

**Department of Corporate and Community Services**

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

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Date: 13 December 2019

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

**EAST RENFREWSHIRE COUNCIL**

A meeting of the East Renfrewshire Council will be held within the Council Chamber, Council Headquarters, Eastwood Park, Giffnock, on **Wednesday 18 December 2019 at 7.00 pm.**

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 30 October 2019.
4. Submit for approval as a correct record the Minutes of meetings for the period 31 October to 17 December 2019.

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

- (i) Interim Treasury Management Report 2019/20 – Report by Head of Accountancy (copy attached, pages 5 - 16)(Audit & Scrutiny Committee – 21 November 2019).

**Audit & Scrutiny Committee Recommendation**

That the Council approve the use of the organisations listed at Appendix II of the report for investment of surplus funds.

- (ii) General Fund Capital Programme – 2019/20 – Report by Chief Financial Officer (copy attached, pages 17 - 42)(Cabinet – 28 November 2019).

**Cabinet Recommendation**

That the amendments to the Programme be approved.

- (iii) Housing Capital Programme 2019/20 – Report by Chief Financial Officer and Director of Environment (copy attached, pages 43 - 50)(Cabinet – 28 November 2019)

**Cabinet Recommendation**

That the amendments to the Programme be approved.

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

7. Provost's Engagements – Report by Deputy Chief Executive (copy attached, pages 51 - 52).

8. East Renfrewshire Culture and Leisure Trust 2020/21 Business Plan – Report by Director of Education (copy attached, pages 53 - 96).

9. Influencing the Future of East Renfrewshire – Report by Chief Executive (copy attached, pages 97 - 102).

10. Changes to Council's Organisational Structure - Report by Deputy Chief Executive (copy attached, pages 103 - 112).

11. Eastwood Leisure Centre and Masterplan - Report by Director of Environment (copy attached, pages 113 – 152).

12. The East Renfrewshire Council (Williamwood & South Giffnock)(On Street)(Waiting and Loading) Order 2020 - Report by Director of Environment (copy attached, pages 153 - 172).

13./...

13. **Management Rules: Household Waste Recycling Centres - Report by Director of Environment (copy attached, pages 173 - 182).**

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EAST RENFREWSHIRE COUNCILAUDIT & SCRUTINY COMMITTEE21 November 2019Report by Head of Accountancy (Chief Financial Officer)INTERIM TREASURY MANAGEMENT REPORT FOR 2019/20**PURPOSE OF REPORT**

1. To advise the Audit and Scrutiny Committee on the treasury management activities for the first 6 months of 2019/20.

**RECOMMENDATIONS**

2. It is recommended that Members:-

- a) Note the interim Treasury Management Report 2019/20;
- b) Recommend to the Council that the attached organisations for investment of surplus funds be approved (see Appendix II); and
- c) Note the unexpected increase in the cost of borrowing from the PWLB.

**BACKGROUND**

3. The treasury management policy statement requires the Chief Financial Officer to report every 6 months on the activities of the Treasury Management operation and on the exercise of the powers delegated to her.

4. In addition, in line with the CIPFA Code of Practice on Treasury Management 2017, the Audit & Scrutiny Committee is responsible for ensuring the effective inspection of treasury management activities.

5. The attached Interim Treasury Management Report for the financial year 2019/20 is submitted in accordance with these requirements.

**TREASURY MANAGEMENT ACTIVITIES IN 2019/20**

6. The interim report for period 1 April 2019 to 30 September 2019 is attached as Appendix I.

**RECOMMENDATIONS**

7. It is recommended that Members:-

- a) Note the interim Treasury Management Report 2019/20;
- b) Recommend to the Council that the attached organisations for investment of surplus funds be approved (see appendix II); and
- c) Note the unexpected increase in the cost of borrowing from the PWLB.

**Report Author**

Further information is available from Barbara Clark, Chief Accountant, 577 3068

**Key Words**

Treasury Management, Interest Rates, Prudential Indicators, investment.

**EAST RENFREWSHIRE****INTERIM TREASURY MANAGEMENT REPORT 2019/20**

Table 1

**1. Actual External Debt**

	<b>Borrowing 01/04/19 £m</b>	<b>Average Interest %</b>	<b>Borrowing 30/09/19 £m</b>	<b>Average Interest %</b>	<b>Change in Year £m</b>
<u>Long Term Borrowing</u>					
Public Works Loan Board	74.71	4.22	93.89	3.70	19.18
LOBO (Lender Option Borrower Option)	14.40	4.60	14.40	4.60	0.00
PFI / PPP Finance Lease	90.48	7.19	90.48	7.19	0.00
SALIX Energy Efficiency Loan	0.04	0.00	0.03	0.00	(0.01)
<b>Total borrowing</b>	<b>179.63</b>	<b>5.74</b>	<b>198.80</b>	<b>5.35</b>	<b>19.17</b>
<u>Short Term Lending</u>					
Temporary Investments	(67.14)	0.97	(72.29)	0.86	(5.15)

2. During the period new borrowing of £20 million was undertaken from the Public Works Loan Board and loans totalling £0.82 million matured.

3. The opening cash surplus of £ 67.14 million has increased to £72.29 million due to both revenue and capital cash flows.

4. At 30 September 2019 the Council had 7.24% of its total borrowing outstanding in variable rate loans. During the period 01/04/19 to 30/09/19 the total borrowing outstanding in variable rate loans peaked at 8.02%. For the Council to gain a high level of stability in overall borrowing costs the Council's Treasury Policy Statement requires the exposure to variable rate loans to be less than 30% of the total borrowing outstanding.

5. The attached tables chart the following:

Table 2            The Council's debt maturity profile – which is in line with the Council's Treasury Policy Statement

Table 3            Bank base rate movements

Table 4a and 4b   The Council's activity in the temporary market

Table 5            Interest rate movements in the temporary market

**6. Prudential Indicators**

In line with the agreed monitoring arrangements for the Prudential Indicators, listed below there is a table showing prudential indicators comparing the approved indicator, as reported to the Council on 28 February 2019 along with the projected outturn figures for the year end, demonstrating that the Council is operating well within the limits set.

<b>Prudential Indicator</b>	<b>Approved indicator</b>	<b>Projected Outturn for the year end</b>	<b>COMMENT</b>

1. Capital Expenditure	£58,986,000	£58,844,000	Projected Capital Expenditure is less than planned expenditure, reflecting the revised work schedule particularly within the Housing Capital Programme.
2. Capital Financing Requirement	£216,633,000	£211,070,000	Overall CFR is lower than the approved position due to reduced capital expenditure from that planned in the previous year, resulting in a lower opening balance.
3. Operational Boundary for External Debt	£229,626,000	£222,740,000	Movement is due to the projected in year net debt repayment of £6.9m being made
4. Authorised Limit For External Debt	£250,498,000	£222,740,000	Approved indicator included an allowance to cover any unusual temporary movements, it is anticipated that this will not be required during the year. The projected outturn figure also includes the projected net debt repayments of £6.9m
5. Gross Debt	£222,740,000	£222,740,000	There is no movement in year as there is no reduction in planned borrowing anticipated.
6. Code of Practice For Treasury Management	The Council has adopted the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes	All of the approved activities within the Council Treasury Management Policy Statement have been complied with.	



## **7. Approved Organisations for Investment**

In line with normal practice the status of all Banks & Building Societies approved on the 15 August 2019 has been reviewed and the HSBC Bank has now been added to the current list of organisations for investment, in line with advice from our Treasury Advisers, LINK Asset Services (see Appendix II). In addition, the deposit limits have been increased with Lloyds Banking Group, Santander Group as well as the overall total of permitted investments with the Money Market Funds, this is to accommodate the new borrowing. All lending is in line with the permitted methods of investment which were approved by Council on 28 February 2019 as part of the Treasury Management Strategy report.

As a result of the banking crisis and in line with prudent financial management, investment has been restricted to UK organisations with high credit ratings. Also, the maximum period of investment was restricted to 6 months, with the exception of loans to the Bank of Scotland, in line with advice from our Treasury Advisers. These measures have been taken as a part of a risk managed process designed to protect the principal of the sums invested.

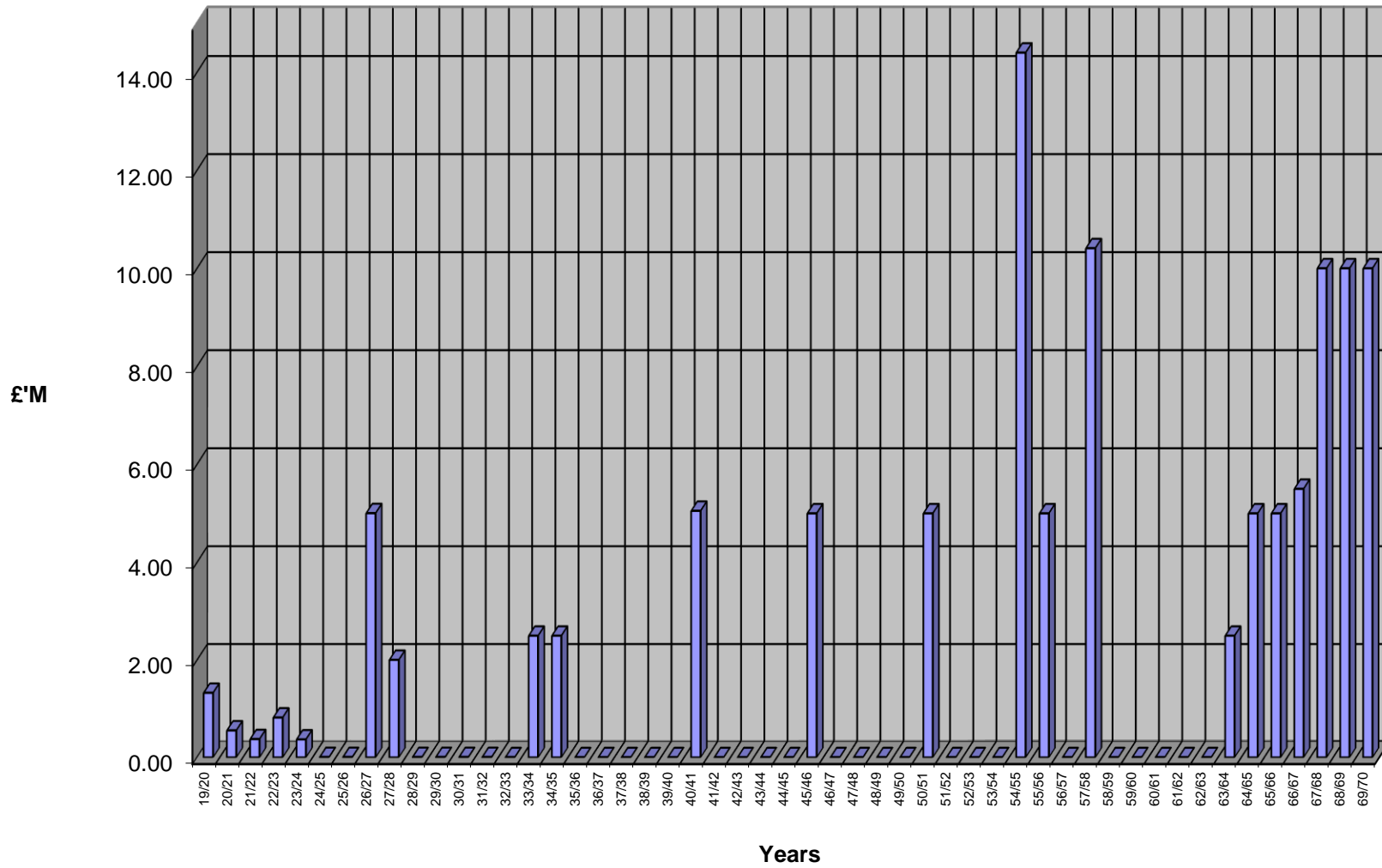
Credit ratings of organisations on the counter-party list are subject to continuous monitoring and review to ensure that subject to available professional advice, approved organisations remain sound for investment purposes.

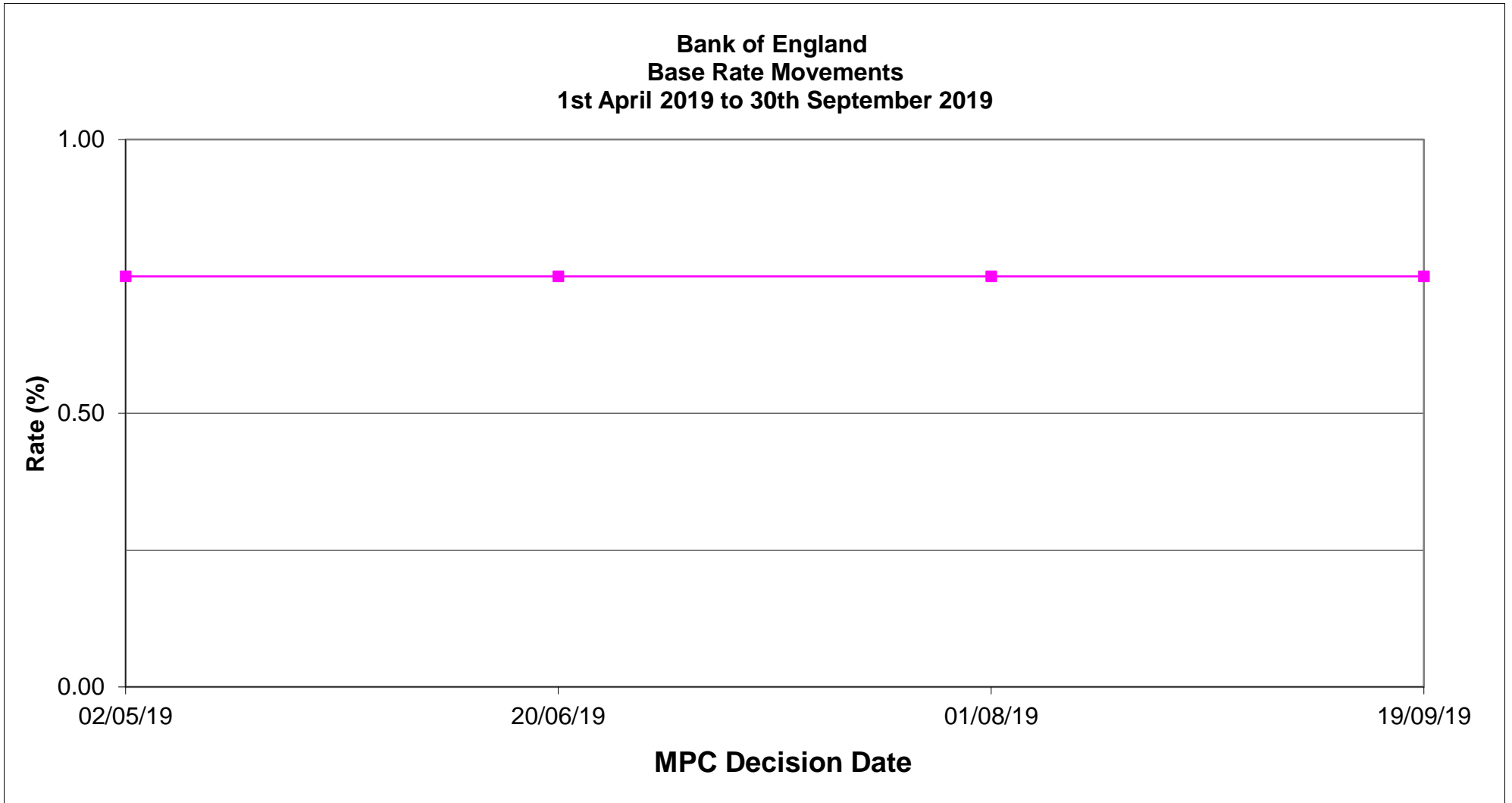
## **8. Increase in the cost of borrowing from the PWLB**

On 9 October 2019 the Treasury and PWLB announced an unexpected immediate increase in the PWLB rates of 1%. Fortunately the Council had already secured £20 million of planned borrowing at the lower rates, however like all other local authorities we must now reassess our longer term borrowing and capital investment plans to recognise this change.

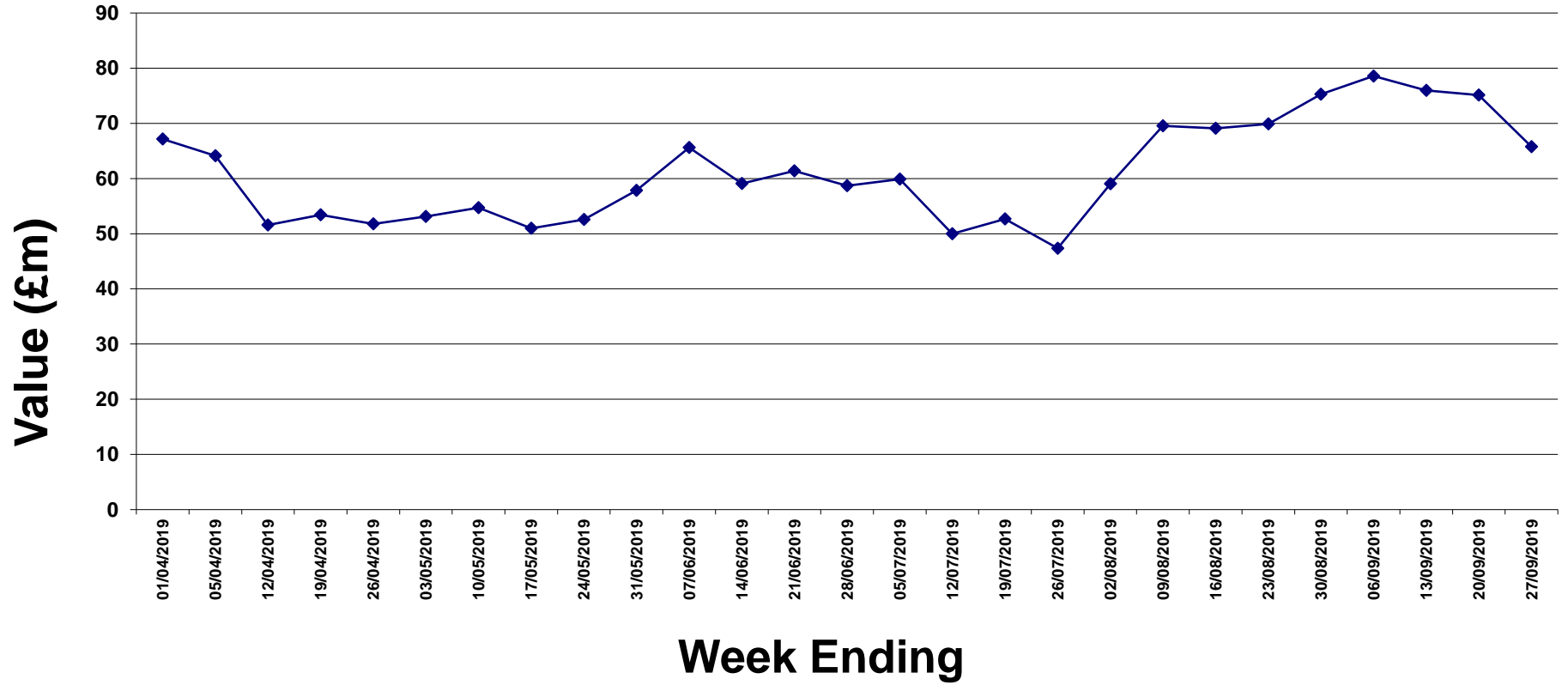
COSLA are making representation to HM Treasury on the potential impact of this increase and the Council will also take advice from our Treasury Advisers on any alternative cheaper sources of borrowing. Members will be updated as this area evolves.

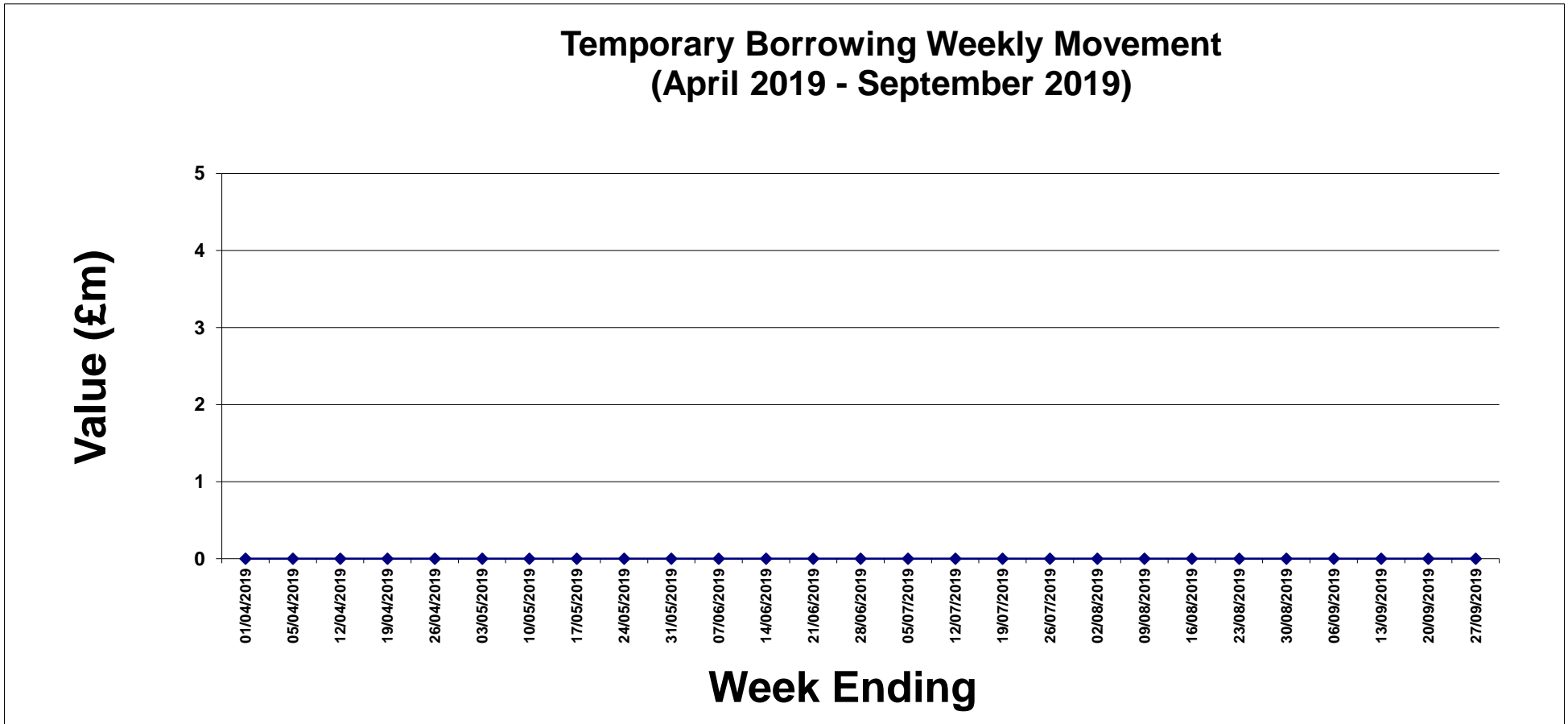
Long Term Debt Maturity Profile as at 30/09/19



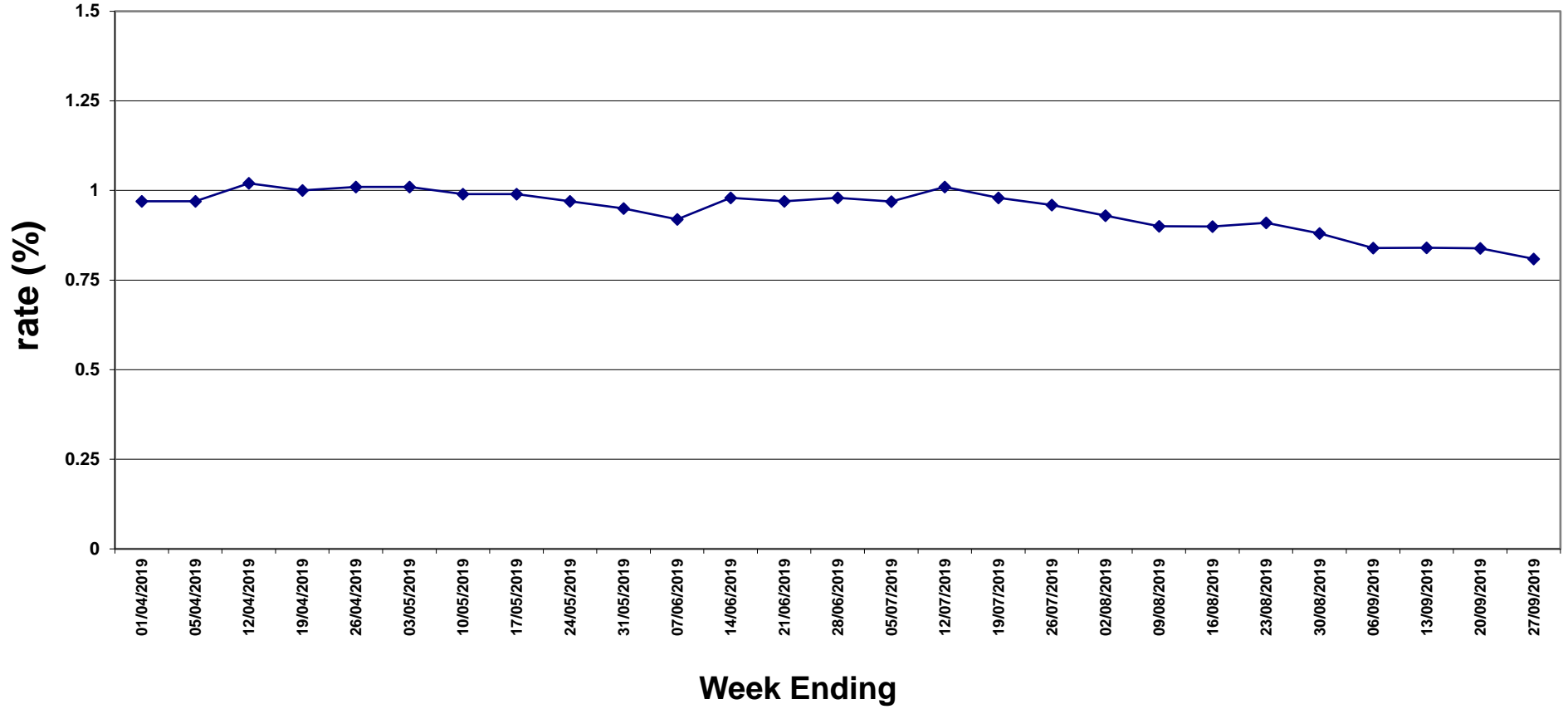


### Temporary Deposits Weekly Movement (April 2019 - September 2019)





### Temporary Deposit Interest Rate Movements (April 2019 - September 2019)



## ORGANISATIONS APPROVED FOR THE INVESTMENT OF SURPLUS FUNDS

Banking Group	Individual Counterparty	Limits	
		Deposit	Transaction
Bank of England	Debt Management Office	£5m	£5m
	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 National Westminster Bank PLC	£5m	£5m
Santander Group	Santander UK PLC	£7.5m	£7.5m
Standard Chartered Bank		£5m	£5m
Clydesdale Bank		£0m	£0m
<b>Building Societies</b>			
Nationwide		£5m	£5m
<b>Local Authorities</b>			
All Local Authorities including Police & Fire		£5m	£5m
<b>Money Market Funds</b>			
Maximum limit of £5m per fund, with the exception of Federated which has a maximum of £10m		£40m	£5m

**Credit Ratings**

	Fitch		Moody's		S&P	
	LT	ST	LT	ST	LT	ST
Minimum Criteria (Unless Government backed)	A-	F1	A3	P-1/P-2	A	A-1/A-2

(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, limits can only be exceeded or another organisation approved with the written permission of the Chief Financial Officer.

**Deposit Periods**

The maximum period for any deposit is based on the LINK Suggested Duration matrix with a maximum of 6 months. The exception to this is deposits with the Bank of Scotland which is set at 365 days. These limits can only be exceeded with the written permission of the Chief Financial Officer.

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

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EAST RENFREWSHIRE COUNCILCABINET28 November 2019Report by the Chief Financial OfficerGENERAL FUND CAPITAL PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to monitor expenditure as at 30 September 2019 (Quarter 2) against the approved Capital Programme for 2019/20 and to recommend adjustments where necessary.

**RECOMMENDATIONS**

2. The Cabinet is asked to:-
  - note and approve the movements within the programme; and
  - note the shortfall of £0.425m and that this be managed and reported on a regular basis.

**BACKGROUND**

3. The General Fund Capital Programme for 2019-2027 was approved by Council on 28 February 2019..

**CURRENT POSITION**

4. Total anticipated expenditure (Appendix A)	£46.245m
Total anticipated resources (Appendix B)	<u>£45.820m</u>
Shortfall	<u>£ 0.425m</u>

**INCOME MOVEMENTS**

5. The main income movements are as follows: -
  - Borrowing  
Planned borrowing in the current financial year has been reduced by a net total of £0.775m due to timing variances and adjustments noted below.
  - Scottish Environmental Protection Agency  
Expenditure on the White Cart Tributaries Environmental Improvements project is fully funded by grant. Re-profiling of expenditure for 2019/20 has resulted in a decrease in grant to be applied of £0.540m. Remaining grant will be carried forward to support expenditure in 2020/21.

- Town Centre Fund  
Grant of £0.981m from the Scottish Government was approved however some of planned work will now fall in 2020/21. The grant will be fully committed thereby satisfying the conditions with £0.310m applied in 2019/20 and the remaining £0.671m applied in 2020/21.
- Salix/Central Energy Efficiency Fund  
Expenditure on this project is matched by resources from the Salix/CEEF fund. Reprofiting of expenditure requires these resources to be carried forward to 2020/21 and this has been reduced to zero for the year.

## EXPENDITURE MOVEMENTS

6. The total estimated expenditure has reduced by £2.203m below the level reported to Council on 29 August 2019. The main movements are as follows: -

### Revised Project Timing

- Property - Schools  
  
Early Years - Crookfur/Fairweather/Overlee Masterplanning – A total of £0.010m will be required in 2020/21 for Fairweather masterplanning and requires to be carried forward.  
  
St Ninian's HS Additional Temp Accommodation – it has been possible to bring some work forward to 2019/20 therefore current year outturn has been increased by £0.021m to £0.050m with a subsequent reduction in 2020/21.  
  
Schools Major Maintenance – The window renewal programme at Carolside, Woodfarm, and St Lukes (total cost £0.602m) has progressed ahead of the timescale previously reported therefore £0.171m expenditure that had been moved into 2020/21 can be brought back into 2019/20 with the work taking place during the October holiday.
- Property – Culture & Leisure  
  
Eastwood HS Sports Centre Changing Rooms/Disabled Facilities – The scoping for this project now includes repairs to the pool, funded from a separate budget. The two pieces of work will be combined and are scheduled for May 2020, and are expected to complete by the end of the school summer break, therefore £0.409m has been moved to 2020/21 with some fees remaining in 2019/20.
- Property – Other  
  
Capital Investment In Energy Efficiency Measures (NDEE Initiative) – a further £0.123m has been moved to 2020/21 following assessment of timing of planned schemes. The remaining £0.450m is anticipated to spend in full in 2019/20 and is expected to result in revenue savings.  
  
Property Maintenance – CEEF (Central Energy Efficiency Fund)/Salix Energy Efficiency – Expenditure on this project is met from resources from the CEEF/Salix fund which is subsequently replenished by contributions from revenue, therefore expenditure must kept in line with affordability. A

re-profiling of investment plans and resources has taken place and no further investment is anticipated in the current financial year therefore outturn has been reduced to zero. Further investment is now scheduled to take place from 2020/21.

- Open Spaces

Country Park - Tourism Infrastructure And Economic Activity Projects – due to revised timing on Balgraystone Road work, this project has been moved to 2020/21 with a reduction of £0.184m in the current year.

White Cart Tributaries Environmental Improvements – A revision in the schedule of work for this project to avoid high water levels in the river during the winter months and potential cost over runs has resulted in reduced expenditure in 2019/20 with £0.540m moving into 2020/21 with work now taking place in spring 2020.

Regeneration Projects - Provisional Sums – part of this is now earmarked for Dunterlie Park however the remaining £0.100m can be carried forward to support proposed additional work at Cowan Park in 2020/21.

Town Centre Regeneration – A total of £0.981m is available however scheduled work indicates an outturn of £0.310m in the current year with a further £0.671m in 2020/21. This work will be fully committed before the end of the financial year.

- Roads

Roads Capital Allocation (£3m) – This allocation covers a number of roads projects across the council area with new projects being developed on an ongoing basis. An outturn of £2.800m was reported previously however it is now anticipated that the £3.000m allocation will spend in full.

- ICT

Payment Regulations Compliance (PCI DSS) – an element of this work will now take place in 2020/21 with a reduction of £0.070m in the current year.

Wireless Local Area Network – part of this is for local breakout for Education and while scoping is underway the main element of work totalling £0.040m will now take place in 2020/21

Corporate Mapping System (Corporate GIS) – some spend is now possible in 2019/20 therefore this has been brought back into the current year programme with a total of £0.020m anticipated.

Electronic Document Records Management – this is dependent on other work in Education therefore is now anticipated to go ahead in 2020/21 with a total of £0.060m carried forward.

HSCP - Responder Service Modernisation & Safety Net Technology – while some work will take place in 2019/20, £0.070m will required to be carried forward to 2020/21.

Core Corporate Finance, Payroll & HR / Financial Systems / HR & Payroll System – some expenditure has been brought forward to 2019/20 in the main core systems line. This is offset by moving allocated budgets on the financial systems and HR & Payroll projects into 2020/21 with a net increase in 2019/20 spend of £0.034m. There is no effect on the overall cost.

Corporate & Community Debt Recovery System – Expenditure of £0.039m now likely to take place in 2020/21 as further assessment of council tax and benefit system is required before progressing.

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

### **Expenditure Variances and Transfers**

- Property – Schools

St Cadoc's Remodelling – The project budget has been increased to reflect £0.034m of revenue contribution previously provided by Education. The project is now estimated to outturn £0.038m over this revised budget due to site issues and additional works required on foundations, surfacing and fencing, with a forecast spend of £0.574m in 2019/20 and further retentions and fees of £0.022m due in 2020/21. It is proposed to fund that variance by a transfer of £0.038m from the Early Years masterplanning line on which a saving is anticipated.

Early Years - Crookfur/Fairweather/Overlee Masterplanning – This fund is no longer required for the Crookfur and Overlee projects and has been reduced by £0.050m.

Schools Major Maintenance – Separate projects were held on the programme for windows and water System upgrade work at St Cadoc's. These are now part of the main St Cadoc's Remodelling contract and therefore it is proposed to transfer the balance of both of these lines to the main St Cadoc's project line (£0.082m).

- Property Culture & Leisure

Lock & Leave Library – work is now complete on this project resulting in a saving of £0.017m against budget.

- Property Other (Property Maintenance)

Legionella Remedial Improvements – work now programmed will cost a total of £0.065m with additional funds transferred from provisional sums (£0.059m).

- Roads

Bridges/Safe routes to School – some increases in costs totalling £0.019m will be covered by a transfer from Road provisional sums.

**COMMENT**

7. The projected shortfall of £0.425m represents 0.93% of the resources available and is within manageable limits.

**PARTNERSHIP WORKING**

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

**RECOMMENDATIONS**

9. The Cabinet is asked to:-
  - note and approve the movements within the programme; and
  - note the shortfall of £0.425m and that this will be managed and reported on a regular basis.

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

Margaret McCrossan  
Head of Accountancy Services (Chief Financial Officer)  
MMcC/MW  
10 December, 2019

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**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

	<b>ANNUAL COSTS £'000</b>		
	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>
Property - Schools	22,217	22,389	5,537
Property - Culture & Leisure	1,647	1,221	309
Property - Other	7,385	7,012	1,870
Open Spaces	3,145	1,640	245
Roads	5,525	5,729	1,529
Corporate Wide - ICT	6,082	5,807	1,401
Fleet	2,447	2,447	307
<b>TOTAL</b>	<b>48,448</b>	<b>46,245</b>	<b>11,197</b>

	<b>TOTAL COST £'000</b>	
<i>SPENT PRIOR TO 31.03.19</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
37,960	101,123	101,145
3,017	31,314	31,297
14,346	39,021	39,021
699	4,726	4,726
1,635	41,365	41,365
5,440	14,555	14,555
0	2,447	2,447
63,097	234,551	234,556

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Property - Schools

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 29.08.19	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.19	PREVIOUS TOTAL COST	REVISED TOTAL COST
	Schools Major Maintenance		Y	906	1,077	303	N/A	0	1,077	1,077
	Crookfur PS & Nursery Condition Improvements		Y	120	120	120	Complete	8,763	8,883	8,883
	Joint Faith Campus (New Denominational PS for Mearns Area & Relocation of Calderwood Lodge PS)	12.02.15	Y	209	209	0	Complete - retention payments outstanding	16,462	16,671	16,671
	New Non-Denominational PS For Newton Mearns (2 Stream + 60:60 Nursery)	29.09.16	Y	5,627	5,627	4,286	On site, progressing on target.	9,396	15,050	15,050
	St Cadoc'S Ps Remodelling To Provide Pre-Five Provision For 3 & 4 Years Olds	02.03.18		524	574	531	On site, work in progress	166	690	762
	Early Learning & Childcare - Expansion to 1,140 Hours, Phase 1	09.02.17	Y	381	381	290	Ongoing	2,179	2,560	2,560
	Early Learning & Childcare - Expansion to 1,140 Hours, Phase 2	02.03.18		13,706	13,706	0	Ongoing	348	22,342	22,342
	Early Years - Crookfur/Fairweather/Overlee Masterplanning	02.03.18		60	0	0	Fairweather work to be programmed	0	60	10
	Security (CCTV) Expansion	09.02.12		71	71	1	Ongoing	129	200	200
	Kirkhill PS - Rewire	09.03.16	Y	20	10	1	Phases 1 to 4 complete, remainder will fall into 2020/21	365	491	491
	Education Provision In Neilston ( Campus Development Study)	09.02.17	Y	14	14	0	Work in progress	151	165	165
	St Ninian's HS Additional Temp Accomodation	28.02.19		29	50	2	Work to be programmed	1	2,200	2,200



**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Property - Schools

							<b>ANNUAL COSTS £'000</b>			
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>	<b>TOTAL COST £'000</b>		
								<i>SPENT PRIOR TO 31.03.19</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
	Learning & Leisure in Neilston	28.02.19		200	200	0	Work to be programmed	0	30,384	30,384
	St Mark's Car Park	28.02.19		350	350	2	At design stage	0	350	350
				<b>22,217</b>	<b>22,389</b>	<b>5,537</b>		<b>37,960</b>	<b>101,123</b>	<b>101,145</b>

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Property - Culture & Leisure

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT
				CURRENT YEAR APPROVED AT 29.08.19	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
	Barrhead Foundry Refurbishment (including Pool & Filtration System)	09.02.17	Y	38	38	1	Complete - retention payments outstanding
	Barrhead Foundry Final Phase Works	02.03.18		516	516	290	Work in progress
	Eastwood Park Leisure - Entrance	02.03.18		66	66	17	Work in progress
	Education - Theatre Equipment	09.02.17		54	54	0	Work to be programmed
	Equipment - Gym and Theatre	28.06.17	Y	277	277	0	Work programmed
	Lock & Leave Library Completion	02.03.18	Y	17	0	0	Complete
	Eastwood Park Leisure - Refurbishment	28.02.19		100	100	0	At design stage - consultancy costs only this financial year
	ERCLT General Building Improvement Fund	28.02.19		150	150	0	Work programmed
	Eastwood HS Sports Centre Changing Rooms/Disabled Facilities	28.02.19		429	20	0	At design stage
				<b>1647</b>	<b>1,221</b>	<b>309</b>	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.19	PREVIOUS TOTAL COST	REVISED TOTAL COST
2,822	2,860	2,860
134	650	650
34	100	100
0	54	54
0	277	277
27	44	27
0	26,000	26,000
0	900	900
0	429	429
<b>3,017</b>	<b>31,314</b>	<b>31,297</b>

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Property - Other

							<b>ANNUAL COSTS £'000</b>			<b>TOTAL COST £'000</b>		
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>	<b>SPENT PRIOR TO 31.03.19</b>	<b>PREVIOUS TOTAL COST</b>	<b>REVISED TOTAL COST</b>		
	<b>1. HSCP</b>											
	Auchenback Family Centre & Community Hub (Joint With Education)	07.02.13	Y	0	0	0	Project Complete	5,265	5,265	5,265		
	<b>2. City Deal</b>											
	Barrhead South Access - New Railway Station	09.03.16		100	100	25	Design stage completed, construction to begin in 2020/21	110	10,354	10,354		
	Barrhead South Access - Balgraystone Road	09.03.16		1,544	1,544	859	At design stage	466	2,210	2,210		
	Country Park Visitor Centre & Infrastructure	09.03.16		90	90	37	At design stage, progress made on technical and legal fronts	187	4,836	4,836		
	Greenlaw Business Incubator And Innovation Centre & Employment Support Linked To Barrhead Foundry	09.03.16	Y	374	374	66	Work complete - payments outstanding	5,348	5,722	5,722		
	<b>3. ENVIRONMENT - OTHER PROJECTS</b>											
	Thornliebank Depot Mechanical Extraction	09.03.16	Y	39	39	7	Complete - payments outstanding	102	141	141		
	Cowan Park Changing Facilities	09.02.17		289	289	3	Feasibility assessment ongoing	11	300	300		

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Property - Other

				<b>ANNUAL COSTS £'000</b>			<b>TOTAL COST £'000</b>			
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>	<b>SPENT PRIOR TO 31.03.19</b>	<b>PREVIOUS TOTAL COST</b>	<b>REVISED TOTAL COST</b>
	Cathcart Cemetery Welfare Facilities	02.03.18	Y	48	48	48	Complete	42	90	90
	Greenhags Access Road	02.03.18	Y	23	23	0	Retention payment outstanding	477	500	500
	Crookfur Pavilion Changing Upgrade	28.02.19		650	650	199	Work in progress	0	805	805
	Overlee Pavilion Changing	28.02.19		905	905	15	Work in progress	0	905	905
	Bonnyton House	28.02.19		434	434	0	Due to commence January 2020	0	434	434
	<b>4. COUNCIL WIDE PROPERTY</b>									
	Retentions - All Services	09.02.17		68	68	0		0	68	68
	Vacant (Surplus) Property/ Demolition	12.02.15	Y	134	134	14	Ongoing	142	276	276
	Capelrig House Remedial Works	09.03.16		50	50	0	Work in progress	0	50	50
	Eastwood Park Campus Improvements	09.02.17	Y	0	0	0	Will fall into 2020/21	309	522	522
	Office Accommodation	02.03.18		250	250	0	Further work to be programmed	91	2,200	2,200
	Capital Investment In Energy Efficiency Measures (NDEE Initiative)	09.02.17	Y	573	450	0	Work in progress	1,021	1,754	1,754

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Property - Other

				<b>ANNUAL COSTS £'000</b>			
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>
	Property Maintenance			1,814	1,564	596	N/A
				<b>7,385</b>	<b>7,012</b>	<b>1,870</b>	

<b>TOTAL COST £'000</b>		
<b>SPENT PRIOR TO 31.03.19</b>	<b>PREVIOUS TOTAL COST</b>	<b>REVISED TOTAL COST</b>
775	2,589	2,589
14,346	39,021	39,021

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Open Spaces

							<b>ANNUAL COSTS £'000</b>			<b>TOTAL COST £'000</b>		
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>	<b>SPENT PRIOR TO 31.03.19</b>	<b>PREVIOUS TOTAL COST</b>	<b>REVISED TOTAL COST</b>		
	<b>1. Regeneration</b>											
	Public Realm/Town Centre Resilience	09.03.16	Y	79	69	3	Work in progress	171	250	250		
	Giffnock Town Centre Improvements	02.03.18		10	10	0	Work to be programmed	0	10	10		
	Other Public Realm	09.03.16		17	17	0	At design stage	3	20	20		
	Clarkston Town Centre Action And Traffic Management Improvements	09.02.17		192	192	141	Work in progress	25	217	217		
	Thornliebank Town Centre Action Plan	09.02.17		117	117	1	At design stage	3	120	120		
	Land And Property Acquisitions	12.02.15		0	0	0	No acquisitions planned	144	399	399		
	Country Park - Tourism Infrastructure And Economic Activity Projects	13.02.14		184	0	0	At design stage	51	235	235		
	White Cart Tributaries Environmental Improvements			690	150	14	At design stage - funded by SEPA grant	47	1,264	1,264		
	<b>2. Environment - Other Projects</b>											
	Environment Task Force	02.03.18		40	40	0	At design stage	0	40	40		
	Town Centre Action	09.03.16		78	78	0	At design stage	0	78	78		
	Parks, Cemeteries & Pitch Improvements	02.03.18	Y	300	300	66	Work in progress	0	300	300		

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Open Spaces

							<b>ANNUAL COSTS £'000</b>
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>
	Cowan Park	02.03.18		216	216	3	Work to be programmed
	Woodfarm - Grass Pitches	12.02.15		2	2	0	Complete - payments outstanding
	Mearns Historic Kirkyard Protective Works	09.02.17	Y	3	3	0	Complete - payments outstanding
	Regeneration Projects - Provisional Sums	28.02.19		201	101	0	Work to be programmed
	Town Centre Regeneration			981	310	18	SG Grant funded. Work programmed
	<b>3. Education - Other Projects</b>						
	St Ninian's HS - Rugby Pitch	09.03.16	Y	35	35	0	final element of work to be completed
				<b>3,145</b>	<b>1,640</b>	<b>245</b>	

			<b>TOTAL COST £'000</b>		
<b>SPENT PRIOR TO 31.03.19</b>	<b>PREVIOUS TOTAL COST</b>	<b>REVISED TOTAL COST</b>			
0	316	316			
57	59	59			
81	84	84			
0	201	201			
0	981	981			
117	152	152			
699	4,726	4,726			

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Roads

							<b>ANNUAL COSTS £'000</b>			
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>	<b>TOTAL COST £'000</b>		
								<i>SPENT PRIOR TO 31.03.19</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
	<b>1. City Deal</b>									
	Levern Valley Accessibility Project - Aurs Road Realignment	09.03.16		1,000	1,000	592	Design and investigation work progressing. On site Oct 2019 however majority of work will fall into 20/21.	907	10,185	10,185
	Levern Valley Accessibility Project - Levern Valley Link	09.03.16		50	50	12	Element of design work will now take place in the current year with construction beginning 2020/21	121	10,320	10,320
	<b>2. ERC Roads</b>									
	Lighting - Core Cable & Equipment Replacement	02.03.18	Y	160	160	9	Work in progress	0	160	160
	Bridges Refurbishment & Pointing Work	02.03.18	Y	53	55	33	Work in progress	0	53	55
	Principal Inspection Group 1-6	02.03.18	Y	21	35	0	Work in progress	0	21	35
	Traffic Calming Studies	02.03.18	Y	25	25	6	Work in progress	0	25	25
	Road Safety Measures/Equipment at Schools	02.03.18	Y	20	20	1	Work in progress	0	20	20
	Safe Routes to School	02.03.18	Y	20	23	9	Work in progress	0	20	23
	A77 Ayr Road Reconstruction	02.03.18		125	125	5	Work in progress	216	345	345
	B769 Stewarton Rd (Rural) Reconstruction	02.03.18	Y	172	178	2	Work in progress	161	770	770



**GENERAL FUND CAPITAL PROGRAMME**

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**2019/2020**

Roads

							<b>ANNUAL COSTS £'000</b>			
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>	<b>TOTAL COST £'000</b>		
								<i>SPENT PRIOR TO 31.03.19</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
	B769 Thornliebank/Spiersbridge Reconstruction	02.03.18	Y	120	114	86	Work in progress	158	324	324
	Cycling, Walking & Safer Streets	02.03.18		155	155	17	Work in progress	0	155	155
	Roads Retention Works			23	23	4	Retention payments for 2017/18 works	0	23	23
	Roads Online Costing System	13.02.14	Y	120	120	0	Work to be programmed	72	200	200
	C2 Kingston Road Reconstruction	28.02.19		125	125	0	Work in progress	0	585	585
	B755 Gleniffer Road	28.02.19		95	106	104	Work in progress	0	716	716
	B776 ROWBANK ROAD	28.02.19		96	96	95	Work in progress	0	575	575
	C2 NEILSTON ROAD	28.02.19		68	66	64	Work in progress	0	321	321
	C3 UPLAWMOOR RD / MAIN ST, NEILSTON	28.02.19		90	85	84	Work in progress	0	470	470
	A77 Fenwick Road Reconstruction	28.02.19		0	0	0	Rescheduled for 20/21	0	185	185
	B767 Eaglesham Road Reconstruction	28.02.19		110	110	110	Brought forward to 19/20	0	815	815
	Provisional Sums - Roads	28.02.19		77	58	0	Work to be programmed	0	77	58
	Roads Capital Works			2,800	3,000	296	Work in progress	0	15,000	15,000
				<b>5,525</b>	<b>5,729</b>	<b>1,529</b>		<b>1,635</b>	<b>41,365</b>	<b>41,365</b>

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Council Wide - ICT

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 29.08.19	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.19	PREVIOUS TOTAL COST	REVISED TOTAL COST
	ICT Infrastructure Projects	02.03.18	Y	543	543	191	See Annex 3	0	543	543
	Corporate Information Security	11.02.10		73	73	4	Ongoing	607	750	750
	GDPR Requirements	02.03.18		110	110	1	Ongoing	22	250	250
	Education Network	02.03.18	Y	101	101	31	Work in progress	0	101	101
	School Servers Storage	12.02.15		100	100	0	Work to be programmed	145	350	350
	Document Repository Refresh	09.02.17	Y	12	12	0	Work programmed	38	50	50
	PCI DSS	09.02.17		120	50	0	Work to be programmed	15	135	135
	Public Wifi Network	02.03.18		150	150	0	Pilot scheme in progress.	0	265	265
	Agile Working Solution (HSCP)	07.02.13	Y	0	0	0	Project complete	784	784	784
	Environment Agile/Mobile Programme	12.02.15	Y	3	3	3	Work in progress	215	218	218
	Wireless Local Area Network 2015	12.02.15	Y	100	60	2	Work in progress	890	1,050	1,050
	Agile (Rest Of Council)	09.03.16	Y	4	4	1	Ongoing	256	260	260
	Software Asset Management	13.02.14	Y	17	17	0	Work programmed	48	65	65
	Enterprise Public Access Wifi (Incl BYOD)	09.03.16	Y	4	4	1	Phase 2 in progress	96	100	100

**GENERAL FUND CAPITAL PROGRAMME**

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**2019/2020**

Council Wide - ICT

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 29.08.19	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.19	PREVIOUS TOTAL COST	REVISED TOTAL COST
	Corporate GIS			0	20	0	Work in progress	100	200	200
	CCTV Infrastructure Refresh	09.03.16	Y	426	426	369	Work in progress	99	525	525
	Licensing And Consultancy Services - Information As An Asset	09.03.16	Y	35	35	24	Work in progress	105	140	140
	Modern Smart Forms	09.02.17	Y	52	52	39	Work in progress	98	200	200
	Enterprise Mobile Development Management	09.02.17	Y	24	24	24	Complete	76	100	100
	My Account Middleware & Vendor APIs	09.02.17		153	153	40	Work in progress	7	210	210
	Internet/Intranet Presence	09.02.17	Y	27	27	2	Work in progress	23	50	50
	Electronic Document Records Management (Rest Of Council)	09.03.16	Y	60	0	0	Consultant work complete, Remaining works will rake place in 20/21	229	353	353
	Myaccount Signing In To On-Line Services	12.02.15	Y	56	56	0	Work programmed	150	285	285
	The Digital Workplace	09.02.17		147	147	4	Work programmed	228	600	600
	HSCP - Responder Service Modernisation & Safety Net Technology	09.02.17		100	30	0	Work to be programmed	0	180	180
	Financial Systems	09.02.17	Y	71	0	0	This project linked with Core Corporate, work to be programmed	129	200	200
	Major ICT Contract Renewals	02.03.18	Y	300	300	105	Ongoing	146	1,338	1,338

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Council Wide - ICT

<b>ANNUAL COSTS £'000</b>								<b>TOTAL COST £'000</b>		
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>	<b>SPENT PRIOR TO 31.03.19</b>	<b>PREVIOUS TOTAL COST</b>	<b>REVISED TOTAL COST</b>
	Core Corporate Finance, Payroll & HR	02.03.18		1,975	2,130	324	Ongoing	775	3,500	3,500
	Education - Computer Equipment	02.03.18	Y	370	370	232	Ongoing	0	370	370
	ERCLT People's Network	02.03.18	Y	29	29	0	Ongoing	0	29	29
	Culture & Sport Self-Service Kiosk Hardware Refresh	09.03.16	Y	56	56	0	Work in progress	54	110	110
	IT General Provision	28.02.19		540	540	4	Work to be programmed	0	540	540
	Income Management E-Store	28.02.19		100	50	0	Work programmed	105	205	205
	HR and Payroll System Deveopment	28.02.19		50	0	0	Work to be programmed	0	50	50
	Corporate & Community Debt Recovery System (5 year replacement programme)	28.02.19		39	0	0	Work to be programmed	0	39	39
	ERCLT Digital Platform	28.02.19		135	135	0	Work to be programmed	0	410	410
				<b>6,082</b>	<b>5,807</b>	<b>1,401</b>		<b>5,440</b>	<b>14,555</b>	<b>14,555</b>

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Fleet

<b>ANNUAL COSTS £'000</b>							
<b>COST CODE</b>	<b>PROJECT NAME</b>	<b>APPROVAL DATE</b>	<b>LEG COMM</b>	<b>CURRENT YEAR APPROVED AT 29.08.19</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>	<b>COMMENT</b>
	HSCP - Vehicles	02.03.18		288	288	0	Ongoing
	Education - Vehicles	02.03.18		364	364	0	Ongoing
	Environment - Vehicles	02.03.18	Y	1,610	1,610	307	Ongoing
	Additional Cleansing/Recycling Vehicles	28.02.19		185	185	0	Ongoing
				<b>2,447</b>	<b>2,447</b>	<b>307</b>	

<b>TOTAL COST £'000</b>		
<b>SPENT PRIOR TO 31.03.19</b>	<b>PREVIOUS TOTAL COST</b>	<b>REVISED TOTAL COST</b>
0	288	288
0	364	364
0	1,610	1,610
0	185	185
0	2,447	2,447

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Annex 1 - Schools Major Maintenance Analysis

COST CODE	PROJECT NAME	APPROVAL DATE	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
			CURRENT YEAR APPROVED AT 29.08.19	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.19	PREVIOUS TOTAL COST	REVISED TOTAL COST
	Hazeldene Family Centre - Window Renewal	09.02.17	3	3	1	Retention and Fees only to come	0	3	3
	Braidbar PS - Roof Improvements	02.03.18	50	50	0	Complete - payments outstanding.	0	50	50
	Carolside PS - Window Renewal	02.03.18	23	94	2	Work in progress	0	94	94
	Mearns Castle HS - Window Renewal	09.02.17	54	54	28	Due to complete autumn 2019	0	54	54
	Mearns Castle HS - Rear Stair Improvements	02.03.18	3	3	0	Retention and Fees only to come	0	3	3
	St Joseph's PS - Window Renewal	02.03.18	4	4	0	Retention and Fees only to come	0	4	4
	St Joseph's PS - Structural Improvements		4	4	0	Retention and Fees only to come	0	4	4
	St Joseph's PS - Fabric Improvements	02.03.18	3	3	0	Retention and Fees only to come	0	3	3
	St Luke'S HS - Roof Improvements (Gym Hall)	02.03.18	10	10	0	Retention and Fees only to come	0	10	10
	Woodfarm HS - Window Renewal	09.03.16	23	98	3	Work in progress	0	98	98
	Provisional Sums	09.03.16	97	97	0	Work to be programmed	0	97	97
	St Cadocs Windows	28.02.19	35	35	35	Complete	0	35	35
	St Luke's Windows Entrance Area	28.02.19	25	50	0	Work in progress	0	50	50
	St Johns Windows and Gym	28.02.19	45	45	44	Complete	0	45	45

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Annex 1 - Schools Major Maintenance Analysis

COST CODE	PROJECT NAME	APPROVAL DATE	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
			CURRENT YEAR APPROVED AT 29.08.19	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.19	PREVIOUS TOTAL COST	REVISED TOTAL COST
	St Cadocs water system upgrade	28.02.19	47	47	47	Complete	0	47	47
	St Josephs Primary windows and entrance door	28.02.19	80	80	29	Work in progress	0	80	80
	Giffnock Primary windows (original block and ext	28.02.19	125	125	55	Work in progress	0	125	125
	School Toilet Improvements	28.02.19	275	275	59	Work in progress	0	275	275
			<b>906</b>	<b>1,077</b>	<b>303</b>		0	1,077	1,077

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

Annex 2 - Property Maintenance Analysis

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 29.08.19	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.19	PREVIOUS TOTAL COST	REVISED TOTAL COST
	Disability Discrimination Act	02.03.18	Y	136	136	8	Ongoing	0	136	136
	HardWire Testing	02.03.18		90	90	19	Ongoing	0	90	90
	COSHH Upgrade	02.03.18	Y	103	103	49	Ongoing	0	103	103
	Asset Management	02.03.18	Y	302	302	186	Ongoing	0	302	302
	Eastwood HQ Lighting Improvements	09.03.16		33	0	0	Ongoing	15	48	48
	CEEF/Salix Energy Efficiency	02.03.18	Y	217	0	0	New schedule of works programmed	0	217	217
	Fire Risk Assessment Adaptations	02.03.18	Y	176	176	108	Work in progress	0	176	176
	Structural Surveys & Improvements	02.03.18	Y	86	86	1	Ongoing	0	86	86
	Thornliebank Depot Roof Improvements	13.02.14	Y	9	9	4	Complete	760	769	769
	Community Facilities Improvements	22.11.07	Y	130	130	0	Ongoing	0	130	130
	Boiler Replacement	02.03.18	Y	126	126	86	transfer of funds from provisional sums	0	126	126
	Roof Improvements	02.03.18	Y	192	192	121	Ongoing	0	192	192
	Legionella Remedial Improvements			6	65	14	Ongoing	0	6	65
	Provisional Sum	02.03.18		208	149	0	Funds transferred to cover boiler, roof and legionella works	0	208	149
	<b>Corporate Total</b>			<b>1,814</b>	<b>1,564</b>	<b>596</b>		<b>775</b>	<b>2,589</b>	<b>2,589</b>



**GENERAL FUND CAPITAL PROGRAMME 2019/20**

**PROGRESS REPORT**

**RESOURCES**

	<b>£'000</b>	<b>£'000</b>
Borrowing		27,874
Grants		
Capital Grant	7,929	
City Deal	1,338	
Early Learning and Childcare - 1140 Hours Expansion	4,600	
Cycling, Walking & Safer Streets	155	
Scottish Environmental Protection Agency	150	
Town Centre Fund	310	
Renewable Energy Fund	0	14,482
Developers Contributions		1,394
Salix/Central Energy Efficiency Fund		0
Sustrans		270
CFCR		0
Capital Reserve		1,200
Capital Receipts		600
		<b>45,820</b>

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EAST RENFREWSHIRE COUNCILCABINET28 November 2019Report by the Chief Financial Officer and Director of EnvironmentHOUSING CAPITAL PROGRAMME 2019/20**PURPOSE OF REPORT**

1. The purpose of this report is to monitor expenditure as at 30 September 2019 (Quarter 2) against the approved Capital Programme for 2019/20 and to recommend adjustments where necessary.

**RECOMMENDATIONS**

2. The Cabinet is asked to:-
  - (a) note and approve the current movements within the programme; and
  - (b) note the shortfall of £0.088m and that income and expenditure on the programme will be managed and reported on a regular basis.

**BACKGROUND**

3. The Housing Capital Programme for 2019-2024 was approved by Council on 28 February 2019. An update of the Strategic Housing Investment Programme was approved by Cabinet on 24 October 2019.

**CURRENT POSITION**

- |    |  |                 |
|----|--|-----------------|
| 4. | Total anticipated expenditure (Appendix A) | £ 9.477m        |
|    | Total anticipated resources (Appendix B)   | £ <u>9.389m</u> |
|    | Shortfall                                  | £ <u>0.088m</u> |

**EXPENDITURE**

5. The total estimated expenditure has decreased by £0.219m due to the following changes in respect of timing of expenditure and other adjustments.

Building Works Programme – Existing Stock

- Works are progressing across the main budget lines with a total of £2.215m expenditure to date (30/09/19) however a number of adjustments are now required.
- Rewiring – Planned expenditure of £0.246m has been deferred until 2020/21 to ensure that the specifications of the smoke and heat alarms meet the requirements of new legislation.

- External Structural Works – a total of £0.302m of expenditure on external wall insulation in mixed tenure blocks has been deferred until 2020/21 due to challenges identifying owners to participate in upgrade programmes.
- Estates - Part of this budget is allocated for works to a retaining wall at Crosslees in Thornliebank. Following a presentation of options to owners it was agreed that the works be delayed until 2020/21. As a consequence £0.066m planned expenditure has been deferred to 2020/21.
- Aids & Adaptations / Internal Elements – Aids & Adaptations is demand led and an increased number of referrals requires an increase in this line. It is proposed to transfer £0.107m from the Internal Element Renewal budget to support this additional demand, which will allow tenants with disabilities to remain in their homes.
- Sheltered Housing – This includes two major elements which will now progress later than planned. Firstly, to ensure best value and operational efficiency the Warden Call System renewal programme is now linked with a corporate project which will renew equipment at the Alarm Receiving Centre. Secondly, the renewal of Montgomery Court heating has also been delayed to further investigate options for renewable energy plant. A total of £0.508m has been moved into 2020/21.

#### Purchase of Property (ROTS/CPO/MTR)

- An update of the Strategic Housing Investment Programme (SHIP) was approved by Cabinet on 24 October 2019 which included a proposal to purchase up to ten Rental Off The Shelf properties (ROTS) in 2019/20. This is anticipated to cost around £1.435m. Grant from the Scottish Government of £0.050m per property is anticipated however an increase in borrowing to cover the remaining costs is required. Costs and grant funding associated with this are included in the appendices however successful delivery of this project is entirely dependent on suitable properties coming on to the market.

#### IT Systems

- Tender figures indicate a total capital cost for the new system of £0.253m, which is a saving from the original estimate and budget, The split of expenditure between 2019/20 and 2020/21 indicates an estimated outturn of £0.162m for 2019/20 with further expenditure in 2020/21.

#### Capital New Build – Phase 1 & 2

- This is a major construction project across a number of sites. Construction at Fenwick Drive, Robertson Street and Blackbyres Road is now complete with retention payments to follow.

The site start at Balgraystone Road is anticipated in May 2020 and will continue into summer 2021. Some site investigation and planning fees are expected in 2019/20.

Phase 2 works will include a number of sites at Maidenhill with the main works not expected to commence until 2021. No spend in 2019/20 is anticipated.

## INCOME

6. Resources to support the Housing Capital Programme have been adjusted to reflect the changes noted above.
- Rental Off The Shelf (ROTS) - £0.500m is anticipated to support the purchase of these properties and has been included in the programme for 2019/20.
  - Scottish Government New Build Grant – Revisions of site investigation and planning fee expenditure for Balgraystone Road and the early phase 2 works has resulted in a reduction of £0.175m in new build grant anticipated. This will be available to claim against 2020/21 expenditure.
  - Recharges to Owner/Occupiers – due to the challenge in reaching agreements with owner/occupiers to take part in external structural upgrades and other schemes, the anticipated income from recharges has been reduced to £0.300m.
  - Borrowing – Changes noted above in respect of project timing movements and the addition of the ROTS investment has resulted in a net reduction in borrowing of £0.217m for 2019/20. The additional cost of borrowing for the ROTS investment can be fully supported by the HRA Business Plan.

## COMMENT

7. The projected shortfall of £0.088m represents 0.9% of the resources available and is within manageable limits.

## PARTNERSHIP WORKING

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

## RECOMMENDATIONS

9. The Cabinet is asked to:-
- (a) note and approve the movements within the programme; and
  - (b) note the shortfall of £0.088m and that income and expenditure on the programme will be managed and reported on a regular basis.

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

Margaret McCrossan  
Head of Accountancy Services (Chief Financial Officer)  
MMcC/PP  
10 December, 2019

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**EAST RENFREWSHIRE COUNCIL**

Appendix A

**HOUSING CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2019/2020**

COST CODE	PROJECT NAME	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
			CURRENT YEAR APPROVED AT 29.08.19	PROJECTED OUTFURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.19	PREVIOUS TOTAL COST	REVISED TOTAL COST
835000002	Renewal of Heating Systems	Y	1,202	1,202	206	Work in progress	0	1,202	1,202
832000001	Rewiring (including smoke/carbon monoxide detectors)	Y	642	396	90	Work in progress	0	642	642
831000002	External Structural Works	Y	2,896	2,594	1,663	Work in progress	0	2,896	2,896
835000008	Estate Works	Y	216	150	38	Work in progress	0	216	216
835000006	Energy Efficiency (Including Cavity Wall Insulation)	Y	409	409	31	Work in progress	0	409	409
835000009	Aids and Adaptations	Y	153	260	93	Transfer from Internal elements £107k to support increased demand	0	153	260
831500001	Internal Element Renewals (including kitchens, bathrooms and doors) 2018/19	Y	1,180	1,073	84	Transfer to Aids & Adaptations £107k	0	1,180	1,073
835000005	Communal Door Entry Systems	Y	42	42	0	Work in progress	0	42	42
835000012	Sheltered Housing	Y	542	34	9	Work in progress	0	542	542
N/A	Purchase of Property (CPO/Mortgage to Rent/Rental Off The Shelf)		75	1,435	0	Increase in budget required to support the purchase of 10 ROTS properties, supported by grant & additional borrowing.	0	75	1,435
N/A	IT Systems		550	162	0	At tender stage.	0	550	253
various	Capital New Build Phase 1	Y	1,679	1,710	1,568	Work in progress, first 3 sites complete	4,991	12,921	12,921
various	Capital New Build Phase 2		100	0	0	Work to be programmed	0	17,371	17,371
N/A	Retentions		10	10	0		0	10	10
		-	<b>9,696</b>	<b>9,477</b>	<b>3,783</b>		<b>4,991</b>	<b>38,209</b>	<b>39,272</b>

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**HOUSING CAPITAL PROGRAMME 2019/20**

**PROGRESS REPORT**

**RESOURCES**

19/20 Revised  
**£'000**

Borrowing				8,294
Commuted Sums - New Build Phase 1				220
Grant - New Build Phase 1				75
Grant - New Build Phase 2				-
Recharges to Owner Occupiers (including HEEPS grant)				300
Housing Grant - ROTS				500
<b>Total</b>				<b>9,389</b>

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EAST RENFREWSHIRE COUNCIL18 December 2019Report by Deputy Chief ExecutivePROVOST'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:-

5 November – Attended “Signs of Safety Launch” Barrhead

9 November – Attended the Prince and Princess of Wales Hospice Coffee Morning, Giffnock.

10 November – Attended Armistice Services, Newton Mearns Cenotaph, Newton Mearns Synagogue and Cowan Park Barrhead.

10 November – Attended Lubavitch 50<sup>th</sup> Anniversary Celebrations, Giffnock.

11 November – Attended the Installation of three New Sheriffs, Paisley Sheriff Court.

20 November – Attended the Young Achievers Awards Ceremony, Carmichael Hall.

24 November – Attended Polish Independence Day Concert, Edinburgh.

28 November – Attended DIY Dunterlie Celebration Event, Barrhead.

2 December – Attended a Citizenship Ceremony welcoming new people to East Renfrewshire.

2 December – Attended the 1<sup>st</sup> Year Anniversary Celebrations of The Courtyard Indian Restaurant, Rouken Glen Park.

13 December – Attended Glasgow Phoenix Choir ‘A Christmas Celebration’, Glasgow.

17 December – Attended ACCORD Hospice Christmas Service, Paisley Abbey.

**School Events**

6 November - Giffnock P7 Debate Council Chamber debating "This House believes that space travel is a good use of resources" assisted by Cllr Merrick.

8 November - Busby P7 Debate, Council Chamber debating "This House believes that all deforestation of the Amazon should stop".

11 November – Busby P7 Debate, Council Chamber debating "This House believes that all deforestation of the Amazon should stop"

13 November - St Mark's P7 Debate, Council Chamber debating "This House believes that single use plastic should be banned in the school canteen"

15 November - Mearns P7 Debate, Council Chamber, debating "This House believes that Scotland should be an independent Country" assisted by Cllr Bamforth.

18 November - Mearns P7 Debate, Council Chamber debating "This House believes that the age to use social media apps should be raised to 16" assisted by Cllr Bamforth

**RECOMMENDATION**

4. That the report be noted.

Report Author

Eamonn Daly, Democratic Services Manager 577 3023  
[eamonn.daly@eastrenfrewshire.gov.uk](mailto:eamonn.daly@eastrenfrewshire.gov.uk)

Background papers - None

EAST RENFREWSHIRE COUNCIL18 December 2019Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE TRUST 2020/21 BUSINESS PLAN**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council approval for the East Renfrewshire Culture and Leisure Trust (ERCL) 2020/21 Business Plan.

**RECOMMENDATIONS**

2. It is recommended that the Council approves the proposed Business Plan for 2020/21, subject to budget to be confirmed at a full Council meeting on 28 February 2020.

**BACKGROUND**

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

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

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

5. The Business Plan for 2020 / 21 (Appendix 1) is presented to Council for approval, subject to budget, to meet the timescales set out in Para. 4 above as discussed at Council in 2016.

## REPORT

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

## FINANCE AND EFFICIENCY

10. The Council budget for 2020/21 will be agreed in February 2020; as such the Trust Business Plan and associated proposed budget are offered for approval subject to final agreement with the Council.

11. Enhanced income generation is one of the principal aims of the Trust and the plan details a number of initiatives to maximise the income that the Trust can generate and so reduce its financial reliance on the Council to support its activities. Effective and efficient partnership with the Council is crucial in achieving this, especially with regard to the condition, maintenance, enhancement, refurbishment or replacement of facilities.
12. Reviews of pricing are ongoing in order that the Trust's commercial activities remain competitive in the face of increasing competition in key commercial areas such as gyms, fitness and swimming. A review of pricing structures and the concessions policy was undertaken in 2018, with changes implemented throughout early 2019. A further repricing exercise has been undertaken in 2019-20 to ensure gym memberships remain competitive with local private sector gyms.
13. In 2018 the Council commissioned an independent finance and business review of the Trust and a subsequent joint Trust / Council action plan is now being implemented and overseen by the Director of Education, the Head of Accountancy, the Trust's Board and its Chief Executive. This review examined the underlying assumptions made at the inception of the Trust in the light of the first three years' trading and performance, and Support Services required by the Trust.
14. The Business Plan and Budget will be aligned with the Service Payment to be agreed between the Trust and Council, and provide for reserves as per the Trust's Reserves Policy, whilst delivering savings to the council and investing in service improvements.
15. The Council continues to work with the Trust to identify opportunities for improvement, development and innovation, and supports the Trust in realising them.

## **CONSULTATION**

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

## **PARTNERSHIP WORKING**

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

## **IMPLICATIONS OF THE PROPOSALS**

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

## CONCLUSION

19. The fifth East Renfrewshire Culture and Leisure Trust Business Plan gives clear strategic direction that is in accordance with the Council's strategies and is supported by detailed operational plans which deliver the Council's objectives under the Community Plan, Fairer East Ren Plan and Outcome Delivery Plan and will guide the work of the Trust and its staff to deliver high quality services to the residents and communities of East Renfrewshire.

## RECOMMENDATION

20. It is recommended that the Council approves the proposed Business Plan for 2020/21, subject to budget to be confirmed at a full Council meeting on 28 February 2020.

### Report Author(s)

Mark Ratter (Head of Education Services, Quality Improvement and Performance)

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**East Renfrewshire Culture & Leisure  
2020-21 Business Plan**

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## 1. Executive Summary

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

This Business Plan identifies:-

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

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

The following strategic aims have been identified:

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

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

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

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

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

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

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

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

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

Earlier business plans necessarily focussed on the transition from council departments to a social enterprise model, whereby commercial activities generate profits to subsidise charitable activities. Whilst change programmes and organisational development work will continue to modernise the services, our focus is now on our sustainability. The growth of our commercial activities, and the associated profit margins, allied to the continued close cost control will further build upon the successes of our first years' operations.

## 2. Introduction

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

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

The key purpose of the plan is to:-

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

### 3. The Vision for East Renfrewshire Culture and Leisure

#### 3.1 Purpose (i.e. Charitable Objectives)

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

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

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

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

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

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



3.2 Vision

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

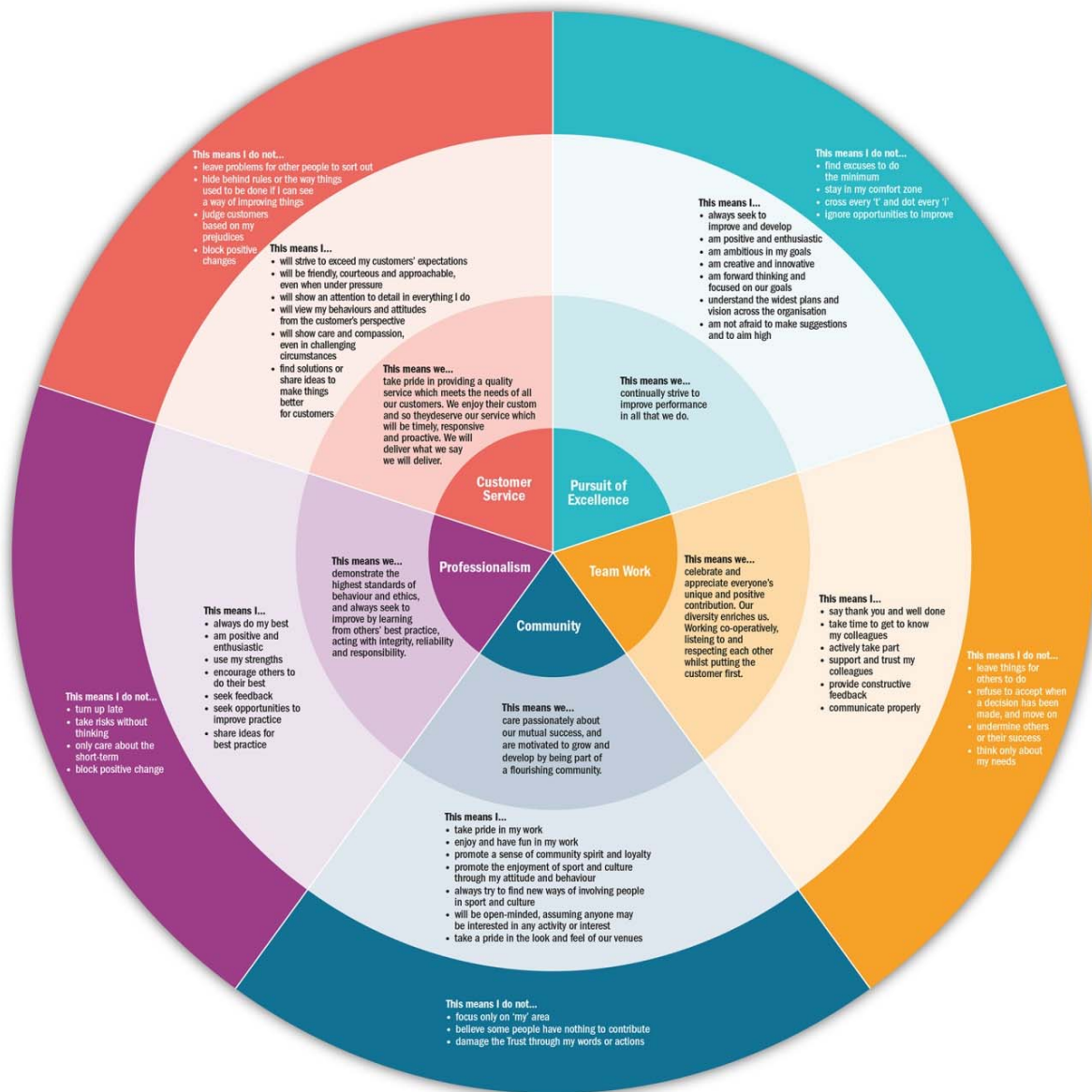
3.3 Mission

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

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

3.4 Values

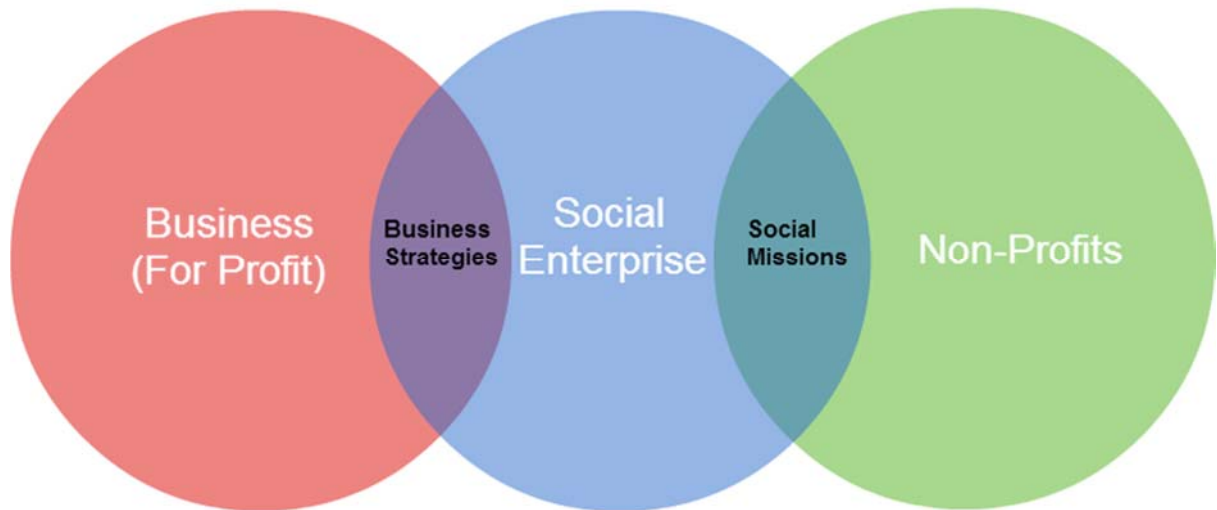
**Our Values and behaviours**



## 4.0 Strategic Context

### 4.1 The Social Enterprise Model

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



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

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

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

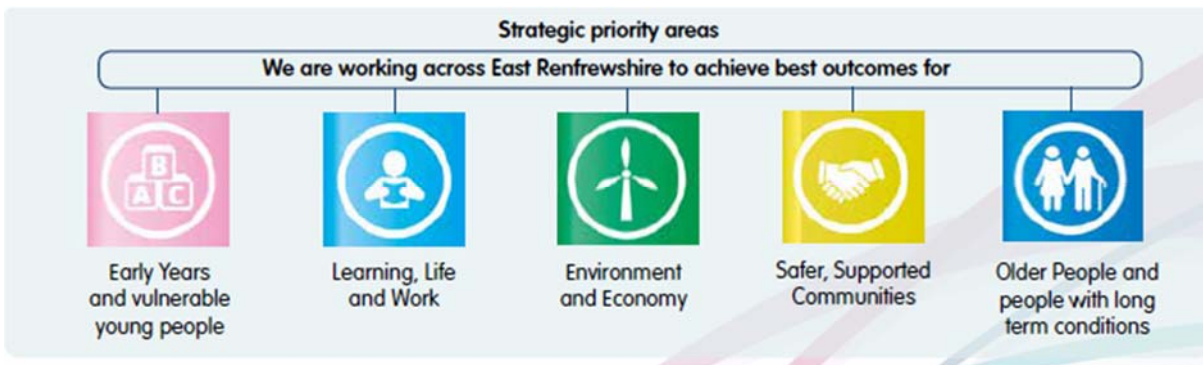
CUSTOMER	COMMERCIALISM	COMMUNITY
Avoidable Contact	Flexible Charging	Capacity Building
Channel Shift	Commercialise Services	Community Ownership
Customer Journeys	Strategic Procurement	Delegate Functions
Transactional Cost Transfer	Asset Usage	Transfer Assets
Efficiencies	Fundraising	Voluntary Organisations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

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

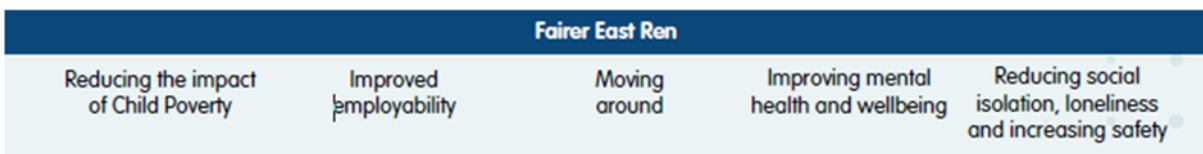
**4.2 East Renfrewshire Community Plans**

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

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



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



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

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

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

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

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

This will require:-

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

#### 4.4 ERCL Strategic Aims

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

#### Our strategic aims are:

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

#### 4.5 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Location of halls, venues, libraries and theatre – with good coverage geographically within local authority for access for local communities.</li> <li>• Continued Improvement approach in Services, Business Support and Management</li> <li>• Loyal customer base with extremely positive feedback from customers – strong word of mouth and survey responses.</li> <li>• Wide variety of services / classes available to customers in the area</li> <li>• Well trained front-line staff supported by innovative and creative development officers</li> <li>• Business Development programme supporting Gyms, Fitness and Swimming</li> </ul>	<ul style="list-style-type: none"> <li>• Resourcing is very lean, with limited ability to support development – commercial, improvement or community</li> <li>• Condition of the estate and limitations on improving it</li> <li>• Ideal Staffing model, contracts and terms and conditions and operating hours do not align with customer demands</li> <li>• Constraints on changing cost-base, given high proportion of staff costs-to -turnover, and limited discretionary non-pay budgets</li> <li>• Inability to respond quickly to evolving markets.</li> <li>• Car Parking at key sites</li> <li>• ICT infrastructure, systems and support, especially in relation to customer-facing ICT, not fit for purpose</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Aligning services to government objectives</li> <li>• Review business/staffing model to meet customer demands</li> <li>• Increased marketing, sales and promotion</li> <li>• Access to external funding to help support growth and improvement.</li> <li>• Potential new Eastwood facility and joint campus in Neilston</li> <li>• LDP2 and growth of population</li> <li>• Demand analysis work has identified opportunities to increase capacity in services and staff-time.</li> <li>• Transform customer journey investment.</li> <li>• Upgrade facilities through targeted refurbishment</li> </ul>	<ul style="list-style-type: none"> <li>• 42% of income is Earned Income and at risk.</li> <li>• Continued pressure on public finances</li> <li>• Balancing Charitable and Commercial objectives.</li> <li>• Tutor / casual roles / employment status</li> <li>• Difficulties recruiting staff across a number of services</li> <li>• Growing competition in key commercial areas</li> <li>• Impact of political decisions, legislation or policy changes</li> <li>• Unplanned closures</li> </ul>

## 4.6 PESTLE

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

## 4.7 Horizon Scanning

### 4.7.1 Capital Investment

We will continue to work with our Council colleagues around plans for the future of Eastwood Park Leisure Centre, and the longer-term vision for Neilston. We will continue to work with the Council around the maintenance of our facilities to reduce disruption caused by upgrades, maintenance or unplanned closures which continue to pose significant challenges to ourselves and our customers.

### 4.7.2 The Customer Journey and Digital Capability

We are working with partners to develop plans to address our digital platform to enable a smoother customer journey through the enablement of updated website, online and mobile capability and the introduction of smoother booking and payment methods using technology. This will accompany the refresh or replacement of a number of existing ICT systems which are due for renewal, funded by capital investment from ERC from April 2019. .

#### *4.7.3 Increased Competition*

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

#### *4.7.4 Grant Funding*

Continued financial pressure on our Council partner, together with economic uncertainty make it highly likely our Management Fee will be under further pressure 2020. A reduction of between 8% (c. £411,000) from the expected 2019 level is being planned for. This will be very difficult to meet from either reserves or non-pay efficiencies, and therefore plans including the withdrawal of services from some sites; cessation of some programmes; organisational restructure; and a review of the operating model will need to be explored. These will all be highly sensitive.

#### *4.7.5 Core Systems*

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

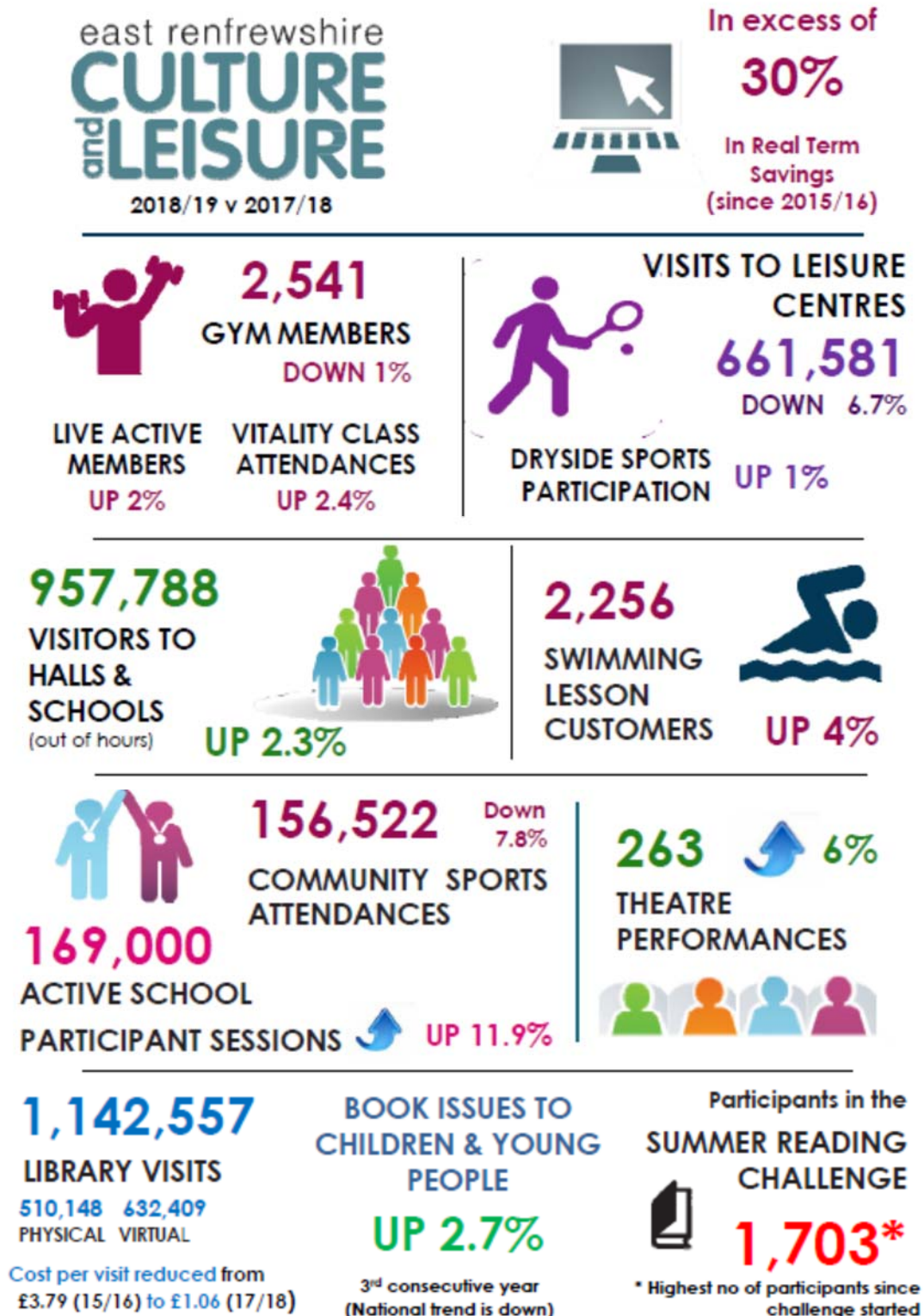
#### *4.7.6 Tackling Inequality*

We will continue to work with Community Planning Partners on the development and implementation of East Renfrewshire's community plans. Tackling inequality and improving life chances for local people are at the heart of community planning partner's priorities and reflected in the Community Plan, the Local Outcome Improvement Plan Fairer East Ren, and a number of initiatives and programmes which ERCL will continue to deliver, or develop. These include Corporate Parenting, For Your Entertainment programme, support for those affected by Universal Credit, support for Veterans, support for people with chronic conditions (Vitality, GP Referral, MacMillan Cancer Support, Dementia Awareness), Holiday Hunger Programme, and a number of programmes in both arts and sports designed for people who are otherwise excluded from mainstream participation.



## 5. Performance to Date

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



## 5.1 Operational Performance

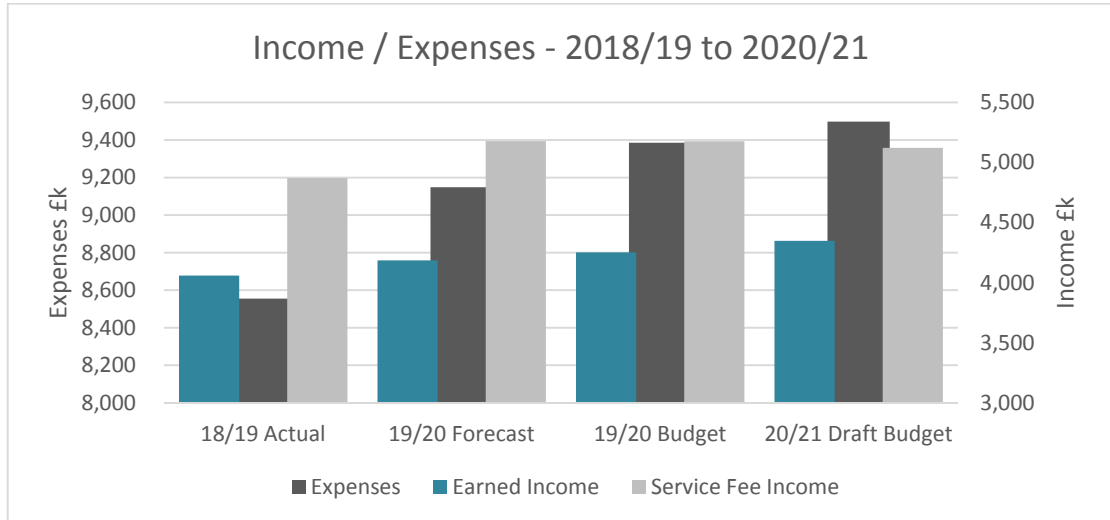
The delivery of operational performance to date has been supported through the implementation and embedding of a number of key operational projects, including:

- **New Gym Facilities** - Launch of 2 new gym facilities at Eastwood High and Neilston
- **Theatre Strategy** – Launch of the live-streaming theatre programme at Eastwood Park featuring amongst others, National Theatre Live and broadcasts from Sadler's Wells, The Royal Opera, and London's West End. Together with continued work on the professional programme this has led to larger audiences, a broader mix of artistic programming, and critical success.
- **Communication** - Increased focus on Marketing and social media activity to help communicate the services and benefits on offer to the local community, supported by the creation of a sales and communications team.
- **Health and Wellbeing programme** - creation of a p *Health for Heroes* programme to provide free gym membership to veterans and a family member, so they are better able to reintegrate into society after their service, and any health and fitness issues are addressed. **ICT Developments** - Implementing and embedding software packages to support swimming lessons and engagement and retention of gym members.
- **Barrhead Foundry Refurbishment** – The upgrade to Barrhead Fitness Studio, the refresh of gyms and fitness areas, and minimising customer impact where possible, through transfer to other venues.
- **New Gyms and Fitness Pricing** – Introduction of new gyms and fitness pricing structure with a reduced headline price, cheaper 12-month contract, and more competitive pricing.
- **Demand Analysis** – work is underway to implement projects developed as part of the review the front line operational processes across the Trust to improve the efficiency and customer experience.
- **New Scottish Swimming Framework** – introduction of a revised learn-to-swim programme in partnership with Scottish Swimming, and supported by a new pool programme, teacher training and professional development support.
- **Customer Journey** - Work to improve performance continues and the transformation of the customer journey is ongoing with staff engaged in training and development work across the sports venues focusing on improving client retention and increasing lead generation opportunities. This includes the introduction of direct debit for learn to swim programmes, and the expansion of opening hours at major centres.

5.2 Financial Performance

5.2.1 Commercial Income

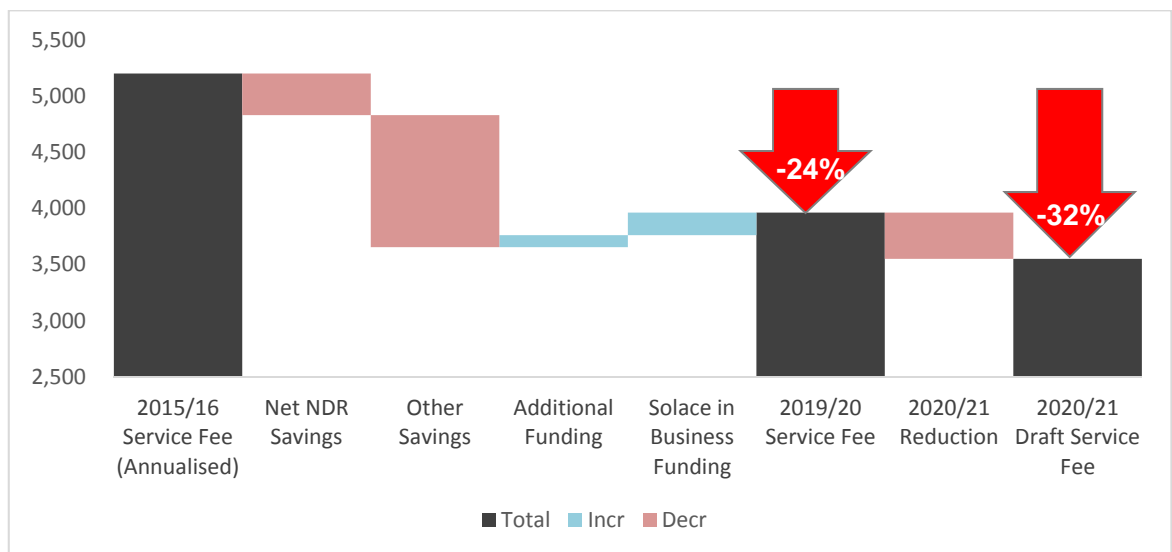
A significant focus of the Trust has been to move to a more commercial basis. The following chart demonstrates the shift to deliver an increase in Earned Income, primarily through Sports and Swimming.



The 2020/21 Budget figures included in the above chart are subject to Board approval, with the service fee awaiting confirmation from ERC.

5.2.1 Savings Delivered

In terms of the overall movement in service fee, excluding salary and expense inflation and spending pressures which supported additional funding which would have been received had the Trust remained as part of ERC, the overall reduction in real terms is almost a third, at 32%.



### 5.2.3 *Supporting Commercial Activities:*

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

- Engaged Industry Experts to support the business in generating further income from leveraging existing resources, through managing lead generation and structured sales processes.
- Increase governance implemented to review and challenge new products / services to ensure best value / return.
- Full review of fitness class participation with increased operational scrutiny in place to monitor effectiveness of programme.
- Another pricing review took place across gyms and fitness with a re-price implemented in the last year, which included simplification of the pricing structures, and an overall reduction in charges for most customers.

### **5.3 People Development**

- Work undertaken to deliver the People Strategy is included in section 7.
- Staff Awards have been held for the last 3 years to recognise the contribution made by the ERLC people.
- Training programmes that took place across the Trust included Child and Vulnerable Adult Protection and General Data Protection Regulations, Customer Care, Health and Safety and operational systems and processes.
- The Trust is engaged with the West College of Scotland to enable our people to access an extensive range of developmental courses including training on social media and project management.
- Leading a cultural shift to focus on lead generation and sales activities to increase commercial income, primarily within Sports and Swimming.

## 6. Market Position

### 6.1 East Renfrewshire as a Market

Household composition and age profile are key considerations in understanding our customer base. Across East Renfrewshire the household size and composition is broadly:

- Single adults – 39%
- Single parent with young child or children – 8%
- Couples with young children (under 16) – 20%
- Couples with older children – 7%
- Couples without children – 26%

In terms of age profile children and young people currently make 20% of the population while older people make up a further 20%, with 60% in the 18 to 65 age range. Over the next 25 years the proportion of children and young people and over 65s will increase as overall the population is projected to rise from around 95,000 at present to circa 110,000 by 2040.

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

- Eastwood (population 74%), which encompasses Busby, Clarkston, Crookfur, Eaglesham, Giffnock and Newton Mearns, is a relatively affluent area comprised predominantly of owner occupied households with young families or households of older residents (60 plus) living as couples or alone.
- Barrhead/Neilston (population 26%) is an area with pockets of significant social and economic deprivation and a wider spectrum of household types: young families; older residents; single parents, and younger couples / singletons.

We intend to develop a more detailed analysis of East Renfrewshire's demography to estimate more accurately the potential uptake and demand for existing services. This will also provide us with a greater insight into the potential market for new service and the relative attractiveness of different customer groupings in particular areas.

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

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

The largest customer group is comprised of categories 1 and 2 as families with young children which constitute over 40% of the population tend to operate as a single, though not necessarily harmonious, socio-economic unit with parents having the major

influence on how much time and money is allocated to culture, leisure and physical activity and the form that activity will take. While we offer a large range of services and activities for young children we need to market, promote and sell these to the parents.

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

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

## **6.2 Timing and Alignment with Core Target Demographics**

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

For the other major household type, older people, there will be greater variation in how they organise their lives. Service planning and the development and scheduling of offerings to cater for older people will therefore require a careful assessment of the potential uptake among different subsets of the elderly in relation to the costs of provision. This will require us to adopt a flexible approach that will allow us to test new offerings and identify those that appeal.

## **6.3 Customer Journey**

The customer journey needs further improvement – particularly in relation to the ease of transactions through digital platforms. A project is in flight (to address these issues:

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

## 7. People

### Aims of our People Strategy

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



#### Our Aims - we will:

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

#### Our Outcomes – we will:

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

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



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

## 8. Services

### 8.1 Current Delivery Structure

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

- Operations (Sports and Cultural Venues comprising Eastwood Park, Barrhead Foundry, Eastwood High Sports Centre and Neilston Leisure Centre, Swimming, Health & Safety)
- Sports and Physical Activity (Sports Development, Active Schools, Gyms and Fitness, Physical Activity, Health, Wellbeing and Get Active Programmes)
- Libraries & Information Services, (10 Libraries; Information Services, Support to School Libraries).
- Communities and Arts (18 Community Facilities and Pavilions; evening and weekend school lets, Heritage Services, Arts Development and Performing Arts including. Eastwood Theatre).

### 8.2 Services Overview

#### 8.2.1 Operations

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

Venues	Services	Activities	Customer Visits
Barrhead Foundry	<ul style="list-style-type: none"> <li>• Gym</li> <li>• Library</li> <li>• Swimming Pool</li> <li>• Games Hall</li> <li>• Fitness Studio</li> <li>• Boxing / Training Area</li> <li>• Employability Zone</li> <li>• Café</li> <li>• Conferencing &amp; Meeting Rooms</li> </ul>	<ul style="list-style-type: none"> <li>• Fitness Activities</li> <li>• Sports Development Activities</li> <li>• Swimming Development Activities</li> <li>• Employability &amp; Training Activities</li> <li>• History &amp; Arts Activities</li> <li>• Conference and Catering</li> <li>• Clubs</li> <li>• Public Leisure &amp; Sport Activities</li> <li>• Black &amp; Minority Ethnic Activities</li> </ul>	<b>332k pa</b> <ul style="list-style-type: none"> <li>• Sports 175k</li> <li>• Library</li> </ul> Attendances 157k
Eastwood Park L.C.	<ul style="list-style-type: none"> <li>• Gym</li> <li>• Theatre</li> <li>• Swimming Pool</li> <li>• Arts Room &amp; Gallery</li> <li>• Café</li> <li>• (Community Hall - fitness Classes)</li> </ul>	<ul style="list-style-type: none"> <li>• Fitness Activities</li> <li>• Swimming Development Activities</li> <li>• Arts Activities</li> <li>• Theatre Professional Presentations</li> <li>• Theatre Hires</li> <li>• Public Leisure &amp; Sport Activities</li> <li>• Clubs</li> <li>• Black &amp; Minority Ethnic Activities</li> </ul>	<b>268k pa</b> <ul style="list-style-type: none"> <li>• Sports 217k</li> <li>• Theatre 51k</li> </ul>

## 8.2.1 Operations – Continued:

Venue	Services	Activities	Customer Visits
Eastwood High Sports Centre	<ul style="list-style-type: none"> <li>Swimming Pool</li> <li>3 x Games Hall / Theatre</li> <li>Dance Studio</li> <li>2 x Outdoor Synthetic Pitches</li> <li>Outdoor Running Track</li> <li>Logo Room</li> </ul>	<ul style="list-style-type: none"> <li>Fitness Activities</li> <li>Sports Development Activities</li> <li>Swimming Development Activities</li> <li>Clubs</li> <li>Public Leisure &amp; Sport Activities</li> <li>Black &amp; Minority Ethnic Activities</li> <li>Support PE programme</li> </ul>	<b>214k pa</b> <ul style="list-style-type: none"> <li>Sports 105k</li> <li>School 109k</li> </ul>
Neilston L.C	<ul style="list-style-type: none"> <li>Swimming Pool</li> <li>Gym</li> <li>"Hall" Space</li> </ul>	<ul style="list-style-type: none"> <li>Fitness Activities</li> <li>Sports Development Activities</li> <li>Swimming Development Activities</li> <li>Clubs</li> <li>Public Leisure &amp; Sport Activities</li> <li>Black &amp; Minority Ethnic Activities</li> </ul>	<b>56k pa</b> <ul style="list-style-type: none"> <li>Sports 56k</li> </ul>

## 8.2.2 Sports and Physical Activity

- The Sport and Physical Activity unit consists of Community Sports, Gyms & Fitness, Active Schools and Health & Wellbeing services.
- We operate gyms in all four Sports Centres and deliver approx. 100 fitness classes each week. There is very high local competition within this sector.
- Community Sports is focused on capacity building and income generation and delivers 157 sport and physical activity classes per week with over 2,650 people participating in these activities each week. We also support 34 local sports clubs and 6 Community Sports Hubs which has a combined membership of 8,500 members.
- Active Schools is dedicated to developing and supporting the delivery of quality out of school hours sporting opportunities for children and young people in all schools (nursery, primary, secondary).
- We operate an extensive GP Referral (Live Active) and instructor led physical activity session programme to support people living with medical conditions and to prevent trips, slips and falls as part of the continuing care pathway in East Renfrewshire.

Services	Activities	Customers
<b>Gyms &amp; Fitness</b>		
Venues: Barrhead Foundry Eastwood Leisure Centre Neilston Leisure Centre Eastwood High Sports Centre	<ul style="list-style-type: none"> <li>Gym Membership</li> <li>Pay As You Go gym participation</li> <li>Fitness Class Attendees</li> </ul>	2,541 9,829 80,096
<b>Community Sports</b>		
	<ul style="list-style-type: none"> <li>Community Sports Hubs</li> <li>ERCL weekly sports sessions</li> <li>Weekly Participants</li> <li>Coach Education Participants</li> <li>Sports Leadership Academy</li> <li>Athlete Grant Support</li> <li>East Renfrewshire Soccer Dev Assoc.</li> <li>Holiday Camp Participants</li> </ul>	8,250 157 2,659 726 28 27 Athletes 208 teams 1,018
<b>Health &amp; Wellbeing</b>		
	<ul style="list-style-type: none"> <li>Live Active GP Referral</li> <li>Vitality</li> </ul>	469 212
<b>Active Schools</b>		
	Gold / Silver / Bronze Flag Number of Participants Activity Sessions	30 8,200 7,200

### 8.2.3 Libraries & Information Services

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

Venues	Services	Activities	Customers
Barrhead Foundry Giffnock Library Mearns Library Clarkston Library Busby Library Thornliebank Library Neilston Library Eaglesham Library Netherlee Library Uplawmoor Library	<ul style="list-style-type: none"> <li>• Supported access to books and reader development</li> <li>• Information Services – data protection / GDPR</li> <li>• Digital participation &amp; support: public internet &amp; WiFi</li> <li>• Lifelong learning opportunities</li> <li>• Supporting economic wellbeing</li> <li>• I Am Me – Keep Safe locations</li> <li>• Printing, photocopying, faxing</li> <li>• Supporting schools and school librarians</li> <li>• Provision of community information</li> <li>• Access to eBooks, eAudio &amp; digital magazines</li> </ul>	<ul style="list-style-type: none"> <li>• Book Issues</li> <li>• ICT learning and taster sessions</li> <li>• Coding clubs / Lego clubs</li> <li>• Health &amp; wellbeing activities – Community Connections</li> <li>• Summer Reading Challenge</li> <li>• BookBug</li> <li>• Book Week Scotland &amp; other reader development events</li> <li>• Read,Write,Count activities</li> <li>• First Minister's Reading Challenge</li> <li>• Room and space hire</li> <li>• Displays &amp; exhibitions e.g. National Library Scotland</li> </ul>	Physical visits – 510k Virtual Visits – 632k

### 8.2.4 Community & Arts

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

## 8.2.4 Community &amp; Arts (Continued)

Services	Activities	Customers
<b>Community Facilities</b>		
<p><b>Community Facility</b> Operations support all ERCL services facilitating and programming</p> <p>Hall Facilities:</p> <ul style="list-style-type: none"> <li>• Albertslund</li> <li>• Arthurlie</li> <li>• Carmichael</li> <li>• Clarkston</li> <li>• Dalmeny</li> <li>• Duff</li> <li>• Dunterlie</li> <li>• Eastwood</li> <li>• Fairweather</li> <li>• Glen</li> <li>• Montgomerie</li> <li>• Muirend</li> <li>• Mure</li> <li>• Netherlee</li> <li>• Thorntree</li> <li>• Woodfarm</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities Management for Halls and Schools (evenings and weekends). Visitor experience, customer liaison and support.</li> <li>• Event planning and management</li> <li>• Management of Public Buildings including Fire, Safety and Security</li> <li>• Facilitation of social functions, weddings, commercial and non commercial events and activities, regular class and general bookings</li> <li>• Provision of emergency rest centres and associated Civil Contingency response.</li> <li>• Project Management for property maintenance and refurbishments</li> <li>• Provision of halls and schools for ERCL sports activities</li> </ul>	<p>Halls and Schools attracted 958k visitors in 2018/19</p>
<b>Business Support</b>		
	<ul style="list-style-type: none"> <li>• Bookings and Payment Processing (Halls, Schools, Libraries, sports development, Arts classes and holiday programmes)</li> <li>• ERCL Admin Support</li> <li>• HR Processes</li> <li>• Procurement / creditors</li> <li>• Complaints, Comments, Enquiries, FOI</li> <li>• Systems</li> <li>• Reporting and Surveys</li> </ul>	<p>The team process 23k bookings in halls alongside additional business support duties.</p>
<b>Arts &amp; Heritage</b>		
	<ul style="list-style-type: none"> <li>• Eastwood Theatre</li> <li>• Professional Programme</li> <li>• Community Theatre (Hires)</li> <li>• Performing Arts Classes</li> <li>• Visual Arts Classes</li> <li>• Local History</li> <li>• Heritage events</li> </ul>	<p>The Professional Theatre Program welcomed 16k visitors in 18/19.</p>

## 9. Operational Plans

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

In planning for the period 2020/21 we have had to incorporate an expected 8% reduction in the ERC service fee which has provided a significant challenge as the service fee provides over 50% of the Trust's funding. The ability for ERCL to grow its way out of a deficit is very limited, therefore the bulk of the savings have had to be sourced within staff costs, which represents 80% of the overall cost base. Work is on-going with the Board to develop a balanced budget for 2020/21.

## 10. Financials

The Trust reported an operating deficit of £1.0m (surplus of £0.4m excluding pension service cost) for the year ended 31 March 2019 (2018: £0.8m deficit; £0.1m deficit excluding pension service cost), which was in line with expectation due to the level of change underway to transform the operations. This is before allowing for the net actuarial loss of £(1.740)m in respect of the multi-employer defined benefit pension scheme (2018: £(1.101)m).

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

£k	Year ended 31 March 2019	Year ended 31 March 2018	Movement
Income	8,931	8,293	638
Net Operating Expenditure <i>(excludes Pension net service cost)</i>	(1,000)	(65)	(198)
Actuarial Gains / (Losses)	(1,740)	(1,101)	(639)
Total funds (after retirement benefit scheme gains / losses)	(3,296)	(556)	(2,740)

The fourth year of trading has supported us in meeting our charitable aims and objectives, with our year-end financial position providing a stable base from which we can continue to meet our commitments.

The principle funding sources are a combination of income generated through a level of sales, fees and charges for our charitable activities (£4.0m) (2018: £4.0m), as well as a Management Fee received from ERC of £4.9m (2018 of £4.3) for our work in managing the Leisure, Library, Arts and Community facilities within the local area.

The primary areas of spend are people £8.2m (2018 £7.4m), Property £0.5m (2018: £0.6m) and Supplies and Services £1.1m (2018 £0.9m).

### 10.1 Reserves Policy

During 2015/16 the Trust agreed to build reserves over the first three years to a level of £250k to enable the Trust to manage financial risk and help deliver the Trust's commitments. It was recognised that this was our initial target and would therefore be regularly monitored and reviewed annually by the Finance, Audit and Risk committee. At the year end the charity had a total deficit of £3,296k (2018: deficit £556k), excluding the impact of the pension scheme, which had an unrealised loss of £(3,822k) (2018: £(707)k) in the year, there was surplus funds of £526k (2018: £151k), of which £51k (2018: £21k) was restricted and £475k (2018: £130k) was unrestricted. Of this amount, £290k was designated for Business Development activities and £60k for transformation / operational restructure.

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

**10.2 Investment Policy**

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

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

**10.3 Fixed assets**

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

**10.4 Budget 2020/21– to be agreed**



## 11. Support Services

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

In 2018 the decision was made to terminate Service Level Agreements in relation to Marketing and Communications and the strategic Health and Safety services provided by Corporate Health and Safety (operational health and safety services provided by ERC Education Department are unaffected).

### 11.1 Strategic Health and Safety Services

Under health and safety legislation the Company board and management are ultimately responsible and accountable to ensure it complies with the Health and Safety at Work Act 1974 and associated and subsequent regulations and should act on the ERC advice given in relation to them, with the Chief Executive has ultimate responsibility for Health and Safety within the Trust.

ERCL has its own Health & Safety Policy, and Health & Safety is reported on to the HR & Health and Safety Committee which meets at least every six months.

Health and Safety services provided by the Council relate to:

- Operational Support, including access and support through the corporate Health and Safety Management System (HSMS) including Accident Incident Reporting System (AIRS)

At the beginning of 2019/20, ERCL in-sourced the following service from ERC, and has appointed Quality Leisure Management Limited (QLM) consulting to support in the delivery of the Trust's obligations as specialists in the leisure management sector.

- Policy and Strategy Support, including support, advice, development of policies and strategies, and training.

### 11.2. Financial Services

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

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

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

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

There is on-going development on the finance and procurement system which will bring improved capability beyond the existing basic functionality. The HR and Payroll system is due to go live at the beginning of 2020 and the Trust are engaged with the project, which is based on HR and Payroll requirements.

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

## 12. Marketing & Communications

As noted in section 11, a decision was made to terminate the Marketing and Communications Service Level Agreement with ERC and with effect from 1 April 2019 this service is now operated and managed by ERCLT, with a recognised need for marketing and sales support including:-

- Marketing campaigns
- Digital communications – design, delivery and evaluation
- Media relations and PR
- Graphic design and print
- Development of new & existing products / services for gyms, swimming, arts classes and theatre productions
- Sales resource to promote products / services, generate leads, improve customer journey and increase sales
- Development of digital communication channels – social media, website and new ERCL App.

Resources for marketing and sales are very limited and fall short of a general commercial allowance for marketing budgets of around 3% of turnover. For ERCL that would equate to around £250,000 p.a.

This will require:

- Prioritising marketing spend by agreeing which services and market segments are likely to offer the greatest return from increased support and investment.

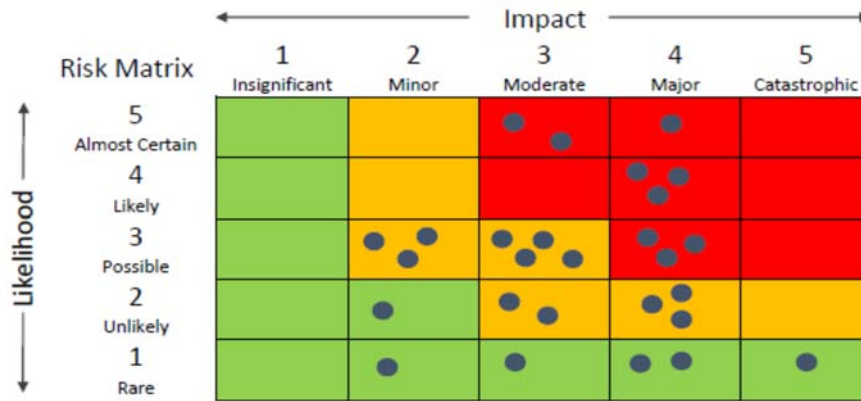
**13. Strategic Health and Safety Plan - 2020-21**

During the transition to our new H&S partner QLM we have initially identified that we require to undertake some initiatives that will require longer than a year to achieve. Work began on these in 2019 and will run until 2020/21:-Risk Assessment Process.

- Review and Revise process/system for relevance and the develop plan to convert existing RA's to new system.
- Develop a Training Records System which clearly identifies skills required for designated Job Specifications, and provides a clear recording system (with expiry dates). This will involve co-ordination with the new corporate HR systems.
- Review staff induction processes
- Implement the recommendations of the QLM site audits at Barrhead Foundry, Crookfur Pavilion, Eastwood Park Leisure Centre, Mearns Library and Thorntree Hall.
- Review the monitoring, investigation and reporting arrangements with ERC and QLM in the light of recent guidance to local authorities from the Health and Safety Executive.
- Finalise Tool Box Talks, Roll out in venues, consult other services to identify gaps and resources to develop for the future.

## 14. Risk Management

A detailed Risk Register is presented to the Finance and Audit and Risk Committee. Following consideration by the Finance, Audit and Risk Committee, an abstract highlighting the top key risks at any given point is considered by the Board, and a joint Risk Register is maintained by ERC and ERCL capturing shared risks. The following table summarises the spread of risks, with a summary of the Top 9 risks noted below:



Risk Category	Summary of Risk
Shared vision with ERC	A single agreed ambition or vision for ERCL is not articulated and agreed by and with ERCL and ERC and its constituent departments.
External Providers / Contracts	Failure of external service providers to deliver on obligations, resulting in late or non-delivery of services, cancelled events, lost revenue and damaged credibility.
Facility Failure	Facility Failure impacts negatively on service delivery and performance, income or reputation. (Damage to key elements of the facility resulting in unbudgeted repair costs and suspension / reduction of services; maintenance backlog; H&S issues; plant failure; and/or otherwise compromised service offering).
Market Changes	Changes in the competitive environment resulting in fewer customers.
Violence & Aggression	Increased aggressive behaviour by members of the public, caused by anti-social behaviour and resulting in injury, or stress to staff or other customers, and negative impact on sales and attendance.
IT Systems Failure	Failure /Misuse of systems resulting in 1) loss of data 2) withdrawal of service 3) loss of revenue 4) increase in errors on the system. Major issues arising from Core Systems Project / implementation of changes to core business systems in Finance, Payroll and HR
ERCL addition to the Redundancy Modification Order	ERCL excluded from the RMO Continuity of Service provisions, meaning staff transferred or transferring from Local Authority Service will not have continuity of service for the purposes of calculating redundancy payments. This could breach agreements in place with staff and trade unions
Operational Impact due to Capital Projects	Capital Projects impact adversely business through slippage or impact on management and operational resources.
Recruitment	Difficulties in recruiting to key roles impact adversely on operations, finances or performance

## Glossary

<b>Avoidable Contact</b>	any contact that takes up the time and resources of both customer and Trust and could be avoided through improved communication.
<b>BME</b>	Black Minority Ethnic
<b>Book Week Scotland</b>	a weekly celebration of books and reading run by national charity the Scottish Book Trust
<b>Channel Shift</b>	the creation and/or utilisation of the most effective and efficient channels through which our customers and we conduct our business transactions
<b>Civil Contingencies</b>	the preparation for emergencies, especially the pre-emergency elements such as anticipation, assessment, prevention and preparation, as detailed in the <i>Civil Contingencies Act</i> legislation.
<b>Customer Journey</b>	or Customer Experience, or the measure of the individual customer's experience during all points of contact with the organisation, from initial attraction, and awareness, through discovery, cultivation, advocacy and the consequent purchase and use of a service.
<b>Community Sports Hub</b>	sportscotland's framework for bringing local people together to provide a home for local clubs and sports organisations, providing information, support and advice on a wide range of sports and physical activities to make it easier for local people to get involved and engage in a more active and healthier lifestyle. They can be located in a range of different facilities including schools, community centres, pavilions and sports centres.
<b>Demand Analysis</b>	an assessment of the particular services, transactions or interactions most sought by our customers
<b>ERCL</b>	East Renfrewshire Culture and Leisure Trust
<b>ERC</b>	East Renfrewshire Council
<b>H&amp;S</b>	Health and Safety
<b>Healthy Working Lives</b>	the scheme developed by NHS Scotland to support employers and employees in achieving health benefits through practical changes to their organisations culture, practices or environment.

<b>Live Active</b>	GP Referral programme
<b>SOA</b>	Single Outcome Agreement or the agreement between a Community Planning Partnership (CPP) and Scottish Government which sets the priority outcomes for each local authority area, and how the CPP will work towards achieving them. It also shows how the local priorities contribute to the national priorities
<b>Social Impact Assessment</b>	an exercise for analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions.
<b>SLA</b>	Service Level Agreement
<b>SiB Review</b>	External consultants review performed to validate the requirement for additional funding for the Trust
<b>Vitality</b>	Health & Wellbeing Programme run in conjunction with NHS Greater Glasgow

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EAST RENFREWSHIRE COUNCIL18<sup>th</sup> December 2019Report by Chief ExecutiveINFLUENCING THE FUTURE OF EAST RENFREWSHIRE**PURPOSE OF REPORT**

1. To seek approval of key areas where we wish to seek greater powers or resources from Government to shape the future of East Renfrewshire as an area of continuing and enhanced prosperity.

**RECOMMENDATIONS**

2. The Council should consider if it wishes to:
- approve the 10 key areas in the "influencing the future statement"
  - support and promote the statement in all relevant discussions with Scottish Ministers/ COSLA/ Scottish and UK Government

**BACKGROUND**

3. There are regular requests from COSLA and Scottish Ministers (during visits) for the Council to outline their key concerns relating to powers or lack of resources. On 24<sup>th</sup> June 2015 the Council approved a paper which set out key areas that the Council, would like to have the powers or resources to change. The previous statement covered 2015 – 2018. This report includes a revised statement, taking account of new areas of concern, and will cover 2019 – 2022.

**REPORT**

4. A range of issues emerged from discussions with Directors and a discussion at the Corporate Management Team. These included requests to devolve powers more locally or to amend existing legislation. There are different ways which the Council can proceed depending upon the specific area of the legislation that we wish to change.

**How would we challenge existing legislation or ask for devolved powers?**

5. The Scottish Parliament has full powers in relation to legislating for the functions and powers of councils who can only act within the powers provided to them. The Scottish Parliament at Holyrood can pass laws on devolved matters – in general, those affecting most aspects of day-to-day life in Scotland. Issues raised by Directors were mainly devolved matters. The Scottish Parliament makes laws by passing bills. It also has the power to approve or reject subordinate legislation.

5.1 Changes to legislation – Parliament or its committees may investigate how the Government implements the Act and would consider any future Bills that amended or replaced it. Future changes to the law happen through the passing of another Act or delegated legislation. An Act can also be repealed so that its provisions no longer apply. Parliamentary committees examine laws and recommend the removal of out of date legislation. Therefore, elected members can influence Parliament to review legislation or to review an area of legislation (related to the specific area of the legislation that is problematic). Meanwhile officers/members can also discuss the issue with Scottish Government whose civil servants draft the legislation on their behalf.

5.2 Changes to powers- depending upon the legislation, it may be possible to ask for Scottish Ministers for the creation of an order to define or amend powers.

5.3 If the Council deem that an area of legislation is unlawful, this can be challenged at a judicial review.

### **Key areas identified**

6. A list of 10 key areas emerged and a brief summary of each area is included below:

### **Key areas identified**

#### **KEY AREA 1 Devolved powers to manage school assets more effectively**

The Council should have greater powers to make decisions to its school estate especially in relation to opening schools, merging schools and building annexes. The level of consultation required creates unnecessary delays.

**What needs to change:** *Schools Consultation (Scotland) Act 2010. This would involve lobbying Scottish Ministers to make changes through Scottish Parliament.*

#### **KEY AREA 2 Review of legislation regarding Placing requests**

The Education (Scotland) Act 1980 and Education (Additional Support for Learning) (Scotland) Act 2009 should to be reviewed to ensure that support costs associated with placing requests are transferred automatically between Councils.

The legislation also requires to be updated in other areas relating to placing requests, in particular reserved places and requests to remain.

**What needs to change:** *Education (Scotland) Act 1980, Education (Additional Support for Learning) (Scotland) Act 2009.*

#### **KEY AREA 3 Review of Planning legislation to remove the role of the Reporter as an appeals mechanism for planning applications**

The Council believes this approach i.e. a single Reporter making a binding decision on the Council does not represent local democracy. The Scottish Reporters decision is binding and final and can only be appealed on points of law in the Court of Session

**What needs to change:** *Planning etc (Scotland) Act 2006. This would involve lobbying Scottish Ministers to make changes through Scottish Parliament.*

#### **KEY AREA 4 The Council requires funding for Investment in school buildings**

##### *Condition & Suitability*

The Council needs to improve the following schools building, given their current poor condition (and suitability):

- Carolside Primary school, Clarkston
- Cross Arthurlie Primary School
- Woodfarm High School (original building)
- Mearns Castle High School (original building)

It is recognised that these schools are currently the most in need of major new build replacement/ refurbishment. There is also the intent to replace/renew other school buildings in the future to ensure all our young people learn in fit for purpose physical environments, with decisions based on ensuring condition (and suitability) ratings of C or below are prioritised. This need will be reflected in future Capital Investment Strategies.

**What needs to change?** *Elected members should work with COSLA (Local Government Finance Team) to lobby Scottish Ministers for additional funding for investment in schools.*

#### **KEY AREA 5 Increased investment for infrastructure**

With the Scottish Government housing target of 50,000 affordable homes across Scotland by 2021, there is significant pressure on related infrastructure, i.e. Education; Early Learning Centres; Sports and Leisure Facilities; and Libraries, created as a result of housebuilding which cannot be fully funded by developer contributions.

As the council works towards delivering their part of the national housing targets, it is anticipated that in future Local Development Plans there could be additional residential development proposed. This will put further pressure on places in primary, secondary and for specialist Additional Support Needs provision. This, compounded with continued inward migration attracted by the local education could necessitate more new build schools and other facilities. Developer contributions are insufficient to fund the required infrastructure.

**What needs to change?** *Elected members should work with COSLA (Local Government Finance Team) to lobby Scottish Ministers for additional funding for investment in schools, early learning centres, sport and leisure facilities and libraries required as a result of new house building.*

#### **KEY AREA 6 Increased funding to ensure the effective implementation of the 1,140 hours of Early Learning and Childcare (ELC)**

From August 2020, all 3 and 4 year olds and eligible 2 year olds will be entitled to 1,140 hours per year of free early learning and childcare. The population and uptake of childcare assumptions made by the Scottish Government are not reflective of the position experienced in East Renfrewshire. The Council estimated higher levels of population growth for the year

2021/22 based on its local information; and a higher proportion of children taking up the free entitlement, consequently there was a revenue funding shortfall for 2021/22 of £1.6 million. This shortfall will impact significantly on the Council's preferred delivery model, and the quality, flexibility and choice available for families.

**What needs to change:** *Elected members should lobby COSLA and Government Ministers to ask for revenue funding for Early Learning and Childcare to be allocated on the same basis as GAE to ensure that funding is allocated as required and reflects the latest population estimates.*

## **KEY AREA 7 Review of the number of councillors representing East Renfrewshire**

In 2016 the Local Government Boundary Commission reduced the number of Councillors for East Renfrewshire by 2 despite a significant increase in population. This was as a result of levels of deprivation being used as a factor in the calculation of Councillor numbers in addition to population and rurality. Deprivation is not used as a factor in any other Boundary decision. The proposal was strongly disputed by a number of councils but despite providing evidence of the impact the proposal was implemented. Along with a number of other Councils, a judicial review was considered but because of the cost and the impact on the organisation of the impending elections, this was not pursued by any council. At present there are 18 elected members for East Renfrewshire split over 5 areas and all political parties agree that this is not sufficient.

The recent Scottish Elections (Reform) Bill set out the Government's view that there is insufficient parliamentary scrutiny of boundary changes for local government elections. Under the current provisions, an order making changes to local government areas or to electoral arrangements is subject to either negative or no parliamentary procedure. This position is also inconsistent with the procedure used to change constituency and regional boundaries in Scottish Parliament elections. Section 31(4) of the Bill proposes that changes involving the abolition or alteration of a boundary of a ward or local government area or an increase or decrease in the number of councillors to be returned in any electoral ward should be subject to affirmative procedure, which will significantly increase the level of parliamentary scrutiny in these areas.

**What needs to change:** *Elected members should lobby Government Ministers to ask for the next review of the arrangements in place for Local Government elections to begin as soon as the Islands review is complete. The Commission should be asked to examine the impact of their decision and consider*

- *Reducing the weighting for deprivation used when determining councillor numbers*
- *Increasing the minimum number of councillors in any council to 22*

## **KEY AREA 8 Review of the Floors Arrangement**

The floors arrangement seeks to protect Councils from significant and unmanageable fluctuations in budgets on an annual basis and should act as budget "smoothing" mechanism. A "floor" is set by the Scottish Government and no council receives a budget cut of more than the floor in any 1 year. Councils with budgets above the floor fund the floors mechanism by paying into the floor mechanism.

Due to our growing population, our budget has been rising relative to other councils some of whom have declining population. This means that over the last 5 years we have paid into the floors mechanism at an average of £1.5m per annum with a payment of £2.6m in 2017/18.

The setting of the floor is at the discretion of the Scottish Government and has been set fairly tightly to reduce the impact of fluctuations on councils. However that has meant that the smoothing mechanism has protected some budgets rather than smoothing out fluctuations.

**What needs to change:** Encourage the Scottish Government to set the floor at a level which smooths budgets rather than protecting them in the long term,

#### **KEY AREA 9 City Deal 2 Funding**

Following on from the current Glasgow City Deal Programme which has a focus on major infrastructure projects, creating thousands of new jobs, improvements in public transport and connectivity and supporting business innovation and growth, there is an opportunity to lobby for a second phase of investment for the region. As well as the planned £1.13bn of investment, the Glasgow City region work has led to extensive collaboration across the City Region councils. Work should be undertaken to secure further regional funding for new strategic transport and employment opportunities.

**What needs to change:** *Elected members should lobby Government Ministers to ask for additional funding for a second phase of City Deal.*

#### **KEY AREA 10 Climate Change & Public Transport Improvements**

The Council is committed to ensuring sustainable development and seeks to minimize the environmental impact of our activities. It is vital that residents have access to a range of travel choices based on an integrated and sustainable transport network and further improvements such as longer platforms at local stations (to allow more carriages per train) and additional cycling infrastructure would be welcomed.

**What needs to change:** *Elected members should lobby Government Ministers to ask for additional funding for active and sustainable travel.*

#### **FINANCE AND EFFICIENCY**

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

#### **CONSULTATION**

8. The Corporate Management Team and key officers in both Legal Services and Accountancy were consulted to identify the key areas for inclusion in the statement.

#### **CONCLUSION**

9. A common theme that emerged through discussion was the importance that the resourcing arrangements for new government policies are provided in a way that ensures local accountability and the flexibility to deliver resources and target local outcomes for communities. This would ensure that the Council can use resources to target areas of greatest need and gain maximum impact.

10. It is intended that the statement will be approved by Council for discussion with Government Ministers. By influencing the way which these powers/ resources are distributed we will continue to protect, enhance and develop East Renfrewshire as a place to live, invest and visit.

## **RECOMMENDATIONS**

11. The Council should consider if it wishes to:

- approve the 10 key areas in the "Influencing the future statement"
- support and promote the statement in all relevant discussions with COSLA and Scottish and UK Government Ministers

Chief Executive  
December 2019

Report Author: Gill Darbyshire, Chief Executive's Business Manager  
Email: [gill.darbyshire@eastrenfrewshire.gov.uk](mailto:gill.darbyshire@eastrenfrewshire.gov.uk)

EAST RENFREWSHIRE COUNCIL18 December 2019Report by Deputy Chief ExecutiveCHANGES TO COUNCIL'S ORGANISATIONAL STRUCTURE**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council approval for a proposed restructure of Head of Service management structure within both the Environment Department and also within the HSCP.

**RECOMMENDATIONS**

2. The Council is asked to:
- (a) Approve the creation of the post of Head of Environment (Chief Planning Officer) along with the indicative changes to the Head of Service remits within the management structure in the Environment Department;
  - (b) Approve the creation of the Head of Specialist and Intensive Services and the changes to the Head of Service remits within the management structure in the HSCP;
  - (c) Delegate to the Deputy Chief Executive, in consultation with the Director of Environment and Chief Officer of HSCP to make the necessary arrangements and approve any remit changes required; and
  - (d) Provide nominations to the Appointments Committees.

**BACKGROUND**

3. The Council has made a number of changes to the senior management structures over the last few years. There are many changes taking place both internal and external to the Council and it is important that senior management structures are continuously reviewed to ensure they are able to deliver services and also to lead the Council's ambitious programme of change and improvement.

4. In December 2017, the Council approved a revised Heads of Service structure within the Environment Department and HSCP with a view to supporting the planned budget savings for 2017/18 and beyond. However, the internal and external landscape has changed since then. It is important that the Council is aware of these issues and plans to address them.

5. In essence, there are important legislative and other resource intensive challenges with regard to the Environment Department. For HSCP there are leadership capacity concerns to ensure that professional leadership and governance in adult social care, improvement in practice, and operational workload are appropriately addressed. This report outlines those challenges and presents proposed structural changes in the Environment Department and HSCP to ensure the Council has the appropriate leadership resource in place for the future. These proposals do not change the overall number of senior management posts.

6. From a workforce planning perspective it is predicted that there will be a number of changes within the senior leadership team over the coming years and it is important that succession planning actions are considered to support the longer term future needs and ambitions of the Council.

7. The changes proposed include adjustments to the remits of Heads of Service. In the case of the Environment Department these are in part indicative only. There may be some requirement to adjust the detail of the remits as the Environment Department and HSCP's change programmes progress and it is proposed that it is delegated to the Deputy Chief Executive to approve these changes. Any further adjustments will be managed through delegated authority of the Director of Environment, Chief Officer HSCP and Deputy Chief Executive.

## **ENVIRONMENT DEPARTMENT**

8. Over the last 2 to 3 years the Environment Department has continued to progress its extensive programme of change making overall savings in excess of £1.6 million to support the challenging budget savings that had to be delivered.

9. There are currently two Heads of Service in the Environment Department:

- Head of Environment (Strategic Services)
- Head of Environment (Operations)

10. The Director of Environment has now taken stock of a number of issues which are likely to affect his Department over the next few years and in accordance with the Council's long term planning strategy is considering at an early stage how to address them. These issues include;

- The implications of the Planning (Scotland) Act 2019 recently enacted (and subject to further guidance and regulation but which includes an additional 49 planning related duties on local authorities). This will have substantial staff resource implications. Funding by the Scottish Government, including increases in planning fees, is still under consideration.
- A requirement under the new Planning (Scotland) Act 2019 to appoint a chief planning officer. Whilst guidance is still awaited from the Scottish Government regarding the detail of this provision it is considered that it would be prudent to proceed with establishing the post. This is dealt with in further detail below.
- The implications of the recently enacted Transport (Scotland) Act 2019 which includes bus regulation, low emissions zones, pavement parking, double parking and a range of other issues which will have substantial resource implications (particularly the latter 2) once regulations and guidance are put in place by the Scottish Government.
- The recently announced Council investment of £15 million over 5 years with regard to roads investment which requires management along with resources to assess, plan, design, deliver and monitor the programme.
- The largest and most ambitious Council Capital Programme to date including, among other things, both Eastwood Leisure Centre, Eastwood Park Masterplan, and the Neilston Leisure and Learning project.



- The increasingly complex, challenging and resource intensive governance arrangements around the City Deal Programme and the Council's City Deal projects amounting to £44 million.
- The increasing complexity around delivering the major Barrhead South masterplan which includes several major developers, the utilities, Scottish Water and Transport Scotland. This site includes the Council's own Springfield Road site for affordable housing.
- The transition from LDP 2 to LDP 3 and ensuring the incorporation of the Council's emerging vision and ambitions.
- The urgent developing agenda around climate change/sustainability.
- The Council's desire to increase its pace and extent of council house delivery linked to the Scottish Government's housing vision for 2040.

11. As referred to above Section 50 of the new Planning (Scotland) Act 2019 places a clear statutory duty on local authorities as follows;

- Each planning authority must have a chief planning officer;
- Once enacted the authority's chief planning officer's role will be to advise the authority about the carrying out of:
  - the functions conferred on them by virtue of the Planning Acts.
  - any functions conferred on them by any other enactment insofar as a function relates to development.

12. On reviewing options available to support this statutory requirement and the significant current workload challenges related to the Department the Director of Environment has concluded that there is now a need to create an additional Head of Service (Chief Planning Officer) to support the Council. This will be one of, if not the, first appointments of Chief Planning Officer in Scotland and in that respect the Council will be leading the way. Most importantly, it will allow the Council to start now to plan ahead.

The new post would be the Council's principal planning adviser (through the Director of Environment) on all planning related matters and would manage an integrated service including strategic planning (primarily Local Development Plans) along with Development Management, Building Standards and the strategic elements of the roads and transportation service which are closely linked to planning. Importantly, the post would also be charged with integrating all of the planning (and transportation) related issues with Community Planning, Fairer East Ren and locality planning.

13. The current and proposed management structure is shown in Appendix 1. The remit for the new post of Head of Environment (Chief Planning Officer) and the proposed remits for the Head of Environment (Strategic Services) and Head of Environment (Operations) are indicative only. They would to some extent be dependent upon the successful internal candidate (see proposed ring fencing arrangement below) and most importantly the implications of the extensive Environment Department Change Programme as it progresses.

The new structure is therefore as follows;

- Head of Environment (Strategic Services)
- Head of Environment (Operations)
- Head of Environment (Chief Planning Officer)

The intention is that the recruitment of the post will be ring fenced to the Environment Department. In that respect any additional resources for 2020/21 will be funded from existing resources and in due course any increases in statutory planning charges set by the Scottish Government.

## HSCP

14. The HSCP proposed change to the remits of the three Heads of Service and some senior manager roles in December 2017. This was required due to rising demand and unprecedented levels of financial savings. The 'Fit for the Future' redesign work was informed by the Community Led Support programme which was intended to reduce demand on statutory services and enable a more person centred approach with reduced bureaucracy. The principles underpinning the structure review were that:

- It supports our focus on strategic priorities
- It delivers the required savings
- It enables stronger integration
- It is consistent in approach re span of control and layers of management
- It embeds planning and analytic capacity in operational services
- General management will be supported by strong professional leadership

15. The new management team was established in April 2018 however since then it has been recognised that it is becoming difficult to balance the significant operational workload, manage the expectation of partner bodies, Scottish Government and the Care Inspectorate whilst undertaking significant service redesign within current leadership capacity.

Recent Care at Home inspections, Strategic report inspections and self-evaluation of the approach to adult support and protection have highlighted the need to dedicate more leadership capacity to the improvement of practice and professional leadership and governance in adult social care and therefore it has been concluded that an additional head of service for adult services is required.

16. In HSCP the current configuration has three Heads of Services and a Senior Manager for Recovery Services. The current Heads of Service remits are:

- Head of Public Protection and Children Services (Chief Social Work Officer)
- Head of Locality Health and Social Care
- Head of Finance and Resources (Chief Financial Officer)

17. It is proposed that the configuration is changed to:

- Head of Public Protection and Children Services (Chief Social Work Officer)
- Head of Locality Health and Social Care
- Head of Specialist and Intensive Services
- Head of Finance and Resources (Chief Financial Officer)

The proposed structure is in Appendix 2.

18. The new post would manage Intensive Services (care at home, responder services and Bonnyton House) Out of Hours and Recovery Services and would also act as a professional social work lead for adult services with a dotted line to the Chief Social Work Officer. Within that role, there would be responsibility for professional leadership and governance of adult social work, quality assurance and the management of statutory mental health services and the service manager for adult support and protection.

19. In HSCP the current heads of service and service managers are employed by either ERC or NHS GGC but are funded by both partners. Given the responsibility for statutory social work services and registered services the proposal would be that the new head of service is social work qualified and employed by East Renfrewshire Council, although as they will also be responsible for NHS staff working in Recovery Services the post will be part funded through the HSCP NHS budget.

## APPOINTMENTS COMMITTEES

20. There is a requirement for two Appointments Committees to be set up, one for the Head of Environment (Chief Planning Officer) post and the other for the Head of Specialist and Intensive Services.

21. For the Head of Environment (Chief Planning Officer) post an Appointments Committee, comprising 5 Elected Members, should be established to shortlist and interview candidates, and to make an appointment to the post. This post will be advertised internally.

22. This post will be advertised internally and the proposed timetable for the appointment to the post is detailed below:

Post advertised:	10 January 2020
Closing date:	26 January 2020
Shortlisting by Appointments Committee:	4 February 2020
Interview date:	19 February 2020

23. For the Head of HSCP Specialist and Intensive Services post an Appointments Committee should be established to shortlist and interview candidates, and to make an appointment to the post. The Committee should comprise 5 Members; 3 Elected Members on the IJB and 2 of the Health Board members on the IJB.

24. This post will be advertised externally and there will be an assessment centre prior to interview to ensure the candidates have the correct skills mix to be considered for appointment by the Committee. The proposed timetable for the appointment to post is detailed below:

Post advertised:	10 January 2020
Closing date:	2 February 2020
Shortlisting by Appointments Committee:	11 February 2020
Assessment Centre	27 February 2020
Interview date:	3 March 2020

**FINANCE AND EFFICIENCY**

25. These organisational changes do not change the overall number of senior management posts within both departments. There will be a slight increase in staffing costs which will be managed within the current budgets.

**CONSULTATION AND PARTNERSHIP WORKING**

26. Consultation in relation to these proposals will be undertaken with affected employees and the Trade Union.

**IMPLICATIONS OF THE PROPOSALS**

27. There are no IT, sustainability, equalities or other implications associated with this report.

**CONCLUSIONS**

28. The proposals contained within this report will allow restructures within the Environment Department and HSCP to ensure there is appropriate leadership capacity to support the Council's ambitions and address recently emerging challenges.

**RECOMMENDATIONS**

29. The Council is asked to:

- (a) Approve the creation of the post of Head of Environment (Chief Planning Officer) along with the indicative changes to the Head of Service remits within the management structure in the Environment Department;
- (b) Approve the creation of the Head of Specialist and Intensive Services and the changes to the Head of Service remits within the management structure in the HSCP;
- (c) Delegate to the Deputy Chief Executive, in consultation with the Director of Environment and Chief Officer of HSCP to make the necessary arrangements and approve any remit changes required; and
- (d) Provide nominations to the Appointments Committees.

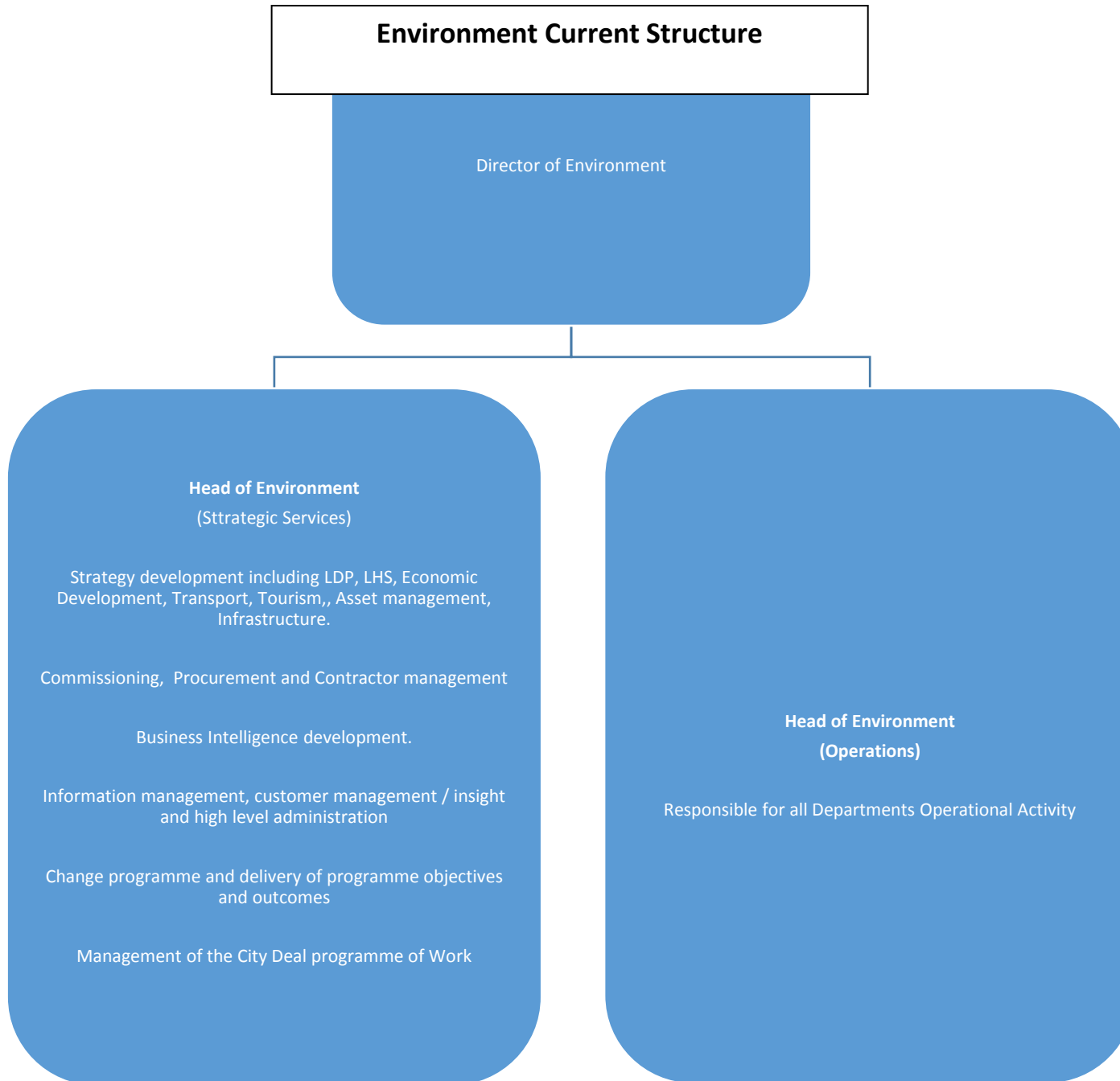
REPORT AUTHOR: Caroline Innes, Deputy Chief Executive Tel - 577 3159

CONVENER: Councillor Tony Buchanan, Leader, Tel – 577 3107

December 2019

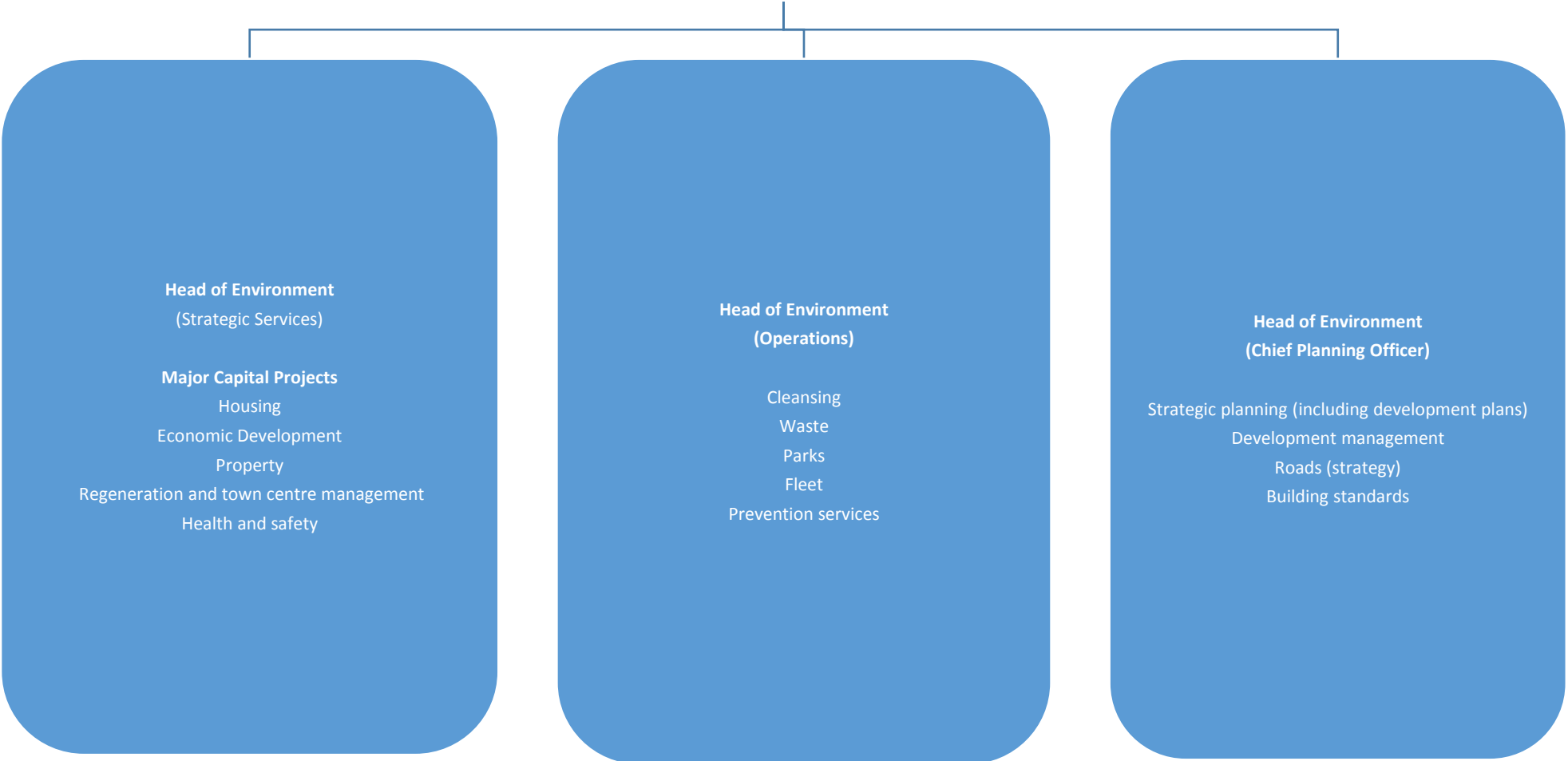
**KEY WORDS**

Environment, HSCP, revised, management structure

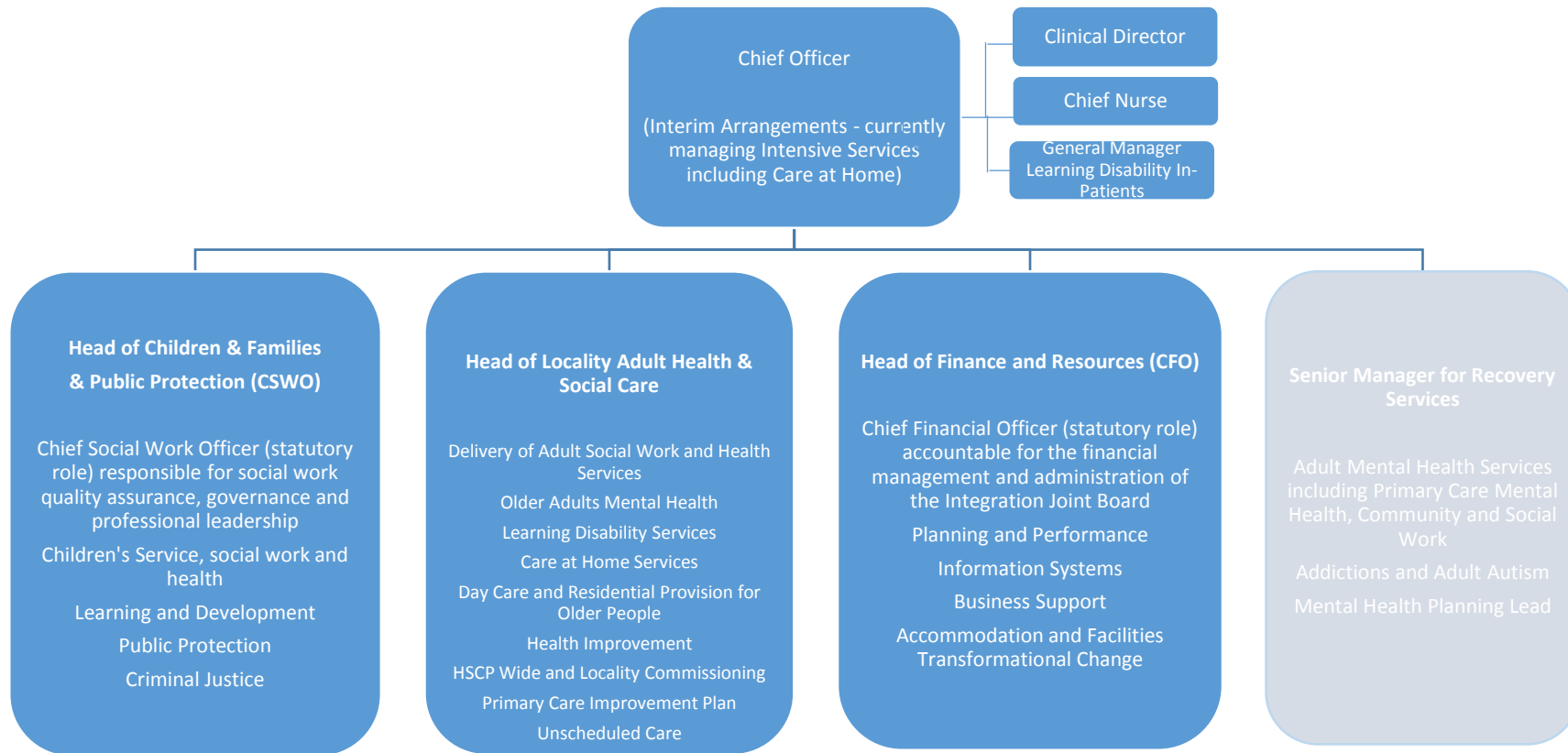


**Environment (Indicative Only) Proposed Structure**

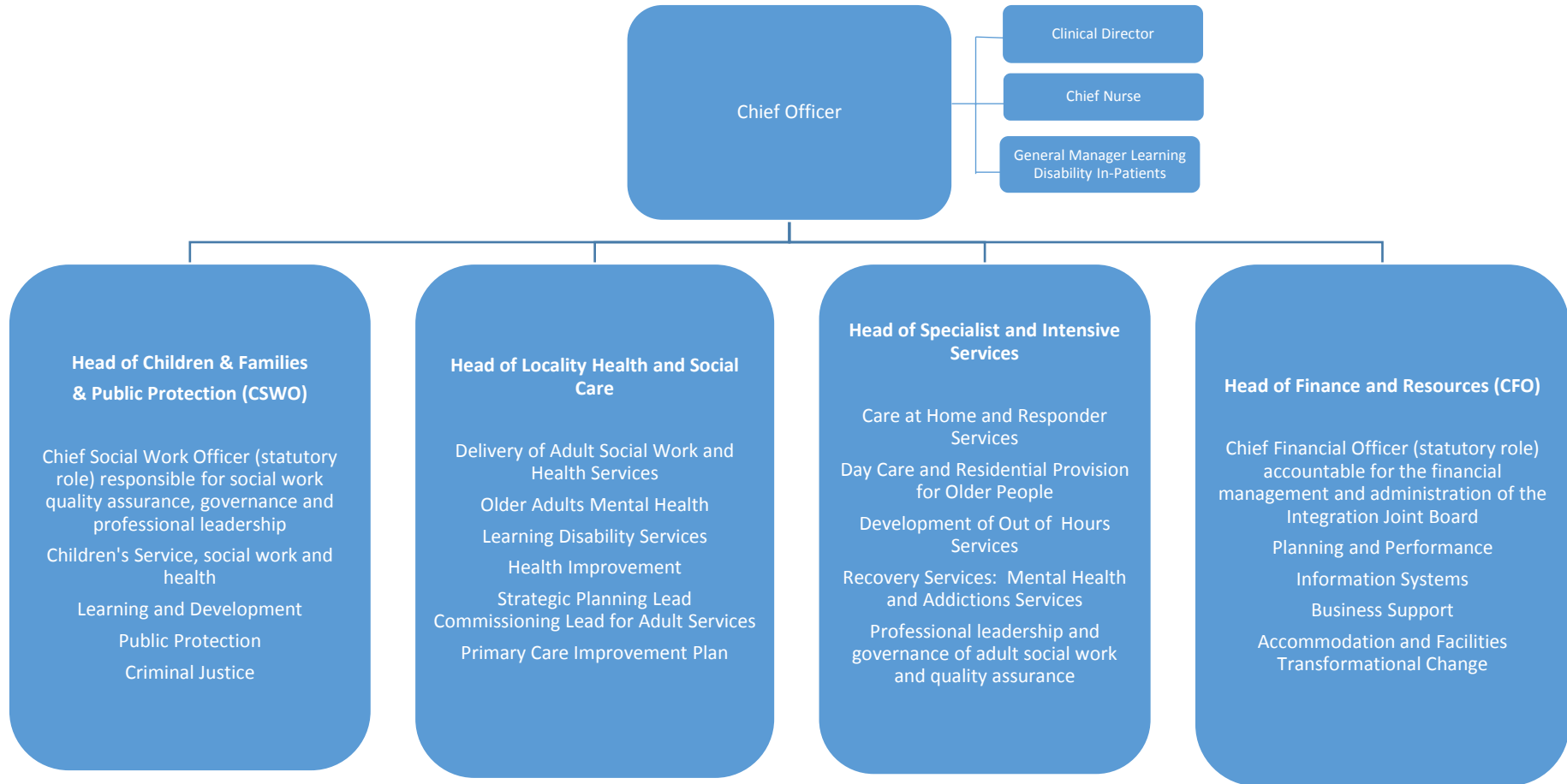
Director of Environment



**HSCP Current Structure**



**HSCP Proposed Structure**





EAST RENFREWSHIRE COUNCIL18 December 2019Report by Director of EnvironmentEASTWOOD LEISURE CENTRE AND EASTWOOD PARK MASTERPLAN**PURPOSE OF REPORT**

1. The purpose of the report is to advise on the current position with regard to the development of an Eastwood Park Masterplan and the delivery of an Eastwood Park Leisure centre and theatre.

**RECOMMENDATIONS**

2. It is recommended that the Council
- (1) notes the current position;
  - (2) approves the proposal to establish a joint member/officer working group with elected member representation from the Leisure Trust.; and
  - (3) nominates elected member representatives to the joint member/officer working group.

**BACKGROUND**

3. The Council in October 2018 noted that the Director of Environment would undertake the master planning of Eastwood Park and that this would specifically explore the feasibility of a new build leisure centre within Eastwood Park based upon the latest information on Council property options for schools and office accommodation.
4. The Council then in June 2019 considered a further report by the Director of Environment advising on the option to build a new Eastwood Leisure Centre and theatre within Eastwood Park and on progress with regard to the wider Eastwood Park master planning exercise.
5. The report advised that it would be physically possible to construct in Eastwood Park a new state of the art leisure centre and theatre with facilities broadly similar to the original specification with around 5500 m<sup>2</sup> on the ground floor and 2500 m<sup>2</sup> on the 1<sup>st</sup> floor. The specification was outlined in the report along with an indicative location for the facility.
6. The report also advised that there are compromises which had to be recognised and challenges which would need to be addressed should the Council wish to pursue Eastwood Park as the preferred site option.
7. In essence this meant it would not be possible to provide 4 additional 3G pitches as had originally been proposed due to land constraints. Also, careful consideration would need to be given to the management of the junction/lights at the existing entrance and exit to Eastwood Park from Rouken Glen Road, traffic flows and parking within Eastwood Park, and pedestrian accesses/exits/movements.

8. With regard to costs and options the report advised that costs were not yet finalised and that with a proposal of this scale (including the wider master plan) there would be a range of options/combinations and costs. In the context of costs it was highlighted that the Eastwood Park option was likely to be more expensive comparatively than providing the same facility on a clear site.

9. Importantly, the report confirmed that it would be possible to carry this out as a tandem build. In essence, the new facility would be built in the new location in Eastwood Park whilst the existing facility continued to operate. The existing facility would then migrate to the completed new facility followed by the demolition of the old facilities. This meant that continuity of service could be provided.

10. In relation to the wider masterplan the report advised that a vision was being developed to create a new Park that not only has a different mix of land uses but also creates an outdoor space that can be used productively for recreational/other purposes. It was flagged up that provision should include buildings linking to each other, facilities being joined and footpaths and cycle connections improved. Outdoor event space should be encouraged and become a place that has a clear purpose.

11. In conclusion the report suggested that the Council had 3 options before it with regard to the location of the new facility. These were Shawwood Park, Broomburn Park and Eastwood Park.

12. Taking into account the outcome of the consultation exercise reported to the Council in September 2018, the full discussion at the Council meeting in October 2018 (when there was general consensus to explore first the possibility of a new leisure centre and theatre being constructed in Eastwood Park before making any final decision on the preferred location) the Council;

- approved Eastwood Park as the preferred site for a new Eastwood Leisure Centre and theatre
- agreed that the Director of Environment report back as soon as possible with options and costs with regard to the new leisure centre and theatre.
- noted the progress being made with the Eastwood Park master planning exercise and that the Director of Environment would report back on the wider issues and opportunities/possibilities in due course; and
- noted that as a result of Eastwood Park being identified as the preferred location Shawwood and Broomburn Parks would remain as protected urban green space in terms of the Local Development Plan.

13. For the avoidance of doubt Shawwood and Broomburn Parks are now identified as protected urban green space with no development proposals associated with them within LDP2 which has recently been out for public consultation.

## REPORT

14. A copy of the consultant's main report is attached ([Appendix 1](#)). There are 3 further annexes (High Level Economic Assessment, Traffic Modelling Technical Note, Land Use Model Technical Note). These can be accessed through this [link](#). This has been a major piece of work requiring considerable technical and background research and option development/modelling. The consultant's report reflects the position as at around June 2019. Since then the Council has approved LDP2 for publication and consultation which included the proposal to make no further land releases for housing development as part of LDP2.

15. Since the preparation of the report there have been further detailed discussions between the Director of Environment and the consultants with regard to the various possibilities and the detailed potential implications of each of them.

16. The report is much wider than simply a proposal for a leisure centre and theatre in Eastwood Park. It is aspirational and considers a vision and identity for Eastwood Park in the future including potential options for all the buildings and land within Eastwood Park to optimise the future of the park. The report identifies a wide range of options which for presentational purposes are grouped into 4 main options along with a separate list of enhancement opportunities

17. However, these are simply presented as options from the consultants for the Council to consider. They are not firm recommendations nor are any of the 4 groupings mutually exclusive. They are merely suggestions/possibilities. A range of options could be selected or indeed alternative options selected.

18. Clearly, this is a complex matter involving options, costs and phasing. However, it is a major opportunity for the Council to maximise the potential of Eastwood Park and at the same time provide a state of the art leisure centre and theatre.

19. In the circumstances it is suggested that a cross party member and officer working group (including elected member Trust representation) be established to consider the consultant's report and report back to the Council in due course with firm recommendations on the way forward. The priority for the working group would be to make recommendations to the Council around the leisure centre and theatre with wider master planning issues following at a later date if necessary.

20. In addition to elected members and Council departmental representation it is proposed also that the Chief Executive of the Leisure Trust is part of the group. This overall representation from the Trust will ensure that any proposals reflect the developing vision and relationship between the Trust and the Council and that the project and the Trust Business Plan are aligned.

21. It is proposed to continue to use support from the existing consultants to assist the member/officer working group to move the project at pace on to the next stage. They will deploy a similar approach which has been adopted by Scottish Borders Council and Stirling Council which involves the evolution from masterplan to options testing and then the subsequent development of designs to an agreed stage. This will allow control over quality, value for money and stakeholder buy in whilst retaining flexibility in any future procurement route. The proposed timescale associated with this process is approximately;

- Month 1 – core group (member/officer working group) establishment and information sharing and gathering – prepare any building surveys or further technical assessments as appropriate – start considering analysis, benchmarking, options.
- Month 2 – review of information, initial assessment in relation to masterplan.
- Month 3 – development of key areas of focus.
- Month 4 – collating findings and developments into a Royal Institute of British Architects (RIBA) stage I report.
- Month 4/5 – submit report to Council with recommendations.

This process will also be supported by additional staffing resources to be arranged by the Director of Environment including a project manager and any further staff required.

22. In conclusion, Members are reminded that the Council is not at this point in time being asked to consider or comment on the options or make recommendations. The working group will review the options and potential costs in detail and make recommendations to the Council in due course.

**RECOMMENDATIONS**

23. It is recommended that the Council

- (1) notes the current position;
- (2) approves the proposal to establish a joint member/officer working group with elected member representation from the Leisure Trust.; And
- (3) nominates elected member representatives to the joint member/officer working group.

Report author – Andrew Cahill Director of Environment.

Date: June 2019

1076.00 Eastwood Park

## **Vision and Masterplan**

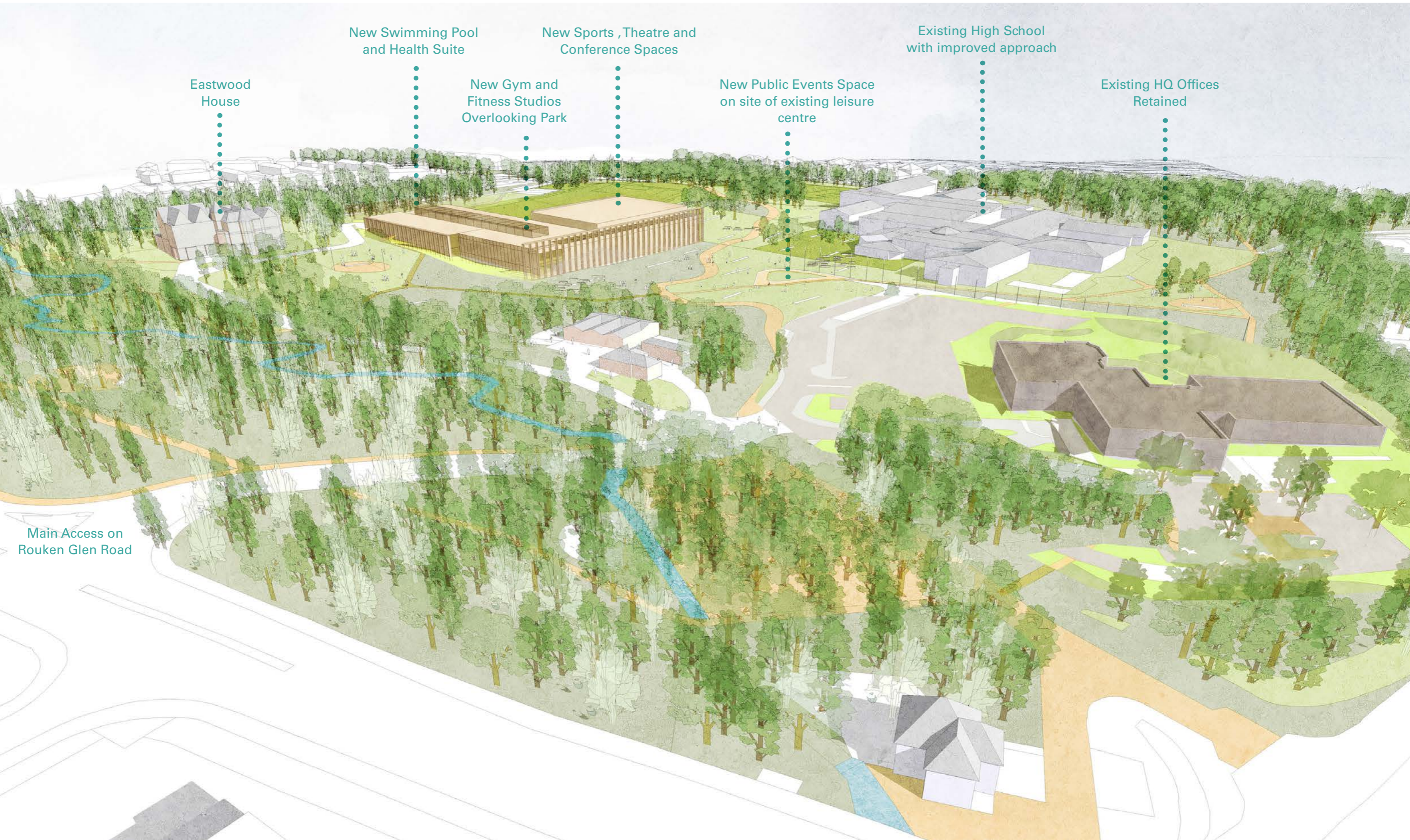
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1.0	Executive Summary and Introduction
2.0	Strategic Context of Project
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8.0	Outdoor Spaces
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10.0	Socio-Economic Assessment (PBA)
11.0	Strategic Investment (RLF)
12.0	Next Steps
13.0	Appendices:
	Leisure Centre Brief Analysis
	Theatre and Agile Workspace
	High Level Economic Assessment (separate document)
	Traffic Modelling Technical Note (separate document)
	Land Use Model Technical Note (separate document)

Revision	Date	Reason for Issue	Checked	Approved
Draft	17/12/18	Initial Comment	JR	IH
Draft	29/01/19	Initial Comment	JR	IH
Draft	09/05/19	Final Review	JR	IH
Final Draft	23/05/19	Final Draft Issue	JR	IH

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Option 1 Sketch View



Eastwood House

New Swimming Pool and Health Suite

New Gym and Fitness Studios Overlooking Park

New Sports, Theatre and Conference Spaces

New Public Events Space on site of existing leisure centre

Existing High School with improved approach

Existing HQ Offices Retained

Main Access on Rouken Glen Road

## 1.0 Executive Summary

Eastwood Park Vision and Masterplan Study was commissioned to consider potential options for all of the buildings within Eastwood Park to optimise the future of the park and to consider how it could shape a new identity in the future. This process involves an assessment of the type of land uses that currently exist and will determine whether there is scope to expand or compliment the existing uses.

A key consideration in the brief is the potential replacement of the Leisure Centre and Theatre. In addition, this study considers the other existing uses and whether there is scope to expand and/or relocate any of the users and to determine whether this would be in line with the Council's strategic ambitions and its corporate policies.

A previous feasibility study considered options for a replacement Leisure Centre and Theatre in a number of locations in East Renfrewshire and established outline requirements for the overall size. Eastwood Park was eliminated at this stage due to the possible future expansion of St Ninians school, however this is no longer the case as proposals for an additional new denominational high school elsewhere are planned. The outcome of this is that the potential of Eastwood Park as a preferred location has been reconsidered.

An important part of this work is to establish how the park can build on its successes and ensure that the future uses are compatible with the existing ones. In particular, there is a current planning application for a new 180 place Family Centre and this will create a link between the Our Lady of Missions Primary School and St Ninian's High School. This provides an opportunity to consider how these are inter-related and to consider whether there is scope to combine and share facilities with enhanced buildings to afford mutual advantage.

The initial phase of the work demonstrates what this 'Vision' looks like and with the help of a land use model establishes how certain land uses operate collectively. It recognises that the present car dominated setting is not a sustainable model for the future. It incorporates improved connections to the Park area and improved circulation around the park, along with new facilities to improve the destination value. The report includes an early indication of high level costs for each option.

## Outcomes

Initial assessment of options for a New Leisure Centre and Theatre identified three potential locations within Eastwood Park as a tandem build:-

- On the existing grassed area to the west of the existing leisure centre.
- On the existing car park shared by the Leisure Centre and HQ.
- On the site of the existing HQ assuming it is demolished.

It was agreed that the existing grassed area to the west of the existing leisure centre was the preferred option to develop. The key reasons were as follows:-

- Creates significantly more space on the main route in to the park to improve the sense of arrival to the High School.
- Improves proximity to Eastwood House allowing shared benefits to be explored.
- Provides the best potential to share facilities with the school including a potential physical link.
- Provides the best potential for changing facilities and viewing areas to be close to the existing external pitches.
- Provides the least disruptive tandem building allowing all existing buildings and the majority of existing parking to remain operational during construction.

The next stage was to test a number of scenarios of the way in which the benefits could be optimised in the park overall. Four key options emerged exploring key aspects as follows:-

- Optimising the benefits of sharing facilities. For example, sports halls are designed with the flexibility to be used as theatre, conference or events spaces of varying sizes and are easily accessible to the school.
- Exploring the potential to build a new Civic Hub building incorporating agile working offices, Council Chambers, community and local business support in addition to linking the leisure centre and school and enhancing the school entrance.
- Exploring the option of retaining the existing HQ office or demolishing it with the option of incorporating some HQ facilities in the new building.
- Improving the quality of the pedestrian environment and green space. Crucially, each option incorporates parking and drop off more sensitively.

## Proposed Development Options

### Overview

The options proposed set out the main proposals and group them together. In addition to these there is a further list of proposals which would enhance the park and make best use of the existing facilities.

### Option 1

Build new Leisure Centre and Theatre, Retain Existing HQ and provide landscaped space between new building and existing high school.

### Option 1A

Build new Leisure Centre and Theatre, Retain Existing HQ and construct Civic Hub building between new building and existing high school.

### Option 2

Build new Leisure Centre and Theatre, Demolish Existing HQ and construct Civic Hub building between new building and existing high school.

### Option 2A

Build new Leisure Centre and Theatre, Demolish Existing HQ and construct Civic Hub building between new building and existing high school plus construct 4 covered five a side pitches with a parking deck above.

### Enhancement Opportunities

In addition to the above, each of the options can accommodate a range of additional investments benefiting the park overall. These include:-

- Demolish existing School Sports Hall to create enhanced playground and sports area for the school.
- Refurbish and extend Eastwood House
- Conversion of existing Age Concern Facility to cycle hub and cafe
- Upgrade woodland paths and pedestrian access Routes
- Extending a promenade from the central public space to new nursery building
- Lowering the stone wall along the full length of Rouken Glen Road



**Ambition**

Our masterplan recognises that elsewhere in Scotland, new leisure centres are playing a central role in delivering a wide range of objectives.

The briefs tend to have a range of baseline facilities, but in most cases additional enhancements are promoted which are tailored to the demographic and population likely to use the facilities.

Many of the facilities seek to connect with parks where outdoor activities can be enjoyed, running routes, cycle path networks, nature walks and other public realm spaces. They also seek to link with sustainable transport and active travel initiatives.

Eastwood Park benefits from being within a network of parks supporting a range of activities with linkages between used for walking, cycling and running. It is also in close proximity to a range of other clubs including bowling clubs, tennis clubs and golf clubs.

**Recent Examples of Leisure Centres**

A fairly typical leisure centre brief includes the following:-

- Pool and Learners Pool
- Vitality Suite, Steam and Sauna
- 8 Court Games Hall
- Covered Football /Tennis (Tented Structure)
- Gymnasium
- Aerobics Studio
- Spin Studio
- Squash Courts
- Cafe

The majority of recent Leisure Centres are also including further additional facilities relating to their target demographic and local priorities. Two examples of particular interest have been Allander Leisure Centre in East Dumbartonshire and The Peak Leisure Centre in Stirling as they serve similar numbers and demographics to Eastwood.

Allander Leisure Centre (proposed enhancements)

- Indoor Bowling Green
- Covered football and tennis (tented structure)
- Adult learning support centre with hydrotherapy pool

Peak Leisure Centre (completed enhancements)

- Curling Rink
- Climbing Wall

Another key factor is responding to the setting and the urban regeneration opportunity. An interesting example of this is the Leisure Centre proposed in Helensburgh.

Helensburgh Leisure Centre (proposed)

- Prominent waterfront position with more significant glazed elevations to recognise setting.
- Complemented with extensive seafront public realm works and allowing connection water based and beach activities including walking, running and cycling routes.
- Located to benefits existing seafront shops and cafes.

There are many other examples such as the provision of indoor tennis courts in new Gorbals Leisure Centre.

Our proposals have considered the ambitions of these reference projects and deliver similar ambitions but suited specifically to Eastwood Park.



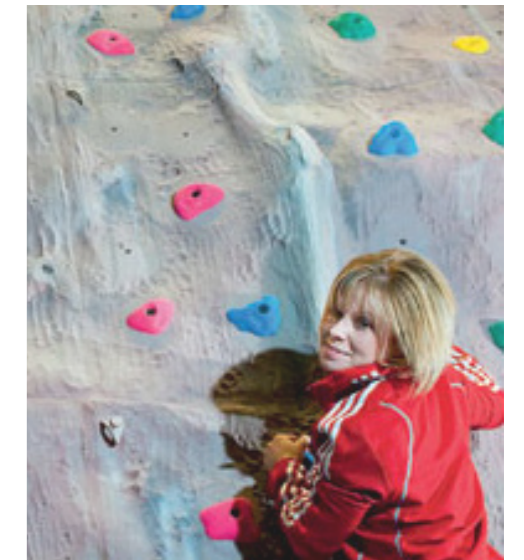
Gym with a View: Clydebank



Indoor Bowling: Allander



Curling: The Peak in Stirling



Climbing: The Peak in Stirling



Boot Camp: Roukenglen Park



Tennis: New Gorbals

1.0 Existing Park



- 1. East Renfrewshire Council Offices
- 2. Eastwood Park Leisure Centre
- 3. Eastwood Park Theatre
- 4. Carmichael Hall
- 5. Eastwood House
- 6. St Ninian's High School
- 7. Age Concern Eastwood Dementia Project
- 8. Allotments

## 1.0 Background

### Context and Alignment with Policy

This master planning exercise has been carried out with knowledge of the strategic planning and current policy position of the Council. In particular, the emerging content of the LDP2, Workforce Plan, Community Plan, Corporate Asset Management Plan & emerging Accommodation Strategy & Leisure Centre Study.

The Vision for the Future sets out an ambition to create a modern, ambitious Council. The Workforce Plan considers the Council's ageing workforce and changing numbers and acknowledges agile working practices and strategic outcomes are to be aligned to the Community Plan.

In terms of St Ninian's School there is reference to the requirement for modular classrooms from 2021 onwards.

The Council's Accommodation Strategy report (31st October 2018) references the school & nursery provision and also the need to comply with space standards, agile working and energy amongst other issues. Demolition of the Council Headquarters is also cited and references to the Leisure Centre requirements are all underlying issues that have informed the masterplan and the desire for the Council to create an improved identity for Eastwood Park and perhaps re-brand the area.

St Ninian's High school is currently operating at pupil capacity. This has also been reviewed as part of the study and all other associated buildings that currently operate within the site, including Eastwood House and the social work outbuildings. Many planning requests are received and continual pressure from new housing developments will add to that pressure over time. The emerging Accommodation Strategy and LDP2 which are at an early stage recognise that St Ninian's High School will continue to operate in its existing footprint and the role will be reduced from 1800 pupils to 1500 pupils to allow improvements in the education provision. This master planning study considers the implications of this for Eastwood Park. The pressure for further places will be accommodated elsewhere in the Council area.

The site has a single access point and this is often operating at or beyond capacity due to surges in peak demand. Options to improve the access and egress from the Park have been considered.

### Key Objectives

The Vision & Masterplan is considered against three key Council drivers:

- The emerging Office Accommodation Strategy & the recommendations from the consultants report noted by the Council on 31st October 2018;
- Options available for continuation of St Ninian's High School; and
- The high-level viability for a new build Leisure Centre/ Theatre facility.

The Masterplan considers essential elements such as, but not limited to;

- Statutory framework review – to assess national policy for economic development and planning, to understand the context of the development and to ensure stakeholder buy-in
- Development framework – This will form a long-term vision for Eastwood Park, providing the Council with guiding principles for the development, including site appraisals, site analysis and development zoning
- Access and services – A major concern at Eastwood Park is access, traffic and congestion, particularly at peak times. The masterplan will consider road and access improvements to alleviate operational & health and safety concerns.

This document also includes a number of other aspects. These are:-

- An urban design appraisal with strengths, weaknesses and opportunities identified.
- Derived benefits due to redevelopment of the site.
- Consideration of the future identity of the Park.
- Consideration of any Planning issues that may affect the site and / or building works.

### Masterplan Graphic Communication

- Overall Masterplan Drawing
- Zoning Strategy
- Phasing Plan
- Option appraisal of each option
- Roads and access strategy / connections
- Public open space evaluation
- Parking amenities
- Environmental considerations
- Outward and inward site connectivity
- Possible usage/ re-usage of existing building infrastructure
- Potential new-build opportunities, if required

### Other Considerations

The site has many positive aspects including mature woodland and paths. It is however very lightly used as a 'traditional' Park and is more commonly associated with the Council HQ, the High School and the Leisure Centre / Theatre, and Eastwood House .

The masterplan includes an assessment of existing land use, the physical constraints, barriers to sustainable travel and the reliance on a single vehicular access. It also considers appropriate standards for parking – not associated with individual buildings but generated to provide for users at day and night and across the whole park area.

Site visits, observations and surveys have been undertaken to collect information about user habits and problem areas.

The proposal also addresses compatible uses and how the future land use provision can be satisfied in a user-friendly manner. Care is be given to the sensitivities associated with listed buildings, civic presence and the potential impacts of relocating staff to other buildings.

A review of the market to determine business interests and potential further education offers and consider alignment of any proposals with the market.

Access & Transport review including junction modelling & the case for a second access and improved connections.

Community Benefits – details of how the new buildings will derive benefits for the Council and the wider community.

High-level socio-economic analysis.

### Evaluation

Evaluation criteria have been agreed with the Council. One key item is the value of the space and how users operate at present measured against a future where placemaking, connections and people focused solutions are more prevalent.

### Next Steps

- Action Plan
- Implementation Road Map
- Phasing
- Cost Implications

### 1.0 Existing Park

There are a number of key areas where the park is not making the best use of its facilities and land.

The existing park is dominated by buildings and parking.

The Leisure Centre and the Council HQ Office Building and their associated car parking dominate the entrance of the site and turn their back on the other pedestrian approaches to the site. Their locations result in much of the woodland and open space feeling disconnected and simply acting as buffer planting.

The entrance to St Ninian's High School is tucked away and difficult to see through the sprawling car parking.

Eastwood House feels isolated rather than celebrated in its parkland setting. The limited open space around it feels poorly overlooked and disconnected.

Within the site there are around 416 parking spaces with 4 separate service and 4 separate drop off areas for the HQ Office, Eastwood House, the Leisure Centre and the School.



Council HQ Offices



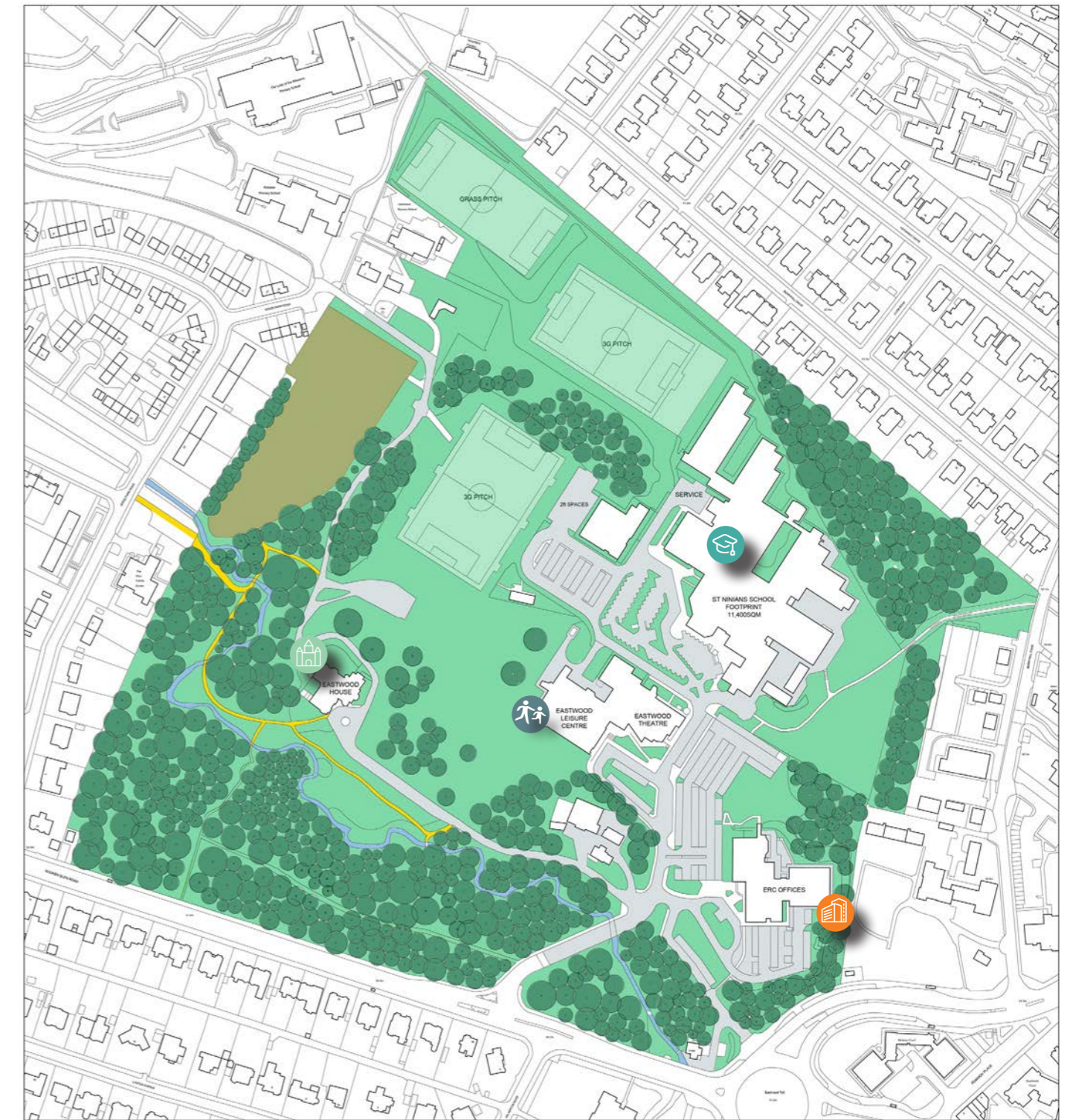
Leisure Centre and Theatre



St Ninian's High School



Eastwood House



Existing

## 1.0 Background

Eastwood Park has evolved over time into a mixed-use site with competing interests. The Park entrance would have originally been from the gated entrance on Fenwick Road until a new access from Rouken Glen Road was constructed. The park setting has allowed a mix of civic space, office accommodation, school accommodation and leisure uses which all use the main access from Rouken Glen Road. Visitors often compete for surface car parking at busy times. There is a perception that the access and parking availability causes a constant problem, although in reality, it is often only the morning traditional peak hour that experiences any significant congestion and delays. The park entrance is not welcoming and although there are routes into it making it relatively well connected they are not obvious. The stone wall along Rouken Glen Road closes off the Park and fails to show what is beyond.

This Visioning document will set out a future strategy for dealing with land use, accessibility, parking and movements within the park with a view to reducing the vehicle dominance and creating an improved sense of place. This needs to be combined with a new sense of identity and also a move towards encouraging more sustainable trips to and from the site in the future. The Park should be able to thrive in the future without private cars dominating the setting. Access should be possible and new drop-off locations should be accommodated especially for St. Ninian's High School.

## Strategic Vision: Creating A New Identity

An ambition of this vision is to create a new Park that not only has a different mix of land-uses but also creates an outdoor space that can be used productively as a combined resource for people that work within the Park and for those that visit and use it for recreational purposes e.g. dog walking. Buildings should link to each other, facilities should be joined and footpaths and cycle connections should be improved. Outdoor event space should be encouraged, as this could be used by the High School and by the Theatre and for public events throughout the year. Eastwood Park must become a place that has a purpose and draws people to use its facilities in a positive fashion at all times of the day, and throughout the year.

The identity of the Park should reflect the uses that are already there and include new additions seamlessly. The proposed family centre establishes more of an education presence and with the High School and cultural uses there is scope to encourage some further education uses and transitions into the workplace. The layout of the Park should be one that is dominated by buildings for people and for good walking routes established and improved cycle facilities, including reasons to stop within the Park.

## Transport, Sustainability and Parking

The overall Vision in respect of transport should be forward thinking and challenge the existing method of accommodating and encouraging the current level of car dependency and associated parking provision. The buildings must be able to operate functionally and therefore access for servicing and deliveries is essential, as is the requirement for school buses to pick-up and drop-off with relative proximity to the High School.

The level of parking should be re-assessed and calculated on a combined and cumulative basis and not simply for each individual building. Parking should be remote from buildings and / or behind them. Underground, under-croft, or even rooftop parking should be considered where appropriate. Drop-off and simple circulation should be encouraged where possible to enable simple access and egress instead of the supply of dominant parking spaces. Behaviour change has to be encouraged through better design and this in turn will create an environment that is more pleasant for people to spend time in.

Consideration should also be given to improving cycle links and cycle storage/parking. This could be combined with a facility for secure parking and lockers alongside a café so that there is both natural security and a sense of place. An indoor / outdoor café space would provide a hub for park users and could encourage more walkers to visit and cyclists to stop 'en route' to other destinations. A recognised strong link for walking should provide a new boulevard through the site and improved path network through the park.

There are some significant changes that will take place in respect of transport that have to be considered in respect of shaping this Vision. In addition to assessing the 'here and now', we also have to be acutely aware of the changing transport landscape and emerging trends that will influence the way in which people travel and make decisions in the future. In particular, technological advancements will shape the way that people live their lives and how they use urban areas. 'Smart' cities will develop that influence road user behaviour and therefore anticipating emerging trends and societal shifts will be a key consideration for this vision - to ensure that the design is future proofed and adaptable, over the next decade and well beyond.

The internet, smart phones, 'Big Data' and increased online shopping activity have already impacted transport habits and this will continue to change with the advent of coordinated delivery centres, night time deliveries, last mile operations, autonomous and electric vehicles & bikes and more informed travel choices becoming more readily available. In busy urban areas, the monitoring of pollution levels and the introduction of Low Emission Zones will alter traditional transport movements, patterns and the type of vehicles than can enter these areas.

In terms of Eastwood Park, we will need to consider how future emerging trends will influence proposed land uses and align the design outputs to ensure that the balancing of road users needs is customised to match future anticipated shifts in transport habits. Issues such as affordability, rising insurance costs, car sharing schemes, home-working / video conferencing, mobile apps, integrated ticketing, real-time information, work/life balance and the level of public transport investment will all influence the expected travel behaviour and future person trips in the East Renfrewshire Council area.

## 2.0 Strategic Context of Project

East Renfrewshire Council is in the process of a major review of their facilities to meet requirements on services they must deliver and optimising the opportunities this creates. Eastwood Park Masterplan arises in the context of a number of key studies.



**Accommodation**  
A review of council office accommodation which recommends investment in a range of existing offices to allow enhancement of agile working and consolidation. This recommends closure of the spatially inefficient HQ office building in Eastwood Park.

Existing Eastwood Park Council HQ

- 4,025sqm GIFA
- 2,029sqm NIFA (highly inefficient)
- 173 desks
- 30,706 visitors annually
- Inefficiency with up to 18sqm per desk space, double the standard ratio of 9sqm per desk space.
- Poor work environment
- Poor DDA provision
- Poor energy performance and significant maintenance
- Constructed in 1984
- Includes council chambers and elected member offices
- Contributing to congestion in Eastwood Park at peak times

**Education**  
There is an increased need for education provision in East Renfrewshire. This is due to a changing demographic with families relocating into East Renfrewshire and proposals for additional housing. Changes in legislation to offer an increase from part time to full time nursery provision are also a key consideration.

This results in a requirement for

- A new denominational High School by August 2029. This will enable the existing role of St Ninian's High School to be reduced from 1800 to 1500.
- A new denominational primary school with early years nursery by August 2024.
- A new non-denominational primary school with early years nursery and additional support needs by August 2028.

There is also a requirement for a number of new nurseries in East Renfrewshire. There are proposals for a 180 place family centre in Eastwood Park

**Braidbar Quarry**  
Closely linked to the above is the potential for Braidbar Quarry. There are limited large sites available in East Renfrewshire. This large site has challenges with ground conditions, however, progress may be made with a development partner which has potential to remediate the site and open it up for additional housing and education provision.

**Leisure Centre and Theatre**  
A review of options for Eastwood Park Leisure Centre.

The existing ageing leisure centre and theatre facilities are poor in comparison with other authorities and are regularly suffering from the impact of closures for maintenance. It has significantly less members than similar facilities elsewhere, with other examples attracting more than 3 times the membership. It also has very poor energy efficiency. A detailed appraisal has been carried out and recommended provision of a new leisure centre. Initially, it was proposed that this be on a new site, however, at that time the Education and Accommodation Reviews had not been completed. With the potential to close the Council HQ building and avoid the need for St Ninian's role to increase there is now scope for the Leisure Centre to be provided in Eastwood Park.

**City Deal**  
The City Deal proposals centre around connectivity with East Renfrewshire, in particular across the M77 between Barrhead and Newton Mearns.

It includes proposals to increase accessibility to the Dams of Darnley, creating another major park attraction for visitors which may alter how Eastwood Park is used when considered alongside other nearby parks including Rouken Glen Park and Pollok Park.

**Eastwood House**  
This building is not included in the accommodation review as it is not office space. However, it is recognised as a key building in Eastwood Park and currently provides facilities for the community and for weddings, albeit fairly basic facilities.

Eastwood House is recognised as playing a role in the Civic Identity of East Renfrewshire albeit of a restricted size and scale. If the Eastwood Park Council HQ is demolished, Eastwood House has potential for enhancement and to allow a civic presence to be retained in Eastwood Park. It may be attractive for public services including registration of births, marriages and deaths, elected members offices and council chambers to be provided in this space, also enabling facilities to be enhanced for events such as weddings.

### 3.0 Emerging Vision

A number of options have been considered and have led to an emerging vision.

The vision is to;

- Deliver a replacement Leisure Centre and Theatre whilst increasing the amount and quality of open space.
- Enhance and reinforce the civic role of Eastwood House.
- Accommodate a new family centre.
- Enhance the setting of St Ninian’s including potential for an improved entrance and social space.
- Improve the parking and access for pedestrians, cyclists and vehicles.
- Provide a new café and changing facilities for Giffnock Soccer Centre within the new leisure facility, along with a gallery providing views over the sports pitches.
- Create a new dynamic park which better serves the surrounding community on all levels.

### Developing the Vision

Initial studies indicate potential to free up around 5 hectares of space to accommodate enhanced facilities in Eastwood Park.

#### Demolish Existing Leisure Centre and Theatre

This essentially allows an area of around 0.73 hectares of land to be opened up. This comprises a building footprint of 3,300sqm along with landscaping, drop off and service access areas.

#### Potential to Remove Existing Council HQ Offices

This essentially allows an area of around 3 hectares of land to be opened up in a key location at the entrance to the park. This comprises a building footprint of 835sqm along with around 60 parking spaces, drop off area, service access and existing surrounding open space and woodland which essentially only act as buffer planting to the existing HQ office.

#### Potential of Allotments to provide peripheral Car parking

The allotments are 0.94 hectares in area. If staff parking for the High School could be located in the allotment area it could free up an area within the park.

#### Other Parking and Drop Off Areas

Further open space area can be made available in the park by reconfiguring the parking and drop off areas required for a new Leisure Centre and Theatre more efficiently. This can also be designed to be multi purpose public space for events.

Best use of this 5 hectares option is explored in a range of ways along with potential enhancements to access

#### New Leisure Centre and Theatre

Our proposal has explored potential for a building with a footprint of 6,500sqm (ground floor) and an overall building area of 8,000sqm (ground and first floor).

The arrangement proposed indicates very little additional external area required for drop off and service access due to the way we have developed the parking arrangement. In essence, this allows the leisure centre and theatre building to sit on a land area of around 1 hectare.


#### New Civic Hub Building

Potential for a new Civic Hub building with an overall area of 3200sqm. This building would create a large agile working office, new Council Chambers, community and business support areas in addition to creating a more attractive entrance to St Ninians and social space.


#### Remaining Area

This allows consideration of around 4 hectares of space for a range of things.

- Simple increase in area of open space in a key location at the entrance to the park, for example to allow a high quality children’s outdoor play area.
- Potential additional parking subject to transport assessment and review of land use model
- Potential for Leisure Centre and Theatre to increase, for example to include a curling facility.
- Potential for another use to be incorporated such as Further or Higher Education Satellite Research facilities which could be complimentary to the High School

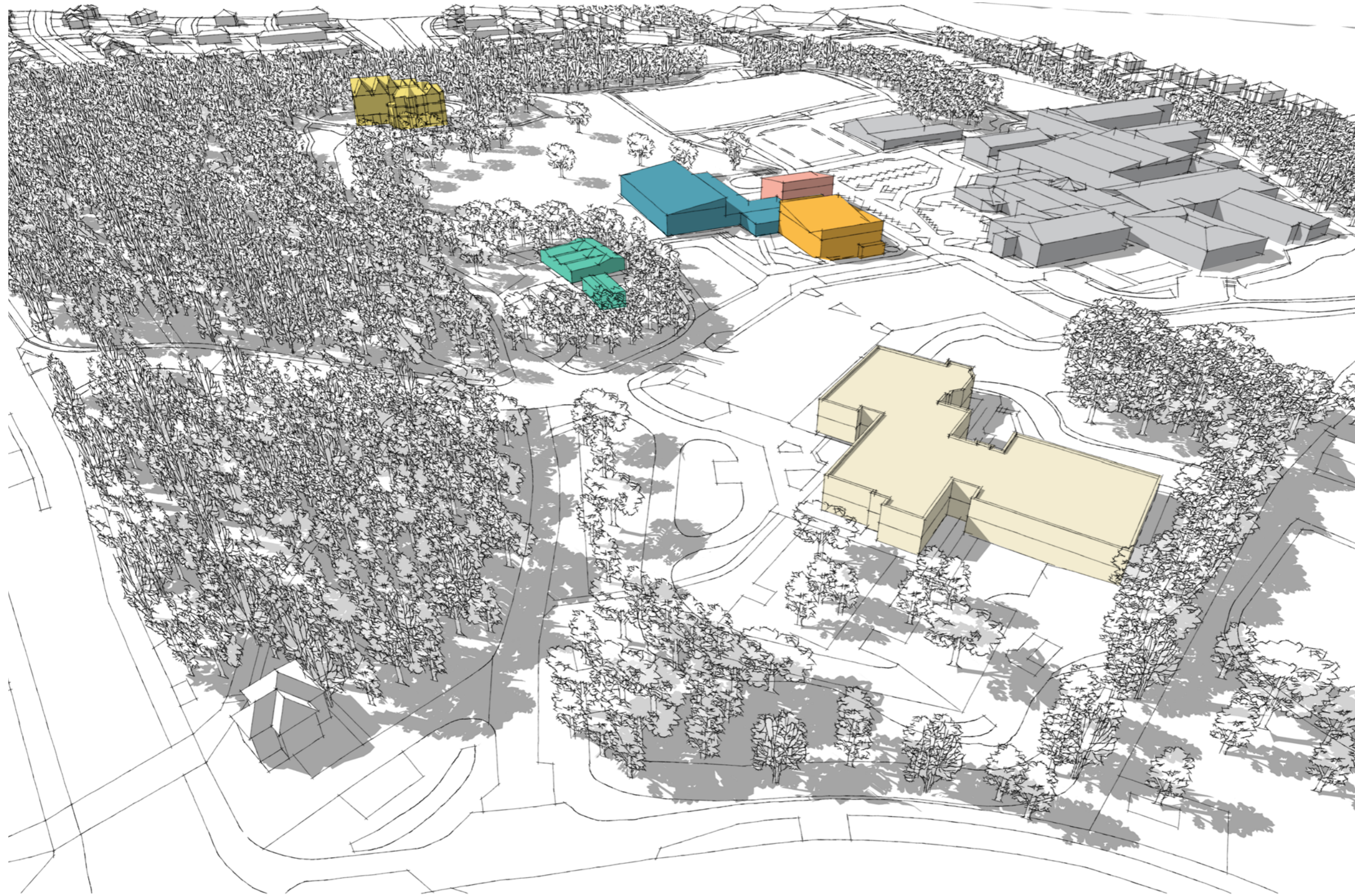
 Potential area made available through removal of existing facilities

Remove Existing Council HQ Offices	3 Hectares
Remove Existing Leisure Centre	0.75 Hectares
Relocate Parking to Allotments	0.94 Hectares

 Opportunities arising from area made available

New Leisure Centre and Theatre Building	0.65 Hectares
Potential High School New Entrance	0.3 Hectares
New Consolidated Parking and Arrival Zone	
Additional Open Space	3 Hectares

### 4.0 Existing Park



- East Renfrewshire Council Offices
- Eastwood Park Leisure Centre
- Eastwood Park Theatre
- Carmichael Hall
- Eastwood House
- St Ninian's High School
- Age Concern Eastwood Dementia Project

View from south as existing



## 5.0 Option 1 Masterplan Proposal with Existing HQ Retained

### Option 1

#### Overview

This proposal for Eastwood Park is to deliver a new Leisure and Theatre facility with increased quality open space and improved access for pedestrians, cyclists and vehicles. The new leisure centre incorporates a 50m swimming pool with spectator seating, 3 large games halls each with 3 courts along with changing facilities, 2 fitness studios, a gym, a cafeteria and a health suite. In addition to this an agile work space for 20 - 30 people will be integrated into the proposal.

#### Larger More Flexible Pool

Introduction of a 50m swimming pool will enable significantly more flexibility for lessons, events and general public use of the pool.

#### Flexible Games Halls / Theatre / Conference / Event Space

The 3 large games halls can be combined to offer different hall sizes and they also offer flexibility to be used as different sizes of theatre and conference space.

#### Flexible Social Space / Cafe

The cafeteria doubles up as a breakout space for theatre and conference uses and has an aspect over the existing sports pitches.

#### Flexible Fitness Studios / Community Meeting Spaces

The fitness studios can also be used as community or civic meeting spaces, with an attractive aspect over the park.

#### Key Works

- Demolish Existing Leisure Centre and Theatre
- New Build Leisure Centre and Theatre
- Reconfigure Existing Leisure Centre Car Park
- New School Car Park in Allotment Area
- New Central Public Realm Space

### Option 1A

#### New Civic Hub Building

Option 1A is the same as Option 1 but with a new Civic Hub building between the new Leisure Centre and Theatre and the School (shown overleaf).

This Civic Hub will offer office facilities, community and business support, Council Chambers as well as linking the school and leisure centre. This would benefit from direct access to all of the new facilities including the cafeteria, flexible meeting space, flexible conference space and toilets. Further details are described in Chapter 6.

### Enhancement Opportunities

The following enhancement opportunities are applicable to both options.

#### Demolish Existing School Sports Hall

Demolition of the existing school sports hall on the basis of sharing facilities with the new leisure centre would open up further space in the park and improve the setting for the school.

#### New Public Realm Between School and Leisure Centre

Option 1 could include a new external arrival and social landscaped space between the new Leisure Centre and Theatre and the Existing School. In Option 1A this would be replaced by the Civic Hub building.

#### Refurbish and Extend Eastwood House

Eastwood House has the potential to be expanded to include a large events hall suitable for weddings or conferences.

#### Convert Existing Age Concern Facility to Cycle Hub and Cafe

If an alternative location could be found for the Age Concern facility the central location of the building within the park would lend itself well to enhancing the wellness offer with a cycle hub and cafe.

#### Upgrade Woodland Paths and Pedestrian Access Routes

There is scope for significant enhancement to paths and points of interest around the park, including a 1 mile loop and reopening a pedestrian entrance conveniently linking to Rouken Glen Park.

#### Extend Promenade from Central Public Space to new Nursery Building

Creating a strong circulation through the park from Eastwood Toll to the Family Centre would enhance connectivity, access and improve sustainable transport links.

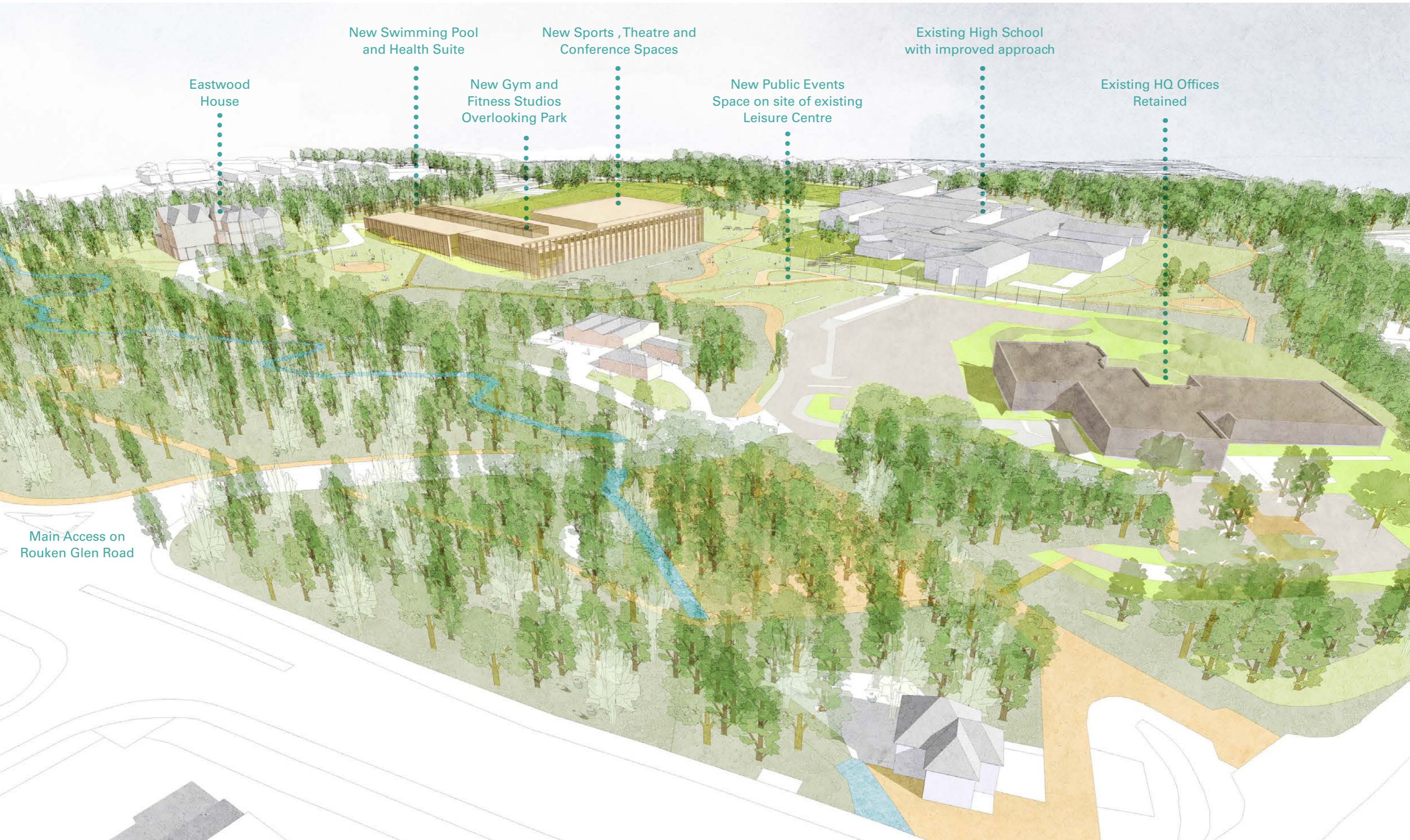
#### Lower Stone Wall Along Full Length of Rouken Glen Road

From the busy thoroughfare of Rouken Glen Road the park appears concealed and unwelcoming. This could be significantly improved by lowering the wall and creating key vistas into the park.



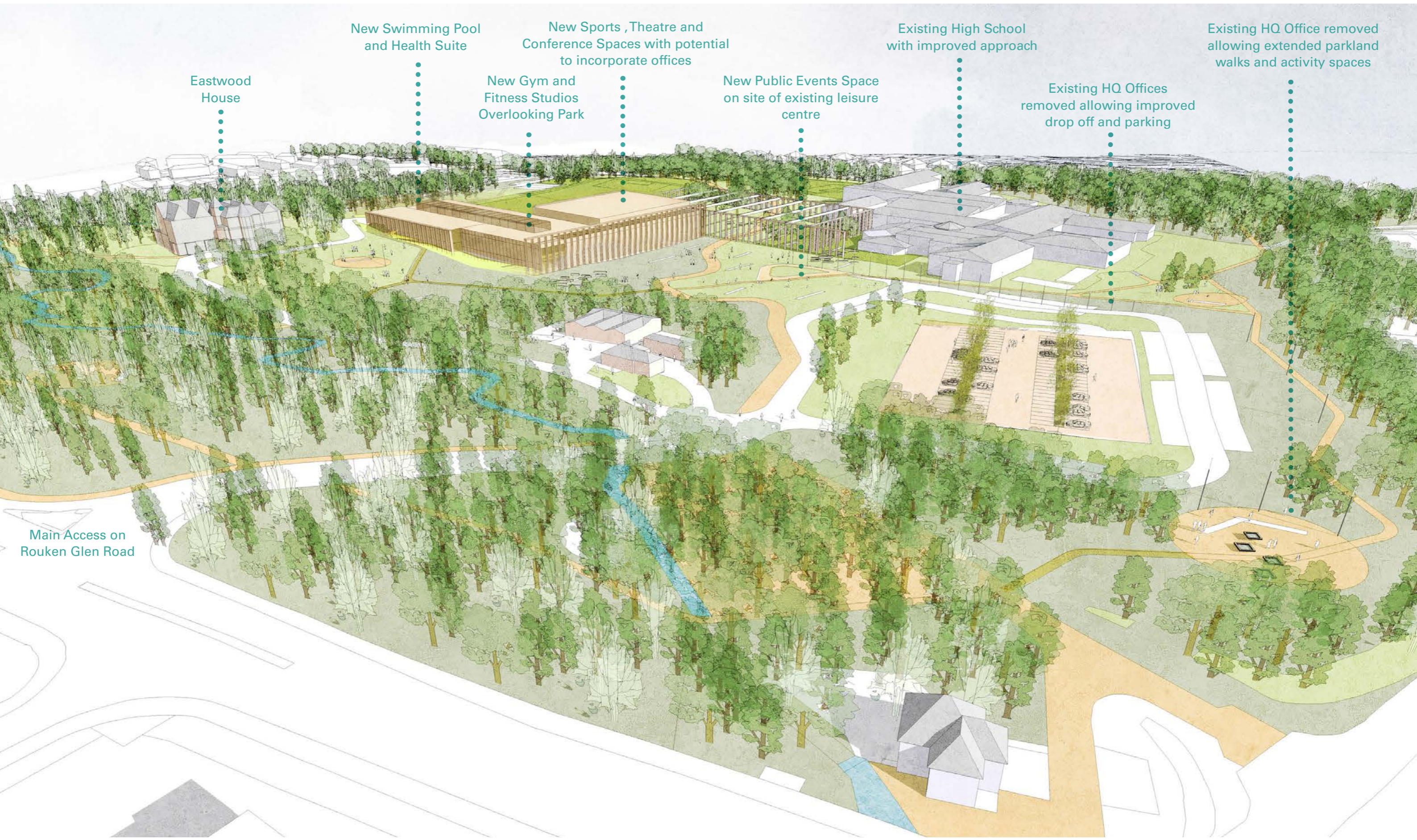
Masterplan showing Option 1A - A new building with the Existing HQ Building retained and range of other potential improvements in the park

5.0 Eastwood Park Aerial View: Option 1 Showing potential if Existing HQ Building retained





5.0 Eastwood Park Aerial View: Option 2 Showing potential if Existing HQ Building removed



## 5.0 Tandem Build

### Minimising Disruption during Construction

#### Overview

The diagram adjacent explains that the new leisure centre and theatre could be delivered with the existing buildings and nearly all car parking remaining in operation during construction. This includes keeping the Existing Leisure Centre & Theatre, Existing High School and Existing HQ and Eastwood House operational as well as the proposed new nursery.

#### Continuity of Operation throughout Construction

Each of the options enables a tandem build, allowing the existing leisure centre, existing HQ offices, existing secondary school, Eastwood House, the proposed new early years centre, the sports pitches and the existing woodland walks to be open during construction.

#### Projects can be delivered Individually or Collectively

Importantly, in all options the building can be delivered in isolation and deliver significant benefits. Each of the additions can be delivered independently to provide additional benefits. If all are delivered the cumulative impact would be far greater as each benefits from one another.



Masterplan showing new building with the Existing HQ Building retained and the existing leisure centre during tandem build

## 5.0 Eastwood Park Aerial View: Showing Tandem Build

Each of the options enables a tandem build, allowing the existing leisure centre, existing theatre, existing HQ offices, existing secondary school, Eastwood House, the proposed new early years centre, the sports pitches and the existing woodland walks to be open during construction.



### 5.0 Options Summary

The options presented in a previous chapter illustrate four levels of development in Eastwood Park in line with the overall development vision outlines in the introduction. Within each of these options there are numerous additional proposals which would add to and enhance the development.

- ✔ Included in Option
- ✘ Not Included in Option
- ? Potential Additional Item

	Option 1	Option 1A	Option 2	Option 2A
<b>Demolitions</b>				
Demolish Existing Leisure Centre and Theatre	✔	✔	✔	✔
Demolish Existing HQ Building	✘	✘	✔	✔
Demolish Existing School Sports Hall	✘	✔	✔	✔
<b>New Buildings</b>				
New Leisure Centre and Theatre	✔	✔	✔	✔
New Civic Hub Building	✘	✔	✔	✔
Refurbishment and extension of Eastwood House	?	?	?	?
Covered football pitches with rooftop parking	✘	✘	✘	✔
Age Concern Facility converted to Cycle Hub and Cafe	?	?	?	?
<b>Public Realm Improvements</b>				
Build new public realm space on site of leisure centre	✔	✔	✔	✔
New landscaped space between new leisure centre and school	✔	✘	✘	✘
Upgrade Woodland paths and pedestrian access to the park with new surfaces, lighting and signage	?	?	?	?
Extend promenade from new central public space to proposed nursery building	?	?	?	?
Form new pedestrian gateway access to the south west corner of the park	?	?	?	?
Lower stone wall along length of Rouken Glen Road	?	?	?	?
<b>Parking</b>				
Reconfigure existing leisure centre car park to incorporate drop off	✔	✔	✔	✔
New School car park in allotment area	✔	✔	✔	✔
Alternative car park to the south of the new leisure centre	?	?	?	?
Extended parking and drop-off on site of former HQ building	✘	✘	✔	✔



Masterplan showing Option 2A

## 6.0 Leisure Centre and Theatre

### Overview

The proposals for the new leisure centre in Eastwood Park are for a state-of-the-art facility to serve the local community and neighbouring school. A competition standard swimming pool and spectator seating would make the centre a sporting destination to host competitions and training camps. Extensive gym and fitness studios would form a comprehensive performance sport and general wellbeing offering to the community and schools and would be supported by a café, community library and interactive children's play area.

To ensure continuity of services for local residents the existing leisure centre and theatre would remain operational during construction of the new facility.

Integrating Eastwood Theatre into the new leisure centre offers opportunities to share spaces to achieve maximum use of the space. The possibility of designing a games hall to also serve as theatre space is also being considered, this would be achieved by delivering several smaller halls instead of once large one. Reception facilities could double as informal box offices and exercise studios doubling as rehearsal rooms are just a few examples of the possibilities.

### Key Facilities

- 6 lane 50m Swimming Pool
- Smaller teaching pool
- Flumes (1-2)
- Benched Spectator Seating Area
- Wet and Dry Changing Village
- 140 Station Gym
- Spin Studio
- 2 Group Fitness Spaces
- 6 Court Sports Hall
- Multi-purpose theatre space
- Health suite
- Café space
- Multi-functional cultural space
- Interactive play area

				
6 Lane Swimming Pool	6 Court Sports Hall	Health suite	Benched Spectator Seating Area	Dedicated Theatre
				
Spin Studio	2 Group Fitness Spaces	140 Station Gym	Wet and Dry Changing Village	Agile Workspace 20-30 people
				
Multi-functional cultural space	Interactive Play Area	Café	Small Library Space	





### 6.0 Civic Hub Building

#### Overview

As indicated in Options 1A, 2 and 2A, the proposals for the Civic Hub building are for a flexible and multi-purpose facility that connects and serves the school and leisure centre together. A new entrance to the school would be formed and a gathering and meeting space for school events would be created. In addition to this there would be opportunity to enhance the school's facilities with additional dedicated spaces as required.

In addition to this a new Council Chambers could be formed in this building as well as dedicated and agile working space for up to 170 staff members according to the requirement of the Council.

An enterprise and business centre and innovation hub could also be included in the Civic Hub building to serve the Council, school and wider community. This could support co-working, small businesses and start-ups and community educational workshops. Use of these spaces can be managed on a membership basis and would encourage positive collaboration between the school and local business.

#### Key Facilities

- Link corridor and new entrance to school
- Opportunity to enhance school facilities
- Enterprise and Business Centre
- Innovation Lab
- Council Agile Working Space for up to 170 people
- Dedicated Council Chambers
- Shared Cafe



Agile Working Office  
Up to 170 People



Council Chambers



Link Corridor and  
New School Entrance



Innovation Lab



Enterprise and  
Business Centre



Cafe and Social Space

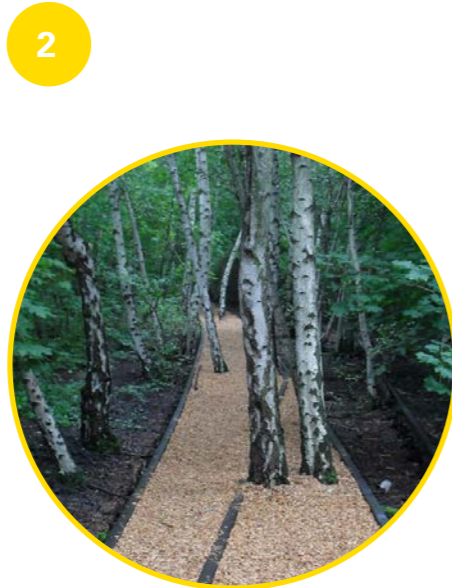


7.0 Routes



1

New routes in and out of park for pedestrians and cyclists



2

1 mile loop around park for running or cycling



3

Defined park entrance at Eastwood Toll



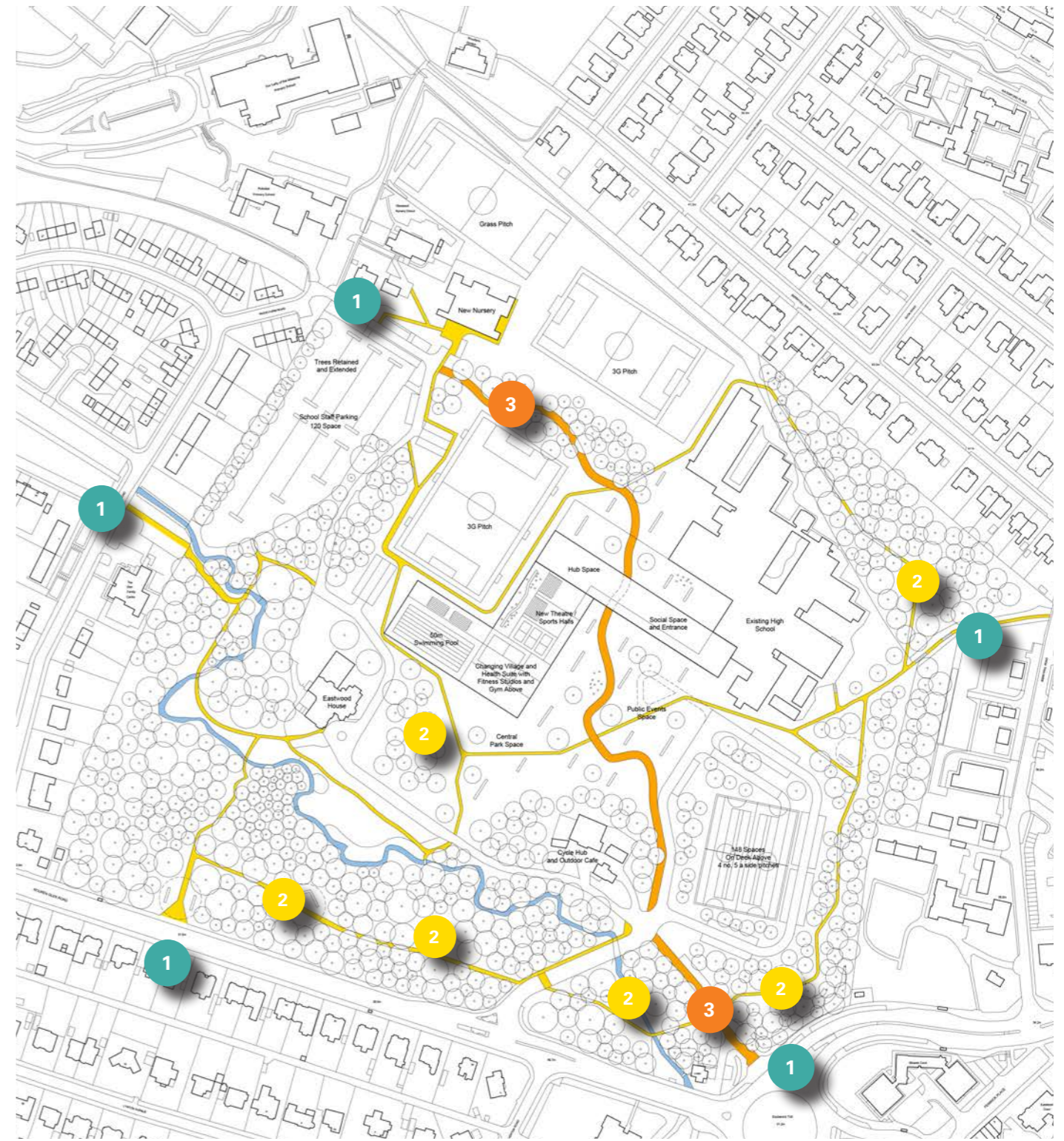
Art installations to highlight entrances



Open space within the trees along the 1 mile loop



Boulevard through park to new family centre



Roads
  Pedestrian and Cycle Boulevard
  Pedestrian and Cycle Footpath and Tracks

8.0 Outdoor Spaces

2



Public space: For Local Events

2



Parking and 5A-side building integrated with the landscape (Options 2 and 2A)

3



Outdoor cafe for walkers and cyclists



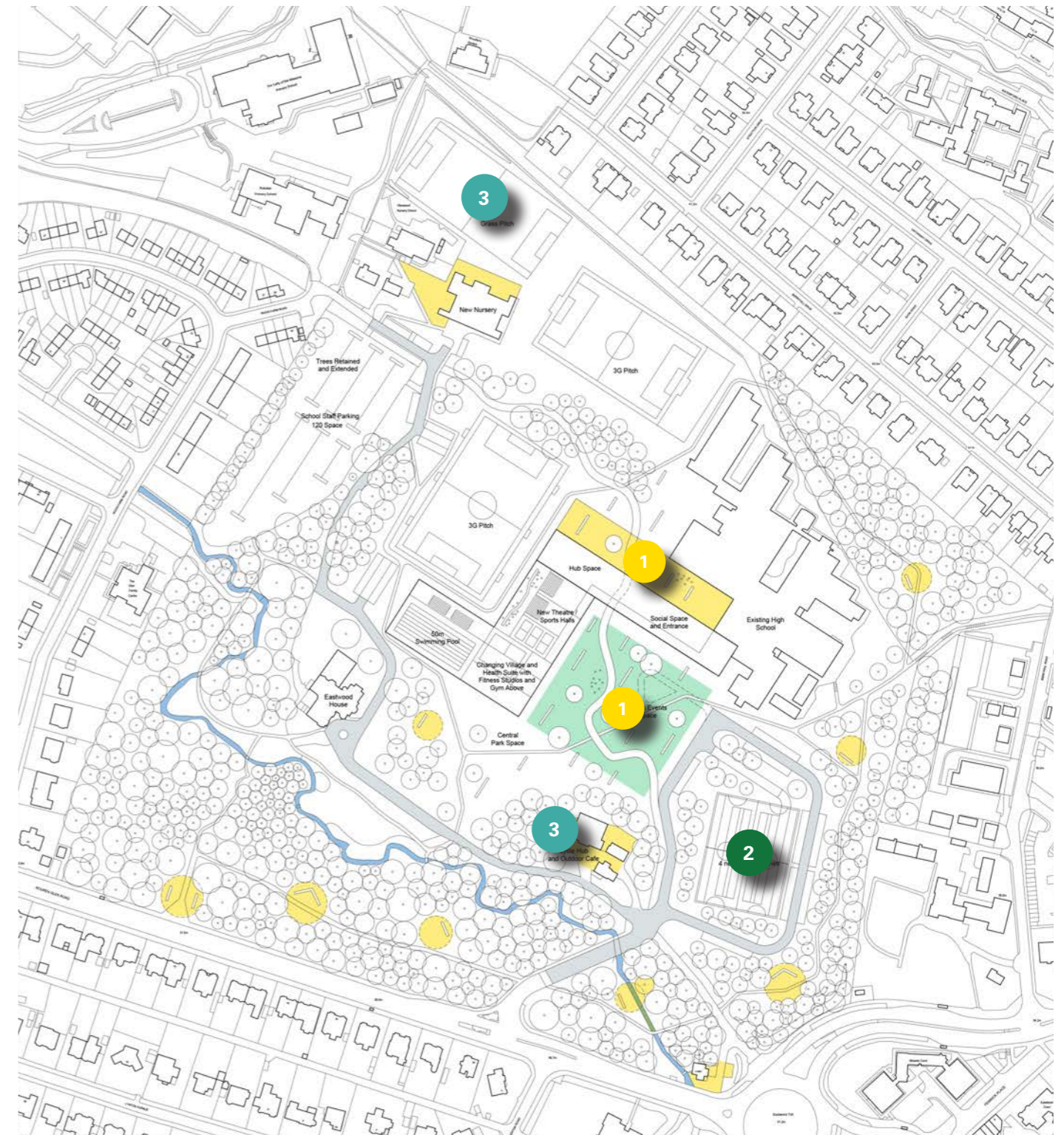
Shared Space between School and Civic Hub



Green parking (Options 2 and 2A)



Relocated Allotments



## 9.0 Transportation

The transport vision looks to a future where Eastwood Park is not dominated by private motor vehicles, allowing for slower traffic movements and a more pleasant sense of place in the park and to one that realises a more sustainable future. To allow for this, any designs will follow the basic principles underlying Designing Streets and the National Roads Development Guide whereby pedestrians are prioritised first, followed by cyclists, with the private motor vehicle considered last in the hierarchy of road users.

In order to achieve this ambition the Vision & Masterplan cannot rely on a simple predict & provide approach and instead needs to consider how the future will look if there is an increased active travel agenda promoted, coupled with more environmentally conscious road users. Various transport considerations have been considered to inform the Vision & Masterplan, including;

- Active Travel
- Accessibility Issues
- Potential for 2nd Access
- Improved Parking Layout
- Improved Drop-off & Circulation

Full details of the all transport considerations are available in a separate technical report.

## Surveys

Surveys have been carried out to obtain information on existing parking and traffic flows. Examples of key observations are:-

- There are significant volumes of people walking to and from the leisure centre, school and council HQ. There are 5 existing points of access which make this convenient but this could be improved and an additional pedestrian access at the south west corner of the park may be very beneficial.
- The traffic congestion is mainly at particular peak times, in essence the school drop off and pick up.
- A significant number of parents drop pupils off and the existing car parking arrangement results in a significant impact throughout the Park as there is not an efficient drop off space near the entrance of the Park.
- School staff parking is provided and well used but it is in a position which has a significant impact on the Park environment both in terms of visual impact and access. A more discreet position for this may be beneficial and easier to control for the benefit of staff.
- A number of pupils were observed parking in the car park with other activities such as pupils being collected for driving lessons.
- There are essentially separate drop off areas for the Leisure Centre, School, Council HQ and Eastwood House. This is very inefficient and make the park feel dominated by vehicles.
- Around 80 spaces are used by the Council HQ Offices, meaning a significant proportion of employees are driving to work, but also indicating a number walk or use public transport.
- In the evenings, the car park indicated that the Theatre was well attended and perhaps there is scope for a larger theatre. There was capacity in the parking to accommodate this.

The site is well served by public transport and is within easy walking and cycling distance of a large catchment who are understood to be the majority of users of the facilities.

## Land Use Model

We have developed a land use model which enables the parking and traffic impact of existing and proposed uses to be considered.

The Land-Use Model prepared for Eastwood Park is a spreadsheet-based demand model that facilitates the appraisal of land-use scenarios within the transport context, specifically the likely impact on the traffic network and junction operation as a direct impact of changes to land-use and the size & scale of what is being proposed.

The tool has been utilised to forecast potential impacts over defined periods of time, enabling a framework of phased land-use development and visualise instantaneously the predicted changes in traffic flows & associated parking demands.

Fundamentally, the premise of the model centres around an interactive traffic flow diagram, which, at its core, is drawn down from analysed observed traffic counts. To visualise and measure the likely number of trips to both arrive and depart from the development, one forecast year was modelled – 2029, for four different scenarios / options to allow a reasonable period for modal shift expectations.

Flows at each of the indicated key junctions are then provided in a matrix that enables their direct incorporation into specific external junction modelling software such as LinSig and ARCADY.

## Other Considerations

There is a proposal for an additional high school to be built in the area. This is leading to a predicted reduction in the school role from 1800 to 1500 pupils. Combined with improved facilities in the park this has potential to significantly alter peak time flows associated with the school.

A new early years centre is proposed at the north corner of the park. Proposals have potential to enhance the approach for parents with prams and young children, as well as providing useful extra resources such as enhanced parkland spaces for education benefit and a combination community facilities for the parents whether that be for leisure, advice, socialising or further education.

The proposals also recognised the significant use of the park and other existing facilities by elderly and disabled residents. There is potential to significantly improve these in a wide range of ways including ease of access, safety and security, quality of changing places, co-located services and interaction with other generations whether within the buildings or the park.

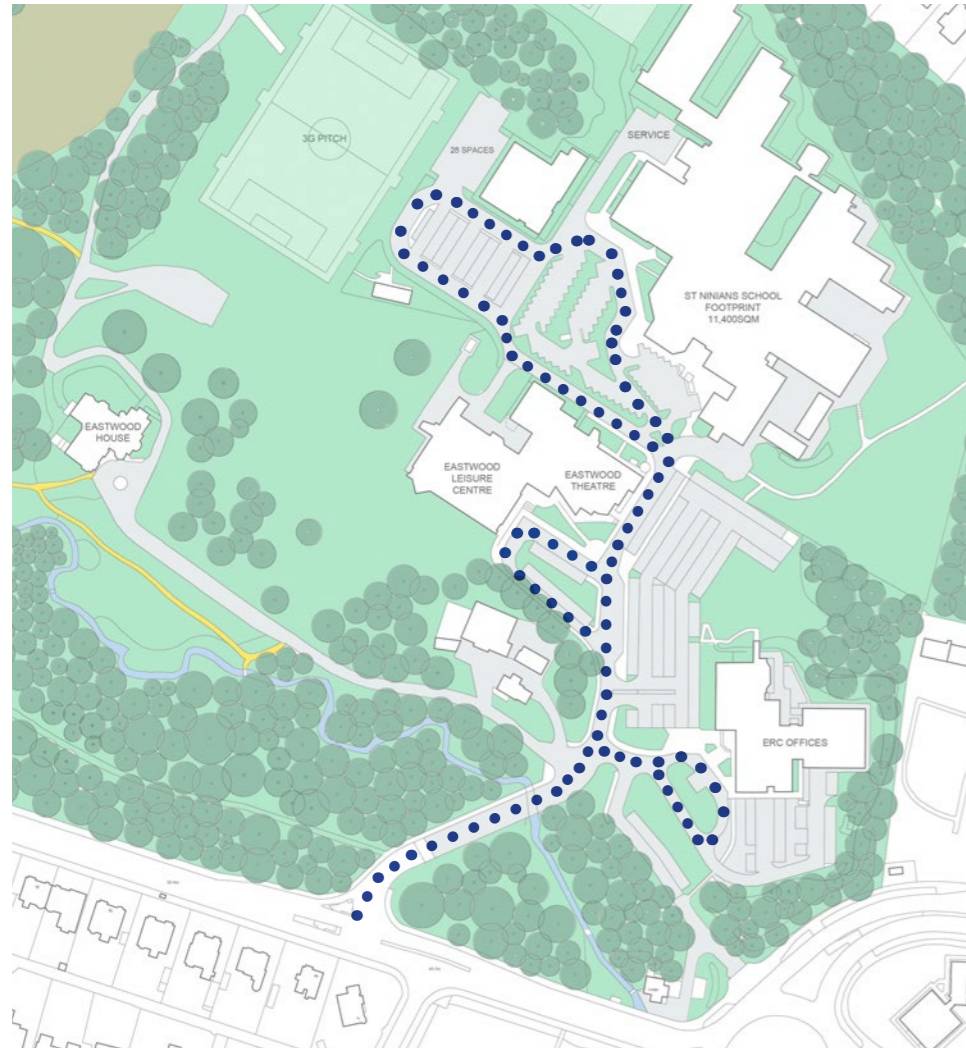
## Promoting Sustainable Transport

Our proposal is to maintain the same number of parking spaces on the site. We seek to introduce a number of measures to reduce the impact of vehicle parking, access and drop off, whilst enhancing the environment of pedestrians, cyclists and those using public transport.

The key moves are as follow:-

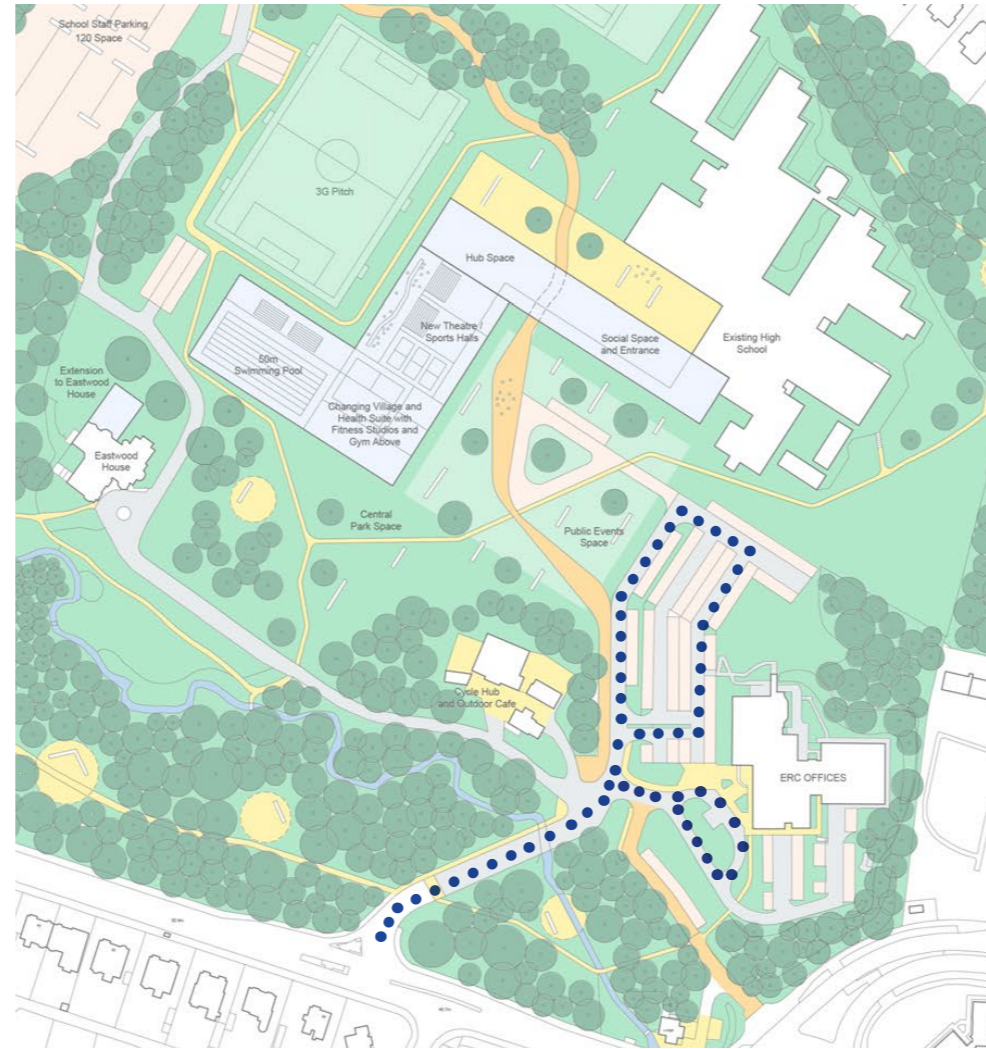
- Locate the new buildings in a manner that allows the approach them and remaining existing buildings more attractive to pedestrian and cyclists.
- Provide good facilities in the proposed building for cyclists including secure cycle parking and showers which can also be used by the school and council employees.
- Improve the existing pedestrian and cycle access routes with better lighting, trimming of trees which make areas dark, and upgrades to surfaces and widening where appropriate.
- Provide an additional pedestrian and cycle entrance at the south west corner of the park.
- Relocate drop off to a more efficient arrangement nearer the entrance of the Park.
- Locate the parking in more discreet locations and more distributed. This will make it easier to control and reduce visual impact.
- Promote evolution of uses which provides more evenly distributed use of the parking throughout the day, week and year. The school roll is predicted to reduce from 1800 to 1500 when a new school is built elsewhere, the HQ office parking requirement is anticipated reduce as agile working practices are implemented, and there is capacity in the car park which could accommodate an increase in the theatre and sports uses out-with school hours.
- Provide facilities which encourage pre-school and post school activities in the leisure centre and the park allowing pupils and staff of the school and HQ to arrive and leave over a more dispersed period.
- Introduce smart technology to the traffic light junction which can monitor traffic flows and adapt the signals to optimise flow.
- Ensure that each of the operators in the site has a Travel Plan and information to help promote sustainable transport choices.

9.1 Access Improvement Strategy



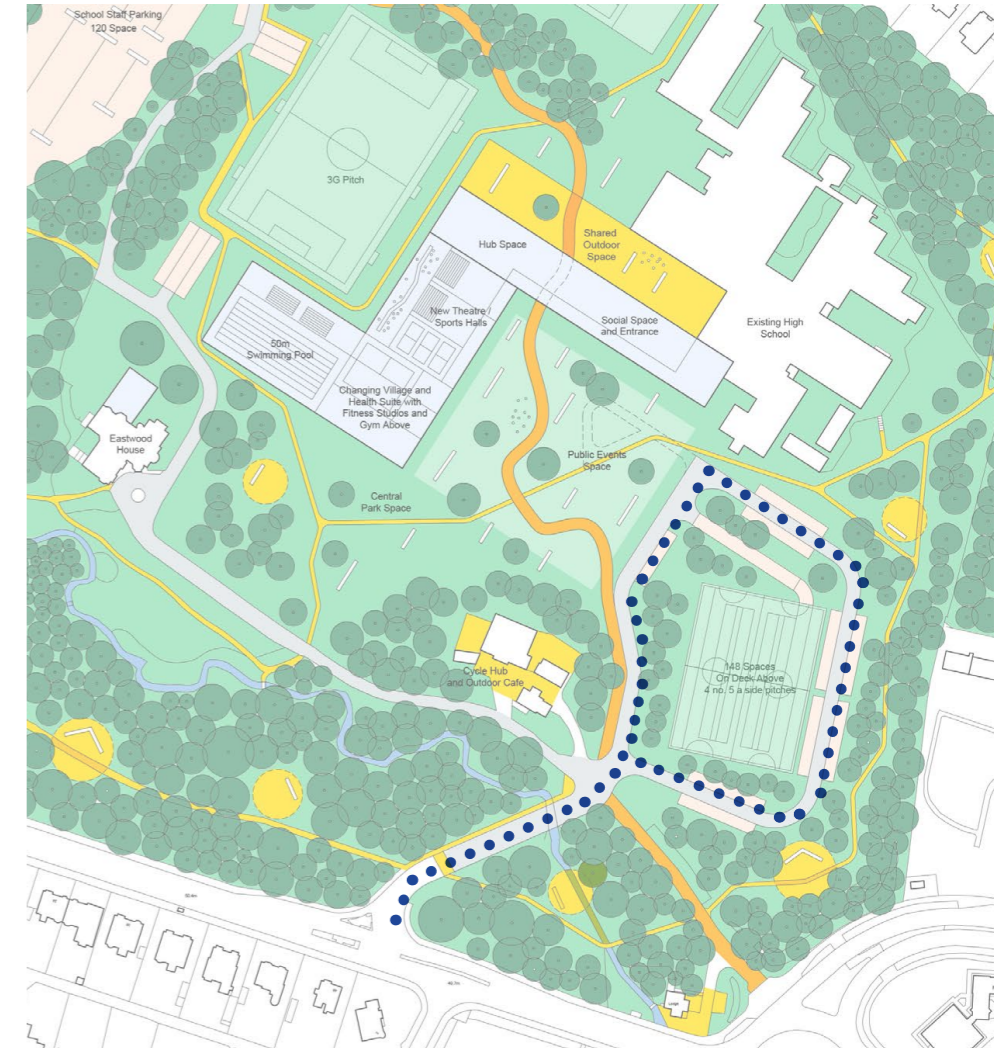
Existing: Approach Dominated by Parking

The approach to the buildings is dominated by parking. The drop off points to each building result in buses and cars dominating the park environment. The main entrances to each building are not very obvious.



Option 1: Generous Pedestrian Friendly Approach (HQ Retained)

Around 50% of the parking is relocated to the allotments allowing a generous new arrival space in front of the buildings. Bus drop off is made significantly more efficient within the existing car park.



Option 2: Generous Pedestrian Friendly Approach (HQ Removed)

Allows further improvement in the bus and car drop off. It also gives the option to relocate parking without using the allotments. Pedestrian and cycle routes around the park are further enhanced.

9.2 Parking Strategy



Option 1 + 2 : Parking re-provided in Allotments

In this option the existing HQ and main existing leisure centre parking areas are retained. The school staff parking is relocated to part of all of the allotments site to allow a generous landscaped arrival space. A strip of land to the north of the burn could create a connection to Wood Farm Road allowing direct access to this car park, if this proves to be infeasible suitable upgrades would be required to the existing access route which would improve the connection to the new nursery facility which is to be delivered in advance of this proposal.



Relocation of Allotments

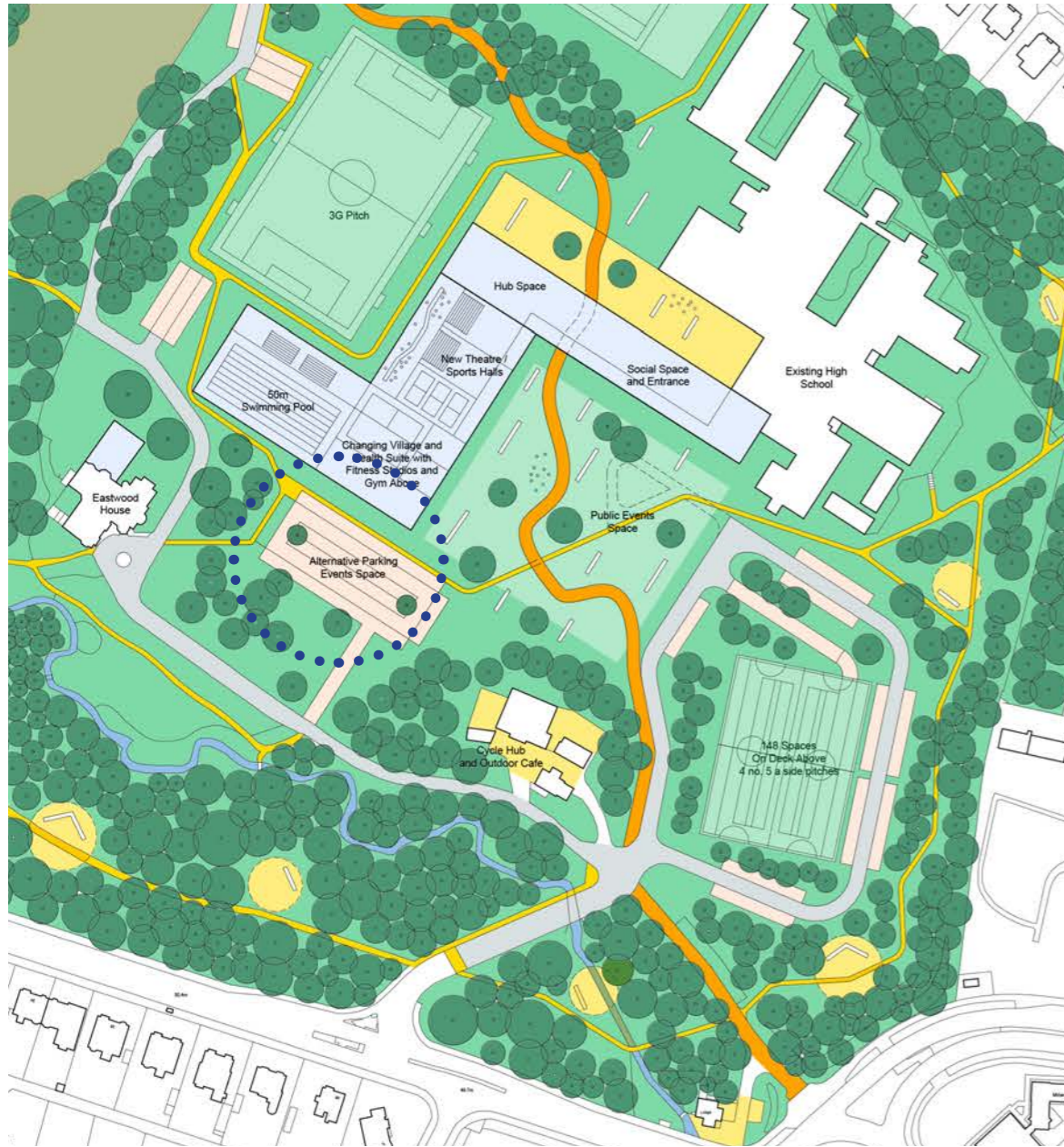
Eastwood allotments were developed with the support of East Renfrewshire Council and have been actively used since 2012. Although providing a valuable community facility they do not add value to the vision for the park. The relocation of the allotments would significantly improve the parking challenges in Eastwood park currently and through further development. The pitch to the north west corner of the Eastwood Park would be a good option for the relocation of the allotments. Access could be gained via the new car park or alternatively from the Woodfarm Pavilion car park with a suitable parking management strategy. This approach is subject to consultation of the loss of a pitch and how this provision could be substituted elsewhere.



Reduction of Allotment

An alternative proposal that would not impact the pitches would be a reduction in allotment numbers by around 50% and construction of a parking deck on the remaining half of the site.

9.2 Parking Strategy



Option 2 Alternative: Parking re-provided to South of Building

In this option the existing HQ and main existing leisure centre parking areas are retained. The existing school staff parking is removed and new parking is provided to the south of the leisure centre allowing a generous landscaped arrival space to the school and parking in closer proximity to Eastwood House. This allows the allotments to be retained.



Option 3: Parking Re-provision Flexible

In this option the existing HQ is demolished which gives more flexibility to rearrange the parking and drop off. The diagram above indicates that use of the allotments allows the park space to be optimised, however, parking could be delivered on the HQ site which could allow the allotments to be retained.

9.0 Eastwood Park Aerial View: Option 2A Showing Potential Raised Parking on Existing HQ Site





### 10.0 Socio - Economic Assessment

A high-level socio-economic assessment of emerging proposals for Eastwood Park has been undertaken. A logic model has been developed to show the relationships between the issues which need to be addressed and the opportunities which present themselves, the related Vision & Masterplan objectives for the Park's future, the general actions proposed and the range of outcomes and impacts which flow from these.

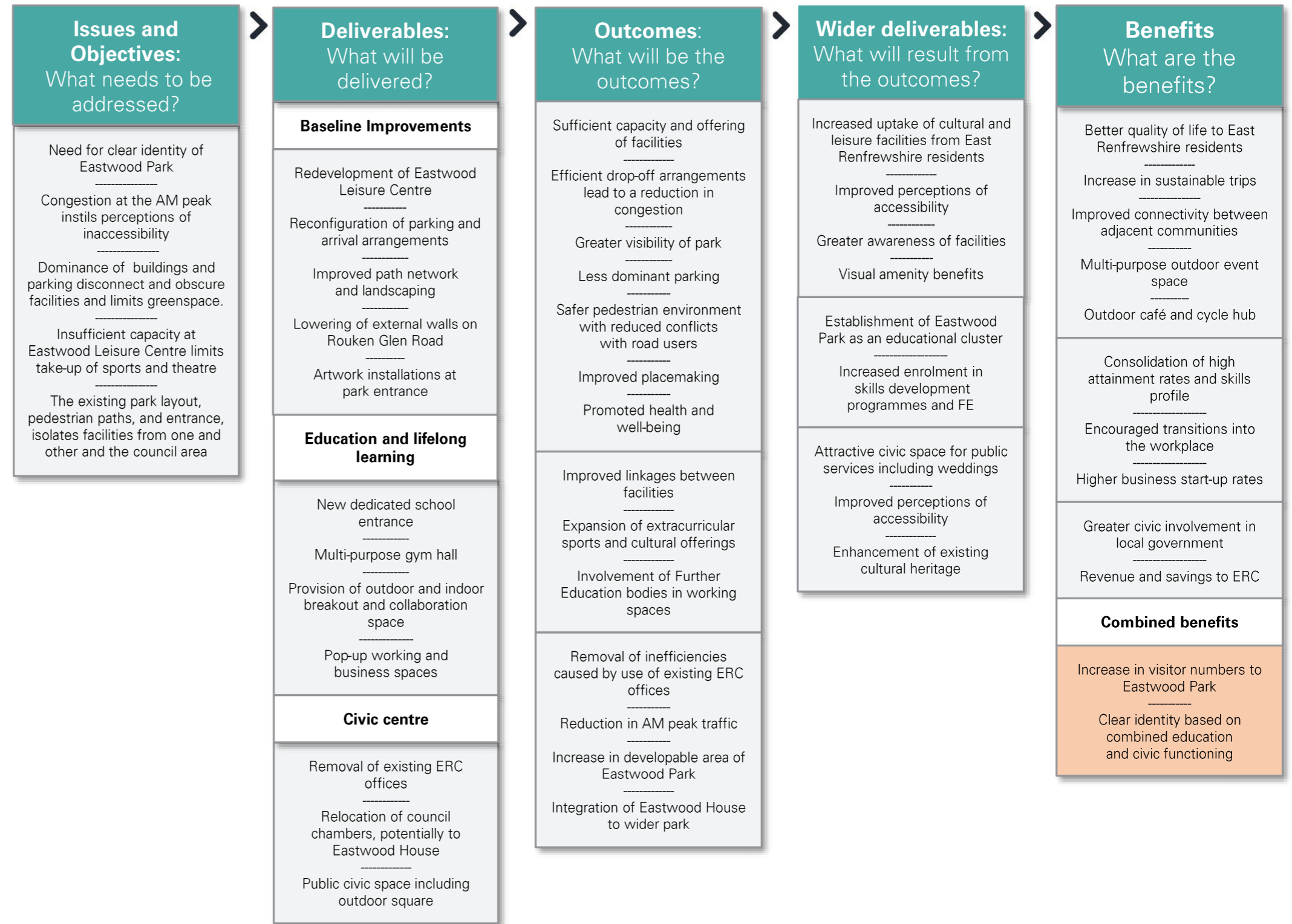
Potential economic outputs are discussed and have culminated in the preparation of a Logic Model, but not quantified in the absence of detailed option definition. As options are developed and formalised, these will be subject to more detailed analysis and financial assessment.

The emerging vision & masterplan document identifies the need to create a clear identity for Eastwood Park. Three high level components of development have been developed to illustrate what this may involve:

- **Baseline improvements:** progressing planned interventions including the upgrade of the Eastwood Leisure Centre (committed funding) and associated access and amenity improvements.
- **Education and lifelong learning cluster:** building on Eastwood Park's existing educational facilities by extending provision to include pop-up work spaces co-sponsored and used by Further Education (FE) organisations; and
- **Civic centre:** reinforcing Eastwood Park's civic focus by removing the existing ERC offices and constructing an improved Council Chamber, potentially at either Eastwood House or in the new community linked building.

These components aim to reinforce the existing identity and functions of the site. They are designed to build on each other, Outputs will be maximised by delivering all three.

Figure 1 presents a Logic Model which illustrates how each deliverable will generate outcomes and benefits consistent with ERC objectives. The logic model illustrates the value of individual deliverables and their potential uses.



11.0 Strategic Investment

11.1 Optional Construction Costs

Option 1 – Retain Existing HQ Building / New Leisure Centre with Landscaping

Option 1 – Retain Existing HQ Building / New Leisure Centre with Landscaping	(£)
New Build Leisure Centre and Theatre (8,000m2 GIFA)	27,900,000
Reconfigure Existing Leisure Centre Car Park to Incorporate Drop Off	300,000
New School Staff Car Park in Existing Allotment Area	1,700,000
Demolish Existing Leisure Centre and Theatre Building	600,000
New Central Public Realm on Site of Existing Leisure and Theatre Building	700,000
<b>Construction Cost Total - Option 1</b>	<b>31,200,000</b>
Allowance for Loose FF&E, Risk, Fees & Development Costs	7,500,000

Option 1A – Retain Existing HQ Building / New Leisure Centre with Civic Hub

Option 1A – Retain Existing HQ Building / New Leisure Centre with Civic Hub	(£)
New Build Leisure Centre and Theatre (8,000m2 GIFA)	27,900,000
Reconfigure Existing Leisure Centre Car Park to Incorporate Drop Off	300,000
New School Staff Car Park in Existing Allotment Area	1,700,000
Demolish Existing Leisure Centre and Theatre Building and School Sports Halls	800,000
Build New Central Public Realm on Site of Existing Leisure and Theatre Building	700,000
New Civic Hub between School and Leisure Centre (3,200m <sup>2</sup> GIFA)	7,700,000
<b>Construction Cost Total - Option 1A</b>	<b>39,100,000</b>
Allowance for Loose FF&E, Risk, Fees & Development Costs	9,500,000

Option 2 – Demolish Existing HQ Building replace with New Car Park & Leisure Centre with Civic Hub

Option 2 – Demolish Existing HQ Building with Car Park / New Leisure Centre with Civic Hub	(£)
New Build Leisure Centre and Theatre (8,000m2 GIFA)	27,900,000
New School Staff Car Park in Existing Allotment Area	1,700,000
Demolish Existing HQ Office, Leisure Centre, Theatre & School Sports Halls	1,400,000
New Drop Off and Car Park Area on Existing HQ Site	600,000
New Central Public Realm on Site of Existing Leisure and Theatre Building	700,000
New Civic Hub between School and Leisure Centre (3,200m <sup>2</sup> GIFA)	7,700,000
<b>Construction Cost Total - Option 2</b>	<b>40,000,000</b>
Allowance for Loose FF&E, Risk, Fees & Development Costs	9,700,000

Option 2A – Demolish Existing HQ Building replace with 5-a-side Pitch with Rooftop Car Park & Leisure Centre with Civic Hub

Option 2A – Retain Existing HQ Building	(£)
New Build Leisure Centre and Theatre (8,000m2 GIFA)	27,900,000
New School Staff Car Park in Existing Allotment Area	1,700,000
Demolish Existing HQ Office, Leisure Centre, Theatre & School Sports Halls	1,400,000
New covered 5-a-side pitches with rooftop parking	2,600,000
New Central Public Realm on Site of Existing Leisure and Theatre Building	700,000
New Civic Hub between School and Leisure Centre (3,200m <sup>2</sup> GIFA)	7,700,000
<b>Construction Cost Total - Option 2A</b>	<b>42,000,000</b>
Allowance for Loose FF&E, Risk, Fees & Development Costs	10,200,000

Potential Additional Items

Potential Additional Items	(£)
Demolish Existing School Sports Halls	200,000
New Public Realm between School and Leisure Centre <b>(For Option 1 only)</b>	600,000
Refurbish and Extend Eastwood House	2,000,000
Convert Existing Age Concern facility to Cycle Hub and Café*	900,000
Upgrade woodland paths, pedestrian access routes, surfacing, lighting and signage	400,000
Extend promenade from central public space to proposed new nursery building	200,000
Form new pedestrian gateway access to South West corner of park	200,000
Lower stone wall along full length of Roukenglen Road by 1m	100,000
New car park south of community campus (in lieu of allotments)	1,300,000

\*Potential current Age Concern Building could be sold to an external café operator to generate a capital receipt

Notes on Costs

- Construction Costs are inclusive of External Works, Fixed Furniture, Preliminaries and Overheads and Profit.
- Total Development Costs are inclusive of Loose Fittings and Furnishings, Risk, Professional Fees and Developer / Finance Costs. We have excluded the following items which will be required for the total Project costs:
  - Value Added Tax
  - Inflation beyond Q2 2019 pricing levels (see table in section 10.5)
  - Land acquisition costs and fees

11.0 Strategic Investment

11.2 Benchmarking

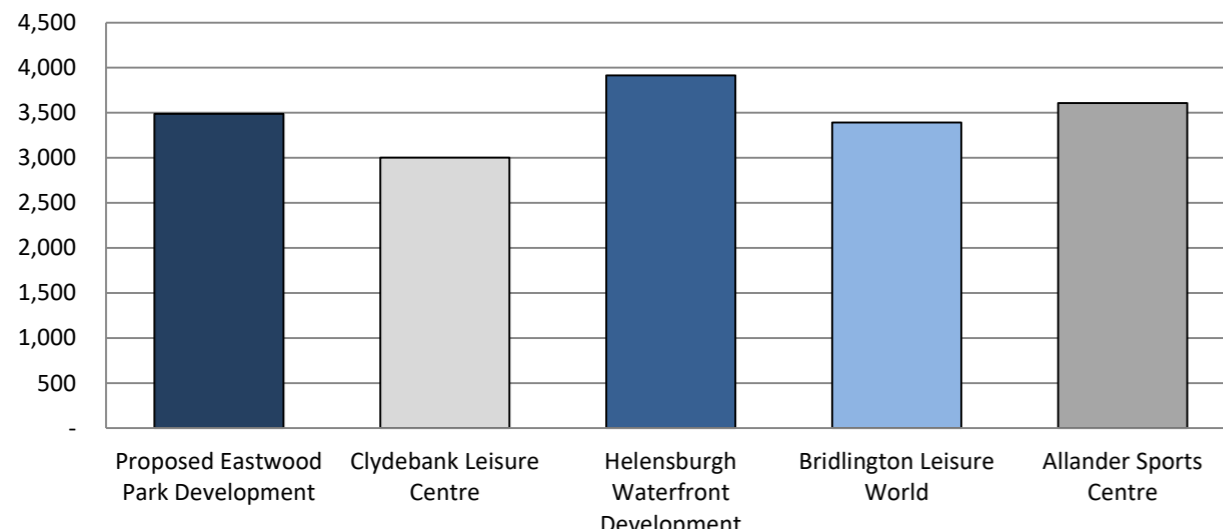
We have benchmarked the prime cost for the proposed 8,000m<sup>2</sup> new build leisure centre and theatre as proposed in the Masterplan Vision.

In our benchmarking exercise we have utilised projects completed within the last 5 years and of similar size and scope. All costs have been adjusted to reflect current 2<sup>nd</sup> Quarter 2019 prices using the BCIS All-In Tender Price Index.

Project Title	Proposed Eastwood Park Development	Clydebank Leisure Centre	Helensburgh Waterfront Development	Bridlington Leisure World	Allander Sports Centre
Total Construction Cost	£27.9m	£22.0m	£13.1m	£19.6m	£27.6m
GIFA	8,000m <sup>2</sup>	8,892m <sup>2</sup>	3,346m <sup>2</sup>	7,015m <sup>2</sup>	7,650m <sup>2</sup>
Base Date	2 <sup>nd</sup> Quarter 2019	3 <sup>rd</sup> Quarter 2015	2 <sup>nd</sup> Quarter 2019	1 <sup>st</sup> Quarter 2015	1 <sup>st</sup> Quarter 2020
Adjusted Construction Cost to Q2 2019	£27.9m	£26.7m	£13.1m	£23.8m	£26.8m
Total Adjusted Construction Cost per m <sup>2</sup>	3,488	3,002	3,915	3,392	3,608

We would note that the costs presented for Allander Sports Centre are based on early feasibility costs and are for the Leisure Centre works only and are not inclusive of supplementary Leisure provisions. We understand there is provision for external covered football facilities and other public-sector service provisions taking the total cost to circa £33m. We also understand that the newly constructed Peak Building in Stirling was built at a cost of £26m in 2009 but excluded the cost of the supplementary Curling rink and climbing wall taken the total construction spend to over £30m.

Based on the benchmarking exercise undertaken, consideration of the site constraints and proposed level of scope and specification, we would consider the Construction Cost for the new Eastwood park to be £27.9m based on a cost/m2 of £3,488/m2 at 2<sup>nd</sup> quarter 2019 pricing levels.



11.3 New Leisure Centre & Theatre Costs – Assumptions & Exclusions

Assumptions

- New building based on 8,000m<sup>2</sup> GIFA with a 6,500m<sup>2</sup> building footprint
- New build to accommodate 6 lane 50m swimming pool, small teaching pool, 140 station gym, 3 group fitness spaces and a 6 court games hall
- No contamination within the existing ground with no abnormal cut and fill requirements
- Building will be similar in structure and level of finish to Clydebank Leisure Centre

Exclusions

- Value Added Tax
- Inflation beyond current day prices (see table in section 10.5)
- Professional Fees & Hubco Development Fees
- Loose Fittings and Furnishings
- Land acquisition costs and fees
- Works to existing access roads and works outwith the site boundary
- Enhancement beyond Building Regulation compliance for zero carbon technologies
- Market fluctuation, tariffs or impact as a result of Brexit.

11.4 Other Works - Assumptions

- Car Park to allotments based on 9,400m<sup>2</sup> area incorporating all surfacing, drainage and lighting.
- New Central Public Realm based on proposed area of 3,400m<sup>2</sup>
- New Public Realm between School and Leisure Centre based on proposed area of 2,700m<sup>2</sup>
- Eastwood House refurbishment based on 1,600m<sup>2</sup> and allowance for 260m<sup>2</sup> extension.
- We have allowed a GIFA of 1,000m<sup>2</sup> for the cycle hub and café refurbishment.
- We allowed a 1-mile length on new pathways, utilising existing site topography.
- We have allowed a length of 450m for taking down the wall height by 1m.
- We have allowed an area of 7,000m<sup>2</sup> for the new car park south of Civic Hub.
- Civic Hub in Option 1A, 2 and 2A is based on single storey building of GIFA on 3,200m<sup>2</sup>

## 12.0 Next Steps

A project of this nature takes several years to deliver.

### Target Completion Date

#### Aspiration

The Council wish to deliver a new leisure and theatre facility as soon as is reasonably practical whilst understanding the importance of consultation and approval processes along with the importance of minimising disruption during implementation.

#### Target Completion Date

A date of 2024 is a target for completion.

## Design

### Overall Time-scale

A project of this nature involves significant time-scales for design and procurement. A key aspect of the programme is allowing time for consultation and approvals.

### Design Phase

An indicative time-scale for developing a masterplan through to commencing works on site is around 2 years.

### Pre Planning Public Consultation

A new Leisure and Centre and Theatre would constitute a major planning application. This would require a formal process for public consultation over a minimum of three months leading up to a Detailed Planning Application.

### Planning Approval

An indicative time-scale for approval of a planning application of this scale is 4 months. During this period there is an opportunity for the proposals to be viewed by the public and comments to be made.

### EIA Screening Opinion

There would also be a requirement for an Environmental Impact Screening Opinion. This would identify the extent of studies required to support the planning application including transportation, ecology, noise, light pollution, landscape and visual impact and tree surveys.

### Listed Building Approval

Eastwood House is a Listed Building. Any proposals impacting on the building would require Listed Building Consent.

### Building Warrants

The proposals would require building warrants.

## Construction

### Tandem Build

The masterplan proposals demonstrate potential for a tandem build. i.e. the existing buildings can remain in operation while the new building is being constructed.

### New Building Construction

An indicative time-scale for construction of a Leisure Centre and Theatre of this scale is around 18 months - 2 years.

### Demolition of Existing Buildings and Landscaping

Following on from this there would be a requirement for demolition of the existing building and new landscaping. This is likely to take around 6 - 9 months.

### Other Key Considerations

On projects of this scale and in settings of this nature there are many aspects to consider to minimise disruption and meet statutory requirements. Seasonal considerations such as school term times and exam periods may influence aspects such as the construction programme and restrictions along with traffic and environmental aspects.

## Impact of Inflation

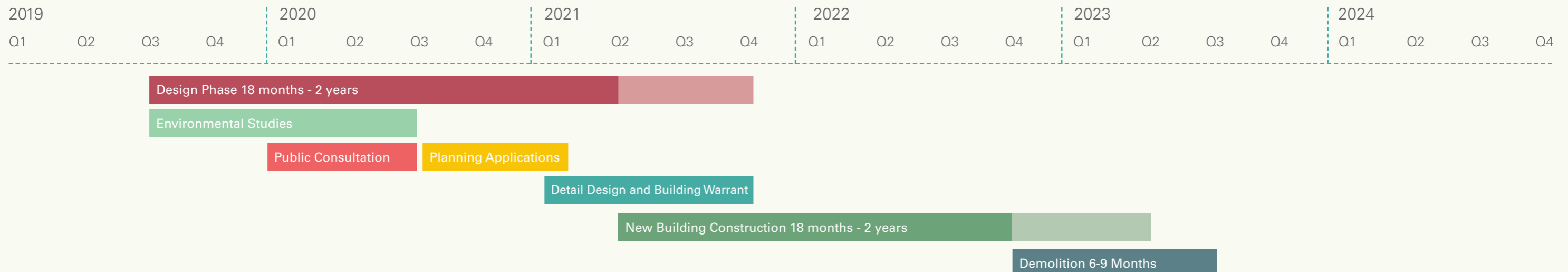
The table below indicates the inflation impact on the Option 1 construction costs.

- Costs assume 24-month design period followed by 24-month Construction period.
- Based on current day price Construction Cost of £31.2m as detailed in Option 1 in section 10.1
- All as per BCIS All-in Tender Price Index forecasts with RLF projections beyond 2024

Inflation Impact - Option 1

Commence Design	Proposed Start on Site Date	Proposed Completion Date	Inflation Uplift	Inflation Uplift (£)	Total Construction Cost (£)
Now – June 2019	3rd Quarter 2021	3rd Quarter 2023	16.4%	5,100,000	36,300,000
6 months – Dec 2020	1st Quarter 2022	1st Quarter 2024	20.6%	6,400,000	37,600,000
12 months – June 2020	3rd Quarter 2022	3rd Quarter 2024	23.6%	7,400,000	38,600,000
18 months – Dec 2020	1st Quarter 2023	1st Quarter 2025	27.6%	8,600,000	39,800,000
24 months – June 2021	3rd Quarter 2023	3rd Quarter 2025	31.2%	9,700,000	40,900,000

### Indicative Timescales



### 13.0 Appendix 1: Leisure Centre Brief Analysis

The Turner and Townsend Review and Options Appraisal dated 21 July 2017 recommended provision of a new 8,000sqm leisure centre.

Stallan-Brand assessed this in more detail and confirmed that the leisure facilities proposed could potentially be provided in a building of 8,000sqm and this is similar in scale to other leisure centres recently delivered elsewhere in Scotland. It also analysed which spaces are best to be on the ground floor and which spaces could be included on a first floor. This indicated that 5,500sqm of accommodation would ideally be located on the ground floor and the remaining 2,500sqm could be on the first floor.

Stallan-Brand also explored potential to reduce the GIFA for the leisure centre. There is potential to reduce this to 7,300sqm.

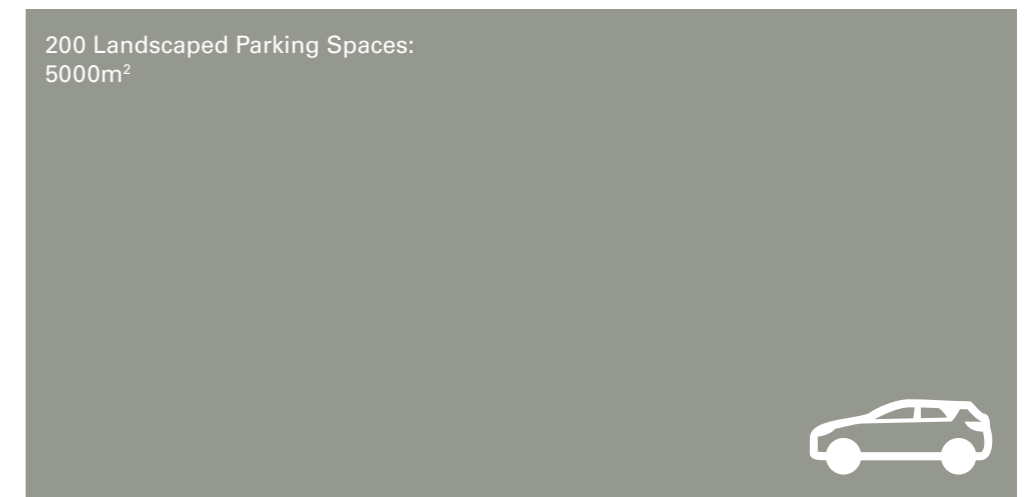
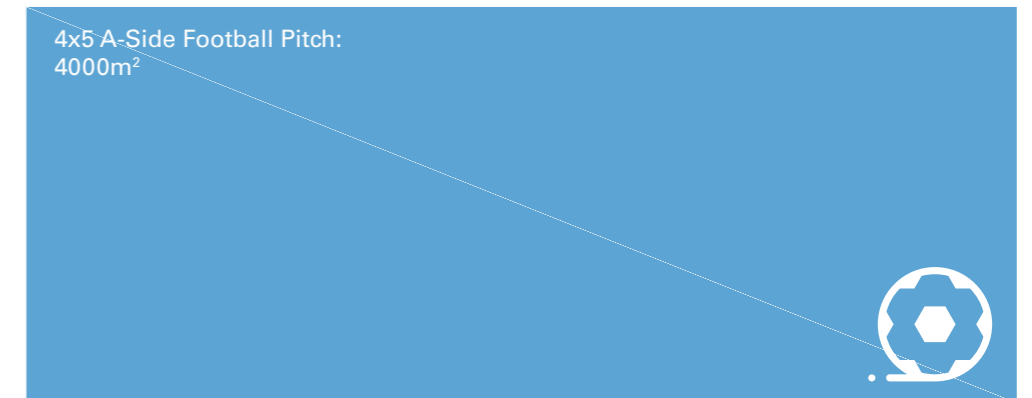
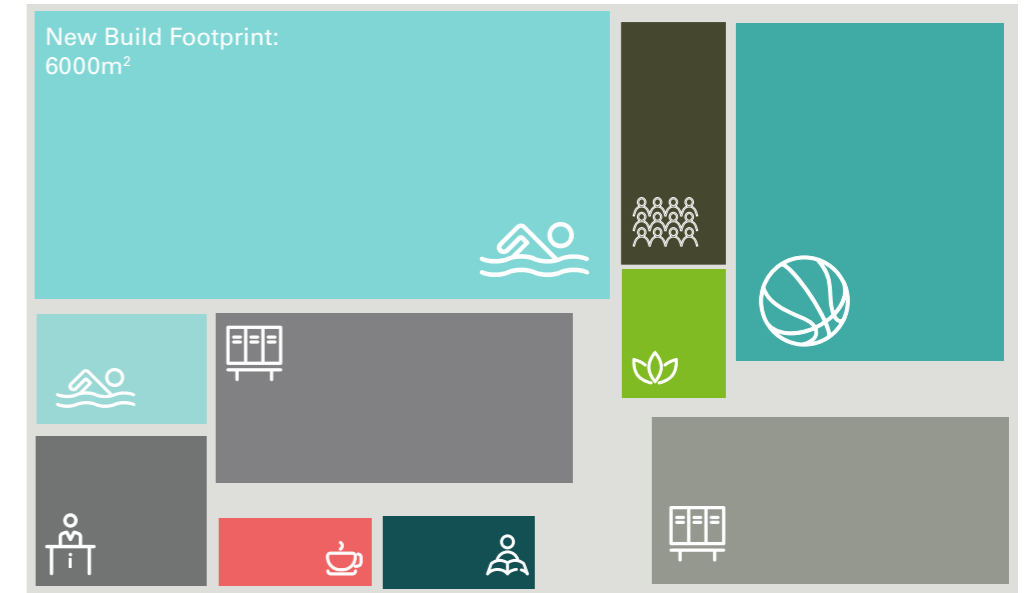
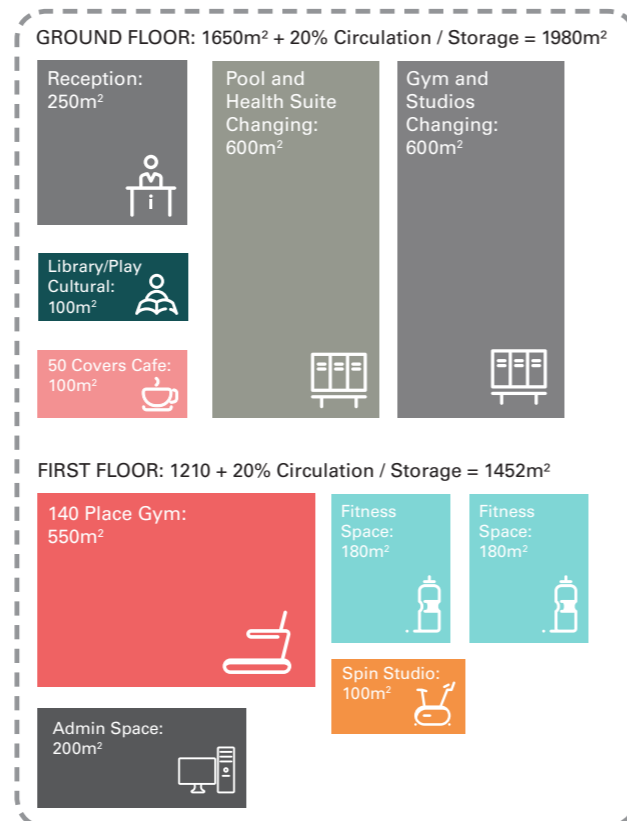
The Stallan-Brand report dated 25 April 2017 also assessed the overall ideal site area.

The conclusion of this exercise is that the footprint of the leisure centre building could be in the region of 5,500sqm.

Potential parking and external pitches have also been quantified adding a further 8500sqm of site area.

Note: Sport Scotland design advice has been consulted and where insufficient detail was available Sport England design advice has been used.

- 6 lane 50m Competition Standard swimming pool
- Smaller teaching pool
- Flumes (1-2)
- Benched Spectator Seating Area
- Wet and Dry Changing Village
- 140 Station Gym
- Spin Studio
- 2 Group Fitness Spaces
- 6 Court Sports Hall
- Health suite
- 4 floodlit outdoor 3G pitches
- Café space
- 200 car parking spaces, 10 parent and child spaces with landscaping
- Access road
- Multi-functional cultural space
- Interactive play area
- Small Library Space



### 13.0 Appendix 2: Theatre Brief Analysis

A high level exercise has been undertaken to explore the possibility of integrating the Eastwood Park Theatre in the proposed Eastwood Park development.

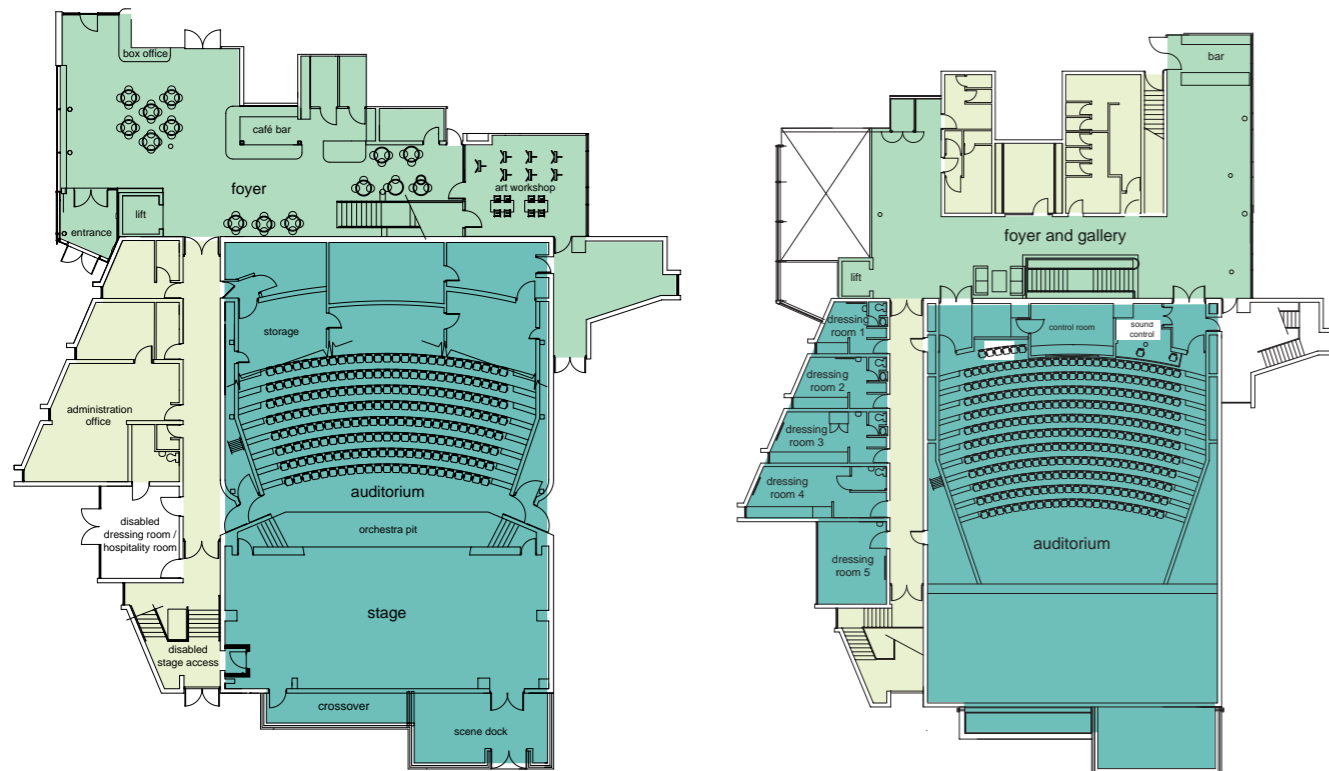
There would also be many opportunities for shared facilities and collaboration. Reception facilities could double as informal box offices and exercise studios doubling as rehearsal rooms are just a few examples of the possibilities.

The below diagrams indicate which spaces may be required in addition to the proposed brief, which spaces would only be partially required and which spaces would not be required and could be fulfilled by other areas.

These proposals are a high level review at this early stage and a full and detailed briefing exercise would be required to understand how the sharing of facilities would work in detail.

Additional brief area required = ~700sqm.

- Space fully provided by the primary brief - no additional space required
- Space partially provided by the primary brief - 50% of space required in addition to brief
- Space not provided by any of the primary brief - 100% of space required in addition to brief



Existing Eastwood Theatre Plans

### 13.0 Appendix 3: Peak Leisure Centre Comparison

A useful comparison is the Peak Leisure Centre in Stirling.

The building serves a population of around 40,000, similar to East Renfrewshire. The Peak has attracted around 8,000 members. East Renfrewshire has around 2,400 members involving a number of buildings.

The building Footprint is 6,920sqm and GIFA is 9,080sqm. This includes a curling rink and 3 sports halls each with 3 courts. The pool is a 25m pool.

This comparison lead to the proposal for 3 sports halls each with 3 courts in lieu of a single 6 court games hall. This could offer more flexibility in the sports use and the halls could be designed to allow multiple uses including theatre, conference and events with potential to increase capacity of all of these.

#### Areas

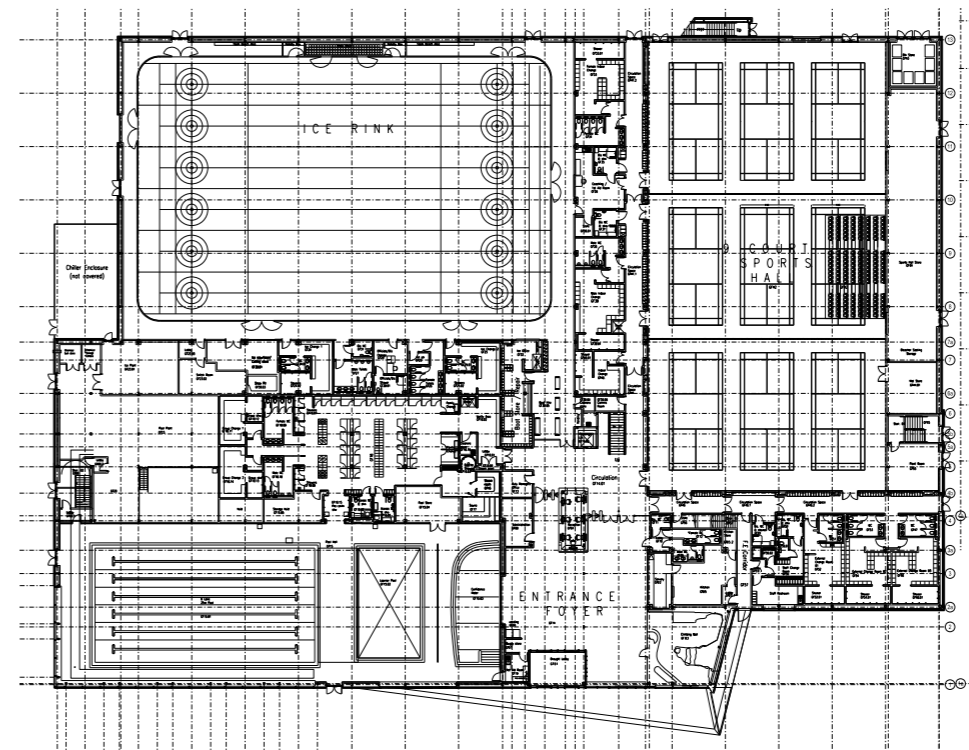
Building Footprint (incl ext walls): 7,000sqm  
 Ground Floor GIFA: 6,920 sqm  
 Upper Floor GIFA: 2,160sqm  
 Total GIFA: 9,080sqm

#### Ground Floor

25m pool  
 3 large sports halls  
 Climbing wall  
 Curling Rink Facilities (2,120sqm)

#### Upper Floor

Fitness Suite (Sport Scotland 400sqm)  
 Fitness Studios 3 no.  
 Pool Spectator Seating  
 Curling / Sports Spectator Seating



Ground Floor Plan, Peak Leisure Centre, Stirling



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EAST RENFREWSHIRE COUNCIL18 December 2019Report by Director of EnvironmentTHE EAST RENFREWSHIRE COUNCIL (WILLIAMWOOD & SOUTH GIFFNOCK) (ON-STREET) (WAITING AND LOADING) ORDER 2020**PURPOSE OF REPORT**

1. The purpose of the report is to recommend the Council approve the making and confirmation of "The East Renfrewshire Council (Williamwood & South Giffnock) (On-Street) (Waiting and Loading) Order 2020".

**RECOMMENDATIONS**

2. It is recommended that the Council approve the making and confirmation of "The East Renfrewshire Council (Williamwood & South Giffnock) (On-Street) (Waiting and Loading) Order 2020" and delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures.

**BACKGROUND**

3. The Council introduced Decriminalised Parking Enforcement (DPE) in April 2013 and became the Parking Authority for East Renfrewshire.

**REPORT**

4. A review of current restrictions was undertaken to assess the demands on the transport network taking into consideration changes to road layouts, increased volumes of vehicular and pedestrian traffic and associated road safety issues as a precursor to a formal consultation process and making of a new Order.

5. A formal consultation was carried out between 23 July and 23 August 2019 in compliance with "The Local Authorities' Traffic Orders (Procedure) Scotland Regulations 1999 (and subsequent amendments)". Letters were sent to 558 properties located directly adjacent to or within close proximity to a proposed restriction advising of the consultation, where drawings showing the proposals could be viewed and where any representations or objections could be sent. Police Scotland, emergency services and other organisations/persons likely to be affected by any provision in the order were notified individually of the proposals. Notice of the proposals was also published in the Evening Times newspaper and on the Council's website.

6. The key proposals in the Draft Order are summarised in the table in Appendix 1. The list is not comprehensive and the full proposals are contained within the Draft Order. Copies of the existing and Draft Orders are available in the Members' Library and on the [Council website](#). The main points of note are:-

- Introduction of 'No Waiting at Any Time' restrictions on Treemain Road and around the various road junctions within the residential area opposite Rouken Glen Park between Davieland Road, Rouken Glen Road and Ayr Road

- Introduction of a 3 hour limited waiting period and waiting & loading restrictions near the row of shops/businesses located on the Eastwoodmains Road near Williamwood train station
- Introduction of a 3 hour limited waiting period and waiting & loading restrictions near the Williamwood shops/businesses located at the Cathkin Drive/Seres Road junction
- Increase of the previous limited waiting period from 90 minutes to 3 hours on residential streets close to the Williamwood Train Station
- Introduction of “No Waiting at Any Time” restrictions on sections of Berryhill Road and Maryville Avenue, Giffnock
- Removal of superfluous restrictions on Mains Avenue/Dalserf Crescent, Giffnock

7. A total of 71 representations were received, 53 objected to or made representation raising concerns over one or more of the restrictions proposed, 12 were fully supportive of the proposals and the remaining 6 were enquiries only and generally in support of the restrictions proposed. A reply acknowledging receipt of each representation received was issued.

- The majority of objections, 27, related the proposed relaxation and/or removal of some of the existing restrictions from residential streets in the vicinity of the Williamwood train station and the Williamwood shops which are located at the corner of Cathkin Drive with Seres Road
- 12 objections or concerns raised were in relation to the proposed restrictions on Davieland Road and/or the residential streets opposite Rouken Glen Park between Davieland Road, Rouken Glen Road and Ayr Road
- The remainder of objections related to new restrictions proposed for roads such as Carrick Crescent and Berryhill Road where no restrictions currently exist and also on the subsequent loss of parking space available for commuters using the Whitecraigs Train station
- Following subsequent amendments made to the initial proposals, from the 53 objections /representations received, 23 were formally withdrawn and 3 were maintained. The remaining 27 did not advise if they wished to maintain or withdraw their objection /representation following notification of the subsequent amendments and their objections are therefore treated as objections outstanding in Appendix 2
- Appendix 2 of this report gives a summary of all objections received, comments on by the Roads Service on the objections and the proposed resolution for each

8. In accordance with the statutory procedures, none of the objections require the Council to hold a Hearing by an Independent Reporter.

## **FINANCE AND EFFICIENCY**

9. The financial implications of instigating 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 a requirement to renew / refresh lining and signing, update the Parking Attendants' hand held computers and carry out appropriate publicity. There will also be the standard maintenance costs associated with occasional renewal/refreshing of lining and signing when required, which is estimated to be in the region of approximately £1,000 every 8-10 years. All these requirements will be met from the Parking Account.

## **CONSULTATION**

11. Consultation with regards to this Order was undertaken between 23 July and 23 August 2019 and was carried out in compliance with "The Local Authorities' Traffic Orders (Procedure) Scotland Regulations 1999 (and subsequent amendments)". Police Scotland, emergency services and other organisations/persons likely to be affected by any provision in the Order were notified individually of the proposals. Notices of the proposals were also published in the local 'Eastwood Extra' newspaper.

## **PARTNERSHIP WORKING**

12. The Council's parking enforcement is a joint working arrangement between Roads & Transportation Services and Corporate & Community Services. The Service departments have worked closely on the preparation of the draft Traffic Regulation Order to ensure that the new restrictions can be readily enforced and incorporated into the work programme.

## **IMPLICATIONS OF THE PROPOSALS**

13. Introduction of new and/or amended on-street waiting and loading restrictions within the Williamwood and South Giffnock areas.

14. There will be no property, IT, equalities or sustainability implications arising from the proposals.

## **CONCLUSIONS**

15. "The East Renfrewshire Council (Williamwood & South Giffnock) (On-Street) (Waiting and Loading) Order 2020", introducing new and/or amended on-street waiting and loading restrictions in the Williamwood and South Giffnock areas, will balance the demands on the transport network taking into consideration changes to road usage, volumes of vehicular and pedestrian traffic and associated road safety issues.

## **RECOMMENDATIONS**

16. It is recommended that the Council approve the making and confirmation of "The East Renfrewshire Council (Williamwood & South Giffnock) (On-Street) (Waiting and Loading) 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, Parking Coordinator, Tel: 0141 577 3417, e-mail address: [parking@eastrenfrewshire.gov.uk](mailto:parking@eastrenfrewshire.gov.uk)

November 2019

## **BACKGROUND PAPERS**

East Renfrewshire Council Local Transport Strategy 2008-2011

- Section 12.5

The East Renfrewshire Council (Williamwood Area) (Waiting and Loading) (Consolidation) Order 2013

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**APPENDIX 1**  
**SUMMARY OF KEY PROPOSALS**

<b>WILLIAMWOOD AND SOUTH GIFFNOCK AREAS</b>		
<b>LOCATION</b>	<b>EXISTING RESTRICTION</b>	<b>PROPOSED NEW AND/OR AMENDED RESTRICTION</b>
<b>Arran Drive</b>	None	'No waiting at any time' at junction with Berryhill Road
<b>Ayr Road</b>	None	'No waiting at any time' on approach/exit to/from Eastwood Toll and at its junctions with Norwood Drive, Langtree Avenue and Treemain Road.
<b>Berryhill Drive</b>	None	'No waiting at any time' at junction with Berryhill Road
<b>Berryhill Road</b>	None	'No waiting at any time' at various junctions and at the brow of the hill adjacent to the footway access leading to Eastwood Park complex.
<b>Broomley Drive</b>	None	'No waiting at any time' at junction with Eastwoodmains Road
<b>Carrick Crescent</b>	'No waiting at any time' at the eastern most junction with Eastwoodmains Road	'No waiting at any time' at the western most junction with Eastwoodmains Road
<b>Cathkin Drive</b>	None	'No waiting and no loading at any time' at junction with Seres Road. 'No waiting at any time' at junctions with Moraine Drive and Struma Drive. Waiting limited to 3 hours on north side of road. 'No waiting 8am-6pm Monday to Saturday' on south side of road between Seres Road and Moraine Drive
<b>Dalsarf Crescent</b>	'No waiting at any time' at junction with Mains Avenue	Removal of existing restrictions at junction with Mains Avenue
<b>Davieland Road</b>	None	'No waiting at any time' at side road junctions and bend in the road.
<b>Dorian Drive</b>	Waiting limited to 1 hours on both sides of road	Waiting limited waiting increased to 3 hours on both sides of road
<b>Drumby Crescent</b>	None	'No waiting at any time' from its junction with Eastwoodmains Road to beyond the access to the Clarkston Health Centre
<b>Eastwoodmains Road</b>	'No waiting at any time and no loading 8:15am-9:30am & 4:15pm-6pm Mon-Fri' on approach/exit to/from Eastwood Toll	'No waiting at any time' on approach/exit to/from Eastwood Toll and from Broomley Drive to and including its junction with Seres Road/Drumby Crescent
<b>Etive Drive</b>	No waiting Mon-Sat 8am-6pm and no loading 8:15am-9:15am & 4:15pm-6pm Mon-Fri' at its junction with Eastwoodmains Road	'No waiting and no loading at any time' at its junction with Eastwoodmains Road 'No waiting 8am-6pm Monday to Saturday' on a section of the northwest side of the road
<b>Fenwick Place</b>	'No waiting at any time and no loading 8:15am-9:30am & 4:15pm-6pm Mon-Fri' at its junction with Eastwoodmains Road	No waiting at any time' at its junction with Eastwoodmains Road
<b>Fenwick Road</b>	None	'No waiting at any time' on approach/exit to/from Eastwood Toll
<b>Greenhill Avenue</b>	No Waiting at any time at its junction with Eastwoodmains Road and along a section of one side of the road	No change
<b>Hathaway Drive</b>	None	'No waiting at any time' at junction with Berryhill Road
<b>Langtree Avenue</b>	None	'No waiting at any time' around all it junctions

<b>Lothian Drive</b>	No waiting at any time at its junction with Seres Road & Waiting limited to 1 hours on a section of both sides of the road	'No waiting at any time' at its junction with Seres Road & Waiting limited waiting increased to 3 hours on both sides of road
<b>Lynton Avenue</b>	None	'No waiting at any time' around all it junctions
<b>Mains Avenue</b>	'No waiting at any time' from Eastwoodmains Road to beyond its junction with Glenburn Road and a section of limited parking for upto 30 minutes opposite the businesses near the junction with Eastwoodmains Road	Removal of existing restrictions to a point before its junction with Dalserf Avenue and removal of the limited waiting restriction enabling unrestricted parking.
<b>Maryville Avenue</b>	None	'No waiting at any time' around all it junctions and along the eastern side of the road.
<b>Maryville Gardens</b>	None	'No waiting at any time' around it junction with Maryville Avenue
<b>Milverton Road</b>	None	'No waiting at any time' around all it junctions
<b>Moraine Drive</b>	None	'No waiting at any time' around its junction with Cathkin Drive
<b>Norwood Drive</b>	None	'No waiting at any time' around all it junctions
<b>Rockburn Drive</b>	Waiting and loading restrictions at its junction with Seres Road and Waiting limited to 1 hours on both sides of road	'No waiting at any time' at junction with Seres Road. 'No waiting at any time' at junctions with Struma Drive. Limited waiting increased to 3 hours on north side of road. 'No waiting 8am-6pm Monday to Saturday' on south side of road
<b>Rouken Glen Road</b>	None	'No waiting at any time' on approach/exit to/from Eastwood Toll to a point beyond the access to the Eastwood Park complex 'No waiting at any time' around its junction with Davieland Road
<b>Seres Court</b>	None	'No waiting at any time' on the access road
<b>Seres Drive</b>	None	'No waiting and no loading at any time' at its junction with Seres Road and 'No waiting at any time' on a further sections of the road
<b>Seres Road</b>	Waiting and loading restrictions from its junction with Eastwoodmains Road to and beyond Cathkin Drive	'No waiting and no loading at any time' at its junctions with Cathkin Drive and Seres Drive Limited waiting for up to 3 hours to the front of the shops/businesses 'No waiting at any time' from its junction with Eastwoodmains Road to Seres Drive
<b>Struma Drive</b>	Waiting limited to 1 hour between its junctions with Dorian Drive and Rockburn Drive	'No waiting at any time' around its junctions with Dorian Drive, Rockburn Drive and Cathkin Drive and removal of the limited waiting restriction
<b>Sutherland Drive</b>	Waiting and loading restrictions at its junction with Eastwoodmains Road	'No waiting at any time' at its junction with Eastwoodmains Road
<b>Torrington Avenue</b>	None	'No waiting at any time' around all it junctions
<b>Treemain Road</b>	None	'No waiting at any time' around all it junctions and along extended lengths of the road where parking causes extreme difficulties for residents accessing driveways.

Note: The above list is not comprehensive; the full proposals are contained within the Draft Order.  
A copy of the Existing and Draft Orders are Available in the Members Library and on the Council Website.

**APPENDIX 2  
WILLIAMWOOD & SOUTH GIFFNOCK  
SUMMARY OF REPRESENTATIONS**

<b>TYPE</b>	<b><u>Relates to (road)</u></b>	<b><u>Summary of Representation received</u></b>	<b><u>Comments on representations received</u></b>	<b><u>Proposed Resolution</u></b>	<b>OBJECTION STATUS following notification of amendments</b>
<b>OBJECTION</b>	Carrick Crescent	Loss of parking space for residents of both Carrick Crescent and Eastwoodmains Road who rely on parking on Carrick Crescent if restrictions are introduced on Carrick Crescent.	The restrictions would reduce the limited available on-street parking space which is already inadequate for the current demand.	Remove all proposals for Carrick Crescent with the exception of the first 5 metres from the junction with Eastwoodmains Road to facilitate the safe negotiation of the junction in and out of the street.	<b>WITHDRAWN</b>
<b>OBJECTION</b>	Berryhill Road	Concerned at loss of the only on-street parking available adjacent to the residents property if restrictions on Berryhill Road are introduced.	The restrictions would remove the only available on-street parking close to the residents' property which would cause parking difficulties for visitors to the property.	Removing a length of restrictions on the east side of the road to enable some on-street parking for visitors as there is no alternative on-street parking available in close proximity to the property.	<b>WITHDRAWN</b>
<b>OBJECTION</b>	Carrick Crescent	Loss of parking space for residents of both Carrick Crescent and Eastwoodmains Road who rely on parking on Carrick Crescent if restrictions are introduced on Carrick Crescent.	The restrictions would reduce the available on-street parking space which is already insufficient for the current demand.	Remove all proposals for Carrick Crescent with the exception of the first 5 metres from the junction with Eastwoodmains Road to facilitate the safe negotiation of the junction in and out of the street.	<b>Outstanding *</b> (see note at end of table)
<b>OBJECTION</b>	Milverton Road	Does not consider restrictions on Milverton Road are necessary.	The restrictions proposed will improve safety for all road users at this location whilst still providing parking spaces.	Reduced the extent of restriction on the west side of the road at the lane access midway along the road, to 5 metres either side instead of 10 metres.	<b>Outstanding *</b>
<b>OBJECTION</b>	Norwood Drive	Representation has been submitted on behalf of his elderly neighbours who are concerned about the loss of parking space adjacent to their property if restrictions are introduced on Norwood Drive which is a 'very quiet street'.	Whilst it is not considered that the restrictions will cause any adverse impact on parking provision in the vicinity, the restrictions to the front of the property can be removed without compromising the safe use of the junction opposite.	Remove the proposed 'No Waiting at Any Time' restriction from the north side of Norwood Drive adjacent to No's 26 & 28 but retain those around the junction with Torrington Avenue in order to facilitate and ensure safe vehicular movements in and out of the junction.	<b>WITHDRAWN</b>

<p><b>OBJECTION</b></p>	<p>Roads around Williamwood &amp; Whitecraigs Station</p>	<p>Strongly objects to any restrictions which will make it even more difficult for commuters living too far from train stations to walk, who therefore have to drive and park their vehicles on streets near train stations while commuting into Glasgow.</p>	<p>The proposed restrictions near Williamwood Station would increase unrestricted on-street parking on these roads to the benefit of commuters using the train station. However, following representations received from others the proposals may revert back to limited waiting.</p>	<p>Increase the existing 1 hour limited waiting period to 3 hours over the same lengths of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.</p>	<p><b>Outstanding *</b></p>
<p><b>OBJECTION</b></p>	<p>Dorian Drive</p>	<p>Objects to the restrictions proposed on Dorian Drive due to the 'potential conflict between parked (commuter) vehicles and Fire Service vehicles speeding along the road en-route to an emergency.</p>	<p>The proposed restrictions would prohibit parking on one side of the street, between the Fire Station and Struma Drive, from 8am - 6pm Mon - Sat ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which is often raised as a concern by residents. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the times of 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Dorian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time.</p>	<p>Increase the existing 1 hour limited waiting period to 3 hours over the same lengths of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.</p>	<p><b>WITHDRAWN</b></p>
<p><b>REPRESENTATION</b></p>	<p>Berryhill Road</p>	<p>Believes restrictions on Berryhill Road should extend along the entire length for reasons of safety. The section where restrictions have been omitted i.e. 50m length on east side of the road between Fenwick Road and entrance to Berryhill Court, will cause a bottleneck and danger to other drivers.</p>	<p>Parking on this straight section of Berryhill Road, with clear visibility ahead in both directions, will not adversely impact any motorist driving responsibly and with due care and attention to the surrounding road conditions.</p>	<p>No change to the proposals at this specific location on Berryhill Road.</p>	<p><b>Outstanding *</b></p>
<p><b>REPRESENTATION</b></p>	<p>Dorian Drive / Rockburn Drive</p>	<p>Believes removal of the current parking restrictions in Dorian Drive and Rockburn Drive will result in irresponsible parking on these roads, by train travellers using Williamwood station impacting the residents during the day as there may be no available parking spaces on the road for the residents or their visitors.</p>	<p>The proposed restrictions would prohibit parking on one side of the street, between the Fire Station and Struma Drive, from 8am - 6pm Mon - Sat ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which is often raised as a concern by residents. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the times of 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Dorian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time.</p>	<p>Discard the new restrictions proposed for Dorian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.</p>	<p><b>Outstanding *</b></p>



<b>OBJECTION</b>	Carrick Crescent	Loss of parking space for residents of both Carrick Crescent and Eastwoodmains Road, who also rely on parking on Carrick Crescent.	The restrictions would reduce the available on-street parking space which is already insufficient for the current demand.	Remove all proposals for Carrick Crescent with the exception of the first 5 metres from the junction with Eastwoodmains Road to facilitate the safe negotiation of the junction in and out of the street.	<b>WITHDRAWN</b>
<b>REPRESENTATION</b>	Davieland Road	Concerned that the introduction of new restrictions on Davieland Road will result in the displacement of parking to the road in front of his property making it difficult to safely access his driveway if vehicle park too close to the edge of the driveway.	Whilst it is not considered that the restrictions will cause any change to the current parking taking place on Davieland Road adjacent to the property, it is acknowledge that due to the vertical alignment of the road, consideration could be given to including appropriate measures to improve safety for vehicle exiting the driveways at this location.	Install an access protection marking (bar marking) across the driveways at No' 24 & 26, as part of the TRO lining installation works. i.e. No charge to resident for bar marking installation.	<b>Outstanding *</b>
<b>REPRESENTATION</b>	Davieland Road	Concerned that the introduction of new restrictions on Davieland Road will result in the displacement of parking to the road in front of his property making it difficult to safely access his driveway if vehicle park too close to the edge of the driveway.	Whilst it is not considered that the restrictions will cause any change to the current parking taking place on Davieland Road adjacent to the property, it is acknowledge that due to the vertical alignment of the road, consideration could be given to including appropriate measures to improve safety for vehicle exiting the driveways at this location.	Install an access protection marking (bar marking) across the driveways at No' 24 & 26, as part of the TRO lining installation works. i.e. No charge to resident for bar marking installation.	<b>Outstanding *</b>
<b>OBJECTION</b>	Lothian Drive	Objects to the proposed Sch. 3 Restriction on Lothian Drive.	The proposed restrictions would prohibit parking on one side of the street, between Seres Road and Morvien Drive, during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which has often raised as a concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the times of 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Lothian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time.	Discard the new restrictions proposed for Lothian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.	<b>WITHDRAWN</b>
<b>OBJECTION</b>	Dorian Drive	Objects to proposed unrestricted parking on one side of the road as this will allow any driver to park in the street making it difficult for residents to park. Parked vehicles will also obstruct visibility for vehicles exiting driveways.	The proposed restrictions would prohibit parking on one side of the street, between the Fire Station and Struma Drive, from 8am - 6pm Mon - Sat ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which is often raised as a concern by residents. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the times of 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Dorian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides	Discard the new restrictions proposed for Dorian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.	<b>WITHDRAWN</b>

			of the street at the same time.		
<b>REPRESENTATION</b>	Carrick Crescent	Concerned that the reduction in parking space may result in vehicles parking across front of driveway.	The restrictions would reduce the available on-street parking space which is already insufficient for the current demand.	Remove all proposals for Carrick Crescent with the exception of the first 5 metres from the junction with Eastwoodmains Road to facilitate the safe negotiation of the junction in and out of the street.	<b>Outstanding *</b>
<b>REPRESENTATION</b>	Struma Drive	Repeat of consultation 2 years ago. Current parking situation and learner drivers is 'an accident waiting to happen'. Visitors cannot park near her home.	It is not anticipated the restrictions will impact parking in the vicinity of Struma Drive. The proposals, and subsequent amendments to the proposals, if approved, will ensure a turn-over a parking space on Seres Road and Cathkin Drive for visitors to the businesses as well as increasing the permitted waiting period from 1 hour to 3 hours on the roads close to the businesses and the train station thus reducing the need for displacement of parking further along the road or into adjacent side streets.	Changes to the proposals as detailed.	<b>Outstanding *</b>
<b>OBJECTION</b>	Eastwoodmains Road	Restrictions will discourage shoppers from parking to use the Williamwood shops on Eastwoodmains Road.	It is not anticipated the restrictions will adversely impact parking in the vicinity. The proposed limited waiting period of 90 minutes for parking on the service road directly outside the shops will ensure a turn-over of parking space for shoppers and prevent all day parking by commuters using the nearby Williamwood train station. The restrictions on the junctions at either end of the service road are necessary to prohibit inconsiderate and dangerous parking and to ensure the junctions can be safely used as intended by all road users.	To align with the amendments now proposed to parking adjacent to the Seres Road/Cathkin Drive shops and nearby the side streets, the limited waiting period to be increased from the previously suggested 90 minutes waiting period to 3 hours.	<b>WITHDRAWN</b>
<b>OBJECTION</b>	Dorian Drive	Objects to vehicles parking on Dorian Drive. Does not believe that restricting parking on one side of the road will ease the flow of traffic.	The proposed restrictions would prohibit parking on one side of the street, between the Fire Station and Struma Drive, from 8am - 6pm Mon - Sat ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which is often raised as a concern by residents. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the times of 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Dorian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time.	Discard the new restrictions proposed for Dorian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.	<b>WITHDRAWN</b>
<b>OBJECTION</b>	Carrick Crescent	Loss of parking space for residents of both Carrick Crescent and Eastwoodmains Road, who also rely on parking on Carrick Crescent.	The restrictions would reduce the available on-street parking space which is already insufficient for the current demand.	Remove all proposals for Carrick Crescent with the exception of the first 5 metres from the junction with Eastwoodmains Road to facilitate the safe negotiation of the junction in and out of the street.	<b>Outstanding *</b>
<b>OBJECTION</b>	Maryville Avenue	Suggests that Maryville Avenue restrictions should apply for full length of both sides of the road	There is an acknowledged demand for parking on Maryville Avenue, specifically when there is a service or function being held in the nearby Giffnock Synagogue. The restrictions proposed will facilitate some parking on Maryville Avenue close to the synagogue without compromising the safe flow of through traffic.	None specifically in relation to this objection.	<b>MAINTAINED</b>

<b>OBJECTION</b>	Carrick Crescent	Loss of parking space on Carrick Crescent.	The restrictions would reduce the available on-street parking space which is already insufficient for the current demand.	Remove all proposals for Carrick Crescent with the exception of the first 5 metres from the junction with Eastwoodmains Road to facilitate the safe negotiation of the junction in and out of the street.	<b>Outstanding *</b>
<b>OBJECTION</b>	ALL	Would like to understand the rationale behind the proposals suggested. Objection is that for a Council which regularly complains about a lack of money, spend of this nature gives no positive gain and is not credible. A second objection is that painting double yellow lines round all the road corners in a conservation area is not a positive move towards preserving conservation.	The restrictions proposed will benefit road safety for all road users by restricting parking where it is potentially dangerous to do so and is merely reflecting the guidance given in the Highway Code, which every driver is obliged to comply with.	None specifically in relation to this objection.	<b>Outstanding *</b>
<b>OBJECTION</b>	Lothian Drive	Loss of parking space for residents where there is currently no parking problems.	The proposed restrictions would prohibit parking on one side of the street, between Seres Road and Morven Drive, during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which has often raised as a concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the times of 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Lothian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time.	Discard the new restrictions proposed for Lothian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.	<b>Outstanding *</b>
<b>OBJECTION</b>	Dorian Drive	Proposal would create a parking lane on one side of the road. Current restrictions work perfectly well.	The proposed restrictions would prohibit parking on one side of the street, between the Fire Station and Struma Drive, from 8am - 6pm Mon - Sat ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which is often raised as a concern by residents. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the times of 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Dorian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time.	Discard the new restrictions proposed for Dorian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.	<b>WITHDRAWN</b>

<p><b>OBJECTION</b></p>	<p>Rockburn Drive</p>	<p>There will be a loss of amenity to residents as there will be nowhere for their visitors, tradesmen or delivery vehicles to park. There is a stretch of pavement alongside the fire station wall proposed for a Schedule 2 restriction, i.e. no parking at any time. There are no houses bordering this area and so long as sufficient space is left for pedestrians crossing and vehicle exit to Seres Road, then 4 or 5 much needed parking spaces could be provided.</p>	<p>The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.</p>	<p>Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.</p>	<p><b>WITHDRAWN</b></p>
<p><b>REPRESENTATION</b></p>	<p>Dorian Drive</p>	<p>Parking restrictions were originally put in place at the request of residents to stop all day parking (By train travellers) and the removal of the restrictions would be a backward move.</p>	<p>The proposed restrictions would prohibit parking on one side of the street, between the Fire Station and Struma Drive, from 8am - 6pm Mon - Sat ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which is often raised as a concern by residents. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the times of 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Dorian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time.</p>	<p>Discard the new restrictions proposed for Dorian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.</p>	<p><b>Outstanding *</b></p>
<p><b>OBJECTION</b></p>	<p>Milverton Road</p>	<p>Objects to restrictions adjacent to their property.</p>	<p>Whilst the restrictions merely reflect the guidance given in the Highway Code, the restrictions to the front of the residents' property can be removed without compromising the safe use of the adjacent junction.</p>	<p>Remove the proposed 'No Waiting at Any Time' restriction on the south side of the road at the junction of Lynton Avenue with Milverton Road.</p>	<p><b>WITHDRAWN</b></p>
<p><b>OBJECTION</b></p>	<p>Treemain Road</p>	<p>Objects to the parking space between No. 3 and 8 Treemain Road as is will severely obscure views for residents reversing out their drives and will cause a chicane effect which would be better left clear of parked vehicles. It will also block access for refuge vehicles.</p>	<p>The restrictions will reduce the available on-street parking space.</p>	<p>Restrictions to be increased to prohibit parking at this location.</p>	<p><b>WITHDRAWN</b></p>

<p><b>REPRESENTATION</b></p>	<p>Cathkin Drive</p>	<p>Parks on road at driveway because of difficulty seeing when exiting driveway due to neighbours 6ft high hedge. If restrictions were to go ahead can a disabled bay be installed. (Blue Badge holder)</p>	<p>There are no restrictions proposed adjacent to this property. The proposed restrictions would permit waiting adjacent the shops on Cathkin Drive for up to 90 minutes and prohibit waiting or loading at any time at the junction of Cathkin Drive with Seres Road. There would be a prohibition of waiting on the south side of the street from the 'No Waiting and No Loading' restriction to Moraine Drive from 8am – 6pm Mon – Sat and unrestricted waiting on all other lengths of Cathkin Drive. The road width of Cathkin Drive is insufficient to safely facilitate parking on both sides of the street at the same time and still facilitate through traffic.</p>	<p>Retain the proposed restrictions around the junction of Cathkin Drive with Seres Road. Increase the proposed limited waiting period on Cathkin Drive and Seres Road to 3 hours and extend this a further 35m along the north side of Cathkin Drive toward its junction with Struma Drive. Retain the proposed restriction on the south side of Cathkin Drive and the restrictions around the junctions of Cathkin Drive with Moraine drive and Struma Drive.</p>	<p><b>Outstanding *</b></p>
<p><b>OBJECTION</b></p>	<p>Rockburn Drive</p>	<p>Rockburn Drive will become a car park for Williamwood Station. Outwith the restrictions non-residents cars will be parked on both sides of the street. Will place the residents of Rockburn Drive and their properties in danger.</p>	<p>The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.</p>	<p>Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.</p>	<p><b>WITHDRAWN</b></p>
<p><b>OBJECTION</b></p>	<p>Rockburn Drive</p>	<p>Submitted a counter proposal to permit 90 min parking Mon-Sat 9am - 5pm and extend the length to near the junction with Seres Rd.</p>	<p>The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.</p>	<p>Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.</p>	<p><b>WITHDRAWN</b></p>

<p><b>OBJECTION</b></p>	<p>Norwood Drive</p>	<p>Does not consider the restrictions at the junction of Norwood Drive with Torrington Avenue are necessary and a waste of money - both for installation and future maintenance.</p>	<p>Whilst it is not considered that the restrictions will cause any adverse impact on parking provision in the vicinity, the restrictions to the front of the residents' property can be removed without compromising the safe use of the junction opposite.</p>	<p>Remove the proposed 'No Waiting at Any Time' restriction from the north side of Norwood Drive adjacent to No's 26 &amp; 28 but retain those around the junction with Torrington Avenue in order to facilitate and ensure safe vehicular movements in and out of the junction.</p>	<p><b>Outstanding *</b></p>
<p><b>OBJECTION</b></p>	<p>Milverton Road</p>	<p>Objects to restrictions adjacent to their property.</p>	<p>Whilst the restrictions merely reflect the guidance given in the Highway Code, the restrictions to the front of the residents' property can be removed without compromising the safe use of the adjacent junction.</p>	<p>Remove the proposed 'No Waiting at Any Time' restriction on the south side of the road at the junction of Lynton Avenue with Milverton Road.</p>	<p><b>WITHDRAWN</b></p>
<p><b>OBJECTION</b></p>	<p>Rockburn Drive</p>	<p>Submitted a counter proposal to permit 90 min parking Mon-Sat 9am - 5pm and extend the length to near the junction with Seres Rd.</p>	<p>The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.</p>	<p>Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.</p>	<p><b>WITHDRAWN</b></p>
<p><b>REPRESENTATION</b></p>	<p>Rockburn Drive</p>	<p>Restrictions would increase all day parking on one side of the street and on both sides in the evening. Difficulty for residents using their driveways due to parked cars.</p>	<p>The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.</p>	<p>Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.</p>	<p><b>Outstanding *</b></p>

<p><b>OBJECTION</b></p>	<p>Lothian Drive</p>	<p>The current Parking/ Waiting restrictions are already overly restrictive. Lothian Drive is a quiet residential road which is one of the widest in the area, approximately 1m wider than most. With current parking on both sides of the road, cars, HGV's, delivery vehicles, emergency services etc. have never had an issue with access or flow. Increases the risk of speeding and accident if no parked vehicles.</p>	<p>The proposed restrictions would prohibit parking on one side of the street, between Seres Road and Morvien Drive, during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which has often raised as a concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the times of 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Lothian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time.</p>	<p>Discard the new restrictions proposed for Lothian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.</p>	<p><b>WITHDRAWN</b></p>
<p><b>OBJECTION</b></p>	<p>Rockburn Drive</p>	<p>Concerned that the restrictions will permit all day parking by commuters and will allow parking on both sides of the road in the evenings causing access problems for emergency vehicles. Also difficulties caused by parked vehicles when trying to access driveways.</p>	<p>The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.</p>	<p>Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.</p>	<p><b>Outstanding *</b></p>
<p><b>OBJECTION</b></p>	<p>Berryhill Road</p>	<p>Drivers who regularly park on Berryhill Road near to Fenwick Road would have the opportunity to park on the unrestricted length (indicated as having no yellow lines) on the East side of the road. Cars would be parked on existing service manholes and fire hydrant and would obstruct sight line visibility for vehicles exiting Hutchison Court.</p>	<p>Currently vehicles can park on any part of Berryhill Road. The restrictions would limit the extent of road available for parking. The visibility sightlines for vehicles exiting Hutchison Court exceeds the guidelines for the respective road category and would not be compromised by vehicles parking within the permitted area.</p>	<p>No change to the proposals at this specific location on Berryhill Road.</p>	<p><b>Outstanding *</b></p>
<p><b>REPRESENTATION</b></p>	<p>Cathkin Drive / Seres Rd</p>	<p>Feels that her customers will have to walk a distance further up the road from her business where there are no restrictions. She will not be able to park outside her business.</p>	<p>The proposed restrictions would permit waiting adjacent the shops on Cathkin Drive for up to 90 minutes and prohibit waiting or loading at any time at the junction of Cathkin Drive with Seres Road. There would be a prohibition of waiting on the south side of the street from the 'No Waiting and No Loading' restriction to Moraine Drive from 8am – 6pm Mon – Sat and unrestricted waiting on all other lengths of Cathkin Drive.</p>	<p>Retain the proposed restrictions around the junction of Cathkin Drive with Seres Road. Increase the proposed limited waiting period on Cathkin Drive and Seres Road to 3 hours and extend this a further 35m along the north side of Cathkin Drive</p>	<p><b>Outstanding *</b></p>

				toward its junction with Struma Drive. Retain the proposed restriction on the south side of Cathkin Drive and around the junctions of Cathkin Drive with Moraine drive and Struma Drive.	
<b>OBJECTION</b>	Rockburn Drive	The residents are right to be very concerned that their streets are to be turned into a park and ride for Williamwood Station. The introduction of marked bays on several streets and lifting of restrictions will remove immediately the residential nature of these streets and instantly create all day car parks.	The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.	Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.	<b>Outstanding *</b>
<b>REPRESENTATION</b>	Rockburn Drive	Retain current restrictions but extend the limited parking extents towards Seres Rd to provide space for an additional 6/7 vehicles.	The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.	Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.	<b>Outstanding *</b>
<b>OBJECTION</b>	Rockburn Drive	Proposals will encourage a lot more people who do not live in the drive to park all day while they take another mode of transport to go to work. This could cause a lot of problems for the residents of Rockburn Drive with getting in and out of their driveways.	The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.	Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.	<b>Outstanding *</b>



<p><b>OBJECTION</b></p>	<p>Torrington Avenue</p>	<p>Believes Torrington Ave should have restrictions to parking along one side similar to Treemain Road.</p>	<p>Torrington Ave is a much wider road than Treemain Road and can comfortably accommodate parking on both sides whilst still facilitating through traffic.</p>	<p>None specifically in relation to this objection.</p>	<p><b>WITHDRAWN</b></p>
<p><b>OBJECTION</b></p>	<p>Berryhill Road &amp; Drive</p>	<p>Objects to restrictions near their property. The proposals will not prevent drop-offs and pickups at the brow of the hill on Berryhill Road at school start/end times.</p>	<p>The restrictions will prohibit vehicles at any time but will allow for drop-off / pick -ups for periods no longer than 10 minutes only. Relaxation of the restrictions over a short length of Berryhill Road could be considered near the Berryhill Drive junction.</p>	<p>Remove a section of restriction on the west side of Berryhill Road, between Egildia Avenue northwards to a point 10 metres before the junction of Berryhill Drive.</p>	<p><b>Outstanding *</b></p>
<p><b>OBJECTION</b></p>	<p>Cathkin Drive</p>	<p>All day parking outside her business prevents customers from parking close. Does not think the 90 minutes permitted parking is long enough for her and other businesses customers. Thinks 3 hours permitted parking should be introduced.</p>	<p>The proposed restrictions would permit waiting adjacent the shops on Cathkin Drive for up to 90 minutes and prohibit waiting or loading at any time at the junction of Cathkin Drive with Seres Road. There would be a prohibition of waiting on the south side of the street from the 'No Waiting and No Loading' restriction to Moraine Drive from 8am – 6pm Mon – Sat and unrestricted waiting on all other lengths of Cathkin Drive.</p>	<p>Retain the proposed restrictions around the junction of Cathkin Drive with Seres Road. Increase the proposed limited waiting period on Cathkin Drive and Seres Road to 3 hours and extend this a further 35m along the north side of Cathkin Drive toward its junction with Struma Drive. Retain the proposed restriction on the south side of Cathkin Drive and the restrictions around the junctions of Cathkin Drive with Moraine drive and Struma Drive.</p>	<p><b>WITHDRAWN</b></p>
<p><b>OBJECTION</b></p>	<p>Rockburn Drive</p>	<p>Thinks the 'No Waiting 8am - 6pm Mon - Sat' restrictions should be amended to permit waiting for up to 90 minutes.</p>	<p>The proposed restrictions would prohibit parking on one side of the street during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which the residents have raised as a main concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with the working day unrestricted parking would be permitted on both sides of the road, as is the current arrangements, although in the evening there is significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. It would be inappropriate to retain the existing restrictions on Rockburn Drive which invites parking to take place on both sides of the street at the same time, anytime of the day due to the road width being insufficient to safely facilitate through traffic if parking occurs in this way.</p>	<p>Retaining the proposed 'No Waiting 8am - 6pm Mon - Sat' restriction on the south side of Rockburn Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc. Extend the limited waiting section towards the Seres Road junction to increase the parking space available.</p>	<p><b>WITHDRAWN</b></p>
<p><b>OBJECTION</b></p>	<p>Davieland Road</p>	<p>Objection to the 'No Waiting at Any Time' restrictions at the corner where their property stands.</p>	<p>The restrictions will prohibit parking within 10 metres of the junction, in line with the guidance given in the Highway Code. There will still remain ample on-street parking available along the frontage of the property, both on Davieland Road and Norwood Drive, out with the junction restrictions.</p>	<p>None specifically in relation to this objection.</p>	<p><b>Outstanding *</b></p>

<b>REPRESENTATION</b>	Dorian / Lothian / Cathkin Drive	People with cars, using Williamwood Station to travel to Glasgow, would leave their vehicles in the advisory bay markings, most / all of the day thus making them effectively Park & Ride areas of the highway. Suggests Permits for residents parking only should be provided.	The proposed restrictions would prohibit parking on one side of the street, between the Fire Station and Struma Drive, from 8am - 6pm Mon - Sat ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which is often raised as a concern by residents. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Dorian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time. ERC does not operate any permit parking in the Council area.	Discard the new restrictions proposed for Dorian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.	<b>Outstanding *</b>
<b>OBJECTION</b>	Lothian Drive	Wishes for the current restrictions on Lothian Drive to remain. The proposed restrictions would result in vehicles parking across the road from their property to the inconvenience of their neighbours and possible neighbour disputes.	The proposed restrictions would prohibit parking on one side of the street, between Seres Road and Morvien Drive, during the working day ensuring unrestricted through access for all vehicles, including the Fire Service vehicles which has often raised as a concern. Unrestricted parking on the opposite side of the road would be permitted at any time for all road users, including resident and their visitors. Out with 8am - 6pm Mon - Sat unrestricted parking would be permitted on both sides of the road, as is the current arrangement. In the evening there is likely to be significantly less demand for on-street parking by commuters using the nearby Williamwood train station. The marked parking bays would be suitably positioned far enough away from the edge of each driveway to ensure parked vehicles did not interfere with access to/ from the driveways. The road width of Lothian Drive is sufficient to safely facilitate through traffic if parking takes place on both sides of the street at the same time.	Discard the new restrictions proposed for Lothian Drive and increase the existing 1 hour limited waiting period to 3 hours over the same length of road covered at present to facilitate longer parking for residents, their visitors and visitors to local businesses etc.	<b>Outstanding *</b>
<b>OBJECTION</b>	Torrington Avenue	Welcomes proposed restrictions on Davieland Road but questions why 'nothing is being done concerning the inconsiderate parking on Torrington Avenue – in particular between Davieland Road and Treemain Road.' Also questions why they are not being treated in the same way as The Loaning which had exactly the same issues.	Torrington Avenue is considerably wider than The Loaning and can comfortably accommodate parking on both sides of the road whilst still providing adequate room for through traffic.	None specifically in relation to this objection.	<b>MAINTAINED</b>
<b>OBJECTION</b>	Seres Road	Thinks the restrictions should extend further along Seres Road to the front of their property to facilitate access to / from their driveway.	The restrictions have been terminated at a location considered appropriate to address the current parking issues and the resultant impact the new restrictions would have. Legislation relating to the promotion of Traffic Orders for the introduction of new or amended waiting and loading restrictions does not permit any increase in severity of the restrictions presented for formal consultation otherwise the whole process would have to be recommenced from the start.	None specifically in relation to this objection.	<b>MAINTAINED</b>
<b>OBJECTION</b>	Davieland Road	Concerned at the loss of unrestricted parking near their property on Davieland Road. However, welcomes the proposed restrictions to manage irresponsible and	Whilst received after the consultation period had ended, the concerns raised were given full consideration. Removal of part of the restrictions to the front of the property can be accommodated without compromising the safe use of the road for other road users.	Remove part of the restrictions to the front of the property whilst maintaining restrictions across driveways to ensure safe and unobstructed access/egress.	<b>WITHDRAWN</b>

		obstructive parking on Treemain Road.			
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**Outstanding \*** - Objector has not confirmed whether they wish to withdraw or maintain their objection after a request to do so following an explanation of the reasons for the proposed restrictions and after subsequent amendments were made having taken into account all feedback received during the consultation.

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EAST RENFREWSHIRE COUNCIL18 December 2019Report by Director of EnvironmentMANAGEMENT RULES – HOUSEHOLD WASTE RECYCLING CENTRES**PURPOSE OF REPORT**

1. To seek to move directly to the introduction of the Management Rules without the need for any amendment to the rules and authorise the Director of Environment and the Chief Officer (Legal and Procurement) to make the necessary arrangements.

**RECOMMENDATIONS**

2. It is recommended that:-

- (a) Having considered one objection, and by virtue of the powers conferred on it by the Civic Government (Scotland) Act 1982, the Council introduces the Management Rules for Household Waste Recycling Centres as amended at the Council meeting of 19 December 2018.

**BACKGROUND**

3. A previous report was considered at the Council meeting on 19<sup>th</sup> December 2018 and officers of the council were authorised to introduce the rules with amendments discussed at the meeting subject to no objections being received. If any objections were received, then the rules had to be returned to the Council meeting for consideration of the objections.

4. One objection was received which related to the Council's operational procedure for acceptance of commercial style vehicles.

**REPORT**

5. The Management Rules, as shown in Appendix A, are intended to provide a clear set of rules for users of Household Waste Recycling Centres (HWRCs) to abide by. Household Waste Recycling Centres are important facilities for councils to reduce the amount of waste that is sent to landfill by encouraging greater separation of waste.

6. The one objection received relates to the operational activities within the site which is a delegated function of the Director of the Environment and not a condition of the site rules, and is therefore considered as not relevant.

7. The approval of the management rules will allow the site to operate in a proper manner that will maximise the opportunities for residents to recycle their waste and assist East Renfrewshire Council in maintaining its status as the top performing recycling Council in Scotland.

8. No amendments are considered to be required for the above reasons.

## **FINANCE AND EFFICIENCY**

9. The introduction of Management Rules for the Household Waste Recycling Centres will mitigate the risk of illegal dumping of waste on site which if not managed appropriately could have serious financial implications. The rules will also discourage inappropriate use of facilities without banning use of the sites for legitimate purposes.

## **CONSULTATION**

10. Public advertisement of the rules has taken place.

## **PARTNERSHIP WORKING**

11. The report was jointly produced by Legal Services and Neighbourhood Services.

## **IMPLICATIONS OF THE PROPOSALS**

12. The formalisation of management rules will provide clarity and a solid basis for the rules which will shape the operation of the facility. The management rules will have no negative impact on staffing, legal, IT or equalities.

## **CONCLUSIONS**

13. The new Rules provide clear guidance on the operation of both of the Council's HWRC's for managers, operatives and users of the facilities.

## **RECOMMENDATIONS**

14. It is recommended that:-

- (a) Having considered one objection, and by virtue of the powers conferred on it by the Civic Government (Scotland) Act 1982, the Council introduces the Management Rules for Household Waste Recycling Centres as amended at the Council meeting of 19 December 2018.

Director of Environment

Further information can be obtained from: John Buchanan, Operations Manager on 0141 577 8640 or [john.buchanan@eastrenfrewshire.gov.uk](mailto:john.buchanan@eastrenfrewshire.gov.uk)

November 2019

**EAST RENFREWSHIRE COUNCIL**  
**ENVIRONMENT DEPARTMENT**  
**EAST RENFREWSHIRE COUNCIL MANAGEMENT RULES**  
**HOUSEHOLD WASTE RECYCLING CENTRES**

East Renfrewshire Council by virtue of the Powers conferred by the Civic Government (Scotland) Act 1982 and of all other powers authorising or empowering them in that behalf do hereby make the following Management Rules for the regulation of Household Waste Recycling Centres situated in East Renfrewshire.

1. Interpretation of Terms

Throughout these Management Rules:-

- (a) "Council" means East Renfrewshire Council constituted in terms of the Local Government etc. (Scotland) Act 1994 and having its headquarters at Eastwood Park, Rouken Glen Road, Giffnock G46 6UG and its statutory successors and where lawful includes any officer of the said Council with the appropriate delegated powers and any employee of the said Council representing him/her or acting on his/her behalf.
- (b) "Household Waste Recycling Centres" means Greenhags Household Waste Recycling Centre, Newton Mearns, Barrhead Household Waste Recycling Centre, Carlibar Road, Barrhead and any other council designated recycling centre from time to time displaying these rules;
- (c) "Trade waste" means any commercial or industrial waste arising out of a trade or business activity as more particularly described in Section 75 of the Environmental Protection Act 1990;
- (d) "Household waste" means generally any waste from a domestic property as more particularly described in Section 75 of the Environmental Protection Act 1990.
- (e) "Special/hazardous wastes" are defined in the Special Waste Regulations 1996 Amended by the Special Waste Amendment (Scotland) Regulations 2004.
- (f) "Clinical waste" is defined in the Controlled Waste Regulations 1992.
- (g) "Trade or business" means any company, partnership or sole trader carrying on any business or trade.
- (h) "Commercial vehicle", "pick up" or "van" means any vehicle primarily designed for trade or business use even if used privately. The authorised person shall be sole judge as to what constitutes the above vehicles.
- (i) "Commercial style trailer" means any trailer not being a domestic, small general or small "camping style" trailer. The authorised person shall be sole judge of what constitutes a commercial style trailer. No discussions will be entered into regarding this decision and any appeal must be dealt with in accordance with paragraph 16 below.

- (j) "Authorised Person" means the Council Officer duly authorised by the Council to have responsibility for the management of the Household Waste Recycling Centres and any other person deriving authorisation from that person including an agent or contractor and their employees; and
- (k) The provisions of the Interpretation Act 1978 shall apply to the interpretation of these Management Rules as they apply to the interpretation of an Act of Parliament.

2. Trade or Business Waste

Trade waste is not permitted at Household Waste Recycling Centres without the prior agreement of the council and on such terms and conditions as the council decide from time to time.

3. Special/Hazardous or clinical waste

Special/Hazardous or clinical wastes are not permitted on Household Waste Recycling Centres, without prior agreement with the authorised person.

4. Recycling

All persons using the site shall take advice from the authorised person to ensure that recyclable waste where possible is placed in the proper recycling bank or container.

5. Rules of Admission

- (a) The Household Waste Recycling Centres are for the use of residents of the East Renfrewshire Council area only, free of charge subject to satisfactory proof of residency within East Renfrewshire being exhibited to the authorised person on demand and the authorised person being satisfied as to the home address of the person and the waste being household waste.
- (b) Registration numbers of vehicles and/or other personal information may be recorded by the Council and used for lawful purposes, including the investigation of the deposit of trade waste.
- (c) Unless prior agreement for the deposit of trade waste under paragraph 2 above is obtained, Commercial vehicles, including pick-ups or vans and commercial or private vehicles towing any form of commercial style trailer will only be permitted entry to Household Waste Recycling Centres (a) for the deposit of household waste and (b) only if the Household Waste Recycling Centre is designated by the council as one which accepts commercial vehicles or commercial trailers. The visit to the site must be pre-booked in accordance with the council's pre-booking arrangements and on the provision of such information as may be required by the authorised person from time to time. Repeated or regular visits using commercial vehicles or commercial style trailers may be refused if the authorised person suspects trade or commercial waste is being deposited.

On arrival at the site the authorised person may require sight of acceptable identification and/or authorisation from the Council in order to verify the name, address and vehicle/trailer details given to the Council in terms of its pre-booking arrangements. In these circumstances only household waste is allowed and paragraph 2 above still applies.



- (d) No person shall:-
  - (i) enter or leave any Household Waste Recycling Centre except by the entrances and exits provided for that purpose during the hours in which the same is open to the public;
  - (ii) enter or wilfully remain within any Household Waste Recycling Centres except during the hours in which the same is open to the public.
- (e) The hours during which any Household Waste Recycling Centre shall be open to the public shall be intimated by notice displayed at or near the principal entrances to any recycling centre or on the council's website. The Council reserves the right to alter the opening hours from time to time. The Council also reserves the right to close any Household Waste Recycling Centre or any portion of a Household Waste Recycling Centre to the public for such time as may be considered necessary or expedient. In this event, information regarding the closure will be posted at or as near as practicable to the place to which it refers or on the council's website as soon as practicable.
- (f) No person shall enter an "unauthorised area" except with the consent of the authorised person.
- (g) All gangways, doorways, stairways, entrances, exits and emergency exits shall be kept clear and unobstructed at all times.
- (h) Persons under the age of 16 should remain in the vehicles except when suitably supervised by an adult.
- (i) All persons using or servicing the site shall have regard to traffic management on site and in particular obey any instructions of the authorised person.
- (j) All users at the site shall obey speed restrictions in operation at the facilities.
- (k) All persons shall obey the instructions of the authorised person in attendance in cases where the site is fully loaded or where temporary closure is required to service banks or containers even when no prior notice is given of the same.
- (l) Last entry to the sites will be permitted 15 minutes prior to the advertised closing time.

6. Provisions as to Behaviour

(a) Animals

No animals (except guide dogs) are allowed to enter the Household Waste Recycling Centres unless they remain securely within a vehicle.

(b) Alcohol

No alcohol is to be consumed by any person at a Household Waste Recycling Centre.

(c) Bonfires

No person is permitted to light any fire or bonfire within any Household Waste Recycling Centre.

(d) Charitable Collections

No person, group or organisation is permitted to collect money for a charitable collection in any Household Waste Recycling Centre without the prior written consent of the authorised person;

(e) Climbing

No person shall in any Household Waste Recycling Centre climb upon any tree, shrub, wall, fence or railing or upon any collection bay, recycling bank, skip or receptacle.

(f) Disturbance

No person shall by any disorderly or improper conduct disturb, interrupt or wilfully intrude upon or interfere with the privacy of any person within the Recycling Centre.

(g) Filming/Photography

No person, group or organisation is permitted to take photographs or video images or shall film in any Household Waste Recycling Centre for any commercial or charitable purpose except with the prior written consent of the authorised person and the payment of such fee and under such conditions, as the Council may from time to time deem appropriate;

(h) Littering

No person shall throw down, deposit or leave any rubbish, litter or waste materials of any nature whatever in any Household Waste Recycling Centre, other than in a receptacle/location provided for that purpose.

(i) Obstructions of Officers

No person shall be violent towards or wilfully or carelessly obstruct, disturb or interrupt any authorised person or officer or employee of the Council or the Council's contractor or agent in exercise of his duties or in the execution of any work associated therewith.

(j) Offensive Language and Antisocial Behaviour

(i) No person shall whilst in a Household Waste Recycling Centre use any profane, sectarian, sexist, racist or offensive language or behave in an offensive, disorderly, antisocial, insulting or violent manner.

(ii) No person who, in the opinion of the authorised person, appears to be under the influence of alcohol or drugs to such an extent as to be a danger to themselves or other persons at the Household Waste Recycling Centre will be allowed entry to the site.

(k) Not to remove waste

No person shall sort over or remove any material from the Household Waste Recycling Centres except by prior written agreement of the authorised person. In addition no person shall loiter at or near the site with a view to carrying out such activities.

7. Prevention of Injury

No person shall:-

- (i) wilfully or improperly or recklessly interfere with any person in the proper use of the Household Waste Recycling Centre;
- (ii) wilfully or recklessly behave so as to endanger their own or any other person's safety;
- (iii) disobey any lawful instruction given by the authorised person to ensure the safety and comfort of any persons using the Household Waste Recycling Centre at that time.
- (iv) carry or discharge any firearm or weapon; or
- (v) throw, shoot or propel any waste, stone, firework, arrow, knife, missile or other similar article;

8. Personal Responsibility for Safety

Any person using any of the facilities in any Household Waste Recycling Centre shall be held to have satisfied himself/herself as to the condition of the facilities and as to the suitability thereof for the purpose of use.

The Council shall not be held responsible for any accident or injury to any such person arising from the use of the facilities, however such accident or injury may be caused.

9. Sale of Goods/Services

No person, group or organisation shall sell or buy any object, goods, food stuffs or services within any Household Waste Recycling Centre unless with the prior written agreement of the council.

10. Protection of Property and Equipment

No person shall:-

- (i) wilfully or carelessly break, damage, deface, disfigure, tamper with or improperly soil any tree, shrub, planting, wall, fence, railing, building structure, temporary or mobile building, vehicle or any other property of whatever nature belonging to the Council or the Council's contractor or agent or any of their employees in any Household Waste Recycling Centre;
- (ii) retain or remove any article supplied for use by the authorised person after the purpose for which same was issued has been served.

11. Car Parking Facilities

(i) Parking Bays

Where vehicle-parking bays are marked no persons shall park out with the marked areas or on any grassed area;

(ii) Restrictions as to Length of Stay

Vehicles may only park at a Household Waste Recycling Centre for the time taken to unload the vehicle;

(iii) Damage to or Loss from Vehicles

The Council will not be held responsible for any damage to, loss of or loss from any vehicle or any property left in a vehicle, however such damage or loss may occur.

12. Valuables, Clothing, Equipment etc

The Council will not be responsible for the loss of or damage to clothing, valuables, equipment or any other belongings of any person or organisation using the Household Waste Recycling Centre.

13. Rules not to Affect Employees in the Performance of their Duties

These Management Rules shall not apply to an authorised person, officer or employee of the Council while acting within the scope of his employment in or about any work in connection with any Household Waste Recycling Centre.

14. Waste Management Licence

All persons using or servicing the Household Waste Recycling Centre shall have regard to the fact that the site is governed by a Waste Management Licence issued by the Scottish Environment Protection Agency and shall therefore ensure that the site is operated within the requirements of the Working Plan in accordance with the Waste Management Licence.

15. The previous Management Rules made by the council are hereby revoked.

16. Arbitration

Without prejudice to the right of any authorised person of the Council to ask a person to leave a Household Waste Recycling Centre, or expel or exclude that person from any Household Waste Recycling Centre in terms of these Rules, any difference or dispute arising as to the true intent, meaning or interpretation of these Rules shall be taken up and disposed of by the Council's Chief Officer (Legal and Procurement) or other person appointed by him/her to do so. The authorised person and any other party disputing the matter shall be invited to make oral or written submissions which shall be considered in reaching a decision and the decision of said officer or person so appointed shall be final.

17. Alteration of Rules

The Council shall be entitled to alter these Rules or any part of them from time to time as they see fit and make and enforce such other rules, as they consider necessary for the proper or better management of any of the Household Waste Recycling Centre.

18. Expulsion or Exclusion for Breach of Management Rules

- (i) If the authorised person has reasonable grounds for believing that a person has contravened, is contravening or is about to contravene any of the Management Rules, expel that person from the Household Waste Recycling Centre; and
- (ii) If the authorised person has reasonable grounds for believing that a person is about to contravene these Management Rules, exclude that person from the Household Waste Recycling Centre.

19. Exclusion Orders

In terms of Section 117 of the Civic Government (Scotland) Act 1982 the Council may decide that a person who has persistently contravened or attempted to contravene these Management Rules and is, in their opinion, likely to contravene them again, shall be made subject to an Exclusion Order. This decision will only be implemented after having given the person an opportunity to make written or oral representations to the Council. An Exclusion Order may have effect for such a period not exceeding One year as the Council may determine and the Council may at any time reduce that period or revoke an Exclusion Order made by them.

20. Offences

In terms of Section 118 of the Civic Government (Scotland) Act 1982 any person who:-

- (i) on being required to leave the Household Waste Recycling Centre by the authorised person who has reasonable grounds for believing that the person has contravened, is contravening or is about to contravene any of these Rules fails to leave; or
- (ii) on being informed by the authorised person who has reasonable grounds for believing that the person is about to contravene any of these Rules that he is excluded from any Household Waste Recycling Centre, enters or attempts to enter the Household Waste Recycling Centre; or
- (iii) being a person subject to an Exclusion Order under Management Rule 19 above enters or attempts to enter the Household Waste Recycling Centre;

shall be guilty of an offence and liable on Summary Conviction to a fine not exceeding Level 1, presently £200.00.

Made by The East Renfrewshire Council on the        day of        Two thousand and Nineteen

.....  
Proper Officer of the Council

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