

**Department of Corporate and Community Services**

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

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Date: 26 April 2019

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

**EAST RENFREWSHIRE COUNCIL**

A meeting of the East Renfrewshire Council will be held within the Council Chamber, Council Headquarters, Eastwood Park, Giffnock, on **Wednesday 1 May 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 28 February 2019.
4. Submit for approval as a correct record the Minutes of meetings for the period 1 March to 30 April 2019.

**5. Items Remitted to the Council**

- (i) **General Fund Capital Programme - Report by Chief Financial Officer (copy attached, pages 3 - 30)(Cabinet – 14 March 2019).**

**Cabinet Recommendation**

**That the amendments to the Programme be approved.**

- (i) **Housing Capital Programme - Joint Report by Chief Financial Officer and Director of Environment (copy attached, pages 31 - 38)(Cabinet – 14 March 2019).**

**Cabinet Recommendation**

**That the amendments to the Programme be approved.**

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

- 7. East Renfrewshire Culture and Leisure Trust Board Appointments – Report by Director of Education (copy attached, pages 39 - 42).**

- 8. Provost’s Engagements – Report by Deputy Chief Executive (copy attached, pages 43 - 44).**

- 9. Vision for the Future – Report by Chief Executive (copy attached, pages 45 - 96).**

- 10. European Elections – Changes to Polling Places – Report by Chief Executive (copy attached, pages 97 - 98).**

- 11. Calendar of Meetings 2020 – Report by Deputy Chief Executive (copy attached, pages 99 - 102).**

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EAST RENFREWSHIRE COUNCILCABINET14 March 2019Report by the Chief Financial OfficerGENERAL FUND CAPITAL PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to monitor expenditure as at 1 February 2019 against the approved Capital Programme for 2018/19 and to recommend adjustments where necessary.

**RECOMMENDATIONS**

2. The Cabinet is asked to:-
  - (a) note and approve the movements within the programme; and
  - (b) note the shortfall of £0.318m and that this will be managed and reported on a regular basis.

**CURRENT POSITION**

- |    |                                            |          |
|----|--------------------------------------------|----------|
| 3. | Total anticipated expenditure (Appendix A) | £34.287m |
|    | Total anticipated resources (Appendix B)   | £33.969m |
|    | Shortfall                                  | £ 0.318m |

**INCOME MOVEMENTS**

4. In response to the reduced level of expenditure anticipated during the current financial year and additional grant and other funding available, the planned borrowing has been reduced by £5.511m. This resource remains available to support the expenditure transferred to 2019/20.

**EXPENDITURE MOVEMENTS**

5. The total estimated expenditure has reduced by £2.970m below the level reported to Council on 6 December 2018. The main movements are as follows: -

**Revised Project Timing**

- i. Property – Schools

Cashless Catering – Phase 2 of this project can now be progressed in 2018/19 as originally planned and as such the amount previously earmarked for 2019/20 as been brought forward. The cost of the project has increased from £0.039m to £0.106m however the increase is funded by revenue budget.

St Cadoc's PS (Remodelling for pre-5 provision) – Although completion remains on course for autumn 2019 a value engineering exercise was carried out before the project could start on site. As a result, a further £0.100m expenditure will now take place in 2019/20.

Early Learning and Childcare expansion (Phase 1 & 2) – as previously reported, the cost of pre-contract fees has been transferred to phase 1 to allow clearer reporting on phase 2 construction. Following completion of the main phase 1 works, estimates for 2018/19 indicate spend £0.204m lower than the total reported to cabinet on 6 December 2018 with remaining works now taking place in 2019/20.

Security (CCTV) Expansion – remaining works now anticipated to progress early in 2019/20 therefore expenditure for 2018/19 is now £0.020m, a reduction of £0.090m.

## ii. Property – Culture & Leisure

Barrhead Foundry Final Phase – The preparatory work for entry barriers & café adaptations has been undertaken however following a change in tenant works will start later at the café. This will result in a reduction in expenditure of £0.150m in 2018/19 with the remaining works now likely to take place in 2019/20.

Eastwood Park Leisure Entrance – further assessment of scope and costs required which will push majority of work into 2019/20 and as such this has been reduced by £0.077m.

## iii. Property Other

City Deal - Barrhead South – This is progressing well with further site investigation work undertaken therefore expenditure will be £0.110m higher this financial year than previously reported.

City Deal – Greenlaw Business Incubator – This is now expected to complete in spring 2019 however expenditure in 2018/19 will be £0.428m lower than previously reported.

Property Maintenance – planned work across a number of smaller projects totalling £0.542m will now fall into 2019/20.

## iv. Open Spaces

Clarkston and Thornliebank Town Centre Action plans – Design works are ongoing however main works have not yet commenced and expenditure in the current financial year will be reduced by a further £0.128m.

Land & property acquisitions – Now unlikely to progress this financial year and has been reduced from £0.261m to zero.

## v. Roads

City Deal - Lavern Valley Accessibility Project – Design and investigation work is progressing ahead of plan and as a result a further £0.140m will be spent this financial year.

## vi. Council Wide ICT

GDPR Requirements – Work ongoing to establish requirements therefore expenditure will be £0.103m lower this financial year.

School Servers Storage – Work programmed however progressing slower than anticipated and a total of £0.205m planned for 2018/19 will now be spent in 2019/20.

CCTV Infrastructure Refresh – this is progressing ahead of schedule and as such, expenditure has been increased by £0.078m in the current financial year. This will be matched by a reduction in the 2019/20 allocation for this project.

Carefirst – This will now be progressed in 2019/20 therefore there will be a reduction in 2018/19 expenditure of £0.110m.

vii. Fleet

Education Vehicles – we have not yet been able to source the required specification of vehicle therefore this acquisition has been deferred to 2019/20 with a reduction in expenditure in 2018/19 of £0.281m.

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**

viii. Property – Schools

Schools Major Maintenance – a total of £0.041m from Provisional Sums has been used to fund the final payment in respect of Isobel Mair Roof Improvements. This is now complete.

ix. Property – Other

City Deal - Greenlaw Business Incubator and Innovation Centre – An increase in the scope of this project of £0.119m is fully funded by developers' contributions and this element will be completed in 2018/19.

Shanks Park – Site Investigations & Development – Additional legal fees have resulted in an overall increase in costs of £0.006m. This will be funded by a transfer from Land & Property acquisitions which is now expected to progress in 2019/20 lower than estimated.

Roof Improvements – A small increase in costs of £0.002m will be met from a transfer from Provisional Sums.

x. Open Spaces

Rouken Glen Park Tennis Courts – An increase in expenditure from that previously reported of £0.003m, along with an element of expenditure of £0.009m over the level of developers' contributions available, will be funded from revenue.

xi. Roads

City Deal - Lavern Valley Accessibility Project – an additional element of work has been added to this project however it will be fully funded by Sustrans at a total increase of £0.325m in 2019/20.

Roads (general) – there is a net reduction in required expenditure for 2018/19 projects of £0.024m. It is proposed to use an element of this to cover small overspends on Barrhead High School and Woodfarm Grass Pitches of £0.005m each.

xii. Council Wide ICT

Digital Classroom Initiatives and Computer Equipment – an additional spend of £0.016m will be required to overcome structural issues and complete the projects. This will be funded from Education revenue funds.

**COMMENT**

6. The projected shortfall of £0.318m represents 0.94% of the resources available and is within manageable limits.

**RECOMMENDATIONS**

7. The Cabinet is asked to:-
- (a) note and approve the movements within the programme; and
  - (b) note the shortfall of £0.318m 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.

Cabinet Contact: Cllr T. Buchanan, Leader of the Council

Tel. 0141 577 3107/8

Margaret McCrossan  
Head of Accountancy Services  
MMcC  
24 April, 2019

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

	<b>ANNUAL COSTS £'000</b>		
	<b>CURRENT YEAR APPROVED AT 06.12.18</b>	<b>PROJECTED OUTTURN FOR CURRENT YEAR</b>	<b>ACTUAL EXPENDITURE IN YEAR</b>
Property - Schools	16,298	15,893	9,590
Property - Culture & Leisure	2,255	2,028	1,767
Property - Other	9,203	8,157	6,361
Open Spaces	1,673	1,134	607
Roads	1,800	1,925	1,425
Corporate Wide - ICT	4,414	3,817	1,661
Fleet	1,614	1,333	585
<b>TOTAL</b>	<b>37,257</b>	<b>34,287</b>	<b>21,996</b>

	<b>TOTAL COST £'000</b>	
<i>SPENT PRIOR TO 31.03.18</i>	<i>PREVIOUS TOTAL COST</i>	<i>REVISED TOTAL COST</i>
<i>34,400</i>	<i>76,604</i>	<i>76,681</i>
<i>1,125</i>	<i>3,793</i>	<i>3,793</i>
<i>9,575</i>	<i>38,372</i>	<i>38,497</i>
<i>1,003</i>	<i>4,409</i>	<i>4,411</i>
<i>628</i>	<i>22,834</i>	<i>23,135</i>
<i>3,341</i>	<i>13,171</i>	<i>13,187</i>
<i>0</i>	<i>1,937</i>	<i>1,937</i>
<i>50,072</i>	<i>161,120</i>	<i>161,641</i>

**EAST RENFREWSHIRE COUNCIL**

Appendix A

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Property - Schools

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
	Schools Major Maintenance		Y	1,221	1,171	990		259	1,475	1,480
4081	Cashless Catering	12.02.15	Y	0	106	0	Hardware purchase can now be made pre 31 March. Additional costs funded from C.F.C.R.	51	90	157
3550	Barrhead HS New Build	07.02.13	Y	1,263	1,268	1,230	Complete - payments outstanding	7,300	8,563	8,568
3568	Crookfur PS & Nursery Condition Improvements		Y	185	185	65	Complete - payments outstanding	8,692	8,877	8,877
3562	Joint Faith Campus (New Denominational PS for Mearns Area & Relocation of Calderwood Lodge PS)	12.02.15	Y	242	242	33	Complete - payments outstanding	16,429	16,671	16,671
3588	New Non-Denominational PS For Newton Mearns (2 Stream + 60:60 Nursery)	29.09.16	Y	10,500	10,500	5,599	Work in progress	682	15,300	15,300
	St Cadoc'S Ps Remodelling To Provide Pre-Five Provision For 3 & 4 Years Olds	02.03.18		260	160	51	Value engineering exercise carried out following tender returns, programmed completion of August 2019 still on course	0	690	690
3589	Early Learning & Childcare - Expansion to 1,140 Hours, Phase 1	09.02.17	Y	1,888	1,742	1,169	Main Phase 1 works complete - payments outstanding. Increase in overall project cost relates to pre-contract fees and is matched by a reduction in phase 2	672	3,048	3,048
3605	Early Learning & Childcare - Expansion to 1,140 Hours, Phase 2	02.03.18		366	308	257	Braidbar on site, Carolside at design stage ,other sites anticipated to commence April 2019	0	21,054	21,054
	Early Years - Crookfur/Fairweather/Overlee Masterplanning	02.03.18		60	0	0	Likely to fall into 2019/20	0	60	60
3526	Security (CCTV) Expansion	09.02.12		110	20	19	Now anticipated to progress early in 2019/20,	90	200	200



**EAST RENFREWSHIRE COUNCIL**

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**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Property - Schools

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
3587	Kirkhill PS - Rewire	09.03.16	Y	149	137	137	Phases 1 to 4 complete	194	491	491
3596	Education Provision In Neilston ( Campus Development Study)	09.02.17	Y	54	54	40	Work in progress	31	85	85
				<b>16,298</b>	<b>15,893</b>	<b>9,590</b>		<b>34,400</b>	<b>76,604</b>	<b>76,681</b>

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Property - Culture & Leisure

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
5211 & 5284	Barrhead Foundry Refurbishment (including Pool & Filtration System)	09.02.17	Y	1,755	1,755	1,673	Complete - payments outstanding.
5288	Barrhead Foundry Final Phase Works	02.03.18		250	100	1	Work on barriers & café works ongoing. Remainder of works likely to take place in 2019/20
	Eastwood Park Leisure - Entrance	02.03.18		100	23	23	Further assessment of scope and costs to take place, unlikely to progress until 2019/20
5131	Education - Theatre Equipment	09.02.17		54	54	44	Work programmed
5280	Equipment - Gym and Theatre	28.06.17	Y	65	65	0	Funded by CFCR, items on order
5296	Lock & Leave Library Completion	02.03.18	Y	31	31	26	Complete - payments outstanding.
				<b>2,255</b>	<b>2,028</b>	<b>1,767</b>	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
1,105	2,860	2,860
0	650	650
0	100	100
0	54	54
20	85	85
0	44	44
<b>1,125</b>	<b>3,793</b>	<b>3,793</b>

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Property - Other

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
	<b>1. HSCP</b>									
3551	Auchenback Family Centre & Community Hub (Joint With Education)	07.02.13	Y	100	100	83	Complete - payments outstanding	5,169	5,269	5,269
	<b>2. City Deal</b>									
6662	Barrhead South Access - New Railway Station	09.03.16		110	90	45	At design stage. Community Consultation complete so will make some progress this financial year	41	10,354	10,354
6701	Barrhead South Access - Balgraystone Road	09.03.16		80	210	192	At design stage, site start mid 2019 however additional ground investigation work carried out increasing spend in year	248	2,210	2,210
6663/4	Country Park Visitor Centre & Infrastructure	09.03.16		30	50	33	At design stage, progress made on technical and legal fronts	140	4,836	4,836
6660/5	Greenlaw Business Incubator And Innovation Centre & Employment Support Linked To Barrhead Foundry	09.03.16	Y	4,405	3,977	3,557	Work in progress however completion now anticipated in spring 2019. Cost increase funded by developers contributions	1,078	5,603	5,722
	<b>3. Regeneration</b>									
6652	Shanks Park - Site Investigations And Development	12.02.15	Y	8	14	14	Complete - additional legal fees required which will be funded by a transfer from Land & Property Acquisitions budget	18	26	32

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Property - Other

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
	<b>4. Environment Other Projects</b>									
5289	Upgrade Of 7'S Pavilion At Cowan Park	09.02.17	Y	51	51	49	Complete	62	113	113
6685	Thornliebank Depot Mechanical Extraction	09.03.16	Y	132	132	93	Complete - payments outstanding	9	141	141
	Cowan Park Changing Facilities	09.02.17		2	50	0	Feasibility assessment ongoing	1	300	300
	Cathcart Cemetery Welfare Facilities	02.03.18	Y	90	40	1	Work In progress however drainage issues have caused delay so now likely to complete early 2019/20	0	90	90
6511	Greenhags Access Road	02.03.18	Y	500	500	341	Work in progress	0	500	500
	<b>5. Council Wide Property</b>									
	Retentions - All Services	09.02.17		95	95	69		0	95	95
1646	Vacant (Surplus) Property/ Demolition	12.02.15	Y	169	46	46	Ongoing however some works now likely to fall into 2019/20	37	276	276
1647	Capelrig House Remedial Works	09.03.16		50	0	0	Unlikely to be completed until 2019/20 due to environmental surveys	0	50	50
1650	Eastwood Park Campus Improvements	09.02.17	Y	50	13	13	Phase 1 complete. Phase 2 at design stage	296	522	522
2004	Office Accommodation	02.03.18		750	750	91	Further work to be programmed	0	2,200	2,200

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**EAST RENFREWSHIRE COUNCIL**

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**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Property - Other

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
1652	Capital Investment In Energy Efficiency Measures (NDEE Initiative)	09.02.17	Y	600	600	507	Work in progress
	Property Maintenance			1,981	1,439	1,227	
				<b>9,203</b>	<b>8,157</b>	<b>6,361</b>	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
506	1,754	1,754
1,970	4,033	4,033
<b>9,575</b>	<b>38,372</b>	<b>38,497</b>

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Open Spaces

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
	<b>1. Regeneration</b>									
6648 & 6698	Public Realm/Town Centre Resilience	09.03.16	Y	89	89	8	Work in progress	161	250	250
6677	Neilston Public Realm	09.03.16		80	80	0	Work in progress	5	85	85
6653	Newton Mearns Public Realm	09.02.17	Y	25	25	25	Complete	0	25	25
	Giffnock Town Centre Improvements	02.03.18		10	10	0	Work to be programmed	0	10	10
6678	Other Public Realm	09.03.16		20	3	3	At design stage	0	20	20
	Clarkston Town Centre Action And Traffic Management Improvements	09.02.17		150	132	25	Work programmed	0	240	240
6592	Thornliebank Town Centre Action Plan	09.02.17		120	10	3	At design stage	0	120	120
6649	Land And Property Acquisitions	12.02.15		261	0	0	Expected to progress early 19/20. £6k transferred to Shanks Park development	144	405	399
6655	Country Park - Tourism Infrastructure And Economic Activity Projects	13.02.14		50	0	0	At design stage	51	235	235
6679	Carlbar Park Improvements (Funded By Developers Contributions)	09.03.16	Y	290	290	120	Work in progress, funded by developers contributions	20	310	310
6694	White Cart Tributaries Environmental Improvements			50	50	37	At design stage - funded by SEPA grant	8	1,264	1,264

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Open Spaces

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
	<b>2. Environment - Other Projects</b>									
6532	Environment Task Force	02.03.18		20	0	0	At design stage	0	20	20
6530	Town Centre Action	09.03.16		58	0	0	At design stage	2	60	60
5295	Parks, Cemeteries & Pitch Improvements	02.03.18	Y	200	200	190	Work in progress	0	200	200
	Cowan Park	02.03.18		20	10	0	Work to be programmed, majority of work now likely to be 2019/20	0	316	316
5277	Parks - Replacement of Playground Equipment	12.02.15	Y	10	10	10	Complete	70	80	80
5278	Parks Improvement To Paths Network	13.02.14	Y	22	22	22	Complete	148	170	170
6681	Woodfarm - Grass Pitches	12.02.15		53	58	53	Complete - payments outstanding	1	54	59
6693	Mearns Historic Kirkyard Protective Works	09.02.17	Y	16	16	13	Complete - payments outstanding	68	84	84
5291	Woodfarm 11-A-Side 3G Pitch	09.02.17	Y	10	10	10	Complete	210	220	220
5294	Rouken Glen Park Tennis Courts		Y	89	89	88	Funded by Developers Contributions. Complete - payments outstanding	3	89	92
	<b>3. Education - Other Projects</b>									
3586	St Ninian's HS - Rugby Pitch	09.03.16	Y	30	30	0	Nearing completion, small element of work remaining.	112	152	152

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**EAST RENFREWSHIRE COUNCIL**

Appendix A

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Open Spaces

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
				1,673	1,134	607	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
1,003	4,409	4,411



**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Roads

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTFURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
	<b>1. City Deal</b>									
6659	Levern Valley Accessibility Project - Aurs Road Realignment	09.03.16		200	300	239	Design and investigation work progressing ahead of plan. On site Oct 2019. Additional project cost funded by Sustrans (19/20)	526	9,860	10,185
	Levern Valley Accessibility Project - Levern Valley Link	09.03.16		70	110	0	Options appraisal work brought forward resulting in acceleration of spend in year.	30	10,320	10,320
	<b>2. ERC Roads</b>									
6692	Lighting - Core Cable & Equipment Replacement	02.03.18	Y	160	160	68	Ongoing	0	160	160
6671	Bridges Refurbishment & Pointing Work	02.03.18	Y	53	53	42	Ongoing	0	53	53
6173	Principal Inspection Group 1-6	02.03.18	Y	21	30	30	Ongoing	0	21	30
6180	Traffic Calming Studies	02.03.18	Y	25	25	5	Ongoing	0	25	25
6175	Road Safety Measures/Equipment at Schools	02.03.18	Y	23	21	21	Complete	0	23	21
6251	Safe Routes to School	02.03.18	Y	20	20	10	Ongoing	0	20	20
6246	A77 Ayr Road Reconstruction	02.03.18		249	220	211	This element complete - payments outstanding	0	374	345
6268	B769 Stewarton Rd (Rural) Reconstruction	02.03.18	Y	165	162	161	This element complete	0	770	770

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**EAST RENFREWSHIRE COUNCIL**

Appendix A

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Roads

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
6686	B767 Eaglesham Road Reconstruction	02.03.18	Y	335	335	237	Work in progress
6267	B769 Thornliebank/Spiersbridge Reconstruction	02.03.18	Y	158	158	158	Complete
6021	C1 Mearns Road	02.03.18	Y	185	187	186	Complete
6152	Cycling, Walking & Safer Streets	02.03.18		128	128	41	Work in progress
	Roads Retention Works			0	16	16	Retention payments for 2017/18 works
6254	Roads Online Costing System	13.02.14	Y	8	0	0	This element of the systems upgrade is now complete
				<b>1,800</b>	<b>1,925</b>	<b>1,425</b>	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
0	355	335
0	340	340
0	185	187
0	128	128
0	0	16
72	200	200
628	22,834	23,135

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Council Wide - ICT

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
4032	ICT Infrastructure Projects	02.03.18	Y	654	654	279	See Annex 3	0	654	654
4055	Corporate Information Security	11.02.10		8	8	3	Ongoing	601	750	750
4106	GDPR Requirements	02.03.18		125	22	17	Ongoing	0	250	250
3399	Education Network	02.03.18	Y	180	182	182	Work in progress	0	211	211
4080	School Servers Storage	12.02.15		310	105	0	Work programmed	40	350	350
4096	Document Repository Refresh	09.02.17	Y	20	20	5	Work programmed	19	50	50
4097	PCI DSS	09.02.17		35	20	0	Work to be programmed	0	135	135
	Public Wifi Network	02.03.18		50		0	Pilot scheme in progress.	0	265	265
4071	Agile Working Solution (HSCP)	07.02.13	Y	38	36	33	Ongoing	750	795	795
6666	Environment Agile/Mobile Programme	12.02.15	Y	80	80	76	Work in progress	138	218	218
4082	Wireless Local Area Network 2015	12.02.15	Y	50	10	10	Phase 2 in progress however majority of work will now take place in 2019/20	869	1,050	1,050
4093	Agile (Rest Of Council)	09.03.16	Y	21	21	11	Ongoing	239	260	260
4079	Software Asset Management	13.02.14	Y	34	34	16	Work in progress	31	65	65
4085	Enterprise Public Access Wifi (Incl BYOD)	09.03.16	Y	10	26	0	Phase 1 complete. Phase 2 - pilot scheme in progress	70	100	100

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Council Wide - ICT

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
4090	CCTV Infrastructure Refresh	09.03.16	Y	246	324	50	Work in progress	33	525	525
4089	Licensing And Consultancy Services - Information As An Asset	09.03.16	Y	80	85	65	Work in progress	39	140	140
4098	Modern Smart Forms	09.02.17	Y	94	94	52	Work in progress	6	200	200
4099	Enterprise Mobile Development Management	09.02.17	Y	80	80	56	Work in progress	0	100	100
4100	My Account Middleware & Vendor APIs	09.02.17		40	0	0	Will now be progressed in 2019/20	0	210	210
4101	Internet/Intranet Presence	09.02.17	Y	44	17	6	Work in progress	6	50	50
4091	Electronic Document Records Management (Rest Of Council)	09.03.16	Y	50	54	45	Consultant work complete, payments outstanding. Remaining works will take place in 2019/20	175	353	353
4084	Myaccount Signing In To On-Line Services	12.02.15	Y	55	0	0	Will now be progressed in 2019/20	151	285	285
4103	The Digital Workplace	09.02.17		150	150	91	Work programmed	4	600	600
	HSCP - Responder Service Modernisation & Safety Net Technology	09.02.17		105	105	0	Work to be programmed	0	180	180
3597	Education - Digital Classroom Initiatives	09.02.17	Y	87	100	15	Some existing structure issues to overcome. Will complete by end March	13	100	113
4095	Financial Systems	09.02.17	Y	79	8	8	This project linked with Core Corporate, remaining works to be carried out in 2019/20	121	200	200

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**EAST RENFREWSHIRE COUNCIL**

Appendix A

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Council Wide - ICT

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
4107	Major ICT Contract Renewals	02.03.18	Y	300	300	76	Ongoing
4027	Core Corporate Finance, Payroll & HR	02.03.18		1,000	1,000	307	Ongoing
	Carefirst	02.03.18		110	0	0	Will now be progressed in 2019/20
3355	Education - Computer Equipment	02.03.18	Y	235	238	238	Complete
5129	ERCLT People's Network	02.03.18	Y	20	20	6	Ongoing
5283	Culture & Sport Self-Service Kiosk Hardware Refresh	09.03.16	Y	24	24	14	Work in progress
				<b>4,414</b>	<b>3,817</b>	<b>1,661</b>	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
0	1,100	1,100
0	3,500	3,500
0	110	110
0	235	238
0	20	20
36	110	110
<b>3,341</b>	<b>13,171</b>	<b>13,187</b>

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Fleet

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
7026	HSCP - Vehicles	02.03.18		0	0	0	Deferred to 2019/20
3449	Education - Vehicles	02.03.18		281	0	0	Deferred to 2019/20 - specification issues causing delay
5261	Environment - Vehicles	02.03.18	Y	1,333	1,333	585	Ongoing
1157	Environment - GPRS System	02.03.18		0	0	0	Deferred to 2020/21
				<b>1,614</b>	<b>1,333</b>	<b>585</b>	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
0	288	288
0	281	281
0	1,333	1,333
0	35	35
0	1,937	1,937

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Annex 1 - Schools Major Maintenance Analysis

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
3591	Hazeldene Nursery - Window Renewal	09.02.17	Y	70	70	60	Retention and Fees only to come	5	70	75
	Braidbar PS - Roof Improvements	02.03.18	Y	50	0	0	Will follow completion of other works.	0	50	50
3576	Carolside PS - Window Renewal	02.03.18	Y	100	100	72	Complete - payments outstanding.	0	100	100
3592	Mearns Castle HS - Window Renewal	09.02.17	Y	129	129	120	Complete - payments outstanding.	71	200	200
3599	Mearns Castle HS - Rear Stair Improvements	02.03.18	Y	50	50	45	Complete - payments outstanding.	0	50	50
3598	St Joseph's PS - Window Renewal	02.03.18	Y	75	75	73	Complete - payments outstanding.	0	75	75
	St Joseph's PS - Structural Improvements		Y	104	104	78	Complete - payments outstanding.	0	104	104
3600	St Joseph's PS - Fabric Improvements	02.03.18	Y	90	90	79	Complete - payments outstanding.	0	90	90
3331	St Luke'S HS - Roof Improvements (Gym Hall)	02.03.18	Y	50	50	40	Complete - payments outstanding.	0	50	50
3578	Woodfarm HS - Window Renewal	09.03.16	Y	120	120	93	Complete - payments outstanding.	183	303	303
3593	School Toilet & Kitchen Improvements	02.03.18	Y	301	301	289	Complete - payments outstanding. Additional COSHH issues and structural improvements	0	301	301
3580	Isobel Mair Roof Improv 1516		Y	0	41	41	Complete	0	0	41
	Provisional Sums	09.03.16		82	41	0	Further £41k allocated to cover final payment for Isobel Mair Roof	0	82	41

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Annex 1 - Schools Major Maintenance Analysis

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
				1,221	1,171	990	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
259	1,475	1,480



**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Annex 2 - Property Maintenance Analysis

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
1015	Disability Discrimination Act	02.03.18	Y	90	90	12	Work to be programmed	0	90	90
1266	HardWire Testing	02.03.18		45	0	0	Ongoing	0	45	45
1258	COSHH Upgrade	02.03.18	Y	100	56	41	Ongoing	0	100	100
1109	Asset Management	02.03.18	Y	300	270	229	Ongoing	0	300	300
1246	Eastwood HQ Lighting Improvements	09.03.16		36	3	2	Work to be programmed	12	48	48
1300	CEEF/Salix Energy Efficiency	02.03.18	Y	235	100	93	Scheduled works complete, invoices outstanding.	0	235	235
1228	Fire Risk Assessment Adaptations	02.03.18	Y	150	150	116	Work in progress	0	150	150
1260	Structural Surveys & Improvements	02.03.18	Y	65	16	16	Ongoing however some works now likely to fall into 2019/20	0	65	65
1610	Legionella Remedial Improvements	02.03.18	Y	65	65	53	Ongoing	0	65	65
1609	Thornliebank Depot Roof Improvements	13.02.14	Y	188	188	174	Complete - payments outstanding	581	769	769
5268	Community Facilities Improvements	22.11.07	Y	103	46	46	Ongoing, element will now be completed in 2019/20	1,230	1,415	1,415
1160	Boiler Replacement	02.03.18	Y	195	195	185	Complete - payments outstanding	5	200	200
1222 & 1660	Roof Improvements	02.03.18	Y	258	260	260	Complete	142	400	402
	Provisional Sum	02.03.18		151	0	0	£25K to support Structural Surveys, £2k to support roof improvements remainder will be used in 2019/20.	0	151	149

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**EAST RENFREWSHIRE COUNCIL**

Appendix A

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Annex 2 - Property Maintenance Analysis

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
	<b>Corporate Total</b>			1,981	1,439	1,227	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
1,970	4,033	4,033

**GENERAL FUND CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

Annex 3 - ICT Infrastructure Analysis

COST CODE	PROJECT NAME	APPROVAL DATE	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
				CURRENT YEAR APPROVED AT 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
4032	Network Operations Centre Equipment	02.03.18		130	80	80	Ongoing	0	130	80
4032	Networking Equipment	02.03.18		130	80	0	Ongoing	0	130	80
4032	View Replacement/Remote Access	02.03.18		0	0	0	Not required - used to support server equipment	0	0	0
4032	Strategic Telephony Review Phase 2	02.03.18		15	0	0	No tenders returned, used to support storage	0	15	0
4032	Replacement Load Balancers	02.03.18		0	0	0	Transfer to software procurement	0	0	0
4032	Storage	02.03.18		50	65	11	Ongoing	0	50	65
4032	System Centre Enhancements	02.03.18		60	60	60	Phase 1 complete	0	60	60
4032	Software Procurement	02.03.18		179	179	38	Complete	0	179	179
4032	Server Equipment	02.03.18		90	190	90	Ongoing	0	90	190
	<b>ICT Infrastructure Total</b>			<b>654</b>	<b>654</b>	<b>279</b>		<b>0</b>	<b>654</b>	<b>654</b>

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**GENERAL FUND CAPITAL PROGRAMME 2018/19**

**PROGRESS REPORT**

**RESOURCES**

	<b>£'000</b>	<b>£'000</b>
Borrowing		8,153
Grants		
Capital Grant	6,866	
City Deal	3,499	
Early Learning and Childcare - 1140 Hours Expansion	3,900	
Cycling, Walking & Safer Streets	128	
Scottish Environmental Protection Agency	50	
Renewable Energy Fund	<u>10</u>	14,453
Developers Contributions		702
Salix/Central Energy Efficiency Fund		100
CFCR		285
Capital Reserve		8,466
Capital Receipts		1,810
		<u><b>33,969</b></u>

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EAST RENFREWSHIRE COUNCILCABINET14 March 2019Report by the Chief Financial Officer and Director of EnvironmentHOUSING CAPITAL PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to monitor expenditure as at 1 February 2019 against the approved Capital Programme for 2018/19 and to recommend adjustments where necessary.

**RECOMMENDATIONS**

2. The Cabinet is asked to:-
  - (a) note and approve the movements within the programme; and
  - (b) note the shortfall of £0.085m and that this will be managed and reported on a regular basis.

**CURRENT POSITION**

3.	Total anticipated expenditure (Appendix A)	£9.081m
	Total anticipated resources (Appendix B)	<u>£8.996m</u>
	Shortfall	<u>£0.085m</u>

**EXPENDITURE MOVEMENTS**

4. Forecast expenditure has reduced by a further £0.708m below the level approved by Cabinet on 6 December 2018. The main expenditure movements are:-

Revised Project Timing

- i. External Structural Works – A later start date than anticipated for external wall insulation works has reduced expenditure in 2018/19 by £0.155m and this will now fall into 2019/20.
- ii. Estate Works – A longer tender process has resulted in £0.050m planned for Crosslees/Eastwood Court wall works now falling into 2019/20.
- iii. Energy Efficiency – It has taken longer than anticipate to calculate energy ratings for all council housing and following calculations assess detail of works required to bring houses up to the Energy Efficiency Standard for Social Housing (ESSH). As a result, a further £0.100m of planned expenditure will now take place in 2019/20.

- iv. Renewal of Heating Systems – Access difficulties along with a delay in installation of gas supplies by Scottish Gas Networks has resulted in expenditure £0.100m lower than previously reported. This will be required in 2019/20.
- v. Sheltered Housing – a small underspend of £0.008m in year is anticipated.
- vi. Purchase of Property – A remaining budget of £0.025m was available to support Compulsory Purchase Orders and Mortgage to Rent purchases as required. There have been no referrals to date and no suitable properties identified therefore no expenditure in year is anticipated.
- vii. Capital New Build – this is a major construction project across a number of sites. Works at Fenwick Drive and Robertson Street are nearing completion with Blackbyres Road on site. The site start at Balgraystone Road is scheduled for autumn 2019 with work continuing until 2020/21. This will complete phase 1 with a total anticipated spend of £12.921m, including prior year spend. The remaining Phase 1 allocation has been transferred to support Phase 2 works which will now commence in 2020/21. Initial planned expenditure for phase 2 of £0.250m will be delayed.

The above reductions are not savings but simply a transfer of expenditure to the next financial year.

#### **INCOME MOVEMENTS**

- 5. There has been a small increase in capital receipts (£0.011m) and following a review of expenditure and grant funding available, the level of grant that will be claimed from the Warm Homes Fund has been reduced from £0.151m to £0.071m.
- 6. As a consequence of the new income and expenditure movements highlighted above, the borrowing required to support the programme is now £0.639m lower than that approved by Council on 6 December 2018. This resource remains available to support the expenditure transfer to 2019/20.

#### **COMMENT**

- 7. The projected shortfall of £0.085m represents 0.94% of the resources available and is within manageable limits.

#### **RECOMMENDATIONS**

- 8. The Cabinet is asked to:-
  - (a) note and approve the movements within the programme; and
  - (b) note the shortfall of £0.085m 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.

Cabinet Contact: Cllr T. Buchanan, Leader of the Council

Tel. 0141 577 3107/8

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

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**HOUSING CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

COST CODE	PROJECT NAME	LEG COMM	ANNUAL COSTS £'000			COMMENT	TOTAL COST £'000		
			CURRENT YEAR APPROVED 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR		SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
9487	Rewiring (including smoke/carbon monoxide detectors)	Y	225	225	143	Work in progress	314	740	740
9530	External Structural Works	Y	2,272	2,117	1,355	Work in progress	2,338	5,300	5,300
9486	Estate Works	Y	240	190	7	Ongoing - £90k transfer from Communal Door Entry Systems now included in budget.	0	240	240
9483	Energy Efficiency (Including Cavity Wall Insulation)	Y	200	100	79	Work in progress however Barnes St element now likely to be 2019/20	0	300	300
9488	Aids and Adaptations	Y	248	248	101	Ongoing - increased demand from HSCP referrals.	0	248	248
9227	Renewal of Heating Systems	Y	1,096	996	757	Work in progress - £68k increase funded by grant income	806	1,902	1,902
9447	Internal Element Renewals (including kitchens, bathrooms and doors) 2018/19	Y	739	739	143	Work in progress however Barnes St elements now likely to be 2019/20	0	898	898
9480	Communal Door Entry Systems		50	50	5	Work in progress	0	50	50
9489	Sheltered Housing	Y	97	89	14	Work in progress	213	775	775
9496	Purchase of Property (CPO/Mortgage to Rent Acquisition)		25	0	0	No suitable properties identified. £50k is transferred to support additional demand in A&A	0	25	25
	Capital New Build Phase 1	Y	4,327	4,327	2,905	Work in progress	544	14,092	12,921
	Capital New Build Phase 2		250	0	0	Work to be programmed	0	16,200	17,371
	Retentions		20	0	0		0	20	0

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**EAST RENFREWSHIRE COUNCIL**

Appendix A

**HOUSING CAPITAL PROGRAMME**

**PROGRESS REPORT**

**2018/2019**

COST CODE	PROJECT NAME	LEG COMM	ANNUAL COSTS £'000			COMMENT
			CURRENT YEAR APPROVED 06.12.18	PROJECTED OUTTURN FOR CURRENT YEAR	ACTUAL EXPENDITURE IN YEAR	
			9,789	9,081	5,509	

TOTAL COST £'000		
SPENT PRIOR TO 31.03.18	PREVIOUS TOTAL COST	REVISED TOTAL COST
4,215	40,790	40,770

PROGRESS REPORTRESOURCES

	<b>£'000</b>
Borrowing	5,533
Receipts From Sale of Council Houses	207
Commuted Sums - New Build Phase 1	417
Grant - New Build Phase 1	2,367
Grant - Warm Homes Fund	71
Recharges to Owner Occupiers (including HEEPS grant)	401
<b>Total</b>	<b><u>8,996</u></b>

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EAST RENFREWSHIRE COUNCILCOUNCILWEDNESDAY 1 MAY 2019Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE TRUST BOARD APPOINTMENTS**PURPOSE OF REPORT**

1. The purpose of this report is to recommend for approval by the Council the nomination of a new independent board member for the Trust following a recent resignation; and, to seek the appointment of a replacement elected member on the Trust Board following the resignation of Councillor Devlin.

**RECOMMENDATIONS**

2. Council is asked to:
- a. approve the recommendation of the East Renfrewshire Culture and Leisure Trust Board's nominated candidate in accordance with the Trust Articles of Association; and,
  - b. consider the appointment of a replacement for Councillor Devlin on the Trust Board.

**BACKGROUND AND REPORT**

3. The Articles of Association identify as a basis for Independent Candidates that they are "a representative of the East Renfrewshire area and/or together representing or possessing a comprehensive range of skills and interests relevant to the Objects of the Company, and of their having skills and experience which, in the opinion of the Member, would be of assistance to the board of Trustees."

4. Following the resignation of Jim Wilson from the Board of East Renfrewshire Culture and Leisure (ERCL) at the completion of his four-year term, the Board has conducted a recruitment and selection exercise according to the process previously set out by the Nominations Committee in accordance with the Trust Articles of Association. Mr Wilson was an Independent member of the Board and served as Chair of the Trust and of the HR, Health and Safety and Appeals Committee from the launch of the Trust until his resignation.

5. A Board Member's *Skills Matrix* has been produced by the Trust (in accordance with Article 10.4.1). This identifies the mix of skills and experience currently available to the Trust through its board members, and/or areas where additional skills and experience are sought. This identified the criteria sought in a new Independent Board member including:-

- Business Planning and Performance Management
- Ideally a resident of East Renfrewshire

- Experience of non-executive roles and Corporate Governance
- Oversight of Financial Planning, Controls and Reporting
- An interest in sports, arts and/or culture

6. In accordance with Article 10.4.4 the Nominations Committee previously established a register of suitable candidates for independent positions on both the charity's main Board and/or the board of the subsidiary Trading Company.

7. There were no suitable candidates on this register at the time of the vacancy, therefore it was decided to conduct an open recruitment exercise to identify a suitable candidate for the vacant board position and potential future candidates for any subsequent vacancies that might exist arise in either the board, or the board of the envisaged subsidiary trading company (currently dormant in accordance with HMRC guidelines).

8. A consultant was retained to run a recruitment campaign; in addition candidates were sought via the company's contacts database. Following shortlisting, assessment and screening the Nominations Committee met on Tuesday 12 March 2019 to consider three candidates. The committee comprised five board members (two elected members, two independents, one staff representative), with HR support.

9. The field was extremely strong, but after interview and careful deliberation the Committee chose Mr Rob Crusher. Mr. Crusher is both a local resident and MBA-qualified and professionally chartered Director. He has an extensive track record in senior executive roles developing, managing and operating multi-million-pound contracts in various business and commercial sectors, and across the UK, Europe and the US. He is also an experienced Non-Executive Director with 15 years' service on the board of £10m turnover ALEO organisation, responsible for strategic steering and governance associated with fiscal, legal, and regulatory compliance in the public and third sector. In addition he is also a volunteer business coach and mentor in third sector.

10. The Trust's Depute and Acting Chair formally wrote to the Board to seek their formal approval to invite Mr Crusher to join the Board subject to Council Agreement. Board approval was unanimous. References were subsequently taken up all of which are highly satisfactory.

11. The Board of East Renfrewshire Culture and Leisure therefore recommend Mr Rob Crusher to the Council for appointment to the Board of the Trust.

12. Councillor Devlin has tendered his resignation from the Trust Board. In view of this the Council needs to consider the appointment of a replacement elected member.

13. Following Council approval and with all independent and elected members in place, the Board will move to appoint a new Chair of the Trust and of the HR, Health and Safety and Appeals Committee.

14. East Renfrewshire Culture and Leisure is scheduled to hold its next Board meeting in June 2019.

## **FINANCE & EFFICIENCY IMPLICATIONS**

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



## CONCLUSION

16. This report summarises the recruitment and selection process undertaken by the Trust and its Nominations Committee in accordance with its Articles of Association, and its outcome.

17. The Director of Education is confident that the nominated candidate will be an excellent addition to the Trust. He brings skills and experience which will further strengthen the governance and scrutiny of the Trust and will help to ensure it continues to make positive contributions to the CPP's Community Plan, to achieve the targets set out in the Council's ODP, and, most importantly, will continue to improve the experiences and outcomes of its customers, building on its recent successes.

18. With the appointment of Mr Crusher and a replacement elected member, the Trust Board will be complete.

## RECOMMENDATION

19. Council is asked to:

- a. approve the recommendation of the East Renfrewshire Culture and Leisure Trust Board's nominated candidate in accordance with the Trust Articles of Association; and,
- b. consider the appointment of a replacement for Councillor Devlin on the Trust Board.

Mhairi Shaw  
Director of Education  
1 May 2019

### Convener Contact Details

Councillor Paul O'Kane, Convener for Education and Equalities      Tel: 07718 697115

Local Government Access to Information Act 1985

### Report Author

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EAST RENFREWSHIRE COUNCIL1 May 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:-

8 March – Attended the Cricket Scotland Awards Night, Crowne Plaza Hotel, Glasgow

9 March – Attended the Bengali Performing Arts Annual Function, Clarkston Halls

11 March – Raised the Flag for Commonwealth Day, Council Headquarters

14 March – Attended St Patrick Day Celebrations, Edinburgh

27 March – Attended the Education Convener's Awards for Outstanding Achievement, Carmichael Hall

29 March – Attended the Giffnock Primary School Spring Service, Orchardhill Parish Church

29 March – Attended the Scottish Youth Parliament Election Result, Eastwood House

1 April – Hosted a Retirement Lunch for the departing Lord-Lieutenant, Council Headquarters

5 April – Hosted Age Concern's 40<sup>th</sup> Anniversary Event, Carmichael Hall

13 April – Attended the Opening of the Green at Thornliebank Bowling Club

26 April – Attended the Glasgow Phoenix Choir Concert, Glasgow Royal Concert Hall

**School/...**

### **School Events**

1 March - OLM P7 Debate, Council Chamber, debating "This House believes that animal testing should be banned" assisted by Cllr Merrick

4 March - Netherlee P7 Debate, Council Chamber, debating "This House believes Animals should not be kept in zoos" assisted by Cllr Ireland

6 March – Attended the Developing Young Workforce Professional Cookery Banquet, Barrhead High School

8 March - St Claire's P7 Debate, Council Chamber, debating "This House believes life was better in the pre digital age" assisted by Cllr Bamforth

11 March - Netherlee P7 Debate, Council Chamber, debating "This House believes mobile phones should be used in class"

12 March - Giffnock P7 Debate, Council Chamber, debating "This House believes that the future of renewable energy in Scotland should be wind power" assisted by Cllr Merrick

13 March - OLM P7 Debate, Council Chamber, debating "This House believes that children should have access to mobile phones during school hours" assisted by Cllr Merrick

15 March - Busby P7 Debate, Council Chamber debating "This House believes that Animal testing should be banned"

18 March - Netherlee P7 Debate, Council Chamber, debating "This House believes mobile phones should be used in class"

20 March - OLM P7 Debate, Council Chamber, debating "This house believes zoos should not exist" assisted by Cllr Merrick

22 March - Busby P7 Debate, Council Chamber, debating "This House believes that Animal testing should be banned" assisted by Cllr Macdonald

25 March - Netherlee P7 Debate, Council Chamber, debating "This House believes smoking should be made illegal"

27 March - OLM P7 Debate, Council Chamber, debating "This House believes that children should be able to work from age 12" assisted by Cllr Merrick

26 April – Attended at Beat the Street Presentation at Kirkhill Primary School

### **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 COUNCIL1 May 2019Report by Chief ExecutiveVISION FOR THE FUTURE**PURPOSE OF REPORT**

1. This paper brings forward a draft revision of '**Vision for the Future**', which sets out our long-term ambitions for the work of East Renfrewshire Council based on a horizon of 10 years. The aim is to build on this draft with further information from our **Local Development planning** process, refreshed **Capital Investment Strategy** and the economic development planning work taking place at City Region level.

**RECOMMENDATIONS**

2. Council is asked to:
- (a) Consider and comment on the draft revision of **Vision for the Future**.
  - (b) Note the updated outcomes, capabilities and values which make up our overarching strategy.
  - (c) Agree to further development of **Vision for the Future** taking into account the ongoing work on the Local Development Plan, the refreshed **Capital Investment Strategy** and City Region economic planning.

**BACKGROUND**

3. The Accounts Commission's recently published report "Local Government in Scotland: Performances & Challenges 2019" provides the overarching context for this report, noting that "*the important role councils play is clear but there are many uncertainties, which makes planning for the future more challenging as it becomes more critical than ever*". The report highlights the "*increasingly complex, changing and uncertain environment which places different demands and expectations*" on councils.

4. In May 2013 East Renfrewshire Council approved a new approach to organisational development introducing 5 capabilities (i.e. prevention, community engagement, data, modernisation and digital) that the Council needed to excel at if it was to continue its success going forward and meet future aspirations to be a modern, ambitious council delivering well on its outcomes. A 5-year plan '**Vision for the Future**' was subsequently published in 2015 to help deliver our strategy which focuses on 5 outcomes, 5 capabilities and 5 values. An update on progress against '**Vision for the Future**' was considered by Cabinet in March 2017 and key actions have been taken forward and reported on as part of our Best Value action plan.

5. In October 2018 Council approved that the **Corporate Statement** and **Vision for the Future** documents would be combined and that an updated **Vision for the Future** document covering a 10 year time period would be produced to reflect the updated **Community Plan** and the long-term ambition of the council's change programme and then be brought to Council for approval.

6. We have also recently refreshed and simplified our values in consultation with our employees, reducing the values from 5 down to 3.

## REPORT

7. In the 'golden thread' of strategic planning our refreshed '**Vision for the Future**' sits under the Community Plan (i.e. our 10 year partnership strategy for the area) and above the Outcome Delivery Plan (i.e. our 3 year delivery plan). Its purpose is to set out the Council's long-term strategy and our plans to deliver our part of the **Community Plan**.

8. '**Vision for the Future**' sets a long term vision and direction for the Council and as such does not have its own detailed action plans. Once finalised and published, the aim would be to update '**Vision for the Future**' every 3 years. The audience is primarily our partners and employees but it should also work as our corporate strategy summarised for an external audience.

9. At this stage, the '**Vision for the Future**' document attached at Annex 1 is considered an early draft to begin a conversation on the broader strategic context and ambitions for East Renfrewshire.

10. Our draft '**Vision for the Future**' is underpinned by

- an analysis of demographic trends and patterns for the local area through 'Planning for the Future';
- a broad assessment of the political, economic, social and technological trends affecting East Renfrewshire
- an overview of what local residents tell us is important to them through the Citizens Panel;
- scenarios around future financial planning as considered by Council in February 2019, although finance remains one of the biggest areas of uncertainty;

11. Further work is required to firm up the vision. The ongoing Local Development planning process will be a particularly important input. The Capital Investment Strategy was approved in February 2019 with some additional update work being carried out in preparation for the 2020 budget and will also be useful. Our long term financial planning will also benefit from the announcement of a 3 year budget for councils.

12. Through the Commission for Economic Growth based at Glasgow University, the Glasgow City region cabinet have approved research to look at the economic prospects for the region. This work will be completed by late autumn and again will provide useful input.

13. At this draft stage, initial work is being undertaken to consider 'Vision for the Future' in the context of equality impact and Fairer Scotland assessments. The 5 outcomes have been considered as part of the Community Plan but the unique aspects of 'Vision for the Future' are the vision, capabilities and values. Our commitment to the Fairer Scotland Duty has been incorporated in the draft to set an expectation amongst staff and residents that we will assess potential socioeconomic impact and use this to influence our practice, policy and decisions.

## CONCLUSION

14. Significant work has been done over the last 2 years to improve the integration of strategic and operational planning to ensure a clear 'golden thread'. The new **Community Plan**, (incorporating **Fairer East Ren**) has given us a refreshed set of strategic outcomes, which when considered alongside our **long-term financial plan**, **Capital Investment** plan and detailed demographic analysis, have given us a really solid foundation on which to further develop our **Vision for the future**

15. These aspirations must be set against a challenging financial landscape. Further work will also be forthcoming on the future of locality planning and community empowerment, which will also influence the development of this vision. Further discussions will be ongoing over the summer and into the autumn.

## RECOMMENDATIONS

16. Council is asked to:

- (a) Consider and comment on the draft revision of **Vision for the Future**.
- (b) Note the updated outcomes, capabilities and values which make up our overarching strategy.
- (c) Agree to further development of **Vision for the Future** taking into account the ongoing work on the Local Development Plan, the refreshed **Capital Investment Strategy** and City Region economic planning.

Lorraine McMillan, Chief Executive

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

17 April 2019

## BACKGROUND PAPERS

- Best Value Assurance Report: Action Plan Update, Cabinet 25 April 2019
- Financial Planning 2019-2025, Council 28 February 2019
- Local Development Plan 2: Impact on Education Provision, Council 31 October 2018
- Strategic Planning, Council 31 October 2018
- Vision for the Future: Update Report, Cabinet 23 March 2017

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# **Vision for the Future Review**

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**FOREWORD**

*To be added later*

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## CONTEXT

East Renfrewshire is a modern, ambitious council, creating a fairer future with all. Our mission is simple: to make lives better for the growing numbers of residents who choose to live here.

We are high performing with a reputation for continuously improving services, particularly in key outcome areas that make a difference to people's lives including education, housing and recycling. Ninety-four percent of our residents are satisfied with East Renfrewshire as a place to live and our residents continue to value the safety, family values, reputation and educational prospects available when living here.

East Renfrewshire however faces many of the same challenges as the rest of Scotland over the next 10 years – these are summarised in a PEST (Political, Economic, Social, and Technological) analysis in Annex 1. The population is expected to grow and at the same time people are living in smaller family units bringing a requirement for more houses. Technology is driving change at a faster rate than ever and the threat of climate change is ever present. Changes in the world economy have an immediate impact on the Scottish economy and even what constitutes a community is becoming difficult to identify.

In addition, the financial landscape for the public sector has become increasingly challenging with councils having to find significant year on year savings, whilst continuing to deliver services that meet the growing and more complex needs of local people. For East Renfrewshire this has meant making savings of over £54 million since 2011, with a further £22 million by 2021.

Over the same period, we must also meet the needs of our growing local population and changing local demographics (more detail [here](#) and in Annex 2). East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country, with significant Muslim and Jewish populations, and we expect this to continue. We will have more children and at the same time more elderly residents; a declining death rate and an increase in the number of households as more people live alone. These expected significant changes will influence the decisions we make on future service provision, affecting education, housing, care and a range of vital universal services such as roads maintenance and waste management.

For example, increasing numbers of families with children, including those who require additional support for learning, are moving to East Renfrewshire to benefit from our local schools. As well as requiring us to build more nurseries and schools, this also places additional pressure on our care services to support individuals with disabilities into adulthood. Our growing elderly population, with amongst the highest life expectancies in Scotland and a rising over-85 years population, brings complex care needs and a focus on living independently at home for as long as possible. The number of commuters working outwith East Renfrewshire also puts pressure on public transport, parking and our road network, this will increase as a result of new house-building.

We also have pockets of significant disadvantage and deprivation highlighted in the Scottish Index of Multiple Deprivation (SIMD) with around 5% of our population amongst the 15% most deprived in Scotland. Socioeconomic inequalities do not exist solely within definable geographic boundaries. Approximately 1,550 children in East Renfrewshire are living in low income households, with 55% living in the Levern Valley area and 45% in the Eastwood area. Scottish figures show that 35% of Minority Ethnic people are in low income households compared to 18% of White British people. Trends also show that 45% of lone parents, 23% of people in a family with a disabled adult and 13% of older adults live in low income households. We all have characteristics that can increase our risk of disadvantage in: income; wealth; material goods; or the opportunities that are available to us.

Through the Fairer Scotland Duty, the Council must consider how it could reduce inequalities caused by socioeconomic disadvantage in any major strategic decisions we make. This includes poorer skills and attainment; lower quality, less secure and lower paid work; greater chance of being a victim of crime; less chance of being treated with dignity and respect; and lower life expectancy.

We must also respond effectively to a considerable level of policy and legislative change. Recent changes include changes to school governance, the national reorganisation of community justice, new Scottish financial and social security powers, welfare reform and increased nursery provision for 2 and 3 year olds. Community Planning has developed an increased focus on inequality and locality planning and there is an ongoing review of how powers and responsibilities are shared across national and local government, with the aim of giving communities more say in how public services are run. The Planning Bill and the Transport bill are making their way through the Scottish Parliament with plans for changes to Council Tax under discussion. The UK's exit from the EU will also bring significant legislative change.

The world around us is also changing, highlighting new opportunities to collaborate and innovate to modernise how we work. Digital technology is revolutionising how people live their lives and the Council is continually looking at how digital services might improve the way services are delivered, making them more cost-effective and personalised, designed end to end with the customer at the heart, meeting user needs and modernising rapidly to meet changing demands.

Regional Partnerships are changing the way we work and influencing our long-term view. For example the City Deal partnership is helping us to transform the local area, create new jobs and generate economic wealth. Through City Deal capital funding, we will be able to invest £44 million across East Renfrewshire to help deliver an ambitious overall programme of regeneration, new homes, investment sites, visitor attractions and improved connectivity as reflected in our forthcoming Local Development Plan 2. In addition this collaboration has resulted in a regional economic strategy and also a regional skills investment plan, covering 2019-2024, and highlighting local issues of pockets of deprivation, those residents furthest from being able to enter the employment market and particular groups of youth unemployment. In essence we need to ensure through our employability and related activity that in the longer term our residents have the right skills to access and progress through the changing employment market.

We continue to work in close partnership with our wider East Renfrewshire family, particularly the East Renfrewshire Culture and Leisure Trust (ERCLT), and the Health and Social Care Partnership (HSCP) working under the direction of the ER Integration Joint Board (IJB), and both delivering important services to local people intrinsically linked to health and wellbeing.

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

The strategy that guides all the work of the Council and its community planning partners is our Community Plan called a “Fairer and Stronger East Ren”; an overarching plan for the area with a timescale of 10 years. The Community Planning Partnership’s vision for East Renfrewshire is:

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

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

Fairer East Ren is the part of the Community Plan that focuses on actions that partners will take to reduce inequality in the area, supported in turn by more detailed Locality Plans.

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



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



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



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



East Renfrewshire residents are safe and live in supportive communities.



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

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



long-term outcomes for the community. These changes require contributions from all partners.

## VISION FOR THE FUTURE – OUR STRATEGY

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

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

Vision for the Future sets out **how** we will do this by identifying the 5 capabilities that the Council must demonstrate to be able to deliver efficiently and effectively and the 3 values that all staff should aim to exhibit when carrying out their work.

## Capabilities

We have developed 5 organisational capabilities that define what we must be excellent at in order to meet our future challenges and use our resources in the right way. We will deliver our outcomes in a time of financial constraints and increasing demand by redesigning our services using the 5 capabilities.



**Prevention** - we will invest in activity that prevents problems occurring in our communities, rather than trying to fix things when they have already gone wrong. This will reduce demand for certain services and, at the same time, improve the lives of many of our most vulnerable residents and families. We will empower communities and individuals to take positive control of their own lives - rather than having things done for them.



**Empowering Communities** - we will work hand-in-hand with our local communities to redesign services so that they work for and with the people who need them, empowering local people, continually refining what we do in order to jointly achieve our outcomes and engaging with people in ways that are meaningful to them and an easy fit with their busy lives.



**Use Data, Evidence & Benchmarking** - we will make sure that all the decisions we take are grounded in evidence and what our communities agree works well. We will use the data that we have responsibly and effectively collected to focus our efforts where we can make the biggest difference.



**Modernising How We Work** - we will leave no stone unturned in ensuring we are an ambitious, lean organisation and have systems and processes in place which are fully modernised, so that our frontline employees are able to work as productively as possible to deliver the right services in the right areas. We will have more flexible workspaces; collaborate more; use new management styles; and have stronger partnerships.



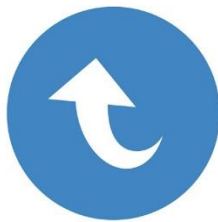
**Digital** - we will develop digital confidence across our organisation and our communities and promote an ethos of 'digital by design', whereby we will make our services digitally accessible end to end, putting customer needs at the heart of service design and improving local customer experiences.

Our capabilities relating to data, modernisation and digital are increasingly merging together as digital technology is driving both the use of data and modernisation.

## Values

Our core values will be an enabler at a time of great change, shaping our behaviours and supporting the council to realise its ambition.

In consultation with employees across the organisation, our organisational values have been recently reviewed and refreshed to make them simpler and more memorable. The new values are:



Ambition



Kindness



Trust

## Strategy on a Page

We realise that long strategy documents like this one are necessary but are not particularly accessible for all our staff and residents so we use a 1 page infographic to summarise our plan.

We have updated our main strategy infographic to show how our 5 outcomes, our 5 capabilities and our 3 new values are at the heart of our strategy and it is shown below. This is our “strategy on a page” and is the most comprehensive summary we have of our overall vision for the future.



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

This **Vision for the Future** document is influenced by and influences 3 associated documents: our **Local Development Plan**, our **Capital Investment Strategy** and our **Long Term Financial Strategy**.

Our **Local Development Plan** (LDP) builds on our **Community Plan** and national planning policy, and shapes public and private sector investment in our area. It is a spatial plan that takes into consideration healthier lifestyles, greenspace, affordable and particular-needs housing especially to meet the needs of the elderly, improving town centres, educational requirements and improvements to leisure and cultural facilities.

Our **Capital Investment Strategy** demonstrates the many influences on our capital investment plan, particularly external and partner influences, such as Scottish Government policies and the Glasgow and Clyde Valley City Deal. When delivering our commitments, we need to invest strongly for longer term benefit but always be mindful that any investment must be undertaken in a prudent, affordable and sustainable manner. Investment in schools and nurseries has always been a high priority and reflects the importance of education in the Community Plan as well as demographic trends in migration of families into the area because of the reputation of education as well as the growth in housing numbers. Our 8 year Capital Plan and longer term Capital Investment Strategy are updated annually.

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

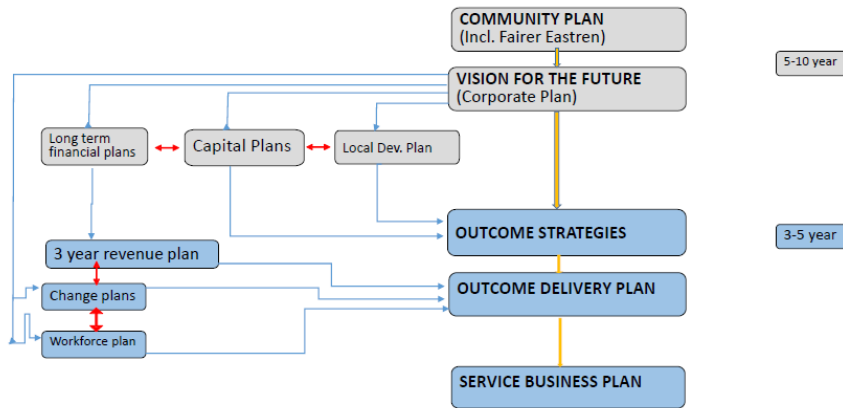


Figure 1:  
Integrating  
Strategic Plans &  
Operational  
Management

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

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

The vision was originally set by us in 2015 – it is still relevant today, but we have updated its content and will continue to do so over time. We have also added a new section giving further detail on each of our outcomes.

In delivering our vision we must find a balance between high quality services and the need to address deep-seated inequalities. Tackling inequalities means acting with fairness and respecting the circumstances and needs of people which can put them on an unequal footing against others. We will work together with local communities to ensure that our decisions are based on socio-economic analysis as part of the Fairer Scotland Duty and we will integrate this with our other equality and human rights duties to simplify how we consider our potential impact and influence practice and policy at the right time.



## OUR 5 OUTCOMES



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

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

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

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

In ten years' time:

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

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

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



## Outcome 2 – Learning, Life and Work

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

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

Employment levels are good compared to the Scottish average. From January – December 2018 there were 44,200 people recognised as being employed. This represents 73.6% of the population. This compares favourably to the Scottish average of 74.1% and UK average of 75.1%. There are 1,500 people registered as unemployed in East Renfrewshire which represents 3.4% of the population. This is significantly lower than the Scottish average of 4.3% and the UK average of 4.2%.

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

Over the next 10 years

- The increasing demand for places in our schools will see a growth in the number of schools. As well as the £15million Maidenhill Primary opening in Newton Mearns in August 2019, there will be sufficient new schools opening to meet demand. There will be a new leisure and learning campus in Neilston and our existing secondary schools will have been refurbished, with a strategic improvement plan in place for every school building.
- What pupils learn will be transformed as they develop the skills to take full advantage of a rapidly-changing jobs market, with a greater emphasis on digital and STEM subjects (Science, Technology, Engineering and Maths). There will be different routes to work, with more graduate apprenticeships and we will equip children with

the skills and attitudes to enable them to change careers at different times of their lives. We will help our young people get what they want out of life, helping them become rounded individuals by providing an education which involves community partners and which contributes to the community.

- Attainment and achievement will continue to improve in primary and secondary schools and we will have further reduced the poverty related attainment gap.
- We will continue to work across local council boundaries in the Glasgow City Region to share best practice in education and strengthen employability to ensure residents can take up job opportunities throughout the region.
- Improving the mental wellbeing of children will be a top priority. With national research showing that most mental illness begins before adulthood and can be linked to childhood adversity, we will take a preventative and early interventionist approach in services such as education and where necessary we need to ensure that mental health care meets the needs of our young people.
- Sport and cultural services will be a critical and effective part of our early intervention strategies which will make a measurable impact on key local and national priorities such as the health of an ageing population. Schools will play a key role in inspiring all children and young people to participate in sports and cultural activities which they will continue into adult life through community groups supported by volunteers and ERCLT.
- Residents of Eastwood will be benefiting from state of the art new leisure facilities which will cater for our growing young and ageing populations, encouraging all to take part in physical and cultural activities. The renovation work at the Foundry in Barrhead will have been completed and there will be improvements at Eastwood High.
- Our high quality sports pitches, open spaces and parks will encourage residents to increase their participation in physical activity which will in turn help to improve health. There will be an increasing focus on cycling and walking and providing appropriate infrastructure to facilitate these activities.



### **Outcome 3 – Environment and Economy**

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

East Renfrewshire sits on the boundary of the urban area of the Glasgow City region and the more rural areas of the Dams to Darnley Country Park, Whitelee Windfarm and agricultural land. It is primarily a residential area with limited economic development. The area is very reliant on the wider City region area for job opportunities with the wider region being dependent on the East Renfrewshire area for residential opportunities and its contribution to the overall quality of life in the City region. Our residents tell us they enjoy living in East Renfrewshire and the migration of people into the area demonstrates the continued popularity of the area.

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

Within the next 10 years:

- The area will be an attractive place for investors with vibrant town centres and good employment opportunities. We want the area to be a key tourist destination with better rail and bus services. At the same time we wish to see the area well served with good quality leisure, cultural, community and educational facilities and digital connectivity.
- Our ambitious new Local Development Plan which will set out clearly our development ambitions around inclusive economic growth and proposals for regeneration, housing, investment sites, transport, business, industry, education facilities and leisure.
- We will deliver inclusive growth through our Glasgow City Region projects which will deliver £44million of major infrastructure to boost innovation, regeneration and growth. These projects will greatly add to the value of the local economy over the next 20 years through new infrastructure, connectivity and tourism. Opportunities for entrepreneurs and networking will be created at a new business centre in Greenlaw,

Newton Mearns, which will open in 2019. Barrhead will see housing, leisure and shopping facilities being provided through remediation of the former Nestle site and the former Shank's Park. There will also be a new visitor centre at the Dams to Darnley Country Park, with infrastructure to support a proposed wakeboarding centre which will increase visitor numbers to the area. Other potential facilities at this location are currently being developed.

- We will plan for an increase in the number of houses of at least 4,350 by 2029 as outlined in our Local Development plan, working with developers to ensure we meet the Scottish Government's targets for house building and in particular for affordable housing. We will ensure that infrastructure provision is sufficient to meet the needs of our population particularly for education.
- We will have helped the economy to grow and helped build a stronger more diversified local business base. The number of new business start-ups is increasing but the primarily service nature of existing employment means that many of the people who work in the area are paid below the living wage. We need a better balance of jobs to reflect the highly skilled nature of our population, to take advantage of digital opportunities and to provide progression for those in lower paid jobs. We are looking to improve the rate for new businesses surviving for five years or more.
- Our residents will have better access to the wider Glasgow City region. As part of City Deal a new railway station and bus interchange will be built at Barrhead South. There will be improvements to the road network along the M77 corridor, creating development opportunities and building better travel routes between the Lovern Valley and Eastwood and opening up the potential of a major strategic route in the longer term. This will give our residents excellent access to the 28,000 jobs which will be created across the City Region. These projects are challenging and will be difficult to deliver.
- Our town centres will be more sustainable, attractive, vibrant and accessible with more diverse activities. We need to take into account a wide range of factors including changing retail patterns, housing opportunities, diversification of uses, digital technology, office accommodation and employment and the creation of civic, community and cultural hubs. Towns need to be vibrant and attractive during the day and in the evening. The Council cannot do this alone. It can provide leadership but it

needs to develop a vision and action plans in collaboration with a wide range of partners including its Business Improvement Districts and other key players. As an example a proposed investment of over £30m in a joint education campus in Neilston will also offer the opportunity to regenerate the town centre.

- The future of the local environment will be protected through the improvement of our parks and open spaces, which serve as places for leisure and health as well as reducing carbon emissions. Rouken Glen Park will have more facilities, will be an events venue and will have more parking. A masterplan will be prepared and implemented for Cowan Park, transforming it into an attractive public park for all residents. We will ensure a balance between the green places in the midst of our communities and the green belt around the perimeter. Due to a very limited supply of brownfield sites in East Renfrewshire, there will be a requirement to build houses and new community facilities on previously undeveloped sites to ensure high quality services can be delivered to all residents.
- Eastwood Park will be masterplanned to create a campus environment which will take advantage of the park environment and address the current parking issues.
- We will build 240 or more new Council houses catering for the diverse needs of tenants and use this opportunity to build communities not just houses.
- We will build on the success of our recycling rate for household waste to encourage even greater environmental awareness and reduce waste and pollution. Our new waste facility at Bargeddie/ Dunbar, which we have funded along with neighbouring councils, will begin operation in 2020 and further reduce the waste sent to landfill.
- Our commitment to reduce local CO2 emissions will continue as we reduce the emissions of council buildings, encourage the move to electric cars and work with developers to ensure they futureproof new-build housing to be as energy efficient as possible.
- Our communities, infrastructure and buildings more resilient to the effects of climate change mainly in terms of challenging weather. This includes being able to deal with storms, heavy rain, extreme winds, droughts and heat waves. An adaptation plan is in the early stages of development at the Glasgow City Region level.

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#### **Outcome 4 – Safe, supportive communities**

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

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

Over the next 10 years:

- More of our vulnerable residents will live independently in their own homes by extending our existing telecare service from a service based on analogue technology to a digital service using the latest sensors and digital technology to join up health and social care monitoring.
- Community safety and community justice services will be enhanced through good community engagement activity and strong links that have been built with local groups preventing more negative outcomes. This will be done through enhanced partnership working and information-sharing with Police and Fire to target our resources and activities in the most appropriate areas.
- Less East Renfrewshire young people will be at risk of taking part in anti-social behaviour and will be actively and meaningfully engaged and involved in positive activities through targeted streetwork and diversionary activities, such as youth clubs,
- More offenders will have been provided with local support through shorter custodial sentences and community justice payback orders. More offenders will be rebuild their lives and give something back to their community and much less likely to reoffend. Packages of support will be available that improves access to vital services such as health care, welfare, housing and increase their employability.

- We will improve our effectiveness in protecting adults that are at risk of harm either due to their own disabilities or vulnerabilities by providing timely and people centred supports that allow them to live safely in their own home. For residents who experience domestic abuse (including coercive control) and or people trafficking work, we will ensure that they receive services that reduce risk and ultimately recover from their adverse experiences. Helping residents affected by alcohol or drug use to overcome their addiction(s) will be at the heart of our drug and alcohol recovery services.
- It will be easy for East Renfrewshire residents to have their say and get actively involved in their local communities. The confidence and skills of communities will be stronger so that they can influence change on key issues that matter to them and contribute toward the building of supportive communities
- Each locality will have its own locality plan which contains their local priorities and are reflective of the views and needs of those communities. We will work in direct partnership with local groups and organisations to participate in the development and delivery of local plans (e.g. Fairer East Ren and our Locality Plans). As well as building the capacity of local community groups, we provide training and support for council and partner staff to enable them to plan and undertake meaningful engagement activity and work more effectively in partnership with communities.
- 1% of our budget will be spent through Community Choices. We will expand our successful range of community-led decision-making processes. These will see an increasing role for community members in the delivery of shared outcomes in East Renfrewshire.



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

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

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

At the same time there will be a need to support a growing number of family carers. We expect more people to stay at home and for our approaches to be tailored to their support needs. A combination of social, digital and good care will provide the right support at the right time. We will develop our local markets to respond to the needs of carers through creative breaks, taken either in their community or at a location of their choice.

Over the next 10 years:

- Through the Council’s partnership with the East Renfrewshire Culture and Leisure Trust (ERCLT), older citizens will be involved in a range of activities that support and encourage them to be physically and mentally active and maintain their independence. The much improved leisure facilities in Eastwood and the Barrhead Foundry will be welcoming for people of all ages and will respond to changing needs and focus on the wellbeing of people in our communities.
- We want to work more closely with communities offering more local people the opportunity to talk about any concerns and to plan ahead to stay independent when they are older. Our Talking Points in every locality are where people will be able to access information, advice and support.

New and existing technology will help us provide a “hospital at home” for people with health conditions while developments in health and care lifestyle monitoring equipment will reduce the need for staff to stay with people in their homes.

- We will continue to work with our communities and partners to ensure that a range of choices for support are available through self-directed support options and by ensuring that there is a supply of creative and high quality options for people to stay at home and active within their communities.
- For those people who require support in their daily lives we have moved to a model of “getting the right support”. If delivered at the right time we believe we can reduce dependency and improve lives and respond better to the growing demands on the health and care system.
- We will have shifted in the balance of care, away from hospital wards to community alternatives for people requiring long-term or round-the-clock care. We want to ensure that only those people who require urgent or planned medical or surgical care need to go into hospital. Our aim will always be to return people home as quickly as possible and to support them at home whenever we can with a programme of re-enablement. Our integrated Rehabilitation and Enablement Service has social work, nursing, occupational therapy and rehabilitation staff based in teams working alongside groups of GP practices, providing services to people who need support.
- The care home market will look different and respond to individual needs, hopes and aspirations in a different way. Fewer people will need permanent care as they will have options to stay supported in their community, remaining connected through their interests, and are supported through technology and receive person-centred care at home.
- We will encourage work with social enterprises in the care sector which will offer employment opportunities to local people and address some of the issues in attracting people to work in the care sector.
- We will improve people’s quality of life by helping them to choose from a range of housing options so they can stay in the home of their choice in their local community. We will work with the housing market to achieve this. Our Local Housing Strategy and our Council housing building programme will take these needs into account including our future proposals for sheltered and amenity housing.

## OUR 5 CAPABILITIES



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

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

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

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

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

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

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

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



## Modernising How We Work

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

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

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

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

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

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

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

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

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





## Data, Evaluation & Benchmarking

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

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

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

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

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

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

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



## Empowering Communities

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

We have the opportunity to change how we work, building in more local control. Through locality planning, residents living in disadvantaged areas are becoming empowered to articulate their needs and priorities and play a part in delivering on them. We are using community choices budgeting to give local people a say in how money is spent in their area. We prioritise community capacity building support to ensure communities are strongest in areas aligned to our strategic outcomes, such as early years, safe and supportive communities and older people. Our focus is to ensure that all voices are heard, particularly those hardest to reach.

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

Within a context of decreasing budgets, and to avoid consultation fatigue, we will coordinate our efforts to enhance involvement and participation through better coordination across the Council/HSCP and with our partners, making more effective use of our limited resources. We will provide training and develop toolkits to help employees ask themselves challenging questions about how they can involve individuals and communities.

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



## Prevention

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

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

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

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

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

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

**Our Ambition**

Our plans are ambitious. We want to be at the leading edge, delivering the best possible services to our communities. We have an ambitious strategy to deliver based on our 5 outcomes. We have many exciting projects ranging from the Early Years work to our City Deal infrastructure programme, from an ambitious capital programme to different partnership models of delivery for Culture and Leisure and Social Care.

It is impossible to describe what life will be like for employees in the future in a few words. We want everyone to be involved in creating this new future. We will all have to learn new skills and support each other to do so. This transformation has to be driven across the organisation by everyone; we all have to be engaged in the changes and feel we can influence them. All of this is in the context of challenging and reducing budgets, making transformation all the more important, and the need to make every penny count and make our resources go further. There is a responsibility on all of us to aim to be guided by our refreshed values and to be engaged in the development of our organisation. As a council, we have always had a reputation for excellence, for innovation and having great people. We must make sure that in when we look back in 10 years we are very proud of what we have done.

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**Draft**

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

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

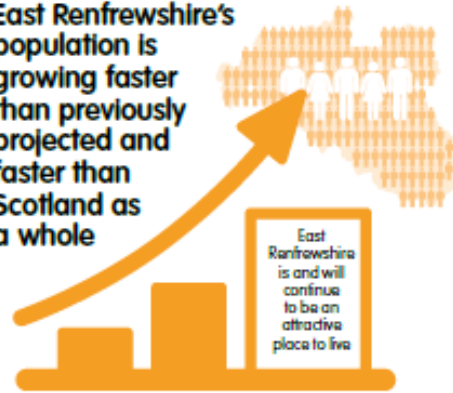
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# **Planning for the Future Infographic Summary 2019**

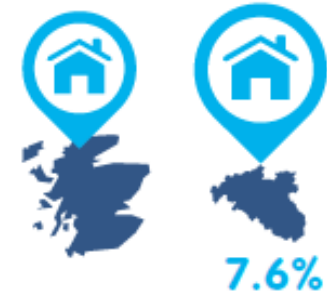
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EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT

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



The number of people living in East Renfrewshire is projected to increase by 7.6% by the year 2025 (this is higher than previous projection of 5.7% and higher than the Scottish rate of growth of 3.2%)



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

The two age groups that will grow the most



Children and young people aged 0-15 years



Older people aged 85+

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



More houses are needed for three reasons

More families are moving in

Fewer people live in the average house

People are living longer

Demand will increase for services

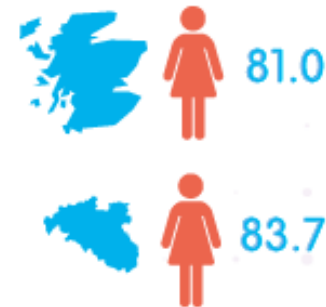


For older people, as well as general public services (such as health and care, leisure and environmental services)



More places will be needed in early years, primary and secondary education establishments

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



IF EAST RENFREWSHIRE HAD 100 PEOPLE

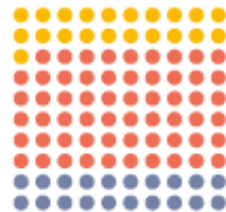
Gender



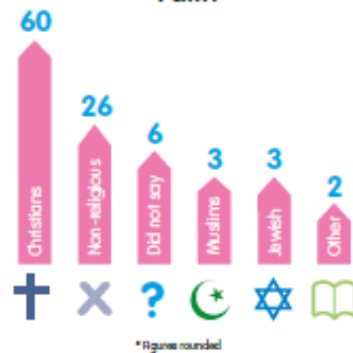
Health



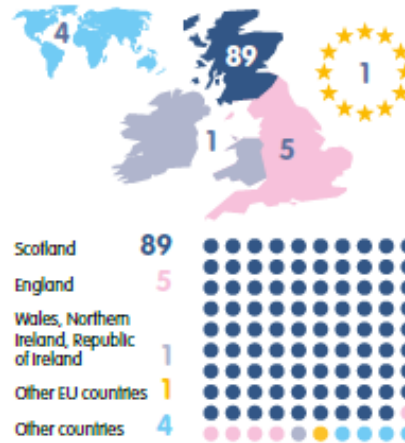
Age



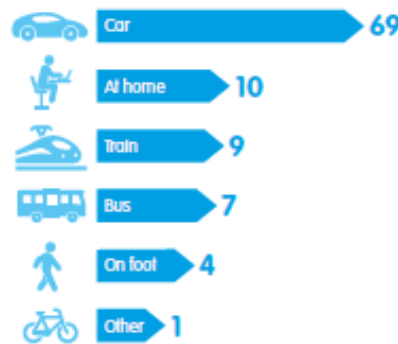
Faith



Country of birth



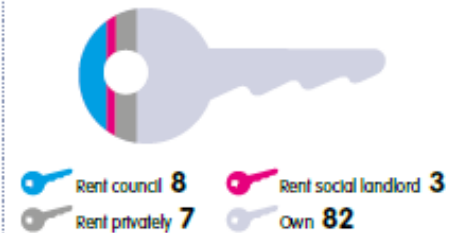
Travelling to work



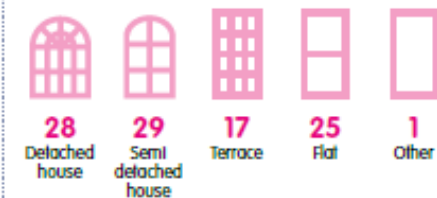
Household size



Tenure



Where people live





**EAST RENFREWSHIRE COUNCIL****1 May 2019****Report by Chief Executive****European Elections - Changes to Polling Places****PURPOSE OF REPORT**

1. To advise the Council of changes to 2 polling places at the forthcoming European elections due to unavailability of the approved polling places.

**RECOMMENDATION**

2. That the Council notes:-
- (a) the use of Broom Parish Church and the Lygates Building as replacements for Crookfur Pavilion and Mearns Parish Church Hall respectively at the forthcoming European Parliament elections; and
  - (b) that the changes have been made by the Chief Executive under the delegated powers granted by the Council in February 2014.

**BACKGROUND**

3. In terms of the Representation of the People Act 1983 (as amended) local authorities are required to divide their area into polling districts (sub-divisions of electoral wards) for the purposes of UK parliamentary elections and to designate polling places for these polling districts and keep them under review.

4. The last full review took place in East Renfrewshire in 2013/14 at which time there were no changes made to the scheme previously approved in 2010. A number of minor polling district boundary changes were made in advance of the local elections in 2017, to take account of the reduction in the number of Council wards from 6 to 5.

5. The Electoral Registration and Administration Act 2013 introduced provisions which require councils to conduct a review of their polling scheme (that is the current polling districts and polling places) at any time in the period of 16 months beginning 1 October 2013 and within the 16 month period every 5 years thereafter.

**REPORT**

6. A review of the current scheme is currently underway with draft proposals to be submitted to the Council in June. As part of the review and taking account of the uncertainty at the time around possible participation in the European elections, the election team carried out an exercise to establish if all existing polling places would be available in the event an election was called. This exercise established that 2 polling places, Crookfur Pavilion, and Mearns Parish Church Hall, both in Ward 5, would be unavailable; Crookfur Pavilion due to its closure and imminent demolition, and Mearns Parish Church Hall due to refurbishment.

7. An exercise was carried out to identify potential alternatives within the area. Due to either unsuitability or restrictions on use by third parties this was challenging. However 2 alternatives have been identified.

8. The alternative identified for Crookfur Pavilion is Broom Parish Church. Contact was made with the Church Minister who has indicated he is happy for the Church to be used as a polling place, not only for the coming contest but in any future contests.

9. The alternative identified for Mearns Parish Church Hall is the Lygates Building on Ayr Road. This building is currently leased to the Council but is not in use. It is acknowledged that the alternative is not as suitable as the current polling place, both in terms of its location and also lack of parking other than in the shopping centre car park, but its use is intended to be a one off.

10. When the Council approved the current polling scheme in February 2014, it agreed to grant delegated powers to the Chief Executive to identify alternative polling places in the event any of the polling places in the scheme became available for any reason. The decision to use Broom Parish Church and the Lygates Building has been taken in terms of the delegated powers granted.

## **RECOMMENDATION**

11. That the Council notes:-

- (a) the use of Broom Parish Church and the Lygates Building as replacements for Crookfur Pavilion and Mearns Parish Church Hall respectively at the forthcoming European Parliament elections; and
- (b) that the changes have been made by the Chief Executive under the delegated powers granted by the Council in February 2014.

Local Government (Access to Information) Act

Report Author

Eamonn Daly, Democratic Services Manager 577 3023

e-mail:- [eamonn.daly@eastrenfrewshire.gov.uk](mailto:eamonn.daly@eastrenfrewshire.gov.uk)

Background papers

None

EAST RENFREWSHIRE COUNCIL1 MAY 2019Report by Deputy Chief ExecutiveCALENDAR OF MEETINGS – 2020**PURPOSE OF REPORT**

1. To seek approval for the 2020 meetings calendar.

**RECOMMENDATION**

2. That the Council approve the 2020 meetings calendar.

**BACKGROUND**

3. In terms of the Council's Standing Orders, it is necessary for the full Council to approve the calendar of meetings of the Council, subject to the ability of committees to revise dates thereafter.

**REPORT**

4. To give Elected Members as much notice as possible of future meeting arrangements, the calendar of meetings is routinely prepared well in advance.
5. As usual the proposed calendar takes account of all meetings in respect of which the dates have been determined, but does not take into account those ad-hoc meetings which will be held as and when necessary (e.g. Appeals Committee, Appointments Committee, Planning Pre-determination hearing etc.) and any other special meetings that may be called from time to time.

Council

6. In recent years, due to the late approval of the Scottish Government budget and the subsequent late confirmation of local government funding levels, it has been necessary for the originally scheduled budget meeting to be cancelled and rearranged at relatively short notice. This has caused inconvenience for a number of Elected Members. Last year, to deal with this, it was agreed that the scheduled budget meeting take place at the end of February (28 February 2019 at 10am). This arrangement worked satisfactorily and did not require the rescheduling of the budget meeting due to any last minute announcements by the Scottish Government. A similar arrangement has been proposed for 2020.

Education Committee

7. Every effort has also been made to ensure that meetings of the Education Committee are not held on the day of Jewish festivals.

Audit & Scrutiny Committee

8. Similar arrangements have been retained in relation to the timing of the presentation of the Treasury Management Strategy to the Audit & Scrutiny Committee and the full Council, the draft Annual Accounts to the Audit & Scrutiny Committee and the final Annual Accounts to the Audit & Scrutiny Committee and the Council, and appropriate dates built in to the calendar.

**RECOMMENDATION**

8. That the Council approve the 2020 meetings calendar.

Local Government (Access to Information) Act 1985

Background Papers - None

Report Author: Eamonn Daly, Democratic Services Manager 577 3023

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## SUMMARY OF MEETING DATES

January to December 2020

<b>COUNCIL – 7.00PM (Wednesday) N.B. Meeting marked with an asterisk (*) will start at 10.00 am on Thursday. Meeting marked with a double asterisk (**) will start at 4pm on Thursday</b>	<b>CABINET – 10.00AM (Thursday)</b>	<b>CABINET (Police and Fire) – 10.00AM (Thursday)</b>	<b>EDUCATION COMMITTEE – 10.00AM (Thursday)</b>
	30 January		23 January
27 February (*)	6 February	13 February	
	12 March		26 March
29 April	2, 23 & 30 April		
	21 May	14 May	7 May
24 June	4 & 18 June		11 June
	13 & 27 August		20 August
9 & 24(**) September	10 & 24 September	17 September	
28 October	8 & 22 October		1 October
	5 & 26 November	19 November	12 November
16 December	3 December		

<b>PLANNING APPLICATIONS COMMITTEE 2.00PM (Wednesday)</b>	<b>LOCAL REVIEW BODY 2.30 PM (Wednesday)</b>	<b>AUDIT &amp; SCRUTINY COMMITTEE 2.00PM (Thursday)</b>	<b>LICENSING COMMITTEE 2.00 PM (Tuesday)</b>
15 January	15 January	23 January	21 January
12 February	12 February	20 February (Treasury Management Strategy)	18 February
11 March	11 March	12 March	17 March
8 April	8 April	30 April	14 April
13 May	13 May		12 May
10 June	10 June	18 & 27 (draft accounts) June	9 June
5 August	5 August	13 August	11 August
2 & 30 September	2 & 30 September	24 September	8 September
			13 October
4 November	4 November	19 November	10 November
2 December	2 December		8 December

<b>JOINT CONSULTATIVE COMMITTEE (1<sup>st</sup> TIER) 2.00 PM (Thursday)</b>
13 February
7 May
17 September