

EAST RENFREWSHIRE COUNCILCABINET10 SEPTEMBER 2020Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE END-YEAR REPORT 2019-2020**PURPOSE OF REPORT**

1. The purpose of this report is to inform the Cabinet of the end year performance of East Renfrewshire Culture and Leisure (ERCL) for 2019-20. The report is based on performance indicators and activities in the Outcome Delivery Plan (ODP) and ERCL business plan. Detailed performance results prepared by the Trust's Chief Executive are attached in Appendix A.

RECOMMENDATION

2. The Cabinet is asked to comment on and approve this report as a summary of the ERCL end-year performance for 2019–20.

BACKGROUND

3. Progress against the performance indicators and activities in the ODP is normally reviewed on a 6-monthly basis through departmental reports that are considered by the Chief Executive, Directors and Heads of Service as part of a regular set of performance review meetings. In addition, the departments and individual services review performance through team meetings and planning sessions. These arrangements have naturally been interrupted by the COVID-19 pandemic.

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

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

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

REPORT

6. This report (see Appendix A) sets out a high level summary of the performance of ERCL in 2019–20 for arts, sports, libraries and community facilities. The report also includes performance information relating to the ODP. This report has been prepared by the Trust's Chief Executive, based on their performance monitoring and was presented to and discussed at the last meeting of the ERCL Board on 23 June 2020.

7. Whilst the scorecard reflects the full year 2019-20, the performance of the Trust was impacted by the closure of facilities programmes from 18 March 2020. Customer payments were suspended and/or refunded from that point, and the only culture and leisure services that continued were those delivered online, free of charge, or in support of the Covid-19 response. The impact of the cessation of activities is noted in the scorecard.

8. Following the conclusion of a joint agreement with Trade Unions under the Government Coronavirus Job Retention Scheme some staff were placed on furlough from 18 March, with ERCL meeting the full costs of their payroll costs. In total over 90% of staff were furloughed.

9. Last year's report to Cabinet on the performance of the services delivered by ERCL commented on the ongoing improvements that had been seen, particularly in terms of virtual visits to libraries and Active Schools sessions. 2019-20 has seen a continuation of the overall strong performance levels despite a challenging background with the impact of Covid-19 closures.

10. Achievements in 2019-20 included:

- Eastwood Theatre audiences were up by 49%, with 144 individual performances presented during the year compared to 108 in 2018-19.
- Hugely successful pantomime programme, breaking all recent records for the annual Christmas programme.
- Significant growth over the year in swimming lesson registrations reaching 2,597 (mid-March) up from 2,248. This represents a 15% increase against the same period last year. This reflected the fact that the Swimming Development Team has changed the Learn to Swim programme, introduced a new Scottish Swimming framework, a new pool timetable, and a new teaching model. As a consequence, swimming exceeded its budget targets.
- Public swimming participation increased by 5%, despite the closures in March.
- Gym monthly memberships closed the year at 2,901, up nearly 9% on the Trust plan. The new pricing structure for Gyms and Fitness products designed to increase competitiveness has meant that for the vast majority of members/packages ERCL's gym and fitness offer was amongst the most competitively priced in Scotland.
- The development of highly successful marketing campaigns for gyms and community sports programmes. The January marketing campaign for new gym memberships delivered 465 new sales up from 177 the previous year, along with an increase in 12 month contracts.
- The first staff survey which was carried out in October 2019 indicated high levels of positive engagement (78%).

11. The future focus is naturally on Recovery, and building attendances, participation and customer levels up as safely and quickly as possible. However, lockdown and closure has afforded some opportunities for improvement and change projects:-

- Redesign of leisure management system and improved online booking capability;
- Development of increased virtual/online services, including sports, fitness and arts classes;
- New outdoor sports and fitness activities; and,
- Development of digital communications and marketing.

12. The vision for ERCL *“is to be the highest-performing Leisure Trust in Scotland”*. Action continues to be taken to improve performance further and modernise service delivery. The Eastwood Leisure Centre and Eastwood Park Masterplan Working Group, chaired by the Leader of the Council, met in March and agreed the development of the brief for the project to be progressed by the client team. Work has been ongoing during lockdown and the next meeting of the group is being arranged.

FINANCE & EFFICIENCY IMPLICATIONS

13. There are no specific financial implications arising from this report. During the year East Renfrewshire Culture and Leisure Trust earned income was above budget. Operating expenditure was favourable to budget by £339k, with staff costs below budget by £374k due to a large number of vacancies. As a result unaudited Net income for 2019-20 of £723k was up £679k on the full year budget, providing a healthy surplus.

14. The Council commissioned an independent finance and business review of the Trust in 2017-18 and the subsequent joint Trust / Council action plan is continuing to be implemented and overseen by the Director of Education, the Chief Accountant, the Trust’s Board and its Chief Executive. ERCL will continue to self-evaluate its performance and take the necessary steps in partnership with the Council, to improve those areas identified for improvement in section 11 as part of its business planning process.

15. A review of the VAT treatment for the Trust’s operations took place which has enabled ERCL to apply a cultural exemption for live performances, and in doing so, this enabled the Trust to reclaim/retain VAT charges of over £90k.

16. East Renfrewshire Culture & Leisure Trust Best Value Review was considered in June 2020 by the Audit and Scrutiny Committee. It was agreed that the Director of Education, in consultation with the Chief Executive of the East Renfrewshire Culture and Leisure Trust, would review the recommendations within the Report in light of the current Covid-19 pandemic and advise which are still valid in a report to a future meeting of the Audit and Scrutiny Committee.

17. The Best Value Review report concluded overall the Trust *“is meeting its savings targets, in accordance with the original objectives when the Trust was established in 2015/16, demonstrating sound, and resilient financial management practices, including improved financial planning through three-year budgeting.”*

CONSULTATION

18. ERCL’s Business Plan calls for the development of *“An understanding of our customers and audiences, and an offer that attracts and inspires them.”* In support of this,

they have undertaken consultation in relation to the pricing and product review; an evaluation of the performing arts programme, and continued use of customer feedback and comments channels including enhanced digital and social media channels.

PARTNERSHIP WORKING

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

CONCLUSION

20. This report provides a high level summary of performance of ERCL at 2019-20 year - end. Elected members should note that the information presented here shows an overall improving picture particularly in theatres, gyms and swimming although there are areas where there is scope for further improvement.

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

22. The Director of Education is confident that the Trust will continue to make positive contributions to the CPP's Community Plan and will work to achieve the targets set out in the Council's ODP. In addition, the joint Trust / Council action plan will support the Trust in delivering improvements following the business and finance review. This action plan along with the recommendations from the Best Value Review and ongoing self-evaluation and response to customer feedback will allow it to continue to improve the experiences and outcomes of its customers, building on its recent successes.

23. East Renfrewshire Culture and Leisure Trust is performing well, improving customer experiences, meeting its charitable objectives and is contributing to the health and wellbeing of the residents of East Renfrewshire. The Trust operated with a net income in relation to the budget for 2019-20 and has still continued to deliver £420k of net base savings on NDR and VAT since 2016-17. As such, the Trust is supporting the Council to improve outcomes and secure best value in delivery of services.

RECOMMENDATION

24. The Cabinet is asked to comment on and approve this report as a summary of East Renfrewshire Culture and Leisure end-year performance for 2019–20.

Mhairi Shaw
Director of Education
10 September 2020

Convener Contact Details
Councillor C Merrick, Convener for Community Services and Community Safety
Tel: 0141 577 3108 (Office)

Local Government Access to Information Act 1985

Report Author

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

Tel: 0141 577 3103

Mark.Ratter@eastrenfrewshire.gov.uk

Appendix

A. ERCL - Year End Summary Report 2019/20

Background Papers

Audit and Scrutiny Committee Report – East Renfrewshire Culture and Leisure Trust Best Value Review

https://eastrenfrewshire.gov.uk/media/1597/Audit-Scrutiny-Committee-Item-05-25-June-2020/pdf/Audit_Scrutiny_Committee_Item_05_-_25_June_2020.pdf?m=637296251716130000

BLANK PAGE



Balanced Scorecard & Business Performance Overview

For the year ended 31 March 2020

East Renfrewshire Culture & Leisure Board

23 June 2020

Prepared by: Karen Storie
Reviewed by: Anthony McReavy
Dated: 15 June 2020

BLANK PAGE

Balanced Scorecard

For the quarter ended 31 March 2020

BLANK PAGE

East Renfrewshire Culture & Leisure Limited Balanced Scorecard Overview

East Renfrewshire Culture & Leisure Limited
Balance Scorecard - Key Performance Indicators
For the quarter ended 31-Mar-20

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

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

East Renfrewshire Culture & Leisure Limited Balanced Scorecard Overview

East Renfrewshire Culture & Leisure Limited

Balance Scorecard - Metrics

For the quarter ended 31-Mar-20

PERFORMANCE		Actual	Plan / PY	Variance
Leisure Centre Attendances ~	#	600,066	661,581	(61,515)
Libraries - Total Attendances ~	#	857,771	1,143,000	(285,229)
Community Facilities - Total Bookings ~	#	23,266	23,399	(133)
Theatre - Professional Programme % Target	%	109%	100%	9%
Swimming Lesson Participants	#	2,597	2,589	8
Gym Membership Numbers	#	2,901	2,672	229
Public Swimming (inc. free swims) ~	#	115,686	110,463	5,223
Community Sports Bookable Courses - % Capacity	#	87.5%	80.0%	7.5%

CUSTOMER / PROCESS		Actual	Plan / PY	Variance
Customer Complaints ~	#	14	32	n/a
SIB Action Plan Progress		Amber	Green	n/a
Operational Projects		Red	Green	n/a
Unplanned Closures / Events	#	2	0	(2)
Audit Recommendations		Green	Green	n/a
Communications / Marketing Activity		Green	Green	n/a
ERC SLA Services		Red	Green	n/a

PEOPLE		Actual	Plan / PY	Variance
Full Time Equivalent (FTEs)	#	210.0	215.2	5.2
Recruitment - vacancy lead time	Days	75	55	(20)
Recruitment - % of posts unfilled	%	46%	10%	36%
Staff Absence ~	#	784	8.30	-
Disciplinaries / Grievances	#	2	0	(2)
Training & Development		Green	Green	n/a
Leadership		Green	Green	n/a
Staff Engagement		Green	Green	n/a

FINANCIALS		Actual	Plan	Variance
Net Income / (Expenditure)	£k	725	44	682
Income	£k	9,752	9,429	323
Expenses	£k	9,027	9,386	359
Cost / Income Ratio	%	92.6%	99.5%	7.0%
Average Swimming Income	£	5.23	5.14	0.09
Average Gym Membership	£	25.73	26.85	(1.12)
Unplanned events / closures - financial impact	£k	314	-	-

Notes:

~ Plan is based on same period in Prior Year

East Renfrewshire Culture & Leisure Limited

Balanced Scorecard Overview

East Renfrewshire Culture & Leisure Limited

Balance Scorecard - Tolerances

For the quarter ended 31-Mar-20

PERFORMANCE			
Leisure Centres - Cumulative total attendances across all centres (inc. outdoors)	<95%	>95%	>100%
Libraries - Total Attendances - Cumulative total 'in person' and 'virtual' visits	<95%	>95%	>100%
Community Facilities - Bookings - Cumulative total bookings processed for halls, community centres, pavilions and out of school after 6pm	<95%	>95%	>100%
Theatre Professional Programme % Target - Percentage of target Professional Programme tickets sold (cumulative)	<95%	>95%	>100%
Swimming Lesson Participants - Participants registered at close of Quarter.	<95%	>95%	>100%
Gym Membership Numbers - Total direct debit members at close of Quarter	<95%	>95%	>100%
Public Swimming Attendances - Total cumulative attendances for casual swimming, themed activities and free swims	<95%	>95%	>100%
Community Sports Bookable Courses - % Capacity - Percent of spaces on bookable Sports Development courses filled	<95%	>95%	>100%

CUSTOMER / PROCESS			
Customer Complaints - Number of complaints through the Customer Comments system compared with the same quarter last year.	>120%	<120%	<100%
Solace in Business Action Plan Progress - Tracking progress of SIB action plan against planned dates	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Operational Projects - Tracking progress of Operational Projects	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Unplanned closures / Events - Unplanned closures leading to a claim against ERC	Any	n/a	-
Audit Recommendations - Progress against internal and external audit recommendations	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Communications / Marketing Activity	Based on activity during Quarter		
ERC SLA Services - General assessment of current SLA services and progress to close gaps	>2 Ambers / Any Red	<3 Ambers	<2 Ambers

PEOPLE			
FTEs - No. of Full-Time Equivalent staff contracted, including Q/T & Add Basic	>110%	>105%	<105%
Recruitment - Average time to fill a vacancy (Request to offer)	>60	>55	<55
Recruitment - % of posts advertised in previous Quarter still unfilled	>15%	>10%	<10%
Staff Attendance - Cumulative No. of FTE sick days per FTE staff	<95%	>95%	>100%
Disciplinary / Grievances - No. of staff discipline / grievance cases live at quarter close	>1	n/a	-
Training & Development	Based on activity during Quarter		
Leadership	Based on activity during Quarter		
Staff Engagement	Based on activity during Quarter		

FINANCIALS			
Net Income / (Expenditure)	<95%	>95%	>100%
Income - Year to Date total income as per current Period financials	<95%	>95%	>100%
Expenses - Year to Date total expenses as per current Period financials	>100%	>95%	<95%
Average Swimming Income - YTD income / average participants during period	<95%	>95%	>100%
Average Gym Membership - YTD membership BACS income / average participants during period	<95%	>95%	>100%
Unplanned closures / Events - Financial Impact - Base estimate of lost income / additional expenditure from unplanned closures as per "Customer / Process" above	>£5k	n/a	<£5k

Covid-19

In response to the global Covid-19 pandemic, and government advice regarding attendance at public leisure and culture facilities, ERCL closed all of its buildings to the public and suspended its programmes on 18th March. Customer payments were suspended and/or refunded from that point, and the only culture and leisure services that continued were those delivered online, free of charge. The impact of the total cessation of paid-for services and / or attendances at centres is indicated in the scorecard, and curtailed what had been up to that point, an extremely successful year in a number of areas, including Arts, Theatre and Swimming, and with gyms and community sports regaining traction.

ERCL staff stepped forward as volunteers to support critical services elsewhere in the authority, especially those delivered by Health and Social Care; as part of the Council's Crisis Response, including the Humanitarian Aid programme; or in support of continuing education services for the children of key workers throughout the lockdown.

Under the Government Coronavirus Job Retention Scheme (CJRS) following the conclusion of a joint agreement with the Trade Unions some staff were placed on furlough from the 18th March, with ERCL meeting the full cost of their payroll costs.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

Performance

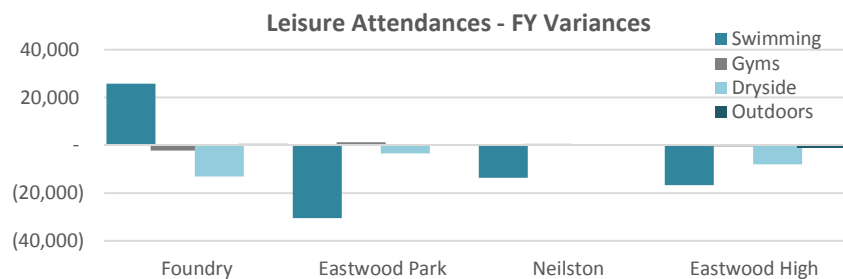
Overall attendances

Attendances		Full year 2019/20	Full Year 2018/19	Var
Leisure Centres - Total attendances across all centres (inc. outdoors)	#	600,066	661,581	(61,515)
Libraries - Physical - Total "in person" attendances across all libraries	#	485,399	510,148	(24,749)
Libraries - Virtual - Total virtual visits where these replace "in person" visits (both years revised to meet new national guidelines)	#	372,372	632,409	(260,037)
Community Facilities - Schools Out-of-Hours - Total user attendances in schools after 18:00	#	659,687	679,071	(19,384)
Community Facilities - Halls & Pavilions - Total attendances in halls, community centres & pavilions	#	265,630	278,717	(13,087)
Professional Theatre Programme Attendances - Total tickets sold for professional productions	#	23,693	15,915	6,623

Overall, attendances across all services have been impacted by closure of facilities from mid-March due to Covid19.

Leisure Centres

Leisure centre attendances were down on 2018/19 levels by 9.3%.

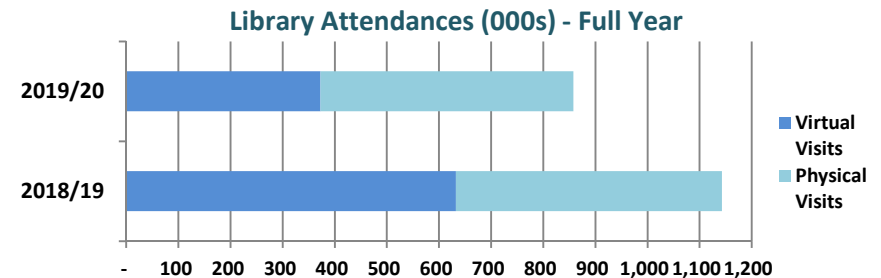


Swimming saw the largest drop in attendances, with the unplanned Eastwood Park closure during Q4 compounding the Covid19 impact. These events impacted public swimming participation, with the overall Q3 YTD growth of 15.3k attendances reducing to 5.2k in Q4, although it still remains up on 2018/19 by 4.7% (down 2.5% on 2017/18 pre-Foundry closure levels).

Dryside attendances were down 24.6k (8.3%) overall. In addition to the Covid19 impact (March attendances were down 16.3k), attendances were also impacted by the building works in Barrhead Foundry earlier in the year (-3.5k) and the ongoing transfer of Community Sports programmes to schools out-of-hours to effectively manage costs (-4.1k to date).

Libraries

Overall, library attendances / visits were down 25% on the prior year, primarily due to virtual visits.



Physical Attendances

As with all other services, Covid19 has had an impact on physical visits to libraries in the latter part of Q4. Physical visits in Jan and Feb 2020 were up in comparison to the same period in the previous year by around 4.5k. However lockdown, and the lead up to lockdown in March 2020 resulted in an overall drop of 20k visitors in Q4 compared to the previous year.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

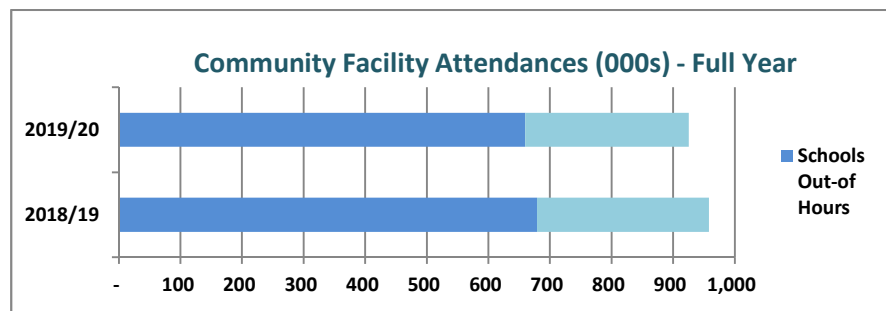
Virtual Visits

The inability of the new eBook platform – Borrowbox – to report on virtual visits remains unresolved and therefore continues to impact on the overall figure for virtual visits. However, the most significant impact has come from a drop in use of the online resource Encyclopaedia Britannica in Q4 this year compared to last year. Britannica usage has fallen from 194,979 in Q4 18/19 hits to 41,505 in Q4 19/20.

In general all other e-resources used for calculation of library virtual visits remain constant with little fluctuation but due to the way it records virtual visits the drop in use for Britannica has a significant impact on overall virtual visit figures.

Community Facilities

The cumulative number of bookings managed by Community Facilities as of Quarter 4 was down on the same period in the prior year by 0.6% due to Covid19 closures.

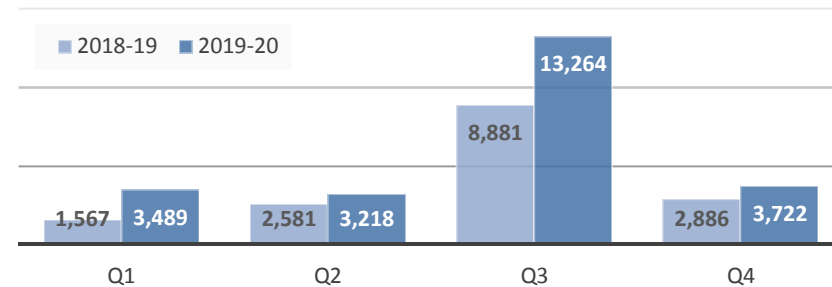


Total hirer attendances through Community Facilities’ venues reduced by 3.4% (-32.5k), again due to Covid19 closures. The year to date impact of transferring Community Sports programming into schools out-of-hours, as well as footfall generated by the December election were more than offset by the closures.

Theatre – Professional Performances

Eastwood Theatre had an exceptional year, with audiences up 49% on the previous year, despite closure mid-March, due to a very successful professional programme curated by our Arts Team, which included a number of sell-out shows. The Live Streaming programme presenting drama, opera and ballet from national companies across the UK was extremely popular. Last but not least, our annual pantomime was hugely successful, breaking all recent records for our annual Christmas programme.

Professional Performing Arts Programme Attendances



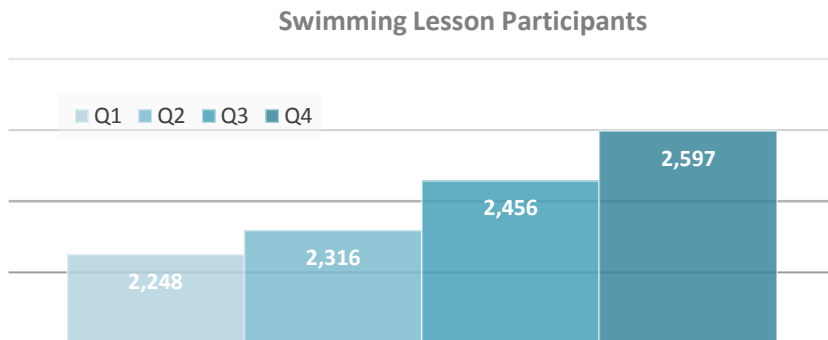
During the year, 144 individual performances were presented compared with 108 last year, with actual attendances exceeding target level by 9% in the quarter, 5.1% for the full year.

In addition, a vat review took place during the year which has enabled ERCL to apply a cultural exemption for live performances, and in doing so, this enabled the Trust to reclaim / retain vat charges of over £90k.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

Swimming Lesson Programme

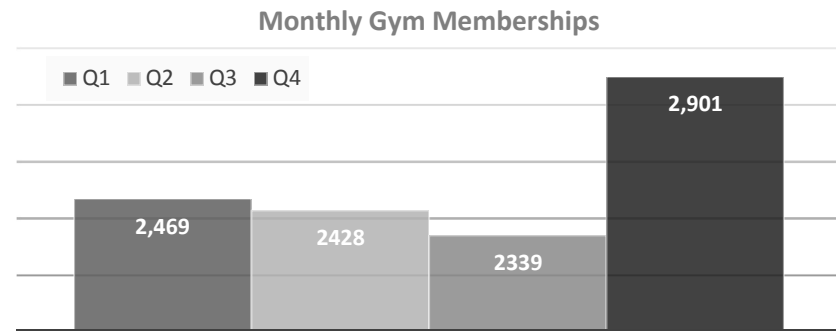
The marketing and business development activity continues to support growth with Quarter 4 swimming lesson registrations reaching 2,597 (mid-March), in line with the plan and against a backdrop of Eastwood Park closed for most of Q4 (including Covid19). This represents a 15% increase against the same period last year and an increase on last quarter's participants of 5.7%. £27k of prepaid lessons planned in March have been carried forward to 20/21 as a result of Covid19. The programme continued to be developed, however, with innovations such as a Lead Teacher piloted in the year to increase customer feedback and engagement, and support swimmer progression, development and retention.



An extended repair closure of Eastwood Park pool during January / February resulted in cancellation of lessons for participants in that facility. Customer communications have been on-going during the closure. The pool re-opened on Monday 10th February. A claim was submitted to ERC for the unplanned closure impact.

Gyms

Gym monthly memberships closed the year at 2,901, up 8.6% on the plan. Including annual memberships, the overall membership numbers are now over 3,000 across all venues. The growth in numbers was delivered through the Q4 member recruitment campaign, bolstered by the recent re-price exercise. The product offering for the campaign was focused on a 12 month contract which was positively received with almost three quarters of new members opting for this option, which also aims to improve retention rates.



The promotion successfully built memberships after the typical seasonal dip, and was supported by a number of initiatives, and the maintenance of good (i.e. low) attrition rates.

These initiatives included an enhancement of the gym and fitness offer at a number of sites, together with a pricing structure that meant for the vast majority of members / packages, ERCL's gyms and fitness offers was amongst the most competitively priced in Scotland.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

In addition, following consultation with customers the gym and fitness proposition included:

- Enhancements to the Barrhead Foundry gym together with refreshed equipment
- Extended opening hours at the Foundry, Eastwood Park and Neilston
- Improved customer journey

As a result of Covid19, gym memberships were suspended to minimise the impact of member loss. In addition to the normal prepaid income carried forward, there is an additional £39k due to Covid19 closures in March.

Community Sports Development

Community Sports Development's percentage of class capacity filled at close of Quarter 4 was 87.5% against a target of 80%. The figure at the same point in 2018/19 was 74%. The latest block started in the 2nd week of March, resulting in the carry forward of the remainder of the sessions due to Covid19.

Overall attendance of 163k was up 4.23% on the prior year of 157k. Growth has been driven through the term-time coaching programmes and taster opportunities, together with McDonald's funded 'At the Club' and 'At the Match' programmes, in partnership with the Scottish FA, and development of East Renfrewshire Soccer Development Association's small-sided games opportunities.

In addition to holding the taster sessions, business support were available out with normal office hours and contacted customers to aid with the rollover of participants from the previous block which increased the class capacity.

Easter Holiday Programme

Due to the impact of Covid19, the shape of the Easter Holiday Programme was fundamentally changed, with the focus on providing emergency childcare for key workers and vulnerable children, free of charge. The programme itself was expanded to provide a wider variety of activities, including fitness classes, arts and drama. The staffing of the programme was increased significantly to ensure effective social distancing was maintained throughout.

All advance bookings of the original programme were refunded.

Customer / Process

Customer Comments

There were 14 customer complaints received in the last quarter down from 32 in the same period last year; and a drop of 25 from Quarter 3 (which had been impacted by the gym and fitness studio works at the Foundry). All complaints were responded within the required timescales.

Customer Engagement

We introduced 19 new early morning fitness classes in January as a result of surveying customers and non-customers on Facebook to ask them what fitness classes they would like and at what time.

ERC-ERCL (SIB) Joint Action Plan

The main area with outstanding issues continues to be Financial Services, mainly around financial controls. Work is on-going with the core systems team to close out balance sheet production, suspense and control account management and other key areas. This is now critical to allow cash flow forecasting given the expected deterioration in ERCL's cash position due to Covid19.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

SLA reviews have taken place with ICT and PaTS, with discussions on service provision and an update to the SLAs in progress.

In addition a Best Value style review undertaken by ERC was supported by ERCL, in the form of consultation with executives and non-executives.

Operational Projects

Eastwood Park – replacement pumps

The essential maintenance scheduled to replace filters at the end of 2019 resulted in additional works required as the pumps failed to restart, due to their age. As a result, the pool was closed for 8 weeks rather than the expected 3 weeks over the holiday period.

Clarkston Library Refurbishment

Due to Covid19, refurbishment works have been delayed and we are currently in discussions with PaTS and the contractors to re-schedule, which will also be dependent on the recovery plan scheduling. However, prior to lockdown the library had been decanted.

Unplanned Closures / Events

There were 2 unplanned closures during Quarter 4.

- The works scheduled at Eastwood Park over the Christmas holiday period resulted in extended closure. Elements of the pumps failed due to age which required additional repairs and an extension of the closure to 10th February.
- Mid March, all venues and facilities were closed due to Covid 19.

Claims have been submitted and agreed with ERC in respect of the following:

- 1) Eastwood Park Closure – £77k
- 2) Covid19 loss of income - £121k (in addition to the HMRC Coronavirus Job Retention Scheme claim of c£61k)

In addition, claims were also agreed for:

- 1) 2019-20 impact of the 2017-18 Foundry Pool refurbishment closure - £50k
- 2) Planned works at the Foundry gym / fitness facilities - £6k

Communications / Marketing Activity

The January marketing campaign to promote fitness memberships ran from 27 December 2019 to 31 January 2020. The new fitness products and pricing that launched in October 2019 were enhanced further in Quarter 3 with the refurbishment of the gyms, the introduction of early opening and new early morning fitness classes. The January campaign delivered 465 new membership sales, up from 177 new membership sales in January 2019. Of these new membership sales in January, 74% were 12 Month contracts up from 52% in the October 2019 campaign.

Marketing to support the launch of the Eastwood Park Theatre spring programme ran throughout Q4 and included online and offline promotion of the programme using local and regional PR to increase ticket sales.

The extended closure of Eastwood Park swimming pool for maintenance December to February resulted in changes to pricing / direct debit payments and communications for swimming lesson and fitness members. The % increase in the number of new fitness membership sales at Eastwood Park Leisure in January was lower than at other venues as a result of the pool closure, as were the sales of swim lessons and public swimming. The Trusts reputation was impacted as a result of the planned 3 weeks closure extending to 8 weeks.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

Marketing campaigns were delivered in February and early March to support community sports programme and the spring school holiday camps targeting new customers using social media and printed marketing.

All planned marketing activity stopped mid-March and communications switched to managing the customer and media messaging in response to Coronavirus pandemic and closure of all venues, programmes and activities. The importance of our online offer, following Covid-19 closure, led to the development of our online offer including new fitness classes, enhanced digital library services and online sports and arts activities.

ERC SLA Services

Work in relation to updating both ICT and PaTS SLAs has been delayed further due to current events. Issues continue in relation to ICT stability and in particular emails which is one of our main communication channels for staff and customers and is critical for recovery. This has been raised at the CRMT. A gap analysis of the Finance SLA has been delayed, but will take place over the next couple of months.

People

The current underspend of staff costs has slowed, but challenges still remain in recruitment, in particular for Sports Venues.

Average time to fill a staff vacancy (request to recruit to conditional offer) jumped to 75 days, 20 days below target (2018/19: 70 days, Q3 2020: 50 days). This was primarily due to the lag over the December holiday period as requests would not be advertised until January.

46% of posts advertised in Quarter 3 this year were still unfilled in Quarter 3 against a target of 10%. The majority of these were casual posts. Performance in the same period last year was 26%.

Cumulative staff absence levels at close of Quarter 4 are in the process of being finalised and a verbal update will be provided at the Board meeting.

Staff uptake on free gym and fitness memberships for all permanent and contracted staff increased again in Quarter 4 – up to 194 from 175 the previous quarter.

Staff Engagement

ERCL's first Staff Engagement survey, delivered on our behalf by *People Insight*, concluded on 23rd October with a final response rate of 61%. Our overall engagement score was 78%.

Initial top level findings have been shared with staff, however the planned communication sessions have been delayed and will be re-scheduled with a likely change in format when appropriate.

Staff Awards

The annual staff awards event was scheduled for 1 May 2020, which was cancelled due to current events. A communication was sent out to staff on the day recognising their commitment, engagement and value, not just as part of the response to Covid19, but in their contribution throughout the year.

Training and Development

The operational change team attended Office365 training which will enable the team to provide support for remote working.

As staff members were initially out of the office following the closure of facilities, they were requested to complete a number of online training courses.

East Renfrewshire Culture & Leisure Limited Business Performance Summary

Capital Programmes

Capital Programme – Building Enhancement Fund

Initial Work has been undertaken to paint the exterior of Neilston Leisure Centre and commission a full survey of Tannoy systems.

Plans have been developed for the refurbishment of Clarkston Library with work commencing shortly.

Further plans have been developed for Eastwood Park Gym changing rooms and Eastwood Park Theatre flooring – to be undertaken when suitable operationally but likely to be in the next financial year.

Eastwood Leisure Centre and Eastwood Park Masterplan Working Group

The first meeting of the Eastwood Leisure Centre and Eastwood Park Masterplan Working Group took place on March 12th. Chaired by the Leader of the Council, it had with representation from the Trust in the form of independent and Council Trustees, and the Chief Executive. The group instructed the design team to take forward the development of the brief with the Trust, and fortnightly meetings have been held since then to progress the plans.

Financials

Financials – please see separate Financial summary paper.

BLANK PAGE