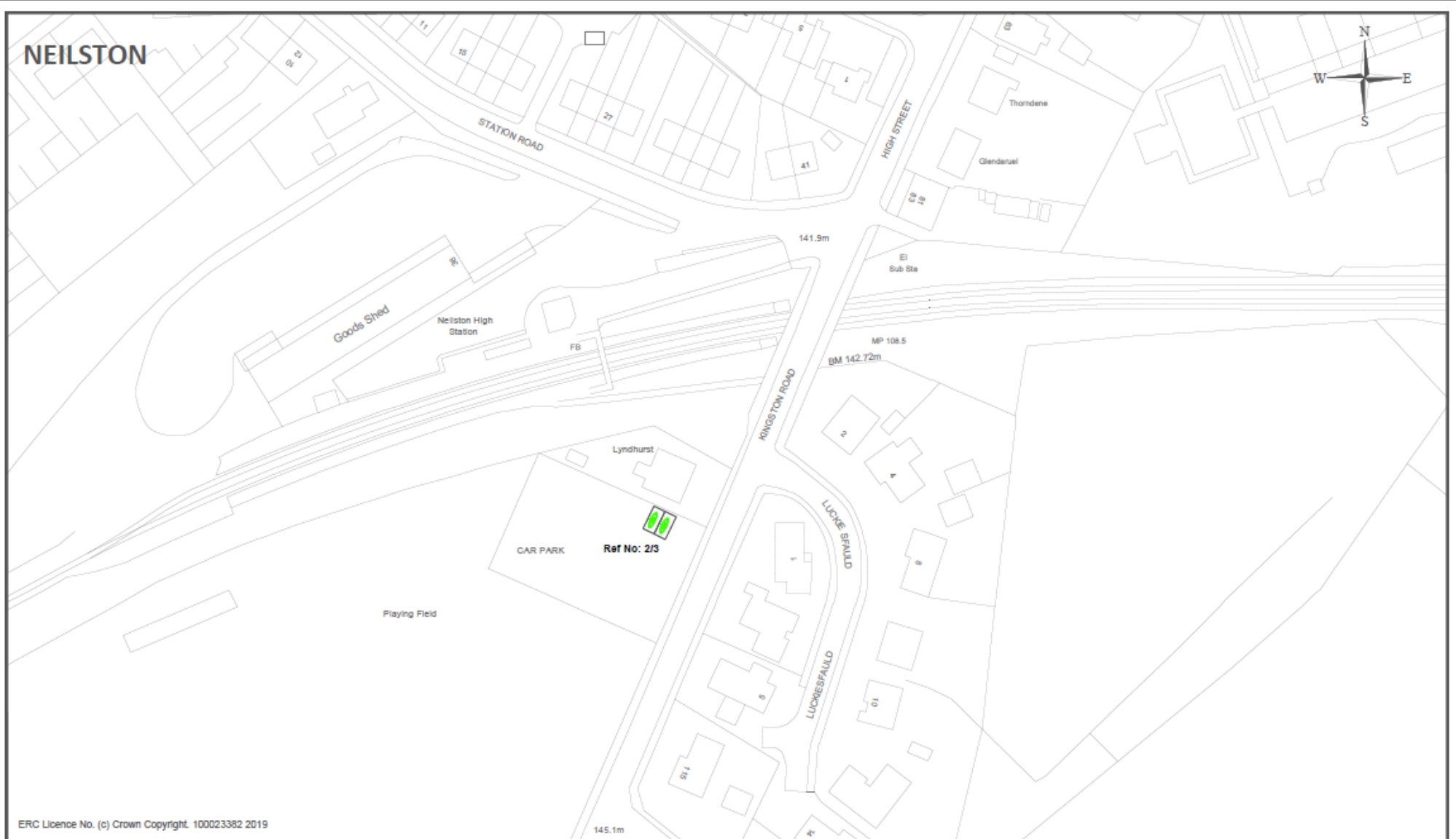
Location: Foundry Car Park, Water Road, Barrhead  
 Ref: No: 2/2  
 No of EVC Places: 2  
 Type of Charger: Fast Charging  
 Output: 22 kW

**EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT**

Roads & Transportation Service - 2 Splersbridge Way,  
 Splersbridge Business Park, Thomliebank, G46 8NG  
 Head of Service - P. Daws

<b>Drawing Title</b>		<b>Date</b>
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]		DEC 2019
<b>Dwg No.</b> EN-58-40-337 (2/2)		<b>Scale</b>
Rev. -		Not to scale
<b>File Ref.</b> EN-58-40-337	<b>Dwg By</b> PAD	<b>Checked By</b>





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**Drawing Info.**

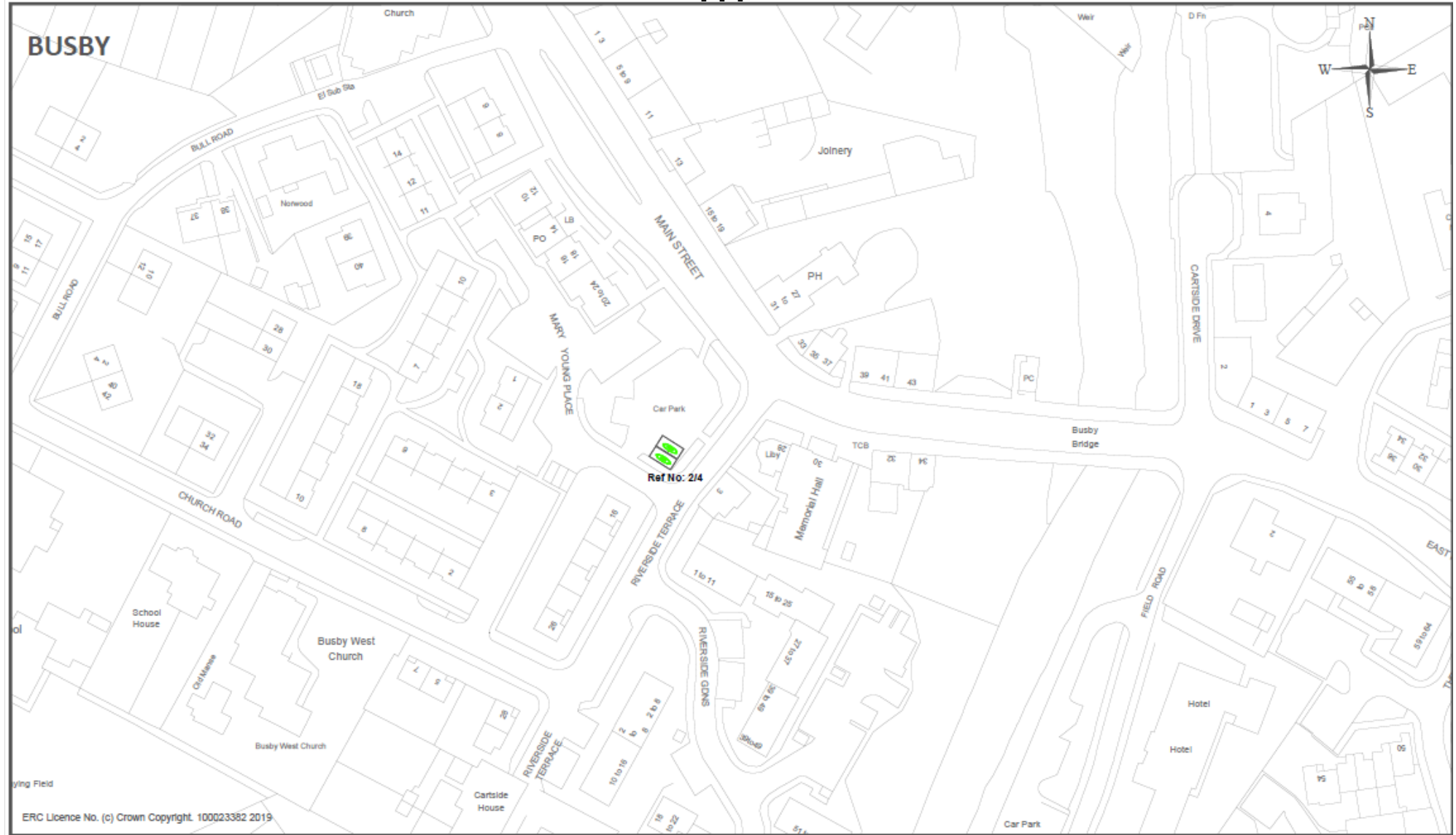
**Location:** Kingston Road Car Park, Neilston  
**Ref: No:** 2/3  
**No of EVC Places:** 2  
**Type of Charger:** Slow Charging  
**Output:** 7 kW

**EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT**

Roads & Transportation Service - 2 Splersbridge Way,  
 Splersbridge Business Park, Thomilebank, G46 8NG  
 Head of Service - P. Daws

<b>Drawing Title</b>		<b>Date</b>	
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]		DEC 2019	
<b>Dwg No.</b>		<b>Scale</b>	
EN-58-40-337 (2/3)		Not to scale	
<b>Rev.</b>	<b>Dwg By</b>	<b>Checked By</b>	
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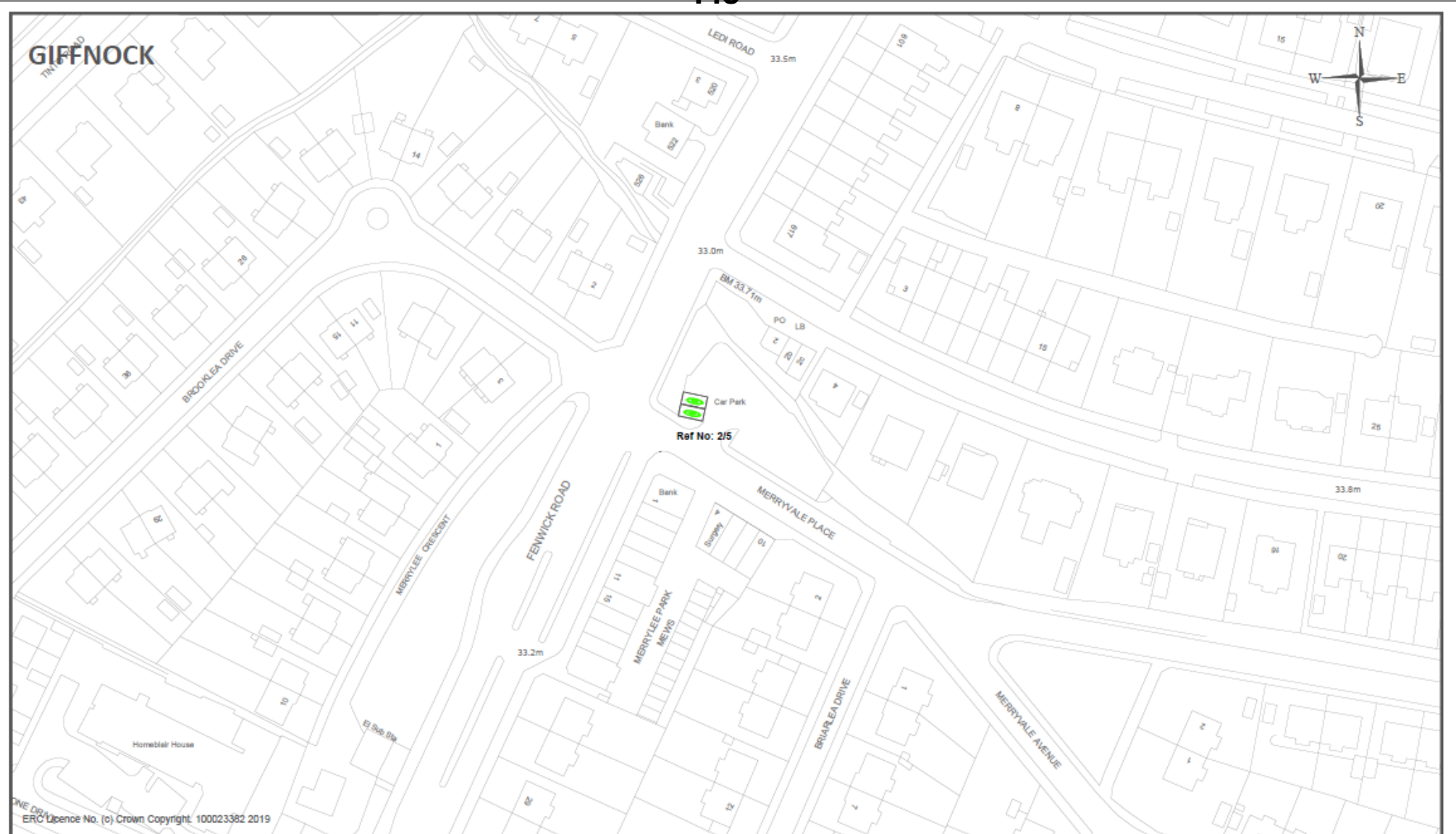
**Location:** Mary Young Place Car Park, Busby  
**Ref: No:** 2/4  
**No of EVC Places:** 2  
**Type of Charger:** Slow Charging  
**Output:** 7 kW

**EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT**

Roads & Transportation Service - 2 Splersbridge Way,  
 Splersbridge Business Park, Thomlebank, G46 8NG  
 Head of Service - P. Daws

<b>Drawing Title</b>		<b>Date</b>	
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]		DEC 2019	
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<b>Dwg No.</b>	EN-58-40-337 (2/4)	<b>Rev.</b>	-
<b>File Ref.</b>	EN-58-40-337	<b>Dwg By</b>	PAD
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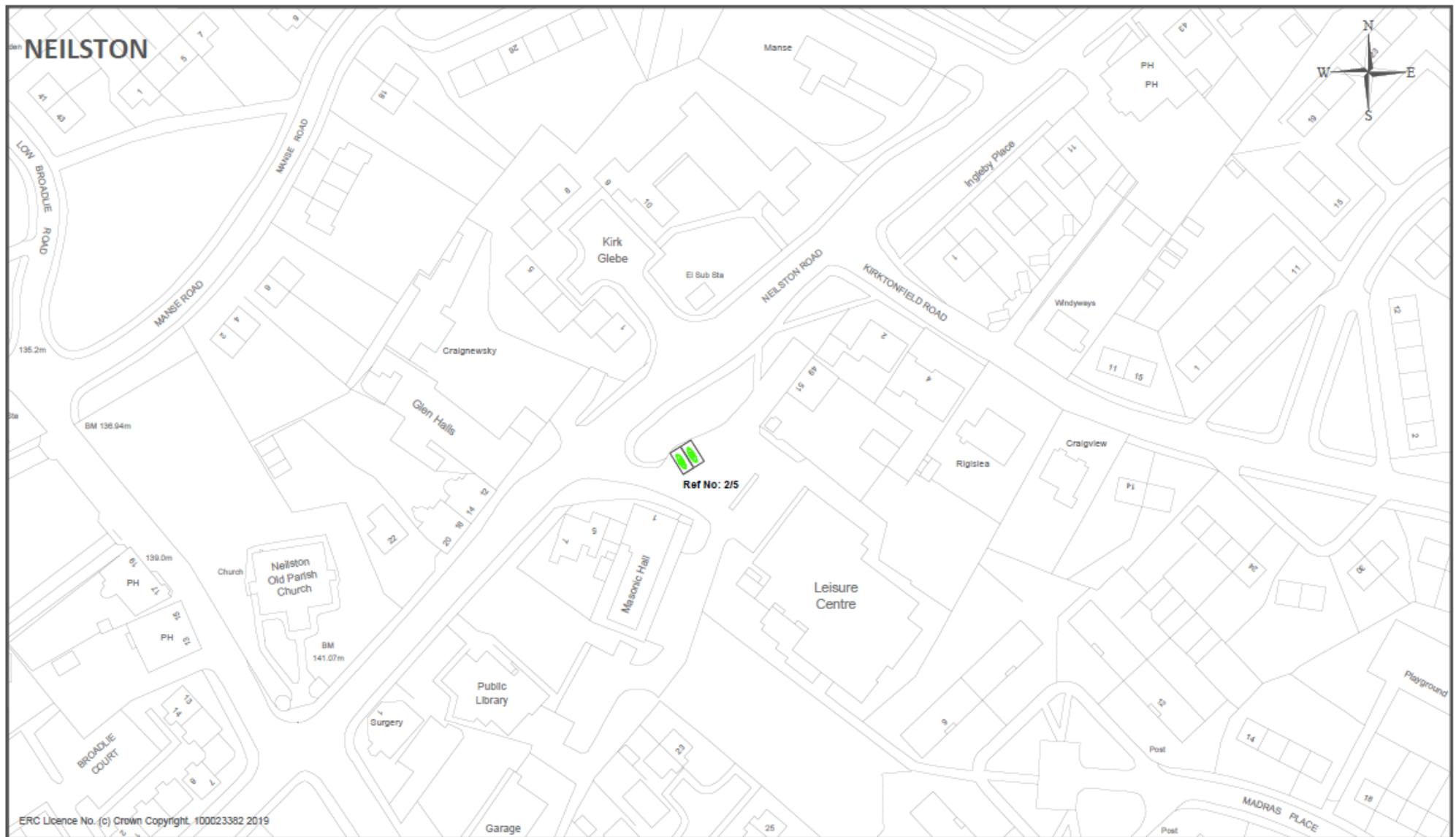
**Drawing Info.**

**Location:** Merryvale Place Car Park, Giffnock  
**Ref: No:** 2/5  
**No of EVC Places:** 2  
**Type of Charger:** Fast Charging  
**Output:** 22 kW

**EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT**  
 Roads & Transportation Service - 2 Spiersbridge Way,  
 Spiersbridge Business Park, Thomlebank, G46 8NG  
 Head of Service - P. Daws

<b>Drawing Title</b>		<b>Date</b>	
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]		DEC 2019	
		<b>Scale</b>	
		Not to scale	
<b>Dwg No.</b>	EN-58-40-337 (2/5)	<b>Rev.</b>	-
<b>Dwg By</b>	PAD	<b>Checked By</b>	
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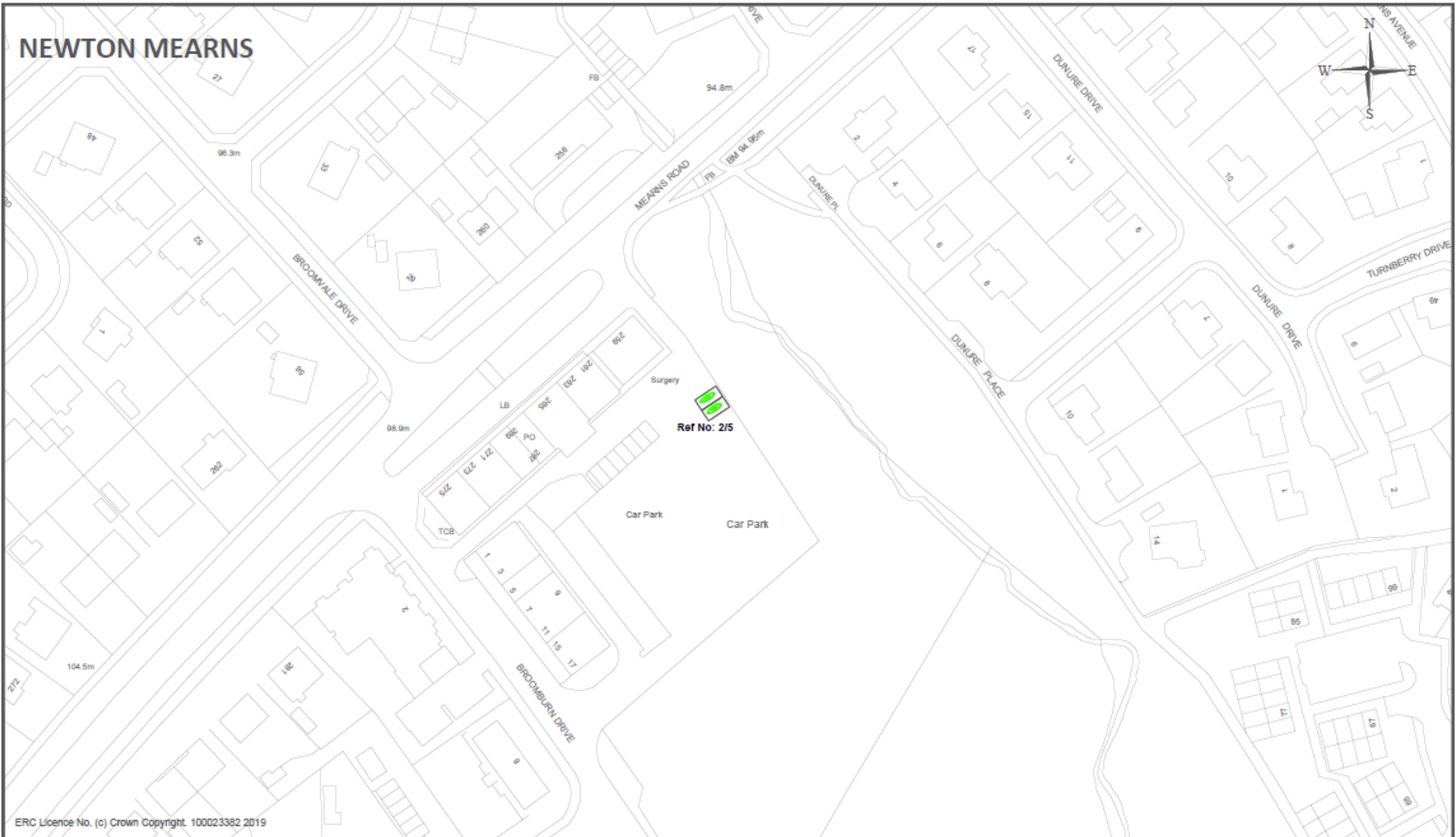
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**Drawing Info.**

**Location:** Sports Centre Car Park, Main Street, Neilston  
**Ref: No:** 2/6  
**No of EVC Places:** 2  
**Type of Charger:** Fast Charging  
**Output:** 22 kW

**EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT**  
 Roads & Transportation Service - 2 Splersbridge Way,  
 Splersbridge Business Park, Thomliebank, G46 8NG  
 Head of Service - P. Daws

<b>Drawing Title</b>		<b>Date</b>	
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]		DEC 2019	
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Not to scale			
<b>Dwg No.</b>	EN-58-40-337 (2/6)	<b>Rev.</b>	-
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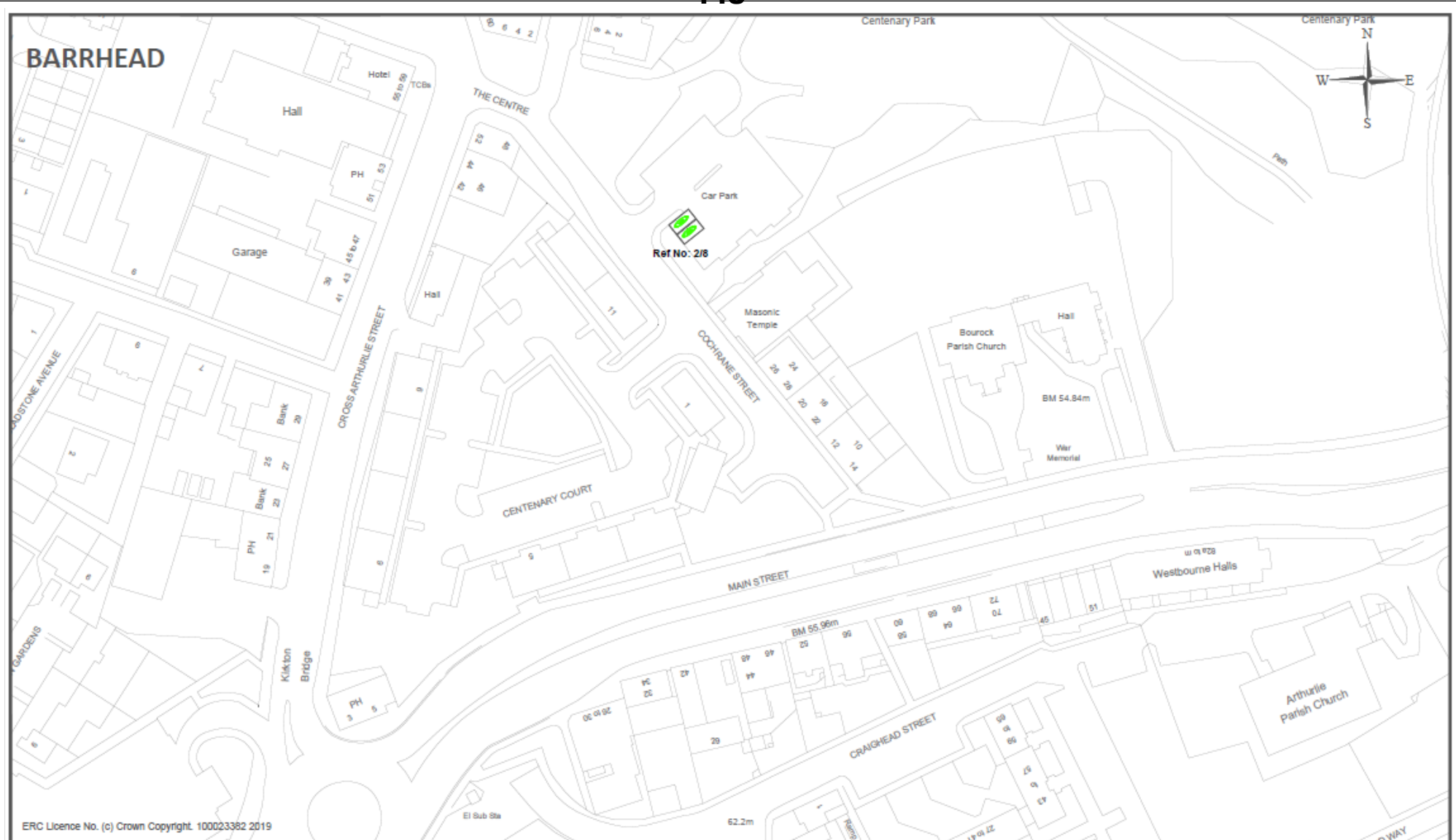
**Drawing Info.**

**Location:** Broomburn Shops Car Park, Broomburn Drive, Newton Mearns  
**Ref: No:** 2/7  
**No of EVC Places:** 2  
**Type of Charger:** Rapid Charging  
**Output:** 50 kW

**EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT**  
 Roads & Transportation Service - 2 Splersbridge Way,  
 Splersbridge Business Park, Thomlebank, G46 8NG  
 Head of Service - P. Daws

<b>Drawing Title</b>			<b>Date</b>
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]			DEC 2019
			<b>Scale</b>
			Not to scale
<b>Dwg No.</b>	EN-58-40-337 (2/7)	<b>Rev.</b>	-
<b>File Ref.</b>	EN-58-40-337	<b>Dwg By</b>	PAD
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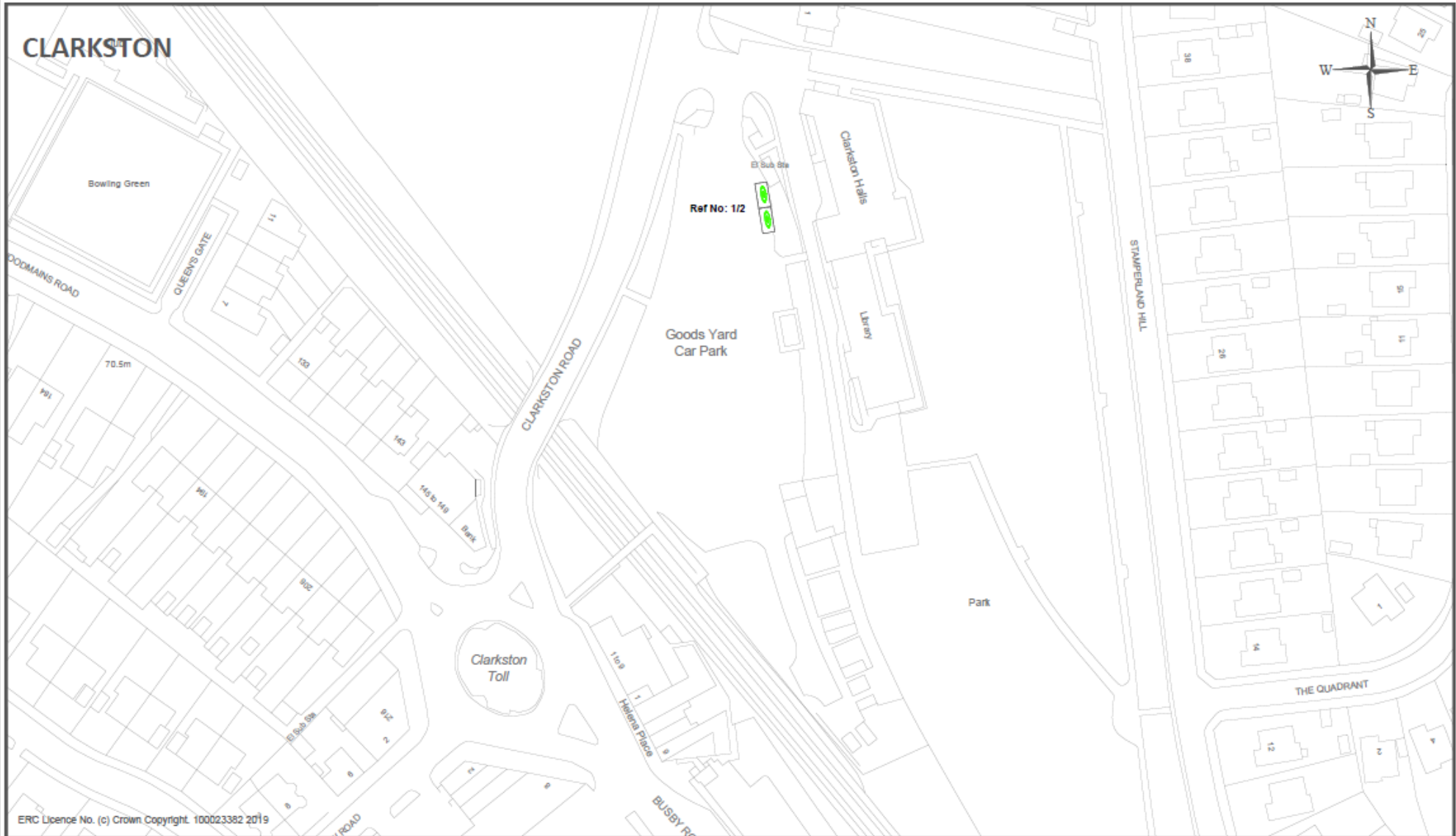
**Drawing Info.**

Location: Cochrane Street Car Park, Barrhead  
 Ref: No: 2/8  
 No of EVC Places: 2  
 Type of Charger: Rapid Charging  
 Output: 50 kW

**EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT**  
 Roads & Transportation Service - 2 Splersbridge Way,  
 Splersbridge Business Park, Thornliebank, G46 8NG  
 Head of Service - P. Daws

<b>Drawing Title</b>		<b>Date</b>
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]		DEC 2019
<b>Dwg No.</b> EN-58-40-337 (2/8)		<b>Scale</b>
<b>Rev.</b> -	<b>Dwg BY</b> PAD	Not to scale
<b>File Ref.</b> EN-58-40-337	<b>Checked By</b>	





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**Drawing Info.**

Location: Goods Yard Car Park, Clarkston Road, Clarkston,  
 Ref: No: 2/9  
 No of EVC Places: 2  
 Type of Charger: Rapid Charging  
 Output: 50 kW

EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT  
 Roads & Transportation Service - 2 Splersbridge Way,  
 Splersbridge Business Park, Thomliebank, G46 8NG  
 Head of Service - P. Daws

Drawing Title			Date
The East Renfrewshire Council (Electric Vehicle Charging Place) (On-Street & Off-Street Car Parks) Order 20[**]			DEC 2019
Dwg No. EN-58-40-337 (2/9)			Scale
File Ref. EN-58-40-337			Not to scale
Rev.	Dwg By	Checked By	
-	PAD		

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EAST RENFREWSHIRE COUNCIL27 February 2020Report by Director of EnvironmentTHE EAST RENFREWSHIRE COUNCIL (C9 AURS ROAD, BARRHEAD TO NEWTON MEARNS) (30mph & 40mph SPEED LIMITS) ORDER 2020**PURPOSE OF REPORT**

1. To submit for the approval of the Council the making and confirmation of “The East Renfrewshire Council C9 Aurs Road, Barrhead to Newton Mearns (30mph & 40mph Speed Limits) Order 2020” which will introduce a 30mph & 40mph speed limit over sections of the C9 Aurs Road between Barrhead and Newton Mearns. (See Appendix 1)

**RECOMMENDATIONS**

2. It is recommended:-

- (a) that the Council approve the making and confirmation of “The East Renfrewshire Council C9 Aurs Road, Barrhead to Newton Mearns (30mph & 40mph Speed Limits) Order 2020” and delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures; and
- (b) that the making of Roads Orders in future be delegated to the Cabinet and that the Scheme of Administration be amended accordingly..

**BACKGROUND****C9 Aurs Road, Barrhead (30 mph Speed Limit)**

3. The section of the C9 Aurs Road between Springfield Road Barrhead and the northernmost access lane to Scottish Water’s ‘Ryat Lynn Reservoir’ incorporates a combination of sweeping and tight bends. It gives direct access to a number of agricultural farm fields, maintenance access to the main Network Rail train line between Neilston and Glasgow and to reservoirs managed and maintained by Scottish Water. This section of road also provides access to new residential development sites currently under construction.

4. To reflect the current and future features of this stretch of road it is considered appropriate to extend the existing 30mph speed limit from the junction with Springfield Road to a point 150 metres or thereby northwest of the northernmost access lane to Scottish Water’s ‘Ryat Lynn Reservoir’, a distance of approximately 910 metres.

**C9 Aurs Road, Barrhead (40 mph Speed Limit)**

5. The section of the C9 Aurs Road between Scottish Water’s ‘Ryat Lynn Reservoir’ and the B769 Stewarton Road incorporates a combination of sweeping and tight bends. It gives direct access to a number of agricultural farm fields and maintenance access to reservoirs managed and maintained by Scottish Water. Proposed recreational development (visitor

centre) as part of the City Deal programme is due to take place. This will be accessed via this section of road and is likely to significantly increase the number of pedestrians and cyclists of all ages along this transport corridor.

6. To reflect the current and planned features along this stretch of road it is considered appropriate to introduce a 40mph speed limit between the proposed 30mph speed limit at a point 150 metres or thereby northwest of the northern most access lane to Scottish Water's 'Ryat Lynn Reservoir' and the existing 40mph speed limit approximately 25 metres northwest of its junction with the B769 Stewarton Road, a distance of approximately 1,170 metres.

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

## REPORT

8. The C9 Aurs Road is a main connecting route and transport corridor running between Barrhead and Newton Mearns.

9. It is rural in nature and the speed limit in effect at present is the National Speed Limit of 60mph. Volumetric vehicular traffic flow levels were measured at the end of January 2019 and the average 2-way flow was found to be in the order of 6,804 vehicles per 24hr period (7-day average), a total of 47,630 vehicles per week.

10. The concerns regarding the speed of traffic on this route is further exacerbated due to the following features:

- direct access to a number of agricultural fields and maintenance access for the rail network and Scottish Water reservoirs;
- future development to land fronting this section of road, both for residential and recreational purposes; and
- increased potential for large and slow moving vehicles combined with increased pedestrian and cycling traffic accessing and using this main through route.

11. A statutory formal consultation on the proposed Order was carried out between 12 November and 13 December 2019 in compliance with "The Local Authorities' Traffic Orders (Procedure) Scotland Regulations 1999 (and subsequent amendments)". A Public Notice advising of the proposals was published in the 'Glasgow Evening Times' and 'Barrhead News' newspapers which circulate in the area, informing of the consultation and advising where drawings showing the proposals could be viewed and where any representations or objections to the proposals should be sent. The emergency services, Elected Members and other organisations/ persons likely to be affected by any provision in the Order were notified of the proposals.

12. At the termination of the statutory consultation period no objections were received regarding the proposed speed limit order.

### **Future arrangements for dealing with Roads Orders**

13. In terms of the Council's Scheme of Administration all Roads Orders need to be dealt with by the full Council. This can have timing implications for the introduction of Orders, particularly those of an urgent nature. To address this is proposed that in future, Roads Orders

are dealt with by the Cabinet. However, Members may wish to note that the Cabinet “call in” procedures would apply to Roads Orders in the same way that they apply to all Cabinet reports.

### **FINANCE AND EFFICIENCY**

14. The funding for promoting and implementing this Traffic Regulation Order including changes to the posted speed limit signage will come from the ‘City Deal’ projects funding for the Aurs Road improvements. This will be met from existing resources.

### **CONSULTATION**

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

### **PARTNERSHIP WORKING**

16. The proposals presented in this Order involved partnership working from the inception of its design with Police Scotland and through the process of formal consultation with adjacent land owners, the Elected Council members, Community Councils and members of the public via Public Notices published in the newspapers circulation in the area and on the Councils Website.

### **IMPLICATIONS OF THE PROPOSALS**

17. By approving this proposed Order and on completion of the works involved there will be an immediate safety benefit offered to the public by the introduction of reduced speed limits for all vehicles travelling along this section of the C9 Aurs Road.

18. There will be no property, IT or sustainability implications arising from the proposals. There is a positive equality outcome in relation to these proposals.

19. Changing the Scheme of Administration to enable the Cabinet to deal with Roads Orders in future will speed up the process.

### **CONCLUSIONS**

20. “The East Renfrewshire Council C9 Aurs Road, Barrhead to Newton Mearns (30mph & 40mph Speed Limits) Order 2020” if approved and introduced, will implement a reduced speed limit applicable to all road vehicle users in order to improve safety by addressing inappropriate driving speeds along this section of road. It will promote safer travel thus contributing to reducing accident casualties as per the aims of the Council’s Local Transport Strategy

### **RECOMMENDATIONS/...**

**RECOMMENDATIONS**

21. It is recommended:-

- (a) that the Council approve the making and confirmation of “The East Renfrewshire Council C9 Aurs Road, Barrhead to Newton Mearns (30mph & 40mph Speed Limits) Order 2020” and delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures; and
- (b) that the making of Roads Orders in future be delegated to the Cabinet and that the Scheme of Administration be amended accordingly..

Director of Environment

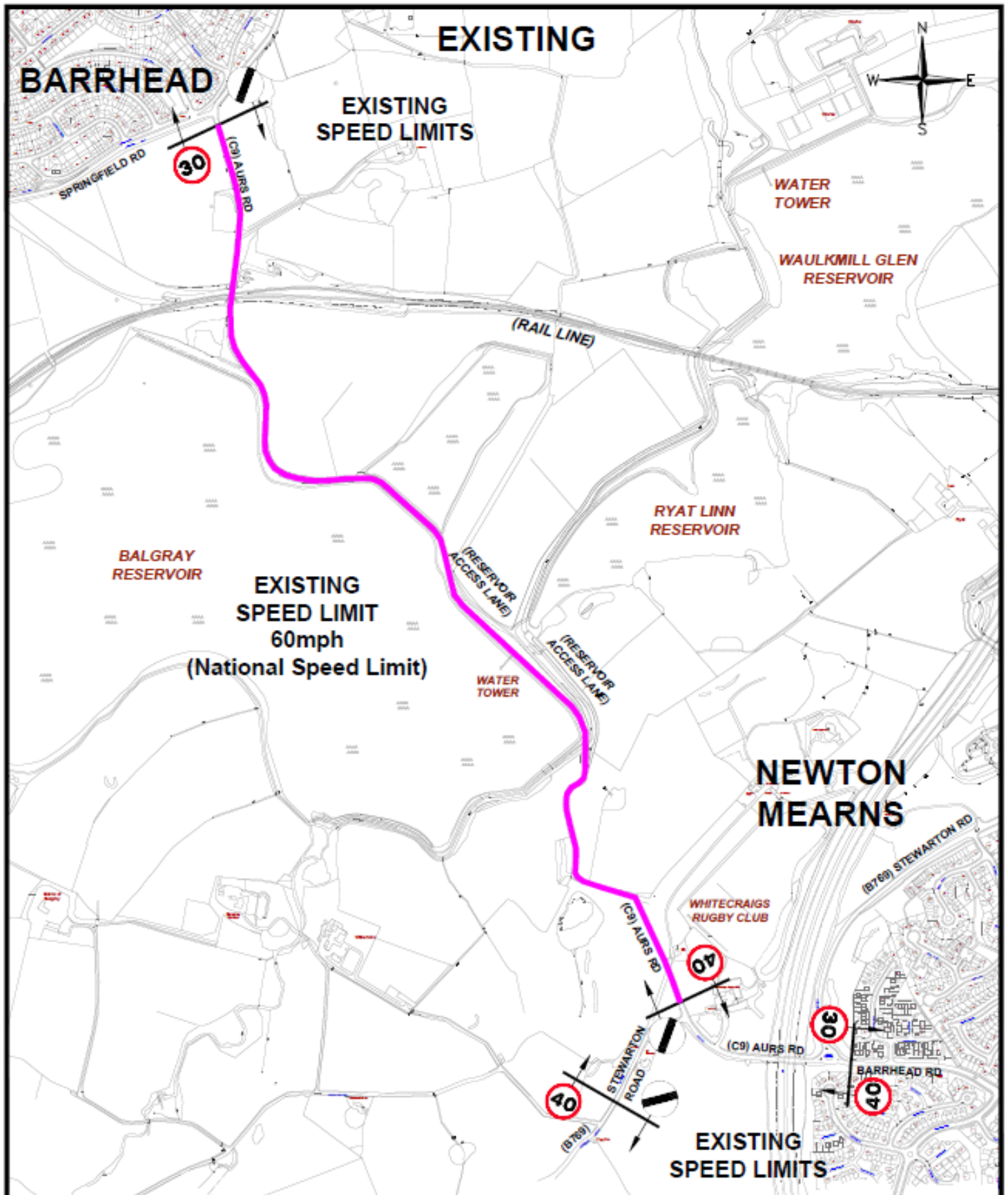
Report prepared by Patrick Doherty, Senior Traffic Officer,  
Tel: 0141 577 3417, e-mail address: [patrick.doherty@eastrenfrewshire.gov.uk](mailto:patrick.doherty@eastrenfrewshire.gov.uk).

February 2020

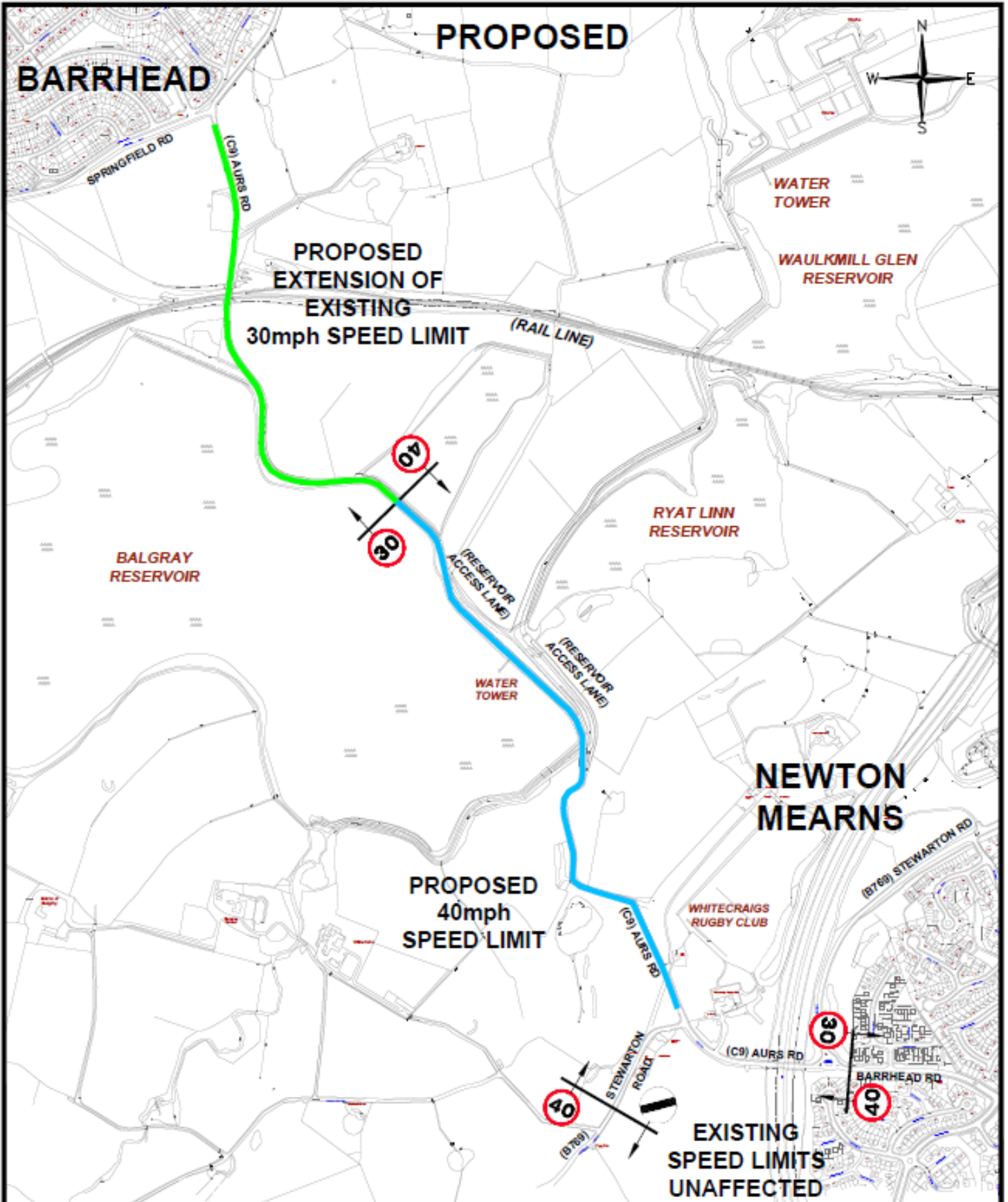
**BACKGROUND PAPERS**

East Renfrewshire Council Local Transport Strategy 2008-2011

- Section 12.5
- East Renfrewshire City Deal projects – Aurs Road improvement



<p><b>Drawing Info.</b></p> <p><span style="color: magenta;">—————</span> Existing 60mph Speed Limit</p>	<p>East Renfrewshire Council - Environment Department                  Roads, &amp; Transportation Service - 2 Spierbridge Way, Spierbridge Business Park, Thornliebank, G46 8NG                  Head of Environment (Strategic Services): Phil Daws</p>		
	<p><b>Drawing Title</b></p> <p>The East Renfrewshire Council                  (C9 Aurs Road, Barrhead to Newton Mearns)                  (30mph &amp; 40mph Speed Limits)                  Order 2020</p>		<p><b>Date</b></p> <p>JAN 2020</p>
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<p><b>Dwg No.</b> EN-68-40-334 - C9 AURS RD (CURRENT)</p> <p><b>File Ref.</b> EN-68-40-334</p>	<p><b>Rev.</b> -</p>	<p><b>Dwg By</b> PAD</p>	<p><b>Checked By</b></p>



<p><b>Drawing Info.</b></p>	<p>East Renfrewshire Council - Environment Department Roads, &amp; Transportation Service - 2 Splenbridge Way, Splenbridge Business Park, Thornliebank, G46 8NG Head of Environment (Strategic Services): Phil Daws</p>	
<p>— Proposed extension of existing 30mph Speed Limit</p> <p>— Proposed new 40mph Speed Limit</p>	<p><b>Drawing Title</b></p> <p>The East Renfrewshire Council (C9 Aurs Road, Barrhead to Newton Mearns) (30mph &amp; 40mph Speed Limits) Order 2020</p>	<p><b>Date</b></p> <p>JAN 2020</p>
<p>Reproduced from the Ordnance Survey Mapping with the permission of Her Majesty's Stationary Office (C) Crown Copyright. Unauthorised reproduction infringes Crown Copyright and may lead to prosecution or civil proceedings. ERIC Licence No. (c) Crown Copyright. 100023382 2020</p>	<p><b>Dwg No.</b> EN-68-40-334 - C9 AURS RD (PROPOSED)</p> <p><b>File Ref.</b> EN-68-40-334</p>	<p><b>Scale</b></p> <p>Not to scale</p> <p><b>Dwg By</b> PAD</p> <p><b>Checked By</b></p>



**EAST RENFREWSHIRE COUNCIL****27 February 2020****Report by Chief Officer - HSCP****EAST RENFREWSHIRE HSCP INTEGRATION SCHEME****PURPOSE OF REPORT**

1. To present the Council with the draft revised Integration Scheme for East Renfrewshire Health and Social Care Partnership (HSCP) developed in consultation with partner HSCPs in the Greater Glasgow and Clyde Health Board area.
2. Section 44(2) of the Public Bodies (Joint Working) (Scotland) Act 2014 requires that the scheme is reviewed and revised after five years. A draft revised Integration Scheme has now been produced and the changes will be applied on the date the revised scheme receives approval through delegation by the Cabinet Secretary. The draft scheme is given at Appendix 1.

**RECOMMENDATIONS**

3. The Council is asked to:
  - a) approve the current draft Integration Scheme to allow a period of consultation to commence;
  - b) delegate authority to the Chief Officer, in consultation with the Council and NHS Chief Executives, to submit the final revised Integration Scheme following the consultation exercise; and
  - c) note that if during the consultation process any significant issue were to arise the Chief Officer would report back to the Council for a decision.

**BACKGROUND**

4. The Public Bodies (Joint Working) (Scotland) Act 2014 (“the Act”) established the legal framework for integrating health and social care in Scotland. The Act requires territorial NHS health boards and local authorities to integrate strategic planning and service provision arrangements for adult health and social care services. The Act also provides the local discretion to allow for the inclusion of further functions – such as criminal justice and children’s health and social care, should the public bodies involved agree to do so.
5. The Act required the Council and the Health Board to jointly prepare, consult upon and then approve an *integration scheme* for their local integration authority and submit that scheme for final approval to Scottish Ministers. The first finalised scheme was formally submitted on 18<sup>th</sup> May 2015.
6. In June 2015 the Council and the Health Board received formal confirmation that the Scottish Government had approved the Integration Scheme, thereby enabling the

establishment of the new arrangements for East Renfrewshire. The Order made by Scottish Ministers formally established the Integration Joint Board (IJB) with the effect from 27 June 2015. The only amendment to the original Integration Scheme was made in February 2018 to update the list of delegated functions following the introduction of the Carers (Scotland) Act 2016.

## REPORT

7. The Integration Scheme details the role and responsibilities of the IJB which in essence are:

- Being responsible for the strategic planning of its integrated services (as set out in Annexes 1 and 2 of the scheme).
- Being responsible for the operational oversight of the Health & Social Care Partnership (HSCP), which is the joint delivery vehicle for those integrated services delegated to the IJB (except for NHS acute hospital services).

8. The Integration Scheme also details the role and responsibilities of Council and the NHS Health Board in enabling the IJB to discharge its functions.

9. The majority of amendments to the original Integration Scheme are technical drafting changes (e.g. change of tense following the establishment of the HSCP and operational arrangements). The key changes are updates to:

- The tense used in some sections e.g. to reflect where plans are now in place rather than a stated commitment to develop a plan within a timeframe;
- Outdated terminology such as the name of fora;
- Adopt common numbering and naming convention for Integration Scheme layout / clauses across the six partnerships within the NHSGGC Board area;
- The Finance section has been agreed with the East Renfrewshire Council Section 95 Officer;
- Reflect new legislation including the Carers Act and GDPR; and
- Hosted Services, however this does not change East Renfrewshire's local hosting arrangements.

## FINANCE AND EFFICIENCY

10. There are no direct financial implications.

## CONSULTATION

11. The draft scheme has been developed in consultation with partner HSCPs in the Health Board area. A consultation with stakeholder groups will be carried out in March and April 2020 in accordance with the requirements of The Public Bodies (Joint Working) (Scotland) Act 2014. We will use our Strategic Planning Group to direct consultation activity. The scheme will be revised to reflect any changes required following the consultation.

12. A timeline for the consultation and approval of the revised Integration Scheme is set out in the table below:

Requirement	Lead party	Date
Consultation draft of Integration Scheme approved by partner organisations	NHS GGC	11 February 2020
	East Renfrewshire Council	27 February 2020
Consultation Period	Prescribed Stakeholders	March / April 2020
Final Integration Scheme drafted to reflect consultation feedback	Chief Officer	16 April 2020
Integration Scheme approved by partner organisations*	NHS GGC Health Board	28 April 2020
	East Renfrewshire Council	29 April 2020
Submitted to Scottish Ministers	NHS GGC and Renfrewshire Council Chief Executives	May 2020
Approved by Ministers	Scottish Government	June 2020

\*if required, as per the recommendation in this paper

## IMPLICATIONS OF THE PROPOSALS

### Staffing

13. As per the legislation, the Integration Scheme details relevant issues for the workforce and in respect of staff governance.

14. Staff working under the management of the Health & Social Care Partnership will continue to be employed by either the NHS Health Board or the Council as they are at present, retaining their respective terms and conditions.

### Legal

15. The Integration Joint Board for the area of East Renfrewshire Council was legally established on 27 June 2015. There are no additional legal implications as a result of the revision of the scheme.

## CONCLUSIONS

16. The IJB has now been operating for five years with relevant functions delegated to it by both NHS Greater Glasgow and Clyde and East Renfrewshire Council as per the annexes in the scheme. The revised scheme provides a light-touch update and does not result in any changes to the powers and functions of the IJB.

## RECOMMENDATIONS/...

**RECOMMENDATIONS**

17. The Council is asked to:
- (a) approve the current draft Integration Scheme to allow a period of consultation to commence;
  - (b) delegate authority to the Chief Officer, in consultation with the Council and NHS Chief Executives, to submit the final revised Integration Scheme following the consultation exercise; and
  - (c) note that if during the consultation process any significant issue were to arise the Chief Officer would report back to the Council for a decision.

**REPORT AUTHOR AND PERSON TO CONTACT**

HSCP Chief Officer: Julie Murray

Lesley Bairden, Head of Finance and Resources  
[lesley.bairden@eastrenfrewshire.gov.uk](mailto:lesley.bairden@eastrenfrewshire.gov.uk)  
0141 451 0749

February 2020

**BACKGROUND PAPERS**

Scottish Government Letter of Approval of Integration Scheme under section 7(2)(a) of the Public Bodies (Joint Working) (Scotland) Act 2014

East Renfrewshire HSCP Integration Scheme

# East Renfrewshire Health and Social Care Partnership

## Integration Scheme

**Between  
EAST RENFREWSHIRE COUNCIL  
And  
GREATER GLASGOW AND CLYDE HEALTH BOARD**

**November 2019**

**UPDATED TO REFLECT THE FIVE YEAR REVIEW OF THE  
INTEGRATION SCHEME IN ACCORDANCE WITH Section 44(2)  
of the ACT**

**The Public Bodies (Joint Working) (Prescribed Health Board  
Functions) (Scotland) Amendment Regulation 2017  
The Public Bodies (Joint Working) (Prescribed Local Authority  
Functions etc.) (Scotland) Amendment (No. 2) Regulations 2017**

<b>Document Title:</b>	Integration Scheme		
<b>Owner:</b>	Chief Officer	<b>Status:</b>	Draft (V2.0)
<b>Date of last Publication</b>	March 2018	<b>Date of next Review</b>	2025
<b>Revision History:</b>			
<b>Version:</b>	<b>Date Effective:</b>	<b>Author &amp; Changes</b>	
1.0	Jun 2015	Candy Millard, Head of Strategic Services	
1.1	Mar 2018	Candy Millard, Head of Strategic Services - delegated functions updated following introduction of the Carers (Scotland) Act 2016	
2.0		Lesley Bairden, Head of Finance and Resources – Full Review	

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## I. Introduction

- i. In East Renfrewshire we have a long and successful experience of developing and running an integrated health and social care partnership for all community adult, children and families and criminal justice services. East Renfrewshire Community Health and Care Partnership was established in 2006 by East Renfrewshire Council and NHS Greater Glasgow and Clyde. The purpose of the CHCP was to:
  - manage local NHS and social care services;
  - improve the health of its population and close the inequalities gap;
  - play a major role in community planning;
  - achieve better specialist care for its population;
  - achieve strong local accountability through the formal roles for lead councillors and the engagement and involvement of its community; and
  - drive NHS and Local Authority planning processes.
- ii. From the outset East Renfrewshire CHCP focused on improving outcomes for East Renfrewshire residents, improving health and wellbeing and reducing inequalities.
- iii. In November 2013, East Renfrewshire Council and NHS Greater Glasgow & Clyde formally agreed to the transition of the Community Health and Care Partnership to a Shadow Health and Social Care Partnership; and for the Community Health & Care Partnership Committee to assume the role of Shadow Integration Joint Board in preparation for the full enactment of the Public Bodies (Joint Working) (Scotland) Act 2014 in April 2015.
- iv. Partners agreed to a body corporate arrangement which will be known as the East Renfrewshire Health and Social Care Partnership. The purpose of East Renfrewshire Health and Social Care Partnership is to work with the people of East Renfrewshire to improve lives.
- v. The boundary of the Partnership will be coterminous with the boundary of East Renfrewshire Council, covering a population of around 95,000 people. The main localities are Barrhead, Neilston and Uplawmoor; Giffnock and Thornliebank; Newton Mearns; and Netherlee, Stamperland, Clarkston, Busby and Eaglesham.
- vi. The main purpose of integration is to improve the wellbeing of people who use health and social care services, particularly those whose needs are complex and involve support from health and social care at the same time. The Integration Scheme is intended to achieve the National Health and Wellbeing Outcomes prescribed by the Scottish Ministers in Regulations under section 5(1) of the Act, namely:
  - People are able to look after and improve their own health and wellbeing and live in good health for longer.
  - People, including those with disabilities or long term conditions or who are frail are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
  - People who use health and social care services have positive experiences of those services, and have their dignity respected.
  - Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
  - Health and social care services contribute to reducing health inequalities.

- People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.
- People using health and social care services are safe from harm.
- People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
- Resources are used effectively and efficiently in the provision of health and social care services.

vii.NHS Greater Glasgow and Clyde and East Renfrewshire Council agreed that Children and Families Health and Social Work and Criminal Justice Social Work services and the minimum with regard to housing support should be included within functions and services to be delegated to the partnership therefore the specific National Outcomes for Children and Criminal Justice are also included.

viii.National Outcomes for Children are:-

- Our children have the best start in life and are ready to succeed;
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens; and
- We have improved the life chances for children, young people and families at risk

ix.National Outcomes and Standards for Social Work Services in the Criminal Justice System are:-

- Community safety and public protection;
- The reduction of re-offending; and
- Social inclusion to support desistance from offending.

x.The Partnership operates within the wider context of East Renfrewshire Community Planning Partnership and contributes to the Community Plan and the Single Outcome Agreement (SOA).

xi.This scheme came into effect on 27 June 2015 when the East Renfrewshire Health & Social Care Partnership Integration Joint Board was established by Order of the Scottish Ministers as an entity which has distinct legal personality.

xii.This scheme was reviewed and revised in accordance with section 44(2) of the Act and the changes will be applied on the date the revised scheme receives approval through delegation by the Cabinet Secretary.



## Integration Scheme

### 1. The parties:

**East Renfrewshire Council**, established under the Local Government etc (Scotland) Act 1994 and having its principal offices at Council Headquarters, Eastwood Park, Giffnock, East Renfrewshire, G46 6UG.

(Hereinafter referred to as the Council)

And

**Greater Glasgow Health Board**, established under section 2(1) of the National Health Service (Scotland) Act 1978 (operating as “NHS Greater Glasgow and Clyde”) and having its principal offices at J B Russell House, Gartnavel Royal Hospital Campus, 1055 Great Western Road, Glasgow, G12 0XH

(Hereinafter referred to as the Health Board)

(together referred to as “the Parties”)

In implementation of their obligations under the Act, the Parties hereby agree as follows:

In accordance with section 2(3) of the Act, the Parties have agreed that the integration model set out in sections 1(4)(a) of the Act will remain in place for East Renfrewshire Integration Joint Board namely the delegation of functions by the Parties to a body corporate that is to be established by Order under section 9 of the Act (an “integration joint board”). This Scheme came into effect on 27 June 2015 when the Integration Joint Board was established by Parliamentary Order. The Scheme was reviewed and revised in accordance with section 44(2) of the Act and these changes will be applied on the date the revised Scheme receives approval through delegation by the Cabinet Secretary..

## Definitions and Interpretation

“The Act” means the Public Bodies (Joint Working) (Scotland) Act 2014;

“The Integration Joint Board” means the Integration Joint Board to be established by Order under section 9 of the Act;

“Chair” means the Chair of the Integration Joint Board;

“Chief Officer” means the Chief Officer of the Integration Joint Board.

“Chief Financial Officer” means the officer responsible for the administration of the Integration Joint Board’s financial affairs.

“Chief Social Work Officer” means the individual appointed by the Council under section 10 of the act;

“The Council” means East Renfrewshire Council and “Chief Executive of the Council” means the individual appointed by the Council as its most senior official responsible for discharging the Council’s strategy and statutory responsibilities.

“The Health Board” means Greater Glasgow Health Board, operating as NHS Greater Glasgow and Clyde and “Chief Executive of the Health Board” means the individual appointed by the Health Board as its most senior official responsible for discharging the Health Board’s strategy and statutory responsibilities.

“Host” means the Integration Joint Board that manages services on behalf of the other Integration Joint Boards in the Health Board area;

“Hosted Services” means those services of the Parties more specifically detailed in Annex 3 which, subject to consideration by the Integration Joint Boards through the Strategic Plan process, the Parties agree will be managed and delivered on a pan Greater Glasgow and Clyde basis by a single Integration Joint Board;

“Integration Joint Board” means East Renfrewshire Integration Joint Board as established by Order under section 9 of the Act;

“The Parties” means East Renfrewshire Council and Greater Glasgow Health Board, operating as NHS Greater Glasgow and Clyde;

“The Scheme” means this Integration Scheme;

“Strategic Plan” means the plan which the Integration Joint Board is required to prepare and implement in relation to the delegated provision of health and social care services to adults and children and criminal justice social work in accordance with section 29 of the Act.

“Strategic Planning Group” means the group established under section 32 of the Act;

“Set Aside Budget” means the monies made available by the Health Board to the Integration Joint Board in respect of those functions delegated by the Health Board which are carried out in a hospital within the Health Board area and provided for the areas of two or more Local Authorities;

“Outcomes” means the outcomes set out in the Public Bodies (Joint Working) (Integration Scheme) (Scotland) Regulations 2014;

“Acute Services” means:

1. Accident and Emergency Services provided in a hospital
2. Inpatient hospital services relating to the following branches of medicine:
  - a. General Medicine
  - b. Geriatric Medicine
  - c. Rehabilitation Medicine
  - d. Respiratory Medicine
3. Palliative care services provided in a hospital

“Chief Operating Officer for Acute Services” means the individual appointed by the Health Board with lead responsibility for the operational delivery of Acute Services.

## 2. Local Governance Arrangements

### Voting Members

- 2.1 The arrangements for appointing the voting membership of the Integration Joint Board are that:-
- Each Party shall appoint four voting representatives.
  - The Integration Joint Board will consider nominations for additional non-voting members in accordance with the Public Bodies (Joint Working) (Integration Joint Boards) (Scotland Order 2014 - Article 3(8)).

### Chair

- 2.2 The Chair and Vice Chair of the Integration Joint Board will be selected from amongst the identified eight voting members. The Parties will alternate nominating the Chair and Vice-Chair, with one nominating the Chair and the other nominating the Vice-Chair.
- 2.3 The first Chair of the Integration Joint Board was a member appointed on the nomination of the NHS. Their initial term of office was 1 year and thereafter the term of office is two years.

### Meetings

- 2.4 The Integration Joint Board made, and may subsequently amend, standing orders for the regulation and governance of its procedure and business. All meetings of the Integration Joint Board shall be conducted in accordance with them. Standing orders must include a description of how the Integration Joint Board will conduct its business.

### **3. Delegation of Functions**

- 3.1 The functions that are to be delegated by the Health Board to the Integration Joint Board are set out in Part 1 of Annex 1, and only to the extent that they relate to the services described in Part 2 of Annex 1.
- 3.2 The functions that are to be delegated by the Council to the Integration Joint Board are set out in Part 1 of Annex 2. The services to which these functions relate, which are currently provided by the Council and which are to be integrated, are set out in Part 2 of Annex 2.
- 3.3 The services hosted by one Integration Joint Board on behalf of the other five within the Health Board are listed in Annex 3. These services are managed and delivered on a pan Greater Glasgow and Clyde basis through a designated single Health and Social Care Partnership and may be subject to future review.

### **4. Local Operational Delivery Arrangements**

#### **Responsibilities of the Integration Joint Board on behalf of the Parties**

- 4.1 The local operational arrangements agreed by the Parties are:
- 4.2 The Integration Joint Board has responsibility for the planning of services via the Strategic Plan.
- 4.3 The Integration Joint Board will be responsible for monitoring and reporting on performance on the delivery of those services covered by the strategic plan.
- 4.4 The Integration Joint Board is responsible for the operational oversight of Integrated Services, and through the Chief Officer will be responsible for the operational management of Integrated Services, except Acute Services on which the Chief Officer will work closely with the Chief Operating Officer for Acute Services. The Integration Joint Board will be responsible for operational oversight of integrated services, and through the Chief Officer, will be responsible for management of integrated services, except Acute services on which the Chief Officer will work closely with the Chief Operating Officer for Acute Services.
- 4.5 The Integration Joint Board will issue directions to the Parties taking account of the information on performance to ensure performance is maintained and improved. The Integration Joint Board along with the other five Integration Joint Boards in the Health Board area will contribute to the strategic planning of Acute Services and the Health Board will be responsible for the management of Acute Services.
- 4.6 The Health Board will provide information to the Chief Officer and the Integration Joint Board on the operational delivery of Acute Services.
- 4.7 The Health Board and the six Integration Joint Boards shall ensure that the overarching Strategic Plan for Acute Services shall incorporate relevant sections of the six Integration Joint Boards' Strategic Plans.
- 4.8 The Health Board will consult with the six Integration Joint Boards to ensure that the overarching Strategic Plan for Acute Services and any plan setting out the capacity

and resource levels required for the Set Aside budget for such acute services is appropriately coordinated with the delivery of services across the Greater Glasgow and Clyde area.

- 4.9 The Parties shall ensure that a group including the Chief Operating Officer for Acute Services and Chief Officers of the six Integration Joint Boards will meet regularly to discuss such respective responsibilities for Acute Services.
- 4.10 Both the Health Board and the Council will undertake to provide the necessary activity and financial data for service, facilities or resources that relate to the planned use of services within other Local Authority areas by people who live within the area of the Integration Joint Board
- 4.11 Where an Integration Joint Board is also the host in relation to a Service in Annex 3, the Parties will recommend that:
- a) It is responsible for the operational oversight of such Service(s);
  - b) Through its Chief Officer will be responsible for the operational management on behalf of all the Integration Joint Boards within Greater Glasgow and Clyde area;  
and
  - c) Such Host Partnership will be responsible for the strategic planning and operational budget of the Host Partnership Services in Annex 3.

### **Corporate Support**

- 4.12 The Health Board and the Council are committed to supporting the Integration Joint Board, providing resources for the professional, technical or administrative services required to support the development of the Strategic Plan and delivery of the integration functions.

### **Strategic Plan**

- 4.13 The Integration Joint Board is required to consult with the other Integration Joint Boards within the Health Board area to ensure that the Strategic Plans are appropriately co-ordinated for the delivery of Integrated Services across the NHS Greater Glasgow and Clyde area.
- 4.14 The Health Board shall ensure that the overarching Strategic Plan for Acute Services shall incorporate relevant sections of the six Integration Joint Boards' Strategic Plans.
- 4.15 The Health Board will consult with the six Integration Joint Boards to ensure that any overarching Strategic Plan for Acute Services and any plan setting out the capacity and resource levels required for the Set Aside budget for such Acute Services is appropriately co-ordinated with the delivery of Services across the Greater Glasgow and Clyde area. The parties shall ensure that a group including the Chief Officer for Acute Services and Chief Officers of the six Integration Joint Boards will meet regularly to discuss such issues.
- 4.16 The Health Board will share with the Integration Joint Board necessary activity and financial data for Services, facilities and resources that relate to the planned use of Services by service users within East Renfrewshire for its service and for those provided by other Health Boards.

- 4.17 The Council will share with the Integration Joint Board necessary activity and financial data for Services, facilities and resources that relate to the planned use of Services by service users within East Renfrewshire for its Services and for those provided by other councils.
- 4.18 The Parties agree to use all reasonable endeavours to ensure that the Integration Joint Boards in the Health Board area and any other relevant Integration Authority will share the necessary activity and financial data for Services, facilities and resources that relate to the planned use by service users within the area of their Integration Authority.
- 4.19 The Parties shall ensure that their Officers acting jointly will consider the Strategic Plans of the other Integration Joint Boards to ensure that they do not prevent the Parties and the Integration Joint Board from carrying out their functions appropriately and in accordance with the Integration Planning and Delivery Principles, and to ensure they contribute to achieving the National Health and Wellbeing Outcomes.
- 4.20 The Parties shall advise the Integration Joint Board where they intend to change service provision of non-Integrated Services that will have a resultant impact on the Strategic Plan.

#### **Performance Targets, Measures and Reporting Arrangements**

- 4.22 The process set out below is the means by which the Health Board and the Council develop the list of all targets, measures and reporting arrangements that relate to any delegated functions and the extent to which responsibility for each target, measure or arrangement will lie with the Integration Joint Board.
- 4.23 Prior to the formal establishment of the Integration Joint Board the Health Board and the Council identified a high level list of targets, measures and reporting arrangements which they were already required to deliver and for which the Integration Joint Board became responsible when it was formally established.
- 4.24 This list was supplemented by the development of a Performance Framework by the Integration Joint Board which consists of a range of indicators and targets relating to those services which have been delegated to the Integration Joint Board. These are consistent with all national targets in order to support:
- i) the achievement of the National Health and Wellbeing Outcomes;
  - ii) the Core Suite of National Integration Indicators
  - iii) Indicators developed by the Ministerial Group for Health and Community Care
  - iv) the overall vision of the partnership area and local priorities as set out within the Strategic Plan; and
  - v) corporate reporting requirements of both parties
- 4.25 The list of performance targets and measures has been developed through the Parties' strategic planning and performance structures and groups approved through joint management structures and the Integration Joint Board, and will be subject to a regular review process.

- 4.26 The Strategic Plan will be reviewed and monitored by the Integration Joint Board in relation to these targets and measures. Where either of the Parties has targets, measures or arrangements for functions which are not delegated to the Integration Joint Board, but which are related to any functions that are delegated to the Integration Joint Board, these targets, measures and arrangements will be taken into account in the development of the Strategic Plan.



## 5. Clinical and Care Governance

- 5.1 Clinical and care governance is a system that assures that care, quality and outcomes are of a high standard for users of services and that there is evidence to back this up. It includes formal structures to review clinical and care services on a multidisciplinary basis and defines, drives and provides oversight of the culture, conditions, processes, accountabilities and authority to act, of organisations and individuals delivering care.
- 5.2 As detailed in this Scheme, all strategic, planning and operational responsibility for Services is delegated from the Parties to the Integration Joint Board and its Chief Officer.
- 5.3 The Parties and the Integration Joint Board are accountable for ensuring appropriate clinical and care governance arrangements for services provided in pursuance of integration functions in terms of the Act. The Parties and the Integration Joint Board are accountable for ensuring appropriate clinical and care governance arrangements for their duties under the Act. The Parties will have regard to the principles of the Scottish Government's Clinical and Care Governance Framework including the focus on localities and service user and carer feedback.
- 5.4 The Parties will be responsible through commissioning and procurement arrangements for the quality and safety of services procured from the Third and Independent Sectors and to ensure that such Services are delivered in accordance with the Strategic Plan.
- 5.5 The quality of service delivery will be measured through performance targets, improvement measures and reporting arrangements designed to address organisational and individual care risks, promote continuous improvement and ensure that all professional and clinical standards, legislation and guidance are met. Performance monitoring arrangements will be included in commissioning or procurement from the Third and Independent Sectors.
- 5.6 The Parties will ensure that staff working in integrated services have the appropriate skills and knowledge to provide the appropriate standard of care. Managers will manage teams of Health Board staff, Council staff or a combination of both and will promote best practice, cohesive working and provide guidance and development to the team. This will include effective staff supervision and implementation of staff support policies.
- 5.7 Where groups of staff require professional leadership, this will be provided by the relevant Health Lead or Chief Social Work Officer as appropriate.
- 5.8 The East Renfrewshire HSCP Learning and Development Plan will identify training requirements that will be put in place to support improvements in services and outcomes.
- 5.9 The members of the Integration Joint Board will actively promote an organisational culture that supports human rights and social justice; values partnership working through example; affirms the contribution of staff through the application of best practice, including learning and development; and is transparent and open to innovation, continuous learning and improvement.

- 5.10 The Chief Social Work Officer reports to the Council on the delivery of safe, effective and innovative social work services and the promotion of values and standards of practice. The Council confirms that its Chief Social Work Officer will provide appropriate professional advice to the Chief Officer and the Integration Joint Board in relation to statutory social work duties and make certain decisions in terms of the Social Work (Scotland) Act 1968. The Chief Social Work Officer will provide an annual report on care governance to the Integration Joint Board, including responding to scrutiny and improvement reports by external bodies such as the Care Inspectorate.
- 5.11 The Chief Officer has delegated responsibilities, through the Parties' Chief Executives, for the Professional standards of staff working in Integrated Services. The Chief Officer, relevant Health Leads and Chief Social Work Officer will work together to ensure appropriate professional standards and leadership. Where groups of staff require professional leadership, this will be provided by the relevant Health Lead or Chief Social Work Officer as appropriate.
- 5.12 The Parties will put in place structures and processes to support clinical and care governance, thus providing assurance on the quality of health and social care. A Clinical and Care Governance Group is to be established by the Parties which, when not chaired by the Chief Officer, will report to the Chief Officer and through the Chief Officer to the Integration Joint Board. It will contain representatives from the Parties and others including:
- the Senior Management Team of the Partnership;
  - the Clinical Director;
  - the Lead Nurse;
  - the Lead from the Allied Health Professions;
  - Chief Social Work Officer;
  - service user and carer representatives; and
  - Third Sector and Independent Sector representatives.
- 5.13 The Parties note that the Clinical and Care Governance Group may wish to invite appropriately qualified individuals from other sectors to join its membership as it determines, or as is required given the matter under consideration. This may include Health Board professional committees, managed care networks and Adult and Child Protection Committees.
- 5.14 The role of the Clinical and Care Governance Group will be to consider matters relating to Strategic Plan development, governance, risk management, service user feedback and complaints, standards, education, learning, continuous improvement and inspection activity. When clinical and care governance issues relating to Lead Partnership Services are being considered, the Clinical and Care Governance Group will link with governance structures in other partnership areas.
- 5.15 The Clinical and Care Governance Group will provide advice to the strategic planning group, and locality groups within the Council area. The strategic planning and locality groups may seek relevant advice directly from the Clinical and Care Governance Group.
- 5.16 The Integration Joint Board may seek advice on clinical and care governance directly from the Health and Care Governance Group. In addition, the Integration

Joint Board may directly take into consideration the professional views of the registered health professionals and the Chief Social Work Officer.

- 5.17 Further assurance is provided through:
- a) the responsibility of the Chief Social Work Officer to report directly to the Council, and the responsibility of the Health Leads to relate directly to the Medical Director and Nurse Director who in return report to the Health Board on professional matters; and
  - b) the role of the Clinical Governance Forum of the Health Board which is to oversee healthcare governance arrangements and ensure that matters which have implications beyond the Integration Joint Board in relation to health, will be shared across the health care system. The Clinical Governance Forum will also provide professional guidance, as required.
- 5.18 The Chief Officer will take into consideration any decisions of the Council or Health Board which arise from (a) or (b) above.
- 5.19 The Health Board Clinical Governance Forum, the Medical Director and Nurse Director may raise issues directly with the Integration Joint Board in writing and the Integration Joint Board will respond in writing to any issues so raised.
- 5.20 As set out in Section 10 the Parties have information sharing protocols in place.

## 6. Chief Officer

### The arrangements in relation to the Chief Officer agreed by the Parties

- 6.1 The Chief Officer will be appointed by the Integration Joint Board and is employed by one of the Parties on behalf of both. The Chief Officer will have an honorary contract with the non-employing party. The Chief Officer will be seconded by the employing party to the Integration Joint Board and will be the accountable officer to the Integration Joint Board.
- 6.2 The Chief Officer will have delegated operational responsibility for delivery of integrated services, except acute hospital services with oversight from the Integrated Joint Board. In this way the Integration Joint Board is able to have responsibility for both strategic planning and operational delivery.
- 6.3 The Chief Officer will provide a single senior point of overall strategic and operational advice to the Integration Joint Board and be a member of the senior management teams of the Parties. As a member of both corporate management teams the Chief Officer will be able to influence policy and strategic direction of both the Council and the Health Board from an integration perspective.
- 6.4 The Chief Officer will provide a strategic leadership role and be the point of joint accountability for the performance of services to the Integration Joint Board. The Chief Officer will be operationally responsible through an integrated management team for the delivery of integrated services.
- 6.5 The Chief Officer will be jointly line managed by the Chief Executives of the Health Board and the Council. This will ensure accountability to both Parties and support a system-wide approach by the Health Board across all of its component integration authorities.
- 6.6 In the event that the Chief Officer is absent or otherwise unable to carry out their functions, at the request of the Integration Joint Board, the Chief Executives of the Health Board and the Council will, in consultation with the Chair /Vice Chair of the Integration Joint Board, jointly appoint a suitable interim replacement.
- 6.7 There are no acute hospitals in East Renfrewshire and the Chief Officer has no acute hospital operational responsibilities. (The Integration Joint Board will be responsible for the planning of Acute Services but the Health Board will be responsible for the operational oversight and management of Acute Services.) The Health Board will provide information on a regular basis to the Chief Officer and Integration Joint Board on the operational delivery of these Services.
- 6.8 The Council agrees that the relevant Council lead responsible for the local housing strategy and the non-integrated housing function will be required to routinely liaise with the Chief Officer in respect of the Integration Joint Board's role in informing strategic planning for local housing as a whole and the delivery of housing support services delegated to the Integration Joint Board.
- 6.9 The Chief Officer will routinely liaise with their counterparts of the other integration authorities within the Health Board area in accordance with sub-section 30(3) of the Act.

## 7. Workforce

**The arrangements in relation to their respective workforces agreed by the Parties are:**

- 7.1 Apart from the Chief Officer posts, all other appointments/staff will report to a single line manager, either the Health Board or the Council, who will be responsible for all aspects of supervision and management of these post holders.
- 7.2 Members of the management team may be employed by either the Health Board or the Council, and senior managers may be given honorary contracts from the party who is not their direct employer. These will allow delegated responsibility for both discipline and grievance with the Health Board and the Council employee groups.
- 7.3 Managers will promote best practice, integrated working and provide guidance and development equitably, regardless of whether they are managing a team of NHS staff, Council staff or a combination of both.
- 7.4 Where groups of staff require professional supervision and leadership, this will be provided by the relevant professional lead.
- 7.5 Staff employed in services whose functions have been delegated to the Integration Joint Board will retain their current employment status with either the Council or the Health Board and continue with the terms and conditions of their current employer. The Partnership will report on HR and wider Workforce Governance matters to the Parties through their appropriate Governance and Management Structures, including in relation to the Equality Act.
- 7.6 The Parties will develop, put in place and keep under review a joint Workforce and Development Plan by providing a group of Human Resources and Organisational Development professionals who will work with the Chief Officer, staff, trade unions and stakeholders to develop the Plan. Learning and development of staff will be addressed in the Plan.
- 7.7 The Parties will develop, put in place and keep under review an Organisational Development Strategy by providing a group of Human Resources and Organisational Development professionals who will work with the Chief Officer, managers and teams delivering integrated services, trade unions and stakeholders to develop the Strategy. The Strategy will address staff engagement and governance.
- 7.8 Staff governance is a system of corporate accountability for the fair and effective management of all staff.
- 7.9 Staff Governance in the Integration Joint Board will ensure that staff are:-
  - Well informed
  - Appropriately training and developed
  - Involved in decisions
  - Treated fairly and consistently with dignity and respect in an environment where diversity is valued
  - Provided with a continually improving and safe working environment promoting the health and wellbeing of staff, patients/clients and the wider community

- 7.10 A Joint Staff Forum will act as a formal consultative body for the workforce. The Forum is founded on the principle that staff and staff organisations will be involved at an early stage in decisions affecting them, including in relation to service change and development. Investment in and recognition of staff is a core value of the Parties and is key to supporting the development of integrated working. These Partnership arrangements will meet the required national standards and link to the NHS GGC Area Partnership Forum and ERC Joint Consultative Committee.

## 8. Finance

### Introduction

- 8.1 This section sets out the arrangements in relation to the determination of the amounts to be paid, or set aside, and their variation, to the Integration Joint Board from the Council and Health Board.
- 8.2 The Chief Finance Officer (CFO) will be the Accountable Officer for financial management, governance and administration of the Integration Joint Board. This includes accountability to the Integration Joint Board for the planning, development and delivery of the Integration Joint Board's financial strategy and responsibility for the provision of strategic financial advice and support to the Integration Joint Board and Chief Officer.

### Budgets

- 8.3 Delegated baseline budgets were the subject of due diligence in the first part year of operation of the Integration Joint Board during 2015/16. This was based on a review of recent past performance, existing and future financial forecasts for the Health Board and Local Authority for the functions which were delegated. Where there are any subsequent additional functions to be delegated to the Integration Joint Board then these services will be also be the subject of due diligence, based on a review of the recent past performance and existing and future financial forecasts for the Health Board and the Council for those functions to be delegated. This is required to gain assurance that the associated delegated budgets will be sufficient for the Integration Joint Board to fund these additional delegated functions.
- 8.4 The Chief Finance Officer will develop a draft proposal for the Integrated Budget based on the Strategic Plan and present it to the Council and Health Board for consideration as part of their respective annual budget setting process. The draft proposal will incorporate assumptions on the following:
- Activity changes
  - Cost inflation
  - Efficiencies
  - Performance against outcomes
  - Legal requirements
  - Transfer to or from the amounts set aside by the Health Board
  - Adjustments to address equity of resource allocation
- 8.5 This will allow the Council and Health Board to determine the final approved budget for the Integrated Joint Board. This should be formally advised in writing by the respective Directors of Finance to the Integration Joint Board by 1 March each year.

- 8.6 The Draft budget should be evidence based with full transparency on its assumptions which should include:
- Pay Awards
  - Contractual uplift
  - Prescribing
  - Resource transfer
  - Ring fenced funds

In the case of demographic shifts and volume, each Party will have a shared responsibility for funding in respect of the service which each Partner has delegated to the IJB. In these circumstances an agreed percentage contribution based on the net budget of each Party, by individual client group, excluding ring fenced funds e.g. Family Health Services, General Medical Services, Alcohol and Drug funding etc. will apply in that financial year.

- 8.7 Any material in-year budget changes proposed by either Party must be agreed by the IJB. Parties may increase the payment in year to the Integration Joint Board for supplementary allocations in relation to the delegated services agreed for the Integration Joint Board, which could not have been reasonably foreseen at the time the Integration Joint Board budget for the year was agreed.
- 8.8 The IJB will approve a budget allocation and provide direction to the Parties by 31st March each year regarding the functions that are being delivered, how they are to be delivered and the resources to be used in delivery
- 8.9 The IJB has strategic planning responsibility along with the Health Board for Set Aside.

The method for determining the amount set aside for hospital services will follow guidance issued by the Integrated Resources Advisory Group and be based initially on the notional direct costs for the relevant populations use of in scope hospital services as provided by the Information Services Division (ISD) Scotland. The NHS Board Director of Finance and Integration Joint Board Chief Financial Officer will keep under review developments in national data sets or local systems that might allow more timely or more locally responsive information, and if enhancements can be made, propose this to the Integration Joint Board. A joint strategic commissioning plan will be developed and will be used to determine the flow of funds as activity changes:-

- Planned changes in activity and case mix due to interventions in the Joint Strategic Commissioning Plan;
- Projected activity and case mix changes due to changes in population need;
- Analysis of the impact on the affected hospital budget, taking into account cost-behaviour i.e. the lag between reduction in capacity and the release of resources

The process for making adjustments to the set aside resource to reflect variances in performance against plan will be agreed by the IJB and the Health Board. Changes will not be made in year and any changes will be made by annual adjustments to the Strategic Plan of the IJB.

## **Budget Management**

- 8.10 The IJB will direct the resources it receives from the Parties in line with the Strategic Plan, and in so doing will seek to ensure that the planned activity can reasonably be met from the available resources viewed as a whole, and achieve a year-end break-even position.

## **Budget Variance**

- 8.11 The Chief Officer will deliver the outcomes within the total delegated resources and where there is a forecast overspend against an element of the operational budget, the Chief Officer should take immediate and appropriate remedial action to endeavour to prevent the overspend and to instruct an action plan. If this does not resolve the overspend position, then the Chief Officer, the Chief Finance Officer of the IJB and the appropriate finance officers of the Parties must agree a recovery plan to balance the overspending budget, which recovery plan shall be subject to the approval of the IJB. In the event that the recovery plan is unsuccessful and an overspend is materialises at the year-end, uncommitted general reserves held by the IJB, in line with the reserves policy, would firstly be used to address any overspend. If after application of reserves an overspend remains the Parties may consider making additional funds available, on a basis to be agreed taking into account the nature and circumstances of the overspend, with repayment in future years on the basis of the revised recovery plan agreed by the Parties and the IJB. If the revised plan cannot be agreed by the Parties or is not approved by the IJB, mediation will require to take place in line with the dispute resolution arrangements set out in this Scheme.
- 8.12 Where an underspend materialises against the agreed budget, with the exception of ring fenced budgets this will be retained by the IJB to either fund additional capacity in-year in line with its Strategic Plan or be carried forward to fund capacity in subsequent years of the Strategic Plan subject to the terms of the IJB's Reserves Strategy.

## **Unplanned Costs**

- 8.13 Neither the Council nor the Health Board may reduce the payment in-year to the Integration Joint Board to meet exceptional unplanned costs within either the Council or Health Board without the express consent of the Integration Joint Board and the other Party.

## **Accounting Arrangements and Annual Accounts**

- 8.14 Recording of all financial information in respect of the Integration Joint Board will be in the financial ledger of the Council.
- 8.15 Any transaction specific to the Integration Joint Board (e.g. expenses), will be processed via the Council ledger, with specific funding being allocated by the Integration Joint Board to the Council for this.
- 8.16 The transactions relating to operational delivery will continue to be reflected in the financial ledgers of the Council and Health Board with the information from both sources being consolidated for the purposes of reporting financial performance to the Integration Joint Board.



- 8.17 The Chief Officer and Chief Finance Officer will be responsible for the preparation of the annual accounts and financial statement in line with proper accounting practice, and financial elements of the Strategic Plan and such other reports that the IJB might require. The Integration Joint Board Chief Finance Officer will provide reports to the Chief Officer on the financial resources used for operational delivery and strategic planning. In order to agree the in-year transactions and year-end balances between the Council, Health Board and Integration Joint Board, the Chief Finance Officer will engage with the Directors of Finance of the Council and Health Board to agree an appropriate process.
- 8.18 Monthly financial monitoring reports will be issued to the Chief Officer by the Chief Finance and Resources Officer in line with timescales agreed by the Parties. Financial reports will include subjective and objective analysis of budgets and actual/projected outturn, and other such financial monitoring reports as the Integration Joint Board might require.
- 8.19 The IJB will receive a minimum of four financial reports during each financial year. This will include reporting on the Acute activity and estimated cost against Set Aside budgets.

### **Payments between Council and Health Board**

- 8.20 The schedule of payments to be made in settlement of the payment due to the Integration Joint Board will be:
- Resource Transfer, virement between Parties and the net difference between payments made to the Integration Joint Board and resources delegated by the Integration Joint Board will be transferred between agencies initially in line with existing arrangements, with a final adjustment on closure of the Annual Accounts. Future arrangements may be changed by local agreement.

### **Capital Assets and Capital Planning**

- 8.21 Capital and assets and the associated running costs will continue to sit with the Council and Health Board. The Integration Joint Board will require to develop a business case for any planned investment or change in use of assets for consideration by the Council and Health Board.

### **Hosted Services**

- 8.22 Some of the functions that are delegated by NHS Greater Glasgow and Clyde to all six IJBs are provided as part of a single Glasgow and Clyde wide service, referred to below as “Hosted Services.” IJBs are required to account for the activity and associated costs for all hosted services across their population using a methodology agreed by all partner IJBs.

Within Greater Glasgow and Clyde, each IJB can have operational responsibilities for services, which they host on behalf of other IJB’s. This includes the strategic planning for these services on behalf of other IJB’s. IJB’s planning to make significant changes to hosted services which increase or decrease the level of service available in specific localities or service wide will consult with the other IJBs affected prior to implementing any significant change.

## 9. Participation and Engagement

- 9.1 A full consultation exercise will be carried out for the revised Integration Scheme. The consultation will follow the practice and principles set out in the East Renfrewshire HSCP Participation and Engagement Strategy.

## 10. Information-Sharing and Data Handling

- 10.1 The Parties have revised their existing Information Sharing Protocol (ISP) as a tripartite agreement between the Health Board, Council and Integration Joint Board, updated in compliance with the European Union General Data Protection Regulations and the Data Protection Act 2018. The ISP is also compliant with the Data Sharing Framework set by the Information Commissioner's Office and subsumes data sharing arrangements within Health and Social Care Partnerships.
- 10.2 The Parties further agree that it will be the responsibility of the Integration Joint Board itself, within a further 9 months of signing the revised Information Sharing Protocol, to determine, in consultation with the Data Protection Officers for the parties, whether any more specific protocols, procedures and guidance require to be developed around operational processes of information sharing involving the Integration Joint Board and to set a timescale for implementation of such protocols, procedures or guidance.
- 10.3 The Information Sharing Protocol itself will be thereafter be reviewed jointly by the Parties at least annually or in the circumstances set out in section 8 of the Information Sharing Protocol.

## 11. Complaints

- 11.1 The Parties agree the following arrangements in respect of complaints.
- 11.2 The Parties will work together with the Chief Officer to ensure the arrangements for complaints are clear and integrated from the perspective of the service user.
- 11.3 In the event that complaints are received by the Integration Joint Board or the Chief Officer, the Parties will work together to achieve where possible a joint response, identifying the lead party in the process and confirming this to the individual raising the complaint.
- 11.4 The Parties agree that as far as possible complaints will be dealt with by front line staff. Thereafter the existing complaints procedures of the Parties provide a formal process for resolving complaints. Complaints to the Council can be made in person at any council office or premises, by phone, in writing, email or by submitting an online complaint form. Complaints to the Health Board can be made in writing, by telephoning, or by emailing. A decision regarding the complaint will be provided as soon as possible and will be no more than 20 working days, unless there is good reason for requiring more time and this reason is communicated to the service user. If the service user remains dissatisfied the final stage will be the consideration of complaints by the Scottish Public Sector Ombudsman.

- 11.5 Details of the complaints procedures will be provided online and in complaints literature.
- 11.6 If a service user is unable, or unwilling to make a complaint directly, complaints will be accepted from a representative who can be a friend, relative or an advocate.
- 11.7 Complaints management, including the identification of learning from upheld complaints across services, will be subject to periodic review.

## **12. Claims Handling, Liability & Indemnity**

- 12.1 The Integration Joint Board, while having legal personality in its own right, has neither replaced nor assumed the rights or responsibilities of either the Health Board or the Council as the employers of the staff who are managed within the Partnership; or for the operation of buildings or services under the operational remit of those staff.
- 12.2 The Parties will continue to indemnify, insure and accept responsibility for the staff that they each employ; their capital assets and the respective services that each Party has delegated to the Integration Joint Board.
- 12.3 Liabilities arising from decisions taken by the Integration Joint Board will be equally shared between the Parties.

## **13. Risk Management**

- 13.1 The Integration Joint Board has a risk management policy and strategy to support integrated service delivery.
- 13.2 The Parties will support the Chief Officer and the Integration Joint Board with relevant specialist advice, (such as internal audit, clinical and non-clinical risk advisors and health and safety advisors).
- 13.3 The Chief Officer will have overall accountability for risk management ensuring that suitable and effective arrangements are in place to manage the risks relating to the functions within the scope of the Integration Joint Board. The Chief Officer working with the Chief Executives of the Parties will review existing Strategic and Operational risk registers, identify the appropriate risks to move to the shared risk register and agree mitigations. This will be available within the first year of operation of the Integration Joint Board.

## **14. Dispute Resolution Mechanism**

- 14.1 Where either of the Parties fails to agree with the other on any issue related to this Scheme, then they will follow the undernoted process:
  - a) The Chief Executives of the Parties, will meet to resolve the issue;
  - b) If unresolved, the Parties will each agree to prepare a written note of their position on the issue and exchange it with the others for their consideration within 10 working days of the date of the decision to proceed to written submissions.
  - c) In the event that the issue remains unresolved following consideration of written submissions, the Chief Executives of the Parties, the Chair of the Health Board

and the Leader of the Council will meet to appoint an independent mediator and the matter will proceed to mediation with a view to resolving the issue.

- 14.2 Where the issue remains unresolved after following the processes outlined in (a)-(c) above, the Parties agree the following process to notify Scottish Ministers that agreement cannot be reached: the Chief Executives of the Parties, and the Chief Officer will jointly make a written application to Scottish ministers stating the issues in dispute and requesting that the Scottish Ministers give directions.

## Annex 1

## Part 1: Functions delegated by the Health Board to the Integration Joint Board

<i>Column A</i>	<i>Column B</i>
<p><b>The National Health Service (Scotland) Act 1978</b> All functions of Health Boards conferred by, or by virtue of, the National Health Service (Scotland) Act 1978</p>	<p>Except functions conferred by or by virtue of— section 2(7) (Health Boards); section 2CB (functions of Health Boards outside Scotland); section 9 (local consultative committees); section 17A (NHS contracts); section 17C (personal medical or dental services); section 17I (use of accommodation); section 17J (Health Boards' power to enter into general medical services contracts); section 28A (remuneration for Part II services); section 48 (residential and practice accommodation); section 55 (hospital accommodation on part payment); section 57 (accommodation and services for private patients); section 64 (permission for use of facilities in private practice); section 75A (remission and repayment of charges and payment of travelling expenses); section 75B (reimbursement of the cost of services provided in another EEA state); section 75BA (reimbursement of the cost of services provided in another EEA state where expenditure is incurred on or after 25 October 2013); section 79 (purchase of land and moveable property); section 82 use and administration of certain endowments and other property held by Health Boards); section 83 (power of Health Boards and local health councils to hold property on trust); section 84A (power to raise money, etc., by appeals, collections etc.); section 86 (accounts of Health Boards and the Agency); section 88 (payment of allowances and remuneration to members of certain bodies connected with the health services); section 98 (charges in respect of non-residents); and paragraphs 4, 5, 11A and 13 of Schedule 1 to the Act (Health Boards); and functions conferred by— The National Health Service (Charges to Overseas Visitors) (Scotland) Regulations 1989 The Health Boards (Membership and Procedure) (Scotland) Regulations 2001/302; The National Health Service (Clinical Negligence and Other Risks Indemnity Scheme) (Scotland) Regulations 2000; The National Health Service (Primary Medical Services Performers Lists) (Scotland) Regulations 2004;</p>

Column A	Column B
	<p>The National Health Service (Primary Medical Services Section 17C Agreements) (Scotland) Regulations 2004; The National Health Service (Discipline Committees) (Scotland) Regulations 2006; The National Health Service (General Ophthalmic Services) (Scotland) Regulations 2006; The National Health Service (Pharmaceutical Services) (Scotland) Regulations 2009; The National Health Service (General Dental Services) (Scotland) Regulations 2010; and The National Health Service (Free Prescriptions and Charges for Drugs and Appliances) (Scotland) Regulations 2011.</p>
<p><b>Disabled Persons (Services, Consultation and Representation) Act 1986</b> Section 7 (persons discharged from hospital)</p>	
<p><b>Community Care and Health (Scotland) Act 2002</b> All functions of Health Boards conferred by, or by virtue of, the Community Care and Health (Scotland) Act 2002.</p>	
<p><b>Mental Health (Care and Treatment) (Scotland) Act 2003</b> All functions of Health Boards conferred by, or by virtue of, the Mental Health (Care and Treatment) (Scotland) Act 2003.</p>	<p>Except functions conferred by— section 22 (approved medical practitioners); section 34 (inquiries under section 33: cooperation) section 38 (duties on hospital managers: examination, notification etc.); section 46 (hospital managers' duties: notification); section 124 (transfer to other hospital); section 228 (request for assessment of needs: duty on local authorities and Health Boards); section 230 (appointment of patient's responsible medical officer); section 260 (provision of information to patient); section 264 (detention in conditions of excessive security: state hospitals); section 267 (orders under sections 264 to 266: recall); section 281 (correspondence of certain persons detained in hospital); and functions conferred by— The Mental Health (Safety and Security) (Scotland) Regulations 2005; The Mental Health (Cross border transfer: patients subject to detention requirement or otherwise in hospital) (Scotland) Regulations 2005; The Mental Health (Use of Telephones) (Scotland) Regulations 2005; and The Mental Health (England and Wales Crossborder transfer: patients subject to requirements other than detention) (Scotland) Regulations 2008.</p>
<p><b>Education (Additional Support for Learning) (Scotland) Act 2004</b> Section 23 (other agencies etc. to help in exercise of</p>	

<i>Column A</i>	<i>Column B</i>
functions under this Act)	
<b>Public Services Reform (Scotland) Act 2010</b>	
All functions of Health Boards conferred by, or by virtue of, the Public Services Reform (Scotland) Act 2010	Except functions conferred by— section 31(public functions: duties to provide information on certain expenditure etc.); and section 32 (public functions: duty to provide information on exercise of functions).
<b>Patient Rights (Scotland) Act 2011</b>	
All functions of Health Boards conferred by, or by virtue of, the Patient Rights (Scotland) Act 2011	Except functions conferred by The Patient Rights (Complaints Procedure and Consequential Provisions) (Scotland) Regulations 2012/36.
<b><u>“Carers (Scotland) Act 2016(2)</u></b>	
Section 12	
(duty to prepare young carer statement)”	

## Annex 1

### Part 2: Services delegated by the Health Board to the Integration Joint Board

- Accident and Emergency services provided in a hospital.
- Inpatient hospital services relating to the following branches of medicine:
  - General medicine.
  - Geriatric medicine.
  - Rehabilitation medicine.
  - Respiratory medicine.
  - Psychiatry of learning disability.
- Palliative care services provided in a hospital.
- Services provided in a hospital in relation to an addiction or dependence on any substance.
- Mental health services provided in a hospital, except secure forensic mental health services.
- Services provided by allied health professionals in an outpatient department, clinic, or outwith a hospital.
  - Health Visiting services.
  - School Nursing.
  - Speech and Language Therapy.
  - Specialist Health Improvement.
  - Community Children's Services.
  - Child and Adolescent Mental Health Services
  - District Nursing services.
  - The public dental service.
- Primary care services provided under a general medical services contract.
- General dental services.
- Ophthalmic services.
- Pharmaceutical services.
- Services providing primary medical services to patients during the out-of-hours period.
- Services provided outwith a hospital in relation to geriatric medicine.
- Palliative care services provided outwith a hospital.
- Community learning disability services.
- Rehabilitation and Recovery Services provided in the community.
- Mental health services provided outwith a hospital.
- Continence services provided outwith a hospital.
- Kidney dialysis services provided outwith a hospital.
- Services provided by health professionals that aim to promote public health.



## Annex 2

## Part 1: Functions delegated by the Local Authority to the Integration Joint Board

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
<p><b>National Assistance Act 1948</b> Section 48 (Duty of councils to provide temporary protection for property of persons admitted to hospitals etc.)</p>	
<p><b>The Disabled Persons (Employment) Act 1958</b> Section 3 (Provision of sheltered employment by local authorities)</p>	
<p><b>The Social Work (Scotland) Act 1968</b> Section 1 (Local authorities for the administration of the Act.) Section 4 (Provisions relating to performance of functions by local authorities.) Section 8 (Research.) Section 10 (Financial and other assistance to voluntary organisations etc. for social work.) Section 12 (General social welfare services of local authorities.) Section 12A (Duty of local authorities to assess needs.) Section 12AZA (Assessments under section 12A - assistance)</p>	<p>So far as it is exercisable in relation to another integration function. So far as it is exercisable in relation to another integration function. So far as it is exercisable in relation to another integration function. So far as it is exercisable in relation to another integration function. Except in so far as it is exercisable in relation to the provision of housing support services. So far as it is exercisable in relation to another integration function. So far as it is exercisable in relation to another integration function.</p>
<p>Section 13 (Power of local authorities to assist persons in need in disposal of produce of their work.) Section 13ZA (Provision of services to incapable adults.) Section 13A (Residential accommodation with nursing.) Section 13B (Provision of care or aftercare.) Section 14 (Home help and laundry facilities.) Section 28 (Burial or cremation of the dead.)</p>	<p>So far as it is exercisable in relation to another integration function.</p>
<p>Section 29</p>	<p>So far as it is exercisable in relation to persons cared for or assisted under another integration function.</p>

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
(Power of local authority to defray expenses of parent, etc., visiting persons or attending funerals.) Section 59 (Provision of residential and other establishments by local authorities and maximum period for repayment of sums borrowed for such provision.)	So far as it is exercisable in relation to another integration function.
<b>The Local Government and Planning (Scotland) Act 1982</b>	
Section 24(1) (The provision of gardening assistance for the disabled and the elderly.)	
<b>Disabled Persons (Services, Consultation and Representation) Act 1986</b>	
Section 2 (Rights of authorised representatives of disabled persons.) Section 3 (Assessment by local authorities of needs of disabled persons.)	
Section 7 (Persons discharged from hospital.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments within the meaning of section 16 and which have been delegated.
Section 8 (Duty of local authority to take into account abilities of carer.)	In respect of the assessment of need for any services provided under functions contained in welfare enactments (within the meaning set out in section 16 of that Act) which are integration functions.
<b>The Adults with Incapacity (Scotland) Act 2000</b>	
Section 10 (Functions of local authorities.)	
Section 12 (Investigations.)	
Section 37 (Residents whose affairs may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 39 (Matters which may be managed.)	Only in relation to residents of establishments which are managed under integration functions.
Section 41 (Duties and functions of managers of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 42 (Authorisation of named manager to withdraw from resident's account.)	Only in relation to residents of establishments which are managed under integration functions
Section 43 (Statement of resident's affairs.)	Only in relation to residents of establishments which are managed under integration functions
Section 44 (Resident ceasing to be resident of authorised establishment.)	Only in relation to residents of establishments which are managed under integration functions
Section 45	Only in relation to residents of establishments

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
(Appeal, revocation etc.)	which are managed under integration functions
<b>The Housing (Scotland) Act 2001</b> Section 92 (Assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation.
<b>The Community Care and Health (Scotland) Act 2002</b> Section 4 (Accommodation more expensive than usually provided) Section 5 (Local authority arrangements for residential accommodation outwith Scotland.) Section 14 (Payments by local authorities towards expenditure by NHS bodies on prescribed functions.)	
<b>The Mental Health (Care and Treatment) (Scotland) Act 2003</b> Section 17 (Duties of Scottish Ministers, local authorities and others as respects Commission.) Section 25 (Care and support services etc.) Section 26 (Services designed to promote well-being and social development.) Section 27 (Assistance with travel.) Section 33 (Duty to inquire.) Section 34 (Inquiries under section 33: Co-operation.) Section 228 (Request for assessment of needs: duty on local authorities and Health Boards.) Section 259 (Advocacy.)	Except in so far as it is exercisable in relation to the provision of housing support services. Except in so far as it is exercisable in relation to the provision of housing support services. Except in so far as it is exercisable in relation to the provision of housing support services.
<b>The Housing (Scotland) Act 2006</b> Section 71(1)(b) (Assistance for housing purposes.)	Only in so far as it relates to an aid or adaptation.
<b>The Adult Support and Protection (Scotland) Act 2007</b> Section 4 (Council's duty to make inquiries.) Section 5 (Co-operation.) Section 6 (Duty to consider importance of providing advocacy and other.) Section 11	

*Column A*  
*Enactment conferring function*

*Column B*  
*Limitation*

(Assessment Orders.)  
Section 14  
(Removal orders.)  
Section 18  
(Protection of moved persons property.)  
Section 22  
(Right to apply for a banning order.)  
Section 40  
(Urgent cases.)  
Section 42  
(Adult Protection Committees.)  
Section 43  
(Membership.)

**Social Care (Self-directed Support) (Scotland) Act 2013**

Section 5  
(Choice of options: adults.)  
Section 6  
(Choice of options under section 5: assistances.)  
Section 7  
(Choice of options: adult carers.)  
Section 9  
(Provision of information about self-directed support.)  
Section 11  
(Local authority functions.)  
Section 12  
(Eligibility for direct payment: review.)  
Section 13  
(Further choice of options on material change of circumstances.)  
Section 16  
(Misuse of direct payment: recovery.)  
Section 19  
(Promotion of options for self-directed support.)

Only in relation to a choice under section 5 or 7 of the Social Care (Self-directed Support) (Scotland) Act 2013.

**National Assistance Act 1948**

Section 45  
(Recovery in cases of misrepresentation or non-disclosure)

**Matrimonial Proceedings (Children) Act 1958**

Section 11  
(Reports as to arrangements for future care and upbringing of children)

**Social Work (Scotland) Act 1968**

Section 5  
(Powers of Secretary of State).  
Section 6B

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
<p>(Local authority inquiries into matters affecting children)</p> <p>Section 27 (supervision and care of persons put on probation or released from prison etc.)</p> <p>Section 27 ZA (advice, guidance and assistance to persons arrested or on whom sentence deferred)</p> <p>Section 78A (Recovery of contributions).</p> <p>Section 80 (Enforcement of duty to make contributions.)</p> <p>Section 81 (Provisions as to decrees for aliment)</p> <p>Section 83 (Variation of trusts)</p> <p>Section 86 (Adjustments between authority providing accommodation etc., and authority of area of residence)</p>	
<b>Children Act 1975</b>	
<p>Section 34 (Access and maintenance)</p> <p>Section 39 (Reports by local authorities and probation officers.)</p> <p>Section 40 (Notice of application to be given to local authority)</p> <p>Section 50 (Payments towards maintenance of children)</p>	
<b>Health and Social Services and Social Security Adjudications Act 1983</b>	
<p>Section 21 (Recovery of sums due to local authority where persons in residential accommodation have disposed of assets)</p> <p>Section 22 (Arrears of contributions charged on interest in land in England and Wales)</p> <p>Section 23 (Arrears of contributions secured over interest in land in Scotland)</p>	
<b>Foster Children (Scotland) Act 1984</b>	
<p>Section 3 (Local authorities to ensure well being of and to visit foster children)</p> <p>Section 5</p>	

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
(Notification by persons maintaining or proposing to maintain foster children)	
Section 6	
(Notification by persons ceasing to maintain foster children)	
Section 8	
(Power to inspect premises)	
Section 9	
(Power to impose requirements as to the keeping of foster children)	
Section 10	
(Power to prohibit the keeping of foster children)	
<b>Children (Scotland) Act 1995</b>	
Section 17	
(Duty of local authority to child looked after by them)	
Sections 19	
(Local authority plans for services for children)	
Section 20	
(Publication of information about services for children)	
Section 21	
(Co-operation between authorities)	
Section 22	
(Promotion of welfare of children in need)	
Section 23	
(Children affected by disability)	
Section 24	
(Assessment of ability of carers to provide care for disabled children)	
Section 24A	
(Duty of local authority to provide information to carer of disabled child)	
Section 25	
(Provision of accommodation for children etc)	
Section 26	
(Manner of provision of accommodation to children looked after by local authority)	
Section 27	
(Day care for pre-school and other children)	
Section 29	
(After-care)	
Section 30	
(Financial assistance towards expenses of education or training)	

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*Column A*  
*Enactment conferring function*

*Column B*  
*Limitation*

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Section 31

(Review of case of child looked after by local authority)

Section 32

(Removal of child from residential establishment)

Section 36

(Welfare of certain children in hospitals and nursing homes etc)

Section 38

(Short-term refuges for children at risk of harm)

Section 76

(Exclusion orders)

**Criminal Procedure (Scotland) Act 1995**

Section 51

(Remand and committal of children and young persons)

Section 203

(Reports)

Section 234B

(Drug treatment and testing order).

Section 245A

(Restriction of liberty orders).

**Adults with Incapacity (Scotland) Act 2000**

Section 40

(Supervisory bodies)

**Community Care and Health (Scotland) Act 2002**

Section 6

(Deferred payment of accommodation costs)

**Management of Offenders etc (Scotland) Act 2005**

Section 10

(Arrangements for assessing and managing risks posed by certain offenders)

Section 11

(Review of arrangements)

**Adoption and Children (Scotland) Act 2007**

Section 1

(Duty of local authority to provide adoption service)

Section 4

(Local authority plans)

Section 5

(Guidance)

<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 6 (Assistance in carrying out functions under sections 1 and 4)	
Section 9 (Assessment of needs for adoption support services)	
Section 10 (Provision of services)	
Section 11 (Urgent provision)	
Section 12 (Power to provide payment to person entitled to adoption support service)	
Section 19 (Notice under section 18: local authority's duties)	
Section 26 (Looked after children: adoption not proceeding)	
Section 45 (Adoption support plan)	
Section 47 (Family member's right to require review of plan)	
Section 48 (Other cases where authority under duty to review plan)	
Section 49 (Reassessment of needs for adoption support services)	
Section 51 (Guidance)	
Section 71 (Adoption allowances schemes)	
Section 80 (Permanence orders)	
Section 90 (Precedence of court orders and supervision requirements over order)	
Section 99 (Duty of local authority to apply for variation or revocation)	
Section 101 (Local authority to give notice of certain matters)	
Section 105 (Notification of proposed application for order)	
<b>Adult Support and Protection (Scotland) Act 2007</b>	
Section 7 (Visits)	
Section 8 (Interviews)	



<i>Column A</i> <i>Enactment conferring function</i>	<i>Column B</i> <i>Limitation</i>
Section 9 (Medical examinations)	
Section 10 (Examination of records etc)	
Section 16 (Right to move adult at risk)	
<b>Children's Hearings (Scotland) Act 2011</b>	
Section 35 (Child assessment orders)	
Section 37 (Child protection orders)	
Section 42 (Parental responsibilities and rights directions)	
Section 44 (Obligations of local authority)	
Section 48 (Application for variation or termination)	
Section 49 (Notice of application for variation or termination)	
Section 60 (Local authority's duty to provide information to Principal Reporter)	
Section 131 (Duty of implementation authority to require review)	
Section 144 (Implementation of compulsory supervision order: general duties of implementation authority)	
Section 145 (Duty where order requires child to reside in certain place)	
Section 153 (Secure accommodation: regulations)	
Section 166 (Review of requirement imposed on local authority)	
Section 167 (Appeals to sheriff principal: section 166)	
Section 180 (Sharing of information: panel members)	
Section 183 (Mutual assistance)	
Section 184 ( <i>Enforcement of obligations on health board under section 183</i> )	

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*Column A*  
*Enactment conferring function*

*Column B*  
*Limitation*

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**Social Care (Self- Directed Support)(Scotland)  
Act 2013**

Section 8  
(Choice of options: children and family members)  
Section 10  
(Provision of information: children under 16)

**Carers (Scotland) Act 2016(2)**

Section 6  
  
(duty to prepare adult carer support plan)  
  
Section 21  
(duty to set local eligibility criteria)  
Section 24  
  
(duty to provide support)  
  
Section 25  
  
(provision of support to carers: breaks from caring)  
  
Section 31  
  
(duty to prepare local carer strategy)  
  
Section 34  
  
(information and advice service for carers)  
  
Section 35  
  
(short breaks services statements)

## Annex 2

### Part 2: Services currently provided by the Local Authority which are to be integrated

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptations
- Day services
- Local area co-ordination
- Respite provision for adults and young people
- Occupational therapy services
- Re-ablement services, equipment and telecare

In addition East Renfrewshire Council will delegate:

- Criminal Justice Social Work Services, including Youth Justice
- Children and Families Social Work Services:-
  - Adoption and Fostering/Corporate Parenting Team;
  - Assessment and Planning Service;
  - Child Protection;
  - Children with Disabilities
  - Intensive Service for children and families
  - Looked After and Accommodated Children;
  - Throughcare Services
  - Transition Team
  - Young Peoples Intensive Service

## Annex 3

### Hosted Services

The Councils within NHS Greater Glasgow & Clyde area and the Health Board propose that certain integrated health services will be provided by one Integration Joint Board on behalf of the others under a service level agreement. The services proposed to be covered by hosting arrangements are detailed below.

<b>Service Area</b>	<b>Host Authority</b>
Oral Health – public dental service and primary care dental care contractual support	East Dunbartonshire
Specialist Children’s Services (Tier 4 and Community)	East Dunbartonshire
Specialist learning disability services and learning disability system-wide planning & co-ordination	East Renfrewshire
SCTCI (Augmentative Alternative Communication)	East Renfrewshire
Continence services outwith hospital	Glasgow
Sexual Health Services (Sandyford)	Glasgow
Specialist drug and alcohol services and system-wide planning & co-ordination	Glasgow
Specialist mental health services and mental health system-wide planning & co-ordination	Glasgow
Prison Healthcare and custody suites	Glasgow
GP OOHs (Operational)	Health Board (Acute)
GP OOHs (Strategic Planning)	Renfrewshire

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Podiatry services	Renfrewshire
Primary care contractual support (medical and optical)	Renfrewshire
Musculoskeletal Physiotherapy	West Dunbartonshire
Retinal Screening	West Dunbartonshire

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