

Department of Corporate and Community Services

Deputy Chief Executive: Caroline Innes BSc (Hons)

Council Headquarters, Eastwood Park, Giffnock, East Renfrewshire, G46 6UG

Phone: 0141 577 3000 Fax: 0141 577 3834

website: www.eastrenfrewshire.gov.uk

Date: 28 August 2020

When calling please ask for: Paul O'Neil (Tel. No 0141-577-3011)

e-mail: paul.o'neil@eastrenfrewshire.gov.uk

TO: Councillors T Buchanan (Chair); C Bamforth; D Devlin; A Lafferty; C Merrick; and P O'Kane.

CABINET

A meeting of the Cabinet will be held on **Thursday, 10 September 2020 at 10.00am.**

The agenda of business is as shown below.

Please note this is a virtual meeting.

Caroline Innes

C INNES
DEPUTY CHIEF EXECUTIVE

AGENDA

1. Report apologies for absence.
2. Declarations of Interest.
3. Corporate and Community Services Department End-Year Performance Report 2019/20 – Report by Deputy Chief Executive (copy attached, pages 3 - 18).
4. East Renfrewshire Culture and Leisure End-Year Performance Report 2019/20 – Report by Director of Education (copy attached, pages 19 - 40).
5. Beat the Street East Renfrewshire 2020/21 – Report by Director of Environment (copy attached, pages 41 - 92)

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

BLANK PAGE

EAST RENFREWSHIRE COUNCIL

CABINET

10 September 2020

Report by Deputy Chief Executive

CORPORATE AND COMMUNITY SERVICES DEPARTMENT
END YEAR PERFORMANCE REPORT 2019/20

PURPOSE OF REPORT

1. The purpose of this report is to inform Cabinet of the 2019/20 end year performance of the Corporate and Community Services (CCS) Department. This report is based on the Department's performance indicators and activities in the Outcome Delivery Plan (2019-2022) and other key departmental management information. The full data report is attached in Annex 1. The report also gives an overview of the Department's contributions to the COVID-19 pandemic, which commenced during the 2019/20 reporting period and will impact performance in a range of areas across 2020/21.

RECOMMENDATIONS

2. It is recommended that the Cabinet scrutinise and provide comments on the Corporate and Community Services' end year performance for 2019/20, including its contribution to the COVID-19 pandemic.

BACKGROUND

3. This report contains data on progress against the department's key performance targets, and updates on the main actions we are taking to contribute to the achievement of the Council's strategic outcomes. The full department data report for the year 2019/20 is at Annex 1.

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

CORPORATE AND COMMUNITY SERVICES DEPARTMENT

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

6. As a department we have performed well on handling complaints with responses well within the statutory timescales (averaging 3.4 days for frontline stage and 17.9 days for investigation complaints). We continue to learn from complaints and make service improvements. In 2019/20 we reviewed various standard letters within the Revenues service and the Housing Benefit application process was streamlined for customers.

7. Our department's sickness absence has greatly improved from 10.2 days in 2018/19 to 7.2 days in 2019/20 against a target of 10.8 days. Absence continues to be monitored and reviewed on a regular basis.

8. Our invoice processing rate has declined from 81.4% in 2018/19 to 75.3% in 2019/20, largely as a result of significant changes to process and training and development during the implementation of the Council's new Finance and Procurement ICT system in September, however the department continues to lead on the transformation of the invoice payments process, providing greater financial control and assurance.

9. In 2019/20 our change programme, the Modern Ambitious Programme (MAP) has driven improvement across the Council. The primary focus for MAP this year has been the Core System programme to replace our Finance/Procurement and HR/Payroll systems, our work on digital enablement including readiness for launch of a new website in the summer and development of a new Council Tax and Benefits ICT system. There has also been significant work to develop programme reporting and a project prioritisation approach to assist benefits realisation.

CORPORATE & COMMUNITY SERVICES DEPARTMENT PERFORMANCE HIGHLIGHTS 2019/20

HR & Corporate Services

10. The overall Customer First customer satisfaction rate is 89%. There continues to be high satisfaction with the service and contact centres however there has been a decrease in satisfaction with Live Chat. This is attributed to an increased volume of contacts using this channel and customers expecting full resolution at first point of contact whereas Live Chat is currently set up as a triage where customers can be passed onto services for enquiry resolution.

11. A significant procurement exercise was completed for a new Customer Experience Management platform to allow the development of a new website and an improved digital customer online journey. User research and service design principles are being used in this project. Phase 1 is complete with the successful launch of the new website on 7 July 2020 and this has received positive customer feedback. Phase 2 will implement improved online forms and online digital experience for the customer. Overall 74% of Customer Contact and payments have been made online or using 'preferred service methods' which include all online payments including Parent Pay. Currently 11% of total contact through Customer Services is online, an increase of 3% in the last year. With the introduction of the new website and improved online forms it is expected that this will increase. The timelines for this project are currently under review due to the impact of COVID-19.

12. The Money Advice and Rights Team provided great support throughout the year and achieved £7.4 million financial gains for residents in 2019/20, a 30% increase since last year. The team have supported a success rate of 87% people awarded benefits after Income Maximisation intervention; 84% of appeal cases supported to successful outcome; and continue to respond to 98% of enquiries within 5 working days.

13. The employee values were updated (to ambition, kindness, trust) with significant engagement with the workforce and these were launched in September 2019 with Values Week. The department leads on promoting and organising fundraising events to support the Council's corporate charities, which are chosen by employees. In 2019/20 funds were raised for Children's Hospices Across Scotland (CHAS) and Calum's Cabin.

14. The digital development of the workforce has been ongoing with courses now available as part of the Digital Academy which include User Research Bootcamp and Service Design. The skills gained on these courses are supporting employees in changing service delivery for a more digital approach across the Council.

15. Unfortunately COVID-19 saw the third We Are East Ren staff awards event postponed and instead a virtual event is to be planned. The award process has been off to a positive start with 93 entries, an increase from 79 the previous year.

16. The Democratic Services team supported the delivery and communication of the UK General Election at extremely short notice in December 2019.

Digital & Community Safety

17. ICT maintained focus on service stability and performance following incidents during 2019. This saw key work on business continuity planning and infrastructure resilience. Latterly this work was impacted by the COVID-19 response which saw resource directed to preparing the organisation for possible lockdown measures and moving to a home working model.

18. Significant progress was made to put in place the necessary technology infrastructure to support the use of sensor technology in the physical environment. Some early proof of value plans include road temperature sensors, building management sensors for council buildings, and grit bin stock level sensors.

19. ICT continued to provide key technical support to the Digital Customer Experience project, focused primarily on the preparation and development of the new Council website. As testament to the quick move to home working, ICT's work on this project was largely uninterrupted due to COVID-19.

20. ICT continued to face challenges of significant demand from services for both business as usual support, and support of other department's transformations. ICT Strategy development commenced to drive change within the service to better address the demand. Unfortunately the strategy development was impacted by COVID-19 preparations.

21. ICT was a key element to the preparation and ultimate dispersal of the office based staff to their homes during March 2020. Technology was a key enabler for this, and a significant number of new devices were issued to staff in the weeks running up to lockdown. In addition to the team themselves moving to home working, they supported nearly 1000 corporate staff, and 800 teachers to move to remotely connected working in the space of a few weeks.

22. Community Safety undertook a service restructure in April 2019 which achieved savings target of £147k and improved service efficiency, through streamlined management structure.

23. The CCTV modernisation project which focused on the digital transformation of the Councils' entire public space camera network was successfully completed in December 2019.

24. A comprehensive review of Community Safety SLAs which involved creating accurate cost-modelling was completed. This was to allow improved estimation of resource requirements for service delivery.

25. Establishment of new strategic Safe East Ren group and expanded membership of weekly GRIP meeting is supporting greater co-ordination of resources across the Council and partner organisations to tackle anti-social behaviour.

26. A key focus was the better alignment of the Digital Telecare project with the national 'Analogue to Digital' programme which will allow greater access to specialist technical support.

27. Critical future focus remains on the operation of a digitally-capable Telecare alarm-receiving centre by April 2022 and Control room refurbishment which will improve working conditions for the control room staff.

28. The Civil Contingencies service played a key role in the preparation, planning and execution of the effective incident response through the COVID pandemic.

Communities, Revenues & Change

29. Following a series of informative conversations with elected members and officers, Vision for the Future, the Council's 10 year plan was approved by Members in February. We will now take some time to build on the current document and plan the next steps as part of the Renewal discussions taking place with a view towards 'building back better' from COVID-19.

30. We recently completed the most significant part of a complex restructure, which brought together several separate services including Young Persons Services, Communities, Evaluation and Improvement, Policy & Improvement Unit, Equalities, Partnerships and Data, following the retirement of the Head of Democratic & Partnership Services in 2018. This culminated in a 3-stream structure comprising: Strategic Services, Data & Business Intelligence and Community Learning and Development. This has diversified roles, built in additional resilience and helped deliver necessary savings

31. As part of the community empowerment agenda, 3 participatory budgeting community events had been organised for March 2020. There had been an excellent community response, but unfortunately COVID-19 meant the events had to be cancelled at short notice. We are working closely with 'Linking Communities' to establish the next steps for this initiative and to find the best ways to involve local communities in the Council's renewal journey post-COVID.

32. The refurbishment of 'The Edge' youth facility is nearing completion and can be used as a hub for service design and user engagement work in line with government guidelines on social distancing practices.

33. Good end-year results in the Revenues service, demonstrating a focus on continuous improvement outcomes and drive by the teams to focus on key measures:

- Since 2018/19 Housing Benefit and Council Tax Reduction new claims performance has significantly improved from 33.5 to 23.9 days and from 33.6 to 21.9 days. This is a 27% and 36% improvement respectively.
- Housing Benefit and Council Tax Reduction Change of Circumstance significantly improved to 3.7 and 4.8 days which is a 33% and 35% improvement.
- Demand for Scottish Welfare Fund (SWF) grants has increased in the last 18 months with a particular demand for Community Care Grants. Overall £314,000 was paid out in 2019/20 across 429 Crisis Grants (456 last year) and 324 Community Care Grants (301 last year).
- Percentage of income received for Council tax in 2019/20 was 97.47% (compared to 97.6% for 2018/19). Although this percentage has reduced, actual cash has increased by £1.9m. This is being driven by levels of Council Tax increases year on year.
- Percentage of income received for Non-Domestic Rates is on target at 97.0% (compared to 97.6% for 2018/19). Ongoing engagement with Renfrewshire Council, who administer this service for us, will continue into 2020/21.

34. Across the year, as part of MAP, we have developed our approach to project and programme reporting and governance, with consistent reporting dashboards now in place across each of the departmental programmes and City Deal, and further developments underway on Capital reporting. Work has also been done to develop a project prioritisation approach to ensure best use of limited resources and a focus on benefits realisation.

35. There has been good progress with implementation of the Council's Core Systems programme, which is in the latter stages of deployment of the new Finance/Procurement ICT system. In March 2020, the Core Systems Board agreed to a delay in the implementation of the new iTrent HR/Payroll ICT system resulting from resourcing issues due to the Coronavirus (COVID-19) outbreak. The system is now on track for deployment later in 2020.

36. The Revenues Service has also procured a new Council Tax and Benefits ICT system, which will modernise working practices and improve customer experience. This project is on track to implement the new system in December 2020, however the project plan is very tight as a result of delays due to COVID-19 and is being kept under close review as a result. The desired aim is to have the system live in time for annual Council Tax billing in March 2021.

37. We have built strong foundations for the Council's Data/Information as an Asset programme, including strengthening the Council's approach to statutory data governance and compliance, including GDPR.

38. Work commenced to review the Council's Digital Strategy, but the final stages were disrupted by COVID-19. Given resulting budget pressures and the need to better align digital ambitions with the broader picture of transformation and change in the Council, this work will now be refocused in the remainder of 2020, linked to our renewal journey post-COVID.

IMPACT OF COVID-19

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

40. As well as managing the impact on their own services (as outlined above) and our departmental response the Department's Heads of Service have all been key members of the Crisis Resilience Management Team (CRMT), which commenced meetings in January and met daily throughout the COVID-19 response phase. The CRMT was chaired by the Head of Digital and Community Safety, who also gave daily briefings to the Chief Executive and regular updates to the Corporate Management Team.

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

42. Heads of Service and managers continue to be actively involved in the Council's recovery and renewal phases, whilst the CRMT remains on a twice-weekly meeting cycle to oversee continued response and ongoing recovery issues.

43. The overview report to Council in June 2020 gives more detail, but in summary the key areas of the Corporate & Community Services Department's contribution towards the COVID-19 response include:

- Introducing remote death registrations, 7-days a week and supporting Glasgow City Council with an overspill of their registrations.

- Establishing phone lines/email addresses for enquiries from the national helpline and from shielding residents, other high risk groups and those with queries on 'Test & Protect', including a 24/7 service via the Community Safety control room.
- Co-ordinating support for shielding residents, including organising proactive phonecalls to c.2,700 shielders to check on their needs and organising of shopping services, food parcel deliveries etc.
- Establishing and running a Food Hub that has been delivering weekly food parcels to over 200 households.
- Liaising with Third Sector colleagues to plan a broader humanitarian response that will be sustainable throughout the recovery and renewal phases, whilst facilitating ongoing support as required in the event of a local outbreak in the future.
- Provision of support to Voluntary Action East Renfrewshire's Community Hub, including making welfare calls to vulnerable or isolated residents and supporting arrangements for use of external volunteers.
- Liaising with Strathclyde 4x4 volunteers to make prescription deliveries and co-ordination of prescription deliveries from local pharmacies.
- Provision of increased support for the Council's sheltered housing complexes, including a 24/7 alarm-receiving service for 300 residents via the Control Room.
- Supporting services throughout the Council by Community Safety driving homecarers to visits; and delivering food parcels, medication, cleaning materials and PPE to vulnerable residents and local care providers and conducting homevisits to shielders we had been unable to reach by phone/letter.
- Processing business/self-employment grant payments.
- Offering money and debt advice as well as Scottish Welfare Fund payments and Council Tax Reduction awards to those struggling financially.
- Regularly issuing communication, wellbeing support, management briefings and liaising with Trade Unions for our employees.
- Managing employee absence issues and advising managers.
- Co-ordinating the Council's internal volunteering scheme to provide support to services impacted by staff shortages.
- Leading the internal and external communication with employees and local residents including website updates; social media; press releases and dealing with press enquiries.
- Rapid deployment of devices and phones and maintenance of core ICT infrastructure to allow staff to work effectively from home. This included development of virtual call centre solutions to allow staff, including Customer First, to take high volumes of calls from home.
- Development of online meeting capability to allow key Council meetings to take place virtually.
- Co-ordinating the deployment of nearly 200 digital devices to low income households at greater risk of isolation, as part of the national Connecting Scotland programme.

PUBLICATION OF END YEAR PERFORMANCE INFORMATION

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

FINANCE & EFFICIENCY

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

CONSULTATION

46. There have been various consultations in 2019/20 which we used to gather information on the views of our customers to drive service improvement and inform our strategic direction. We used a variety of methods to gauge our customers' views and have had a focus this year in training employees in service design methods. There has been particularly strong engagement with users as part of the Council Tax and Benefits system implementation, with 50 residents signing-up to be part of user testing prior to launch of the system later this year.

47. The East Renfrewshire Citizens' Panel continues to be a highly valuable source of information on residents' views of local services and their overall quality of life. The panel is made up of 1,200 local people who are broadly representative of the population and we consistently achieve a response rate of at least 60%. As well as maintaining a strong link with our residents, the Citizens' Panel provides data that informs strategy, policy and improvements to local services. Most recently the Panel was used to consult local residents on their views of climate change and the results will inform the Environment Department's work on wider strategy for this important area.

48. Following a successful 'test of change' last year, Corporate and Community Services had been making preparations to carry out further use of the iMatter Employee Engagement Continuous Improvement Model, during March to June this year. This is the model used by NHS and some HSCPs and East Renfrewshire Council had been granted Scottish Government permission to be the first council to use the model. Unfortunately the survey was delayed due to COVID-19 and timescales will now be reset.

PARTNERSHIP WORKING

49. This report highlights the Corporate and Community Services Department's contribution to the delivery of the Community Planning Partnership Community Plan and the Council's Outcome Delivery Plan. Whilst it focuses on the department's contribution, many of the results could not have been achieved without excellent partnership working across Council services and with partners. Relationships with Voluntary Action East Renfrewshire and other third sector responders have noticeably strengthened in recent months as a result of the pandemic and it will be important to build on these strong connections as we move forward in the recovery and renewal phases.

IMPLICATIONS OF REPORT

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

CONCLUSION

51. This report summarises a high level overview of the Corporate and Community Services department's performance at end year 2019/20.

52. We continue to be proud of our teams and grateful for the commitment and efforts they have shown throughout the year, but also for the resilience shown during this unprecedented COVID-19 incident. There were outstanding efforts to transition to home-working in a short

space of time and to balance the challenges of family life whilst delivering above and beyond expectations in both COVID-19 response activities and ongoing delivery of a range of critical services.

53. The next months will bring ongoing challenges as we seek to continue the recovery of our services; manage the implications of any resurgence in the response phase; manage and plan for the significant budgetary implications of COVID-19 whilst also seeking to plan and deliver potential longer term opportunities in a renewal phase.

RECOMMENDATIONS

54. It recommended that the Cabinet scrutinise and provide comments on the Corporate and Community Services' end year performance for 2019/20, including its contribution to the COVID-19 pandemic.

REPORT AUTHORS

Louise Pringle, Head of Communities, Revenues & Change 0141 577 3136
louise.pringle@eastrenfrewshire.gov.uk; Sharon Dick, Head of HR & Corporate Services;
and Murray Husband, Head of Digital and Community Safety.

Caroline Innes, Deputy Chief Executive

BACKGROUND PAPERS






- COVID-19 Actions: Update, Council 24 June 2020
- Strategic End Year Performance Report 2019/20, Council 24 June 2020
- Delay to HR/Payroll System Implementation, Core Systems Board, 23 March 2020
- Outcome Delivery Plan, Council, 26 June 2019








Corporate and Community Services Department Plan 2019-20



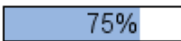



Generated on: 19 August 2020



Outcome Delivery Plan (ODP)					
1. ODP Critical Indicators					
1 Intermediate outcome 2.3					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Number of awards achieved by young people participating in school and community based targeted programmes (e.g. Youth Achievement Awards, ASDAN and Duke of Edinburgh).	2,038	1,252	1,920		<p>Youth Work stopped in March 2020. This had a significant impact on accreditation – particularly impacting work with school and the Duke of Edinburgh programme. An overview of progress since the previous period:</p> <p><u>Participants</u> 1952 (2018/19) 1909 (2019/20)</p> <p><u>Unique Participants</u> 1649 (2018/19) 1592 (2019/20)</p> <p><u>Awards achieved</u> 2038 (2018/19) 1252 (2019/20)</p> <p><u>3 or more awards achieved</u> 295 (2018/19) 91 (2019/20)</p> <p>Young people will be supported where possible to complete awards that they have started during 2019/20.</p>
2 Intermediate outcome 4.2					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
% of total complaints reporting anti-social behaviour which has recurred	11%	8%	10%		<p>In 2019/20, there were 1827 calls to the Community Safety Unit's Ring and Report Line. The Community Safety service, in conjunction with GRIP partners, is focussed on reducing patterns of anti-social behaviour and the cumulative impact that repeated incidents can have on neighbouring residents and communities. The objective of this partnership work is to reduce the number of occasions on which anti-social behaviour recurs by making appropriate and timely interventions, escalating from informal advice and support, to formal warnings and ultimately formal legal action to tackle unacceptable behaviours. This indicator records the percentage of those calls to the Ring and Report Line reporting anti-social behaviour which has recurred.</p>


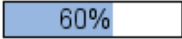
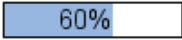
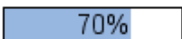
4 Customer					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Percentage of Citizen's Panel respondents who were satisfied or very satisfied with the services provided by East Renfrewshire Council.	72%	71%	75%		2019 survey result is consistent with the previous year, but slightly below target. Baseline is 467 respondents and the variance level is 4.1%.
% of Customer Contact and Payments made online or using preferred service methods	73%	74%	73%		Total number of contacts made 917.387. 74% of contact was made online (of this contact 95% was for online payments and 5% offline payments).
5 Efficiency					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Savings via the Modern Ambitious Programme (MAP) or 5 capabilities (£)	3,229,000	4,189,000	3,000,000		Target exceeded
6 People					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Sickness absence days per employee	10.1	10.1	9.1		Performance for 2019/20 shows an increase in sickness absence for Local Government employees but a reduction for Teachers. Absence for both long and short term can be attributed to stress non work related, musculoskeletal, gastrointestinal disorders and influenza. Stress non work related continues to be a significant absence reason across the council and managers have been encouraged to make staff aware of the services available. We continuing to work hard to reduce absence levels and are reviewing our absence targets and will introduce new targets for 2020/21. In terms of COVID-19 absence, this is currently not being treated as sickness absence that would be used to calculate the overall absence performance indicator and this absence will be reported separately.
2. ODP Critical Activities					
1 Intermediate outcome 4.2					
Activity	Progress Bar		Due Date	Latest Note	
Enhancing partnerships and use of data-sharing with police and other key partners (including through Greater Results in Partnership (GRIP)) to support operational planning as an effective tool against antisocial behaviour.			31-Mar-2020	The review of the effectiveness of the GRIP has been completed and there is now a wider range of partners (including CLD/Young Persons' Services and Social Work) attending the weekly GRIP meeting, with a greater focus on targeted deployment of partner resources to prevent youth disorder and on locality plan areas. The 'Safe East Ren' group has now been established, meeting on a quarterly basis to build on the work of the weekly GRIP (Greater Results in Partnership) arrangements. 'Safe East Ren' involves more senior officers from across the Council, Police and Fire Service, taking a strategic approach to addressing emerging trends and community	

Activity	Progress Bar	Due Date	Latest Note
			concerns, through analysis of data across the partners and ensuring co-ordination of communication and community engagement.
Developing partnerships with third sector and community groups to deliver diversionary activities		31-Jul-2020	Partnership working with the Carer's Centre enabled young carers with additional support needs to have access to youth work activities and support.
Implementing targeted street work to engage with and divert young people to positive activities.		31-Mar-2020	Detached Youth Work has continued to operate in Barrhead and Thornliebank on a weekly basis during 2019-20, engaging with young people in their local areas, building relationships and providing opportunities for young people to participate. Problem Solving Detached Work has been embedded where staff respond to anti-social behaviour in areas identified through the GRIP. As a result, Giffnock, Clarkston, Busby and Newton Mearns have had short programmes of detached work in each area when required, particularly as lockdown eased. This is allowing the team to develop relationships with young people who are new to the service.
Increasing visibility of community safety and community justice services, including enhanced community engagement opportunities and establishing new partnerships with community and voluntary groups.		31-Mar-2020	The Community Warden team provides a physical presence within communities, acting a reassurance to local residents. In the last quarter of 2019/20, the warden team also undertook 9 'community safety roadshow' events to engage with residents in community centres and shopping areas across East Ren. These roadshows gave residents an opportunity to discuss issues of concern with the wardens and highlight the ongoing work of the team.
2 Intermediate outcome 4.4			
Activity	Progress Bar	Due Date	Latest Note
Building the capacity of local communities, groups and organisations to participate in the development and delivery of plan e.g. Fairer East Ren and Locality Plans		31-Mar-2020	Capacity building continued in Barrhead & Neilston. Highlights include supporting residents to be involved in parks, greenspace and public realm projects. Thornliebank Together was formed and received support throughout the year to grow numbers and hold sessions to discuss local issues and priorities. The Strategic Services Team continued to support Fairer East Ren delivery groups to gather lived experience from communities to inform how services/projects are delivered.
Building the capacity of local communities. Groups and organisations to deliver services in response to identify needs.		31-Mar-2020	The new Community Learning & Development Team provided practical support to groups and individuals across the authority to build capacity to achieve their goals. Key highlights include: Dunterlie and Thornliebank Foodshares, Community Achievement Awards with adult learners, school holiday activities within localities (in partnership), Youth Voice and young mums groups.
Providing training and support for staff to enable them to work effectively in partnership with communities.		31-Mar-2020	Completed successful community engagement processes with teams in other departments. Ad hoc support continued, with the Strategic Insight and Communities teams providing engagement objective setting, creating materials, arranging sessions/events with communities and advising on communication methods.
Developing a range of community-led decision making processes, including participatory		31-Mar-2020	Staff from the Communities and Partnerships Teams supported Linking Communities

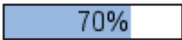
Activity	Progress Bar	Due Date	Latest Note
budgeting and co-production.			representatives to deliver a successful Information & Consultation Session to members and CMT in December 2019 to raise their profile as a key partner who can work with the Council to deliver mainstream PB activities. The Community Learning & Development Team provided focused support to the Linking Communities umbrella group and 3 locality sub groups to plan a grant-making programme, due to culminate in March 2020. Plans were on track and community volunteers were working with minimal staff input, drawing on new skills from the previous 2 years of support and development provided from staff.
Developing robust action plans for Fairer East Ren and locality plans that reflect local needs and aspirations		31-Mar-2020	Partnership groups, supported by ERC, set their plans in motion to achieve Fairer East Ren outcomes 1, 2, 4 and 5 between 2019 and 2022. In March 2020 the impact of coronavirus impacted community work in the localities. At the time of writing this, the approach to action planning for and with the communities of Auchenback, Barrhead, Neilston & Thornliebank is under review.
3 Customer			
Activity	Progress Bar	Due Date	Latest Note
Introduce various methods of user research to achieve a streamlined digital customer journey		31-Mar-2020	A User Research boot camp has been introduced as part of the Council's Digital Academy. Staff across council have attended user research boot camps and the skills learned are helping the council to embed a culture of user centred service design.
Implement end-to-end intuitive digital experiences making online a channel of choice		31-Mar-2020	As part of the Customer Experience programme a new case management system is being implemented which allows new forms to be designed and built improving existing online forms and providing an improved customer experience.
Ensuring digital channels meet customers changing demands in a fast-paced digital landscape		31-Mar-2020	Our new Council website launched on 7 July 2020 with 100% of content now meeting the agreed digital standards.
Using robust socio-economic, service and customer data		31-Mar-2020	The Strategic Insight and Communities section established a new Data and Business Intelligence function, able to progress our information as an asset ambitions, and provide rapid and relevant socioeconomic, service and customer data to teams. This has proved vital in understanding our shielding population and their needs, and existing relationships.
Increasing interest and activating participation through digital engagement, locality planning, and community led decision making		31-Mar-2020	We have reviewed the engagement and participation tools used across the council and scoped the current and projected value of Participatory Budgeting activities (policy development, capital/revenue projects, grants) across departments. We supported further capacity building of Linking Communities, who prepared to run a grant-making programme in Feb/March 2020. We have made early links made with the Digital Customer Experience project and will ensure future community participation has a digital offer in line with the digital transformation work streams. Building on the work with Linking Communities and their presentation at the ICS in September

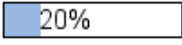

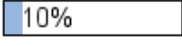

Activity	Progress Bar	Due Date	Latest Note
			2019 CMT and Elected Members have access to a strong and represented umbrella community organisation who are keen, willing and able to be integral to engagement and decision making going forward. As contact with community groups and organisations begins to move toward the new normal and re-focusing on Locality Planning this is an ideal time to build on this and develop a co-produced approach to engagement and participatory budgeting.

4 Efficiency






Activity	Progress Bar	Due Date	Latest Note
Undertaking digital process reviews and improvements within the Modern Ambitious Programme		30-Apr-2020	For the second year, we have self-evaluated the 'digitalness' of our processes using an in-house approach which looks at user experience and the extent of end-to-end processes once the information leaves the customer and comes into the organisation to be progressed (e.g. how much rekeying of data is there?). The current average digital score across our services increased from 2.35 to 2.5 out of 5. We are aiming to get all key processes to a score of 3 out of 5 by the end of 2020. In the meantime there are many digital projects in progress that will improve these digital scores and this will improve our score moving forward. In 2020 we have introduced a new project prioritisation matrix where departments are scoring all current digital projects to ensure we are prioritising correctly and making the best use of corporate resources and achieving the most benefits and improvements. The first round of this matrix has been completed, however due to Covid-19, we are planning on re-scoring projects as some priorities may have changed and some new projects have been on-boarded.
Implementing a modern resilient ICT infrastructure, drawing on the principles of enterprise architecture to enable Council wide digital capabilities		31-Mar-2021	Good progress has been made however a number of these activities have been paused due to COVID-19. Enterprise Architecture continues to be developed and the Office 365 deployment has been accelerated as a result of the rapid move to home working as part of the COVID-19 response
Implementing a modern, fit for purpose, core business platform(s) for the Council.		30-Jun-2020	Releases 1 and 2.1, 3.1 of the Financial/Procurement platform is now live. Planning for the next set of releases underway. Release 2.2 is now 6 months behind due to Covid 19 and a challenge from the Environment Service which is now being managed by the working group set up by the Chief Executive. Release 1 of the HR/Payroll platform was delayed due to Covid 19 and is now being targeted for Nov/Dec 2020 implementation. Project still high risk. Release 1 of Icon eStore is targeted for implementation end September 2020.
Building our Capability, improving access to Council data, and increasing routine sharing of data across departments		31-Mar-2020	Finance system Release 2 deployed successfully. HR/Payroll release has been paused as a result of COVID-19 impacts




5 People

Activity	Progress Bar	Due Date	Latest Note
Building the capacity and capability of managers to improve employee engagement.		31-Mar-2021	Successful test of change using the iMatter employee engagement tool completed December



Activity	Progress Bar	Due Date	Latest Note
			5- June 2019. iMatter gave opportunities for employees to have a voice. Training was provided to all managers to help improve employee engagement through action planning based on iMatter results. Recruitment ongoing for additional resource to support further manager development in this area.
Enhancing the impact of our values on how we deliver our outcomes.		31-Mar-2021	Our values were updated with significant engagement with the workforce. The updated values were launched in September with values week celebrated by our employees throughout the week.
Embedding the culture of reward and recognition		31-Mar-2020	The employee awards have been postponed, however the number of nominations was higher than last year. The Kudos scheme continues to be utilised.
Developing the digital and data capacity and skillset of our workforce		31-Mar-2021	A modernisation fund bid was successfully made for a Digital Learning Officer to support employees through the introduction of Office 365. Recruitment for this post is currently underway. In addition 2 interns are being recruited to support the digital and data capacity of the workforce. 17 employees have successfully obtain a Diploma in Digital Applications which includes PC Passport.
Actively plan a workforce that meets future council requirements.		31-Mar-2020	The workforce planning working group has been formed with representation from all departments. The Workforce Plan is updated annually with actions to address the future council needs reviewed on a quarterly basis. The group are feeding in to a number of national groups including COSLA to support work to address a number of areas of national shortage.

3 Local Government Benchmarking Framework indicators (LGBF)


PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Percentage of income due from council tax received by the end of the year %	97.6%	97.47%	97.8%		Collection in monetary terms has increased by over £1.9m on the 2018/19 position. We billed significantly more in 2019/20 than in 2018/19, so despite the increase in cash received, the % of the billed figure collected has gone down (by 0.17%)
Support services as a % of total gross expenditure	4.83%	n/a	-		ERC drops 1 place in ranking to 26 for 2017/18 and places us in the fourth quartile. 2019/20 data not yet available.
The percentage of the highest paid 5% employees who are women	59.9%	59.3%	-		This percentage has reduced slightly when compared to the previous year. 177 employees are in the top 5% of the highest paid employees, of these 105 employees are female.
The Gender Pay Gap	7.49	7.1	-		The gender pay gap has reduced, and there will be further focus on reducing this further next year.
The cost per dwelling of collecting Council Tax	£9.72	n/a	£8.75		Local Government Benchmarking framework (LGBF) shows East Renfrewshire to be ranked 26th (4th Quartile) for this indicator in 2018/19. <i>The underlying costs have remained constant over the year, however an Accounting adjustment for capital charges has</i>

PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
					<i>adversely impacted this indicator – this is out with the control of Revenue Services. Liaison with other local authorities in our benchmarking Family Group has indicated that there is some variation in the way this indicator is calculated across local authorities.</i>
1a) The average number of working days per employee lost through sickness absence for: b) teachers	5.68	5.16	5.4		Sickness absence is below target overall. HR have focused on supporting with sickness absence and this effort has helped to achieve the below target outcome.
1b) The average number of working days per employee lost through sickness absence for: a) local government employees and craft workers	12.35	12.97	10.8		LGE absence has increased when compared to the previous year and is above the target of 10.8 days per FTE. HR have agreed with CMT that absence targets for 2020/21 should be reviewed to make them department/HSCP specific. This will assist managers in having a target which should be achievable and with this approach we can focus on incremental steps to improving absence levels.
Percentage of invoices sampled that were paid within 30 days %	81.4%	75.3%	85%		The current PI is currently 10% below target due to implementation of new financial system and integration between E-Financials and Integra.


4 Customer

PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
The average time in working days to respond to complaints at stage one (CCS)	2.9	3.4	5		149 complaints
Average time in working days to respond to complaints at investigation (stage 2 and esc combined) (CCS)	10.9	17.9	20		7 complaints

5 Efficiency

PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Payment of invoices: Percentage invoices paid within agreed period (30 days) - Corporate and Community Service's Department.	81.7%	77.2%	85%		Change of financial system from E-Financials to Integra mid-year.

6 People

PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Sickness absence days per employee - Corporate and Community Services Department (Full Department)	10.2	7.2	10.8		Absence rate is below target.

BLANK PAGE

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

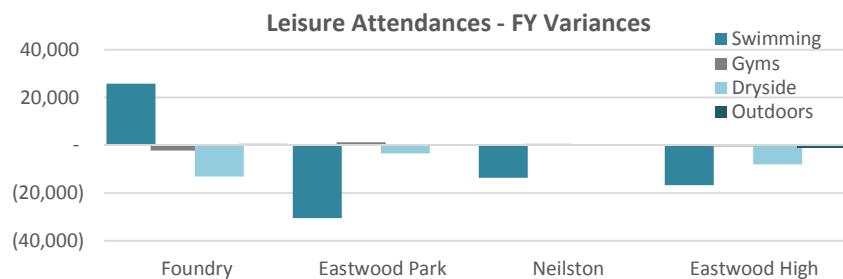
Overall attendances

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

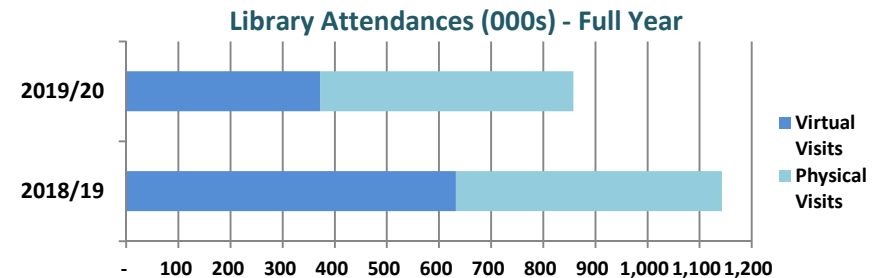


Swimming saw the largest drop in attendances, with the unplanned Eastwood Park closure during Q4 compounding the Covid19 impact. These events impacted public swimming participation, with the overall Q3 YTD growth of 15.3k attendances reducing to 5.2k in Q4, although it still remains up on 2018/19 by 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

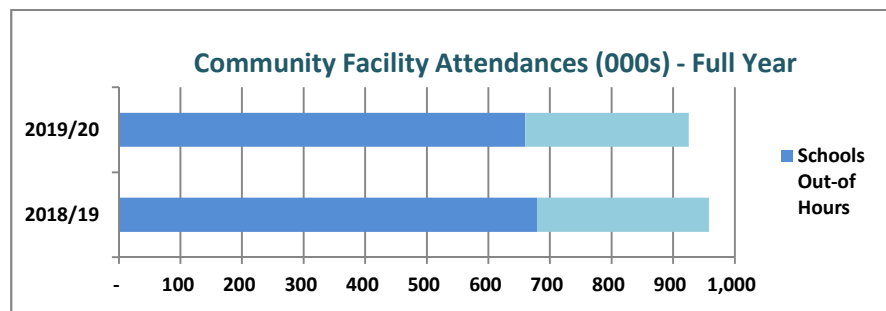
Virtual Visits

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.

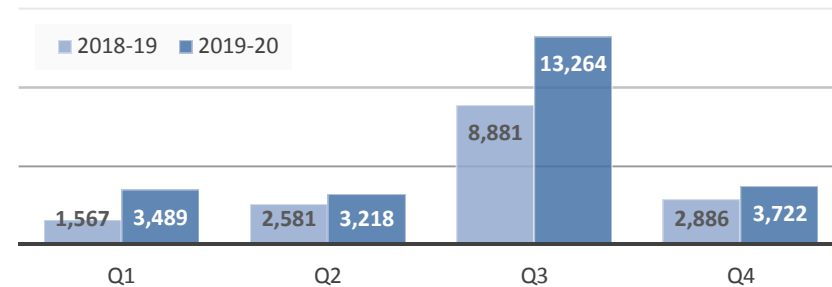


Total hirer attendances through Community Facilities’ venues reduced by 3.4% (-32.5k), again due to Covid19 closures. The year to date impact of transferring Community Sports programming into schools out-of-hours, as well as footfall generated by the December election were more than offset by the closures.

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



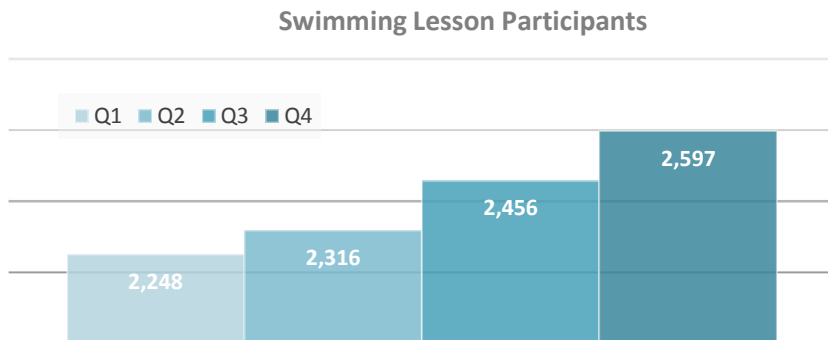
During the year, 144 individual performances were presented compared with 108 last year, with actual attendances exceeding target level by 9% in the quarter, 5.1% for the full year.

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

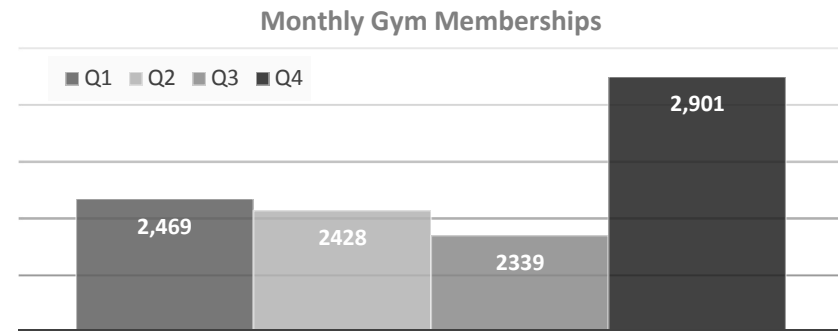
The marketing and business development activity continues to support growth with Quarter 4 swimming lesson registrations reaching 2,597 (mid-March), in line with the plan and against a backdrop of Eastwood Park closed for most of Q4 (including Covid19). This represents a 15% increase against the same 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

EAST RENFREWSHIRE COUNCILCABINET10th September 2020Report by Director of EnvironmentBEAT THE STREET EAST RENFREWSHIRE 2020/21**PURPOSE OF REPORT**

1. The purpose of this report is to request approval from Members to operate the 'Beat the Street' East Renfrewshire 2020/21 scheme and to request approval to appoint Intelligent Health Ltd. as the service provider for this scheme directly.

RECOMMENDATIONS

2. It is recommended that the Council:
- (a) Approves an exemption from competition under paragraph 15iii of Contract Standing Orders, namely that the contract relates to proprietary goods, works or services to enable East Renfrewshire Council to appoint Intelligent Health Ltd directly; and
 - (b) Delegates to the Head of Environment (Chief Planning Officer) to approve and sign the Service Level Agreement between East Renfrewshire Council and Intelligent Health Ltd in line with Council policy.

BACKGROUND

3. 'Beat the Street' is a scheme that aims to encourage active travel and increase physical activity through a game-based intervention. The project uses advanced smartcard and online technology to run a walking and cycling competition. During the game residents record their distance walked by presenting their 'Beat the Street' cards or fobs at strategically placed Beat Boxes at various locations. They can view their total distance accumulated online, creating competition (particularly between primary schools), whilst also rediscovering their local area.

4. In 2019/20, the East Renfrewshire 'Beat the Street' initiative ran in a number of areas within the East Renfrewshire, and the six-week game ran through February and March. A scheme ran for a similar 6 week period the previous year (2018/19) within Barrhead and Newton Mearns. The scheme was very successful, in terms of increasing physical activity amongst participants, and very visible via word of mouth, local press and social media. The 2019/20 initiative involved 7,526 participants and the 2018/19 initiative reached 6,942 participants (13% and 15% of targeted population respectively). Both years' schemes achieved an increase in the percentage of adults reported meeting the Chief Medical Officer's physical activity target and in the percentage of children who were undertaking 60

minutes of activity on five or more days per week. Details of Beat the Street as well as both end of game reports can be found in **Appendix A**.

REPORT

5. In 2020/21, the target area for 'Beat the Street' is the whole local authority area. The aim is to engage approximately 15,000 participants (17% of population). Awareness amongst the communities will also be higher as we are building on the profile of previous years' games.

6. The impact of COVID-19 on the general population is unknown however there is a likelihood that residents may feel less confident on going outside especially leading into the autumn months. The scheme will have health benefits as well as potentially helping increase footfall in town centres.

7. It is noted that in pre-lockdown there were concerns with the 2019/20 scheme regarding the safety of the game with regards to the players having to touch their card or fob on the card scanner ('Beat Box').

8. In addition to the game's existing safety measures, the 2020/21 game will have:

- Additional messaging to remind people to only use their own card or fob, and not to touch the Beat Boxes
- Extra-sensitive, 'contactless' Beat Boxes, so cards and fobs do not need to touch the box
- Extra signage, and 2 metre markers around the Boxes to remind people to keep their distance from other players
- No mass gatherings or group events that might encourage people to gather at a particular box
- Promoting boxes that are less well used to keep people apart.

9. The game itself will work similarly to previous years however will run in September/October for a total of six weeks. Similar to the 2019/20 scheme we are again looking to utilise parks, such as Rouken Glen Park, as destination hubs for all of East Renfrewshire. A consequence could be a welcome boost to local tourism.

10. The 'Beat the Street' scheme is run by Intelligent Health Ltd. and is paid for with Smarter Choices Smarter Places funding from Paths for All. It is a bespoke proprietary service by Intelligent Health and only they can deliver it, so the Roads Service are therefore looking for an exemption to the standard tendering exercise to appoint them directly. Since the value is over £100k, the exemption needs to be reported to cabinet for approval.

FINANCE AND EFFICIENCY

11. The 2020/21 'Beat the Street' total scheme cost is £130,000 (excluding VAT) which will be paid for with Smarter Choices Smarter Places funding from Paths for All. The £130k funding was awarded by Paths for All, specifically for the delivery of 'Beat the Street' in 2020/21.

12. Following Council approval a VEAT (Voluntary Ex-Ante Transparency Notice) notice would be published and as per procedure there would be a ten calendar day 'stand still' before any contract with Intelligent Health could be concluded. A direct bid document detailing the Council's requirements would then be produced and concluded.

13. Final costs of the two previous schemes in 2018/19 and 2019/20 were £102,660 and £103,983 respectively. The increase in total cost estimated for this year's application reflects the larger geographical extension of the scheme. The scheme in 2018/19 was based in Barrhead and Newton Mearns and the 2019/20 scheme was based in the 'rest of East Renfrewshire'. The 2020/21 scheme incorporates the whole of East Renfrewshire.

14. The Roads Service intends to continue to apply for funding to develop with the initiative in future years although it should be noted that this is subject to Paths for All's Smarter Choices Smarter Places funding being available.

CONSULTATION

15. The Service Level Agreement Document has been reviewed by East Renfrewshire Council Legal and Procurement representatives.

IMPLICATIONS OF THE PROPOSALS

16. There are no new staffing, property, policy, IT, equalities or other implications at this point in time.

CONCLUSIONS

17. 'Beat the Street' was a highly successful and popular scheme for Barrhead and Newton Mearns in 2018/19 and for all other areas in East Renfrewshire in 2019/20 and funding has been awarded for the delivery of the scheme again in 2020/21 for the benefit of the whole of East Renfrewshire. This is a fantastic opportunity to encourage active travel and increase physical activity whilst potentially boosting footfall in the local town centres.

RECOMMENDATIONS

18. It is recommended that the Council:

- (a) Approve an exemption from competition under paragraph 15iii of Contract Standing Orders, namely that the contract relates to proprietary goods, works or services to enable East Renfrewshire Council to appoint Intelligent Health Ltd. directly; and
- (b) Delegates to the Head of Environment (Chief Planning Officer), Gillian McCarney, to approve and sign the Service Level Agreement between East Renfrewshire Council and Intelligent Health Ltd. in line with Council policy.

Head of Environment

Further information can be obtained from: John Marley, Transportation Coordinator, on 0141 577 3497, john.marley@eastrenfrewshire.gov.uk

August 2020

BLANK PAGE

APPENDIX A – PREVIOUS END OF GAME REPORTS

BLANK PAGE

Beat the Street, Barrhead & Newton Mearns End of Game Report



BLANK PAGE

Executive Summary

Beat the Street Barrhead and Newton Mearns has been a successful intervention, engaging 6,942 people across the towns and demonstrating a change in behaviour change among participants over the six-week game. This report will evidence how the programme has delivered this behaviour change and what other impacts were made across the community.

Beat the Street Barrhead and Newton Mearns set out to increase physical activity levels amongst children and adults across the towns and create a positive shift

towards walking and cycling for travel purposes. The 6-week game ran through February and March 2019. During registration for Beat the Street, 21% of adults who registered self-reported as inactive. Immediately after the game, participants were asked again about their activity levels and behaviours. Physical inactivity had decreased by 13%. There was also an increase in the number of people meeting the recommended guidelines for physical activity of 11%. For children the proportion who reported being inactive fell by 5%.



Players were also asked at registration about their active travel behaviours. The proportion of adults who reported walking on five or more days per week increased from 48% before the game to 57% immediately after. The proportion of children walking on five or more days per week increased from 35% to 53%.

[Introducing Beat the Street](#)

Beat the Street is an evidence-based intervention designed to increase physical activity levels across a community.

Beat the Street encourages participation through gamification and motivates positive behaviour that becomes the daily norm. Beat the Street addresses some of the physical barriers to being active by using an inclusive, simplistic concept and combats emotional barriers by creating a community-wide social norm. To date, Beat the Street helped over 900,000 people get more active and have worked with over 1500 schools across the UK and Europe.

Beat the Street in East Renfrewshire has been commissioned by East Renfrewshire Council with funding from the Smarter Choices Smarter Places programme from Paths for All.



Scotland – The National Picture

The Scottish Government recommends that adults participate in moderate physical activity (enough to raise the breathing rate) for at least 150 minutes per week. In 2016 it was reported that only 64% of adults were meeting these guidelines.

The Scottish Government recommends that children are physically active for at least 60 minutes per day. In 2016 it was reported that only 76% of children were meeting these guidelines.

(Source: The Health of Scotland's population – Physical Activity - scot.gov)

In Scotland in 2018 65% of adults over 16 were classified as being overweight or obese and 26% of children were classified as being at risk of being overweight or obese.

(Source: Scottish Government Obesity Indicators 2018 – scot.gov)

In 2017 the Scottish Household Survey reported that only 21% of adults used walking as their main mode of travel, a reduction from 24% in the previous year. The same survey reported that 48% of children did not use walking as

Beat the Street Engagement

Delivery - Schools

Eleven primary schools and one special school were selected to participate in Beat the Street in the towns of Barrhead and Newton Mearns. All twelve schools participated in the game to some degree. A full breakdown of participation by schools is provided in Appendix One.

Delivery- Community Teams

4 teams made up of local community groups participated in the game. These were the local council education

department, a GP's surgery including practice staff and patients, a group of parents and pre-school children and a local housing association.



their main mode of travel to get to and from school.

(Source: Transport and Travel in Scotland 2017 – National Statistics)

Scotland's National Walking Strategy aims to create a culture where everyone walks more often as part of their everyday travel and for recreation and well-being.

Transport Scotland's Cycling Action Plan for Scotland aims to have 10% of everyday journeys to be made by bike, by 2020.



Delivery - Distribution Points

Four local libraries and leisure centres were involved as distribution points,

where players could pick up cards and maps to take part in the game.



Engagement – Anticipation and Game Phases

Beat the Street Barrhead and Newton Mearns employed a part-time engagement coordinator to organise activities locally and engage schools and community groups to deliver a successful programme.

The anticipation phase informs and excite residents about the game. Time is spent encouraging groups, teams and individuals to take part and to work with local stakeholders to raise awareness about the scheme.

Ten out of the twelve selected schools received a school assembly to introduce the game to staff, parents and pupils. These were delivered by the local engagement coordinator.

Each school then received at least one additional visit from the local coordinator during the game phase. These included attending school sports events, being a guest at weekly all school assemblies or attending parents' evening to engage with families.

To spread word within the local community the engagement coordinator visited local GP's surgeries, local

nurseries and other community organisations such as All About Barrhead and NDK Cycling.



Beat the Street attended five existing events in the lead up to and during the game. This included spending the day at the Schools' Cross-Country event in Rouken Glen Park.

The local engagement coordinator hosted six Beat the Street events during the game. These included led walks,

information sessions and competitions with goodies and giveaways.

The engagement coordinator also hosted several drop-in sessions based at the libraries and leisure centres which had been chosen as distribution points. These sessions enabled residents to find out more about Beat the Street and to support players to complete their online registration.

Media and Communications

Media

The Beat the Street Marcomms plan sets out to engage local and regional press and media in order to raise awareness and reach a wider audience. In conjunction with the media team at East Renfrewshire Council, several press releases were sent out to local media outlets during the programme.

Beat the Street Barrhead & Newton



Mearns attracted media interest before and during the game with four pieces of coverage including Renfrewshire News and Barrhead News.

Newsletters

Weekly newsletters were sent to players who had opted into receiving

communications throughout the game, a total of 1,502 people. The newsletters were successful in encouraging players to engage, take part in events, and increase their activity. The average industry open-rate for newsletters, according to Mailchimp, is 15.1% whereas the Beat the Street newsletter had an average open-rate of 43% across the game period.

Website

The Beat the Street Barrhead & Newton Mearns website had 7,426 unique users and over 225,000 visits up until the end of the game phase. The website is where players can register their card or fob, view the map of Beat Box locations, check their position on the leaderboard and see their own individual progress.

Social Media

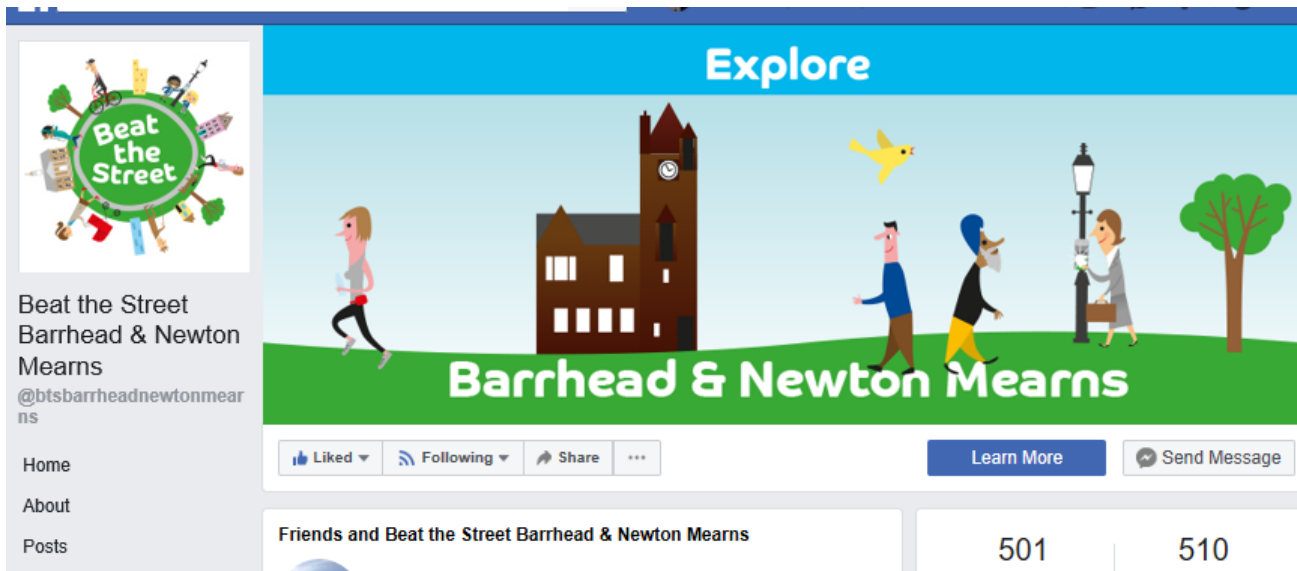
Beat the Street ran three social media channels; Facebook, Twitter and Instagram. Facebook was the most popular platform as is typical across most Beat the Street schemes. Beat the Street uses social media to inform people about events and competitions, impart health messaging and signpost

236 “likes.” Demographic information is not available for Instagram.

Twitter – Beat the Street had 249 followers on Twitter, generating over 128,000 impressions and 4,859 engagements. 53% of BTS Twitter followers were female.

Facebook – Beat the Street had 501

followers were aged 35-44 and 92% were female.



players into existing local provision. Instagram – Beat the Street had 91 followers on Instagram and generated

followers on Facebook, generating over 100,000 impressions and 1,741 engagements. 59% of BTS Facebook

Results

Level of Participation (Who Played the Game?)

The findings in this section of the report are based on children and adult data

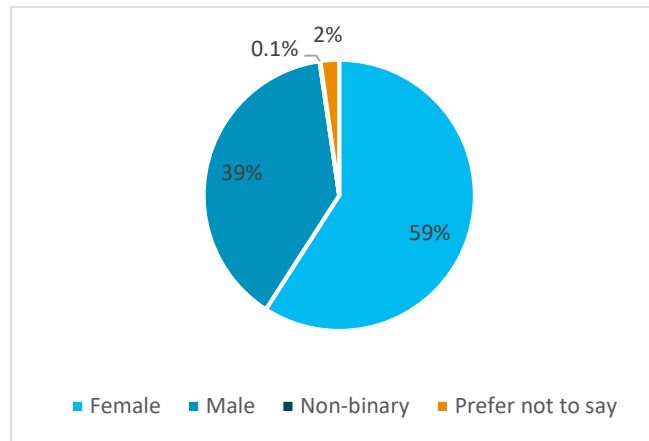
Participant Numbers and Beat Box Activity

In total 6,942 people took part in Beat the Street in Barrhead and Newton Mearns (15% of the population targeted). Of those who registered, around 57% were adults (n=1618) and 39% were children (n=1101). A total of 191,213 taps were recorded on the Beat Boxes.

Gender Breakdown of Players

More females (59%, n=1675) registered to take part than males (39%, n=1093) (Figure 1).

Figure 1: Gender breakdown of registered players (n=2834)

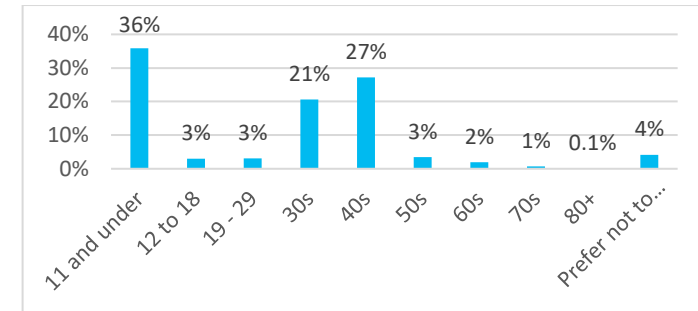


Age Breakdown of Players

There was a spike in registered players for those aged 11 and under, school children. Another spike is seen in the 30-49 age groups; which is likely to be

parents/carers accompanying young children (see Figure 2).

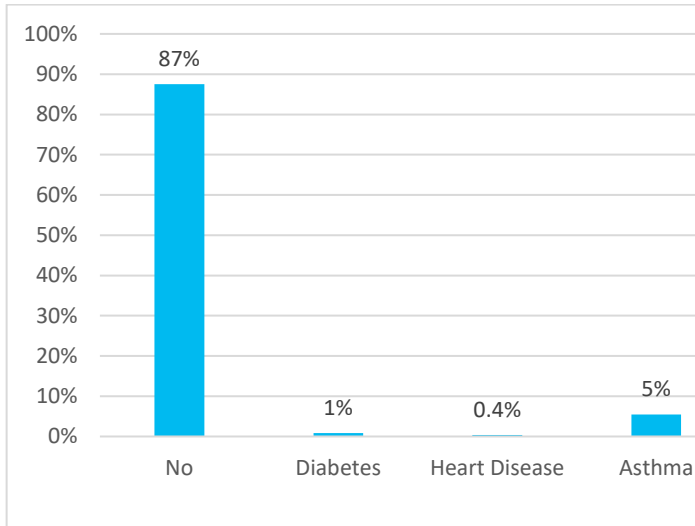
Figure 2: Number of registered players per age group (n=2836)



Participants with a long-term condition (n=2726)

In total, 9% of registered players who answered this question, reported having long-term condition (LTC). 5% had asthma, 1% had diabetes and 2% another long-term condition. In total 2.5% of players reported having a disability at registration.

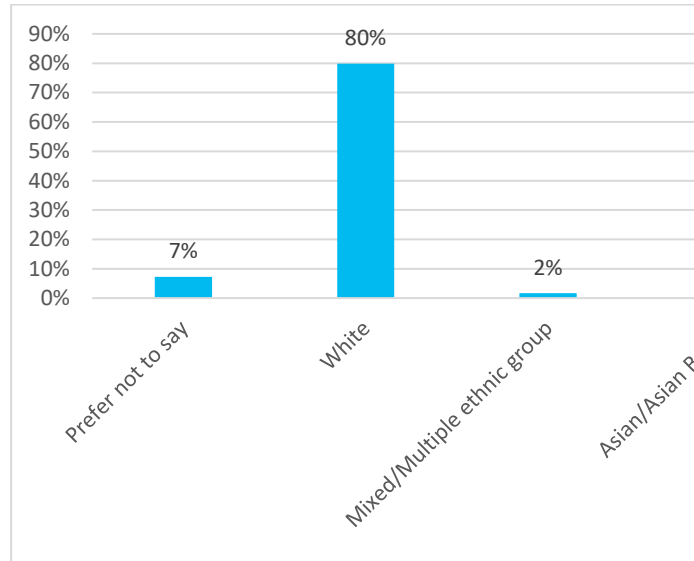
Figure 3: Number of registered players with each long-term condition



Participation by Ethnic Background (n=2667)

In total, 80% of registered players who answered this question, were of White ethnic background, compared to 94% of residents living throughout East Renfrewshire. There was a good proportion of ethnic backgrounds represented.

Figure 4: Number of registered users by ethnic background



Who Provided Feedback?

In total, 1,832 of registered people opted in to being contacted after registration. Of these people, 447 provided follow-up feedback (a response rate of 24%) through an exit survey immediately following the game-phase. A mix of different ages provided feedback, although most respondents were aged

between 30 and 49 (see Figure 6), and around 80% of respondents were female (See Figure 7).

Figure 6: Age breakdown of post-game survey respondents (n=447)

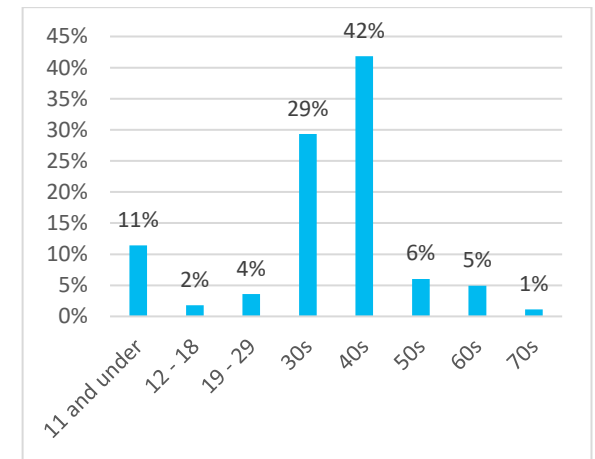
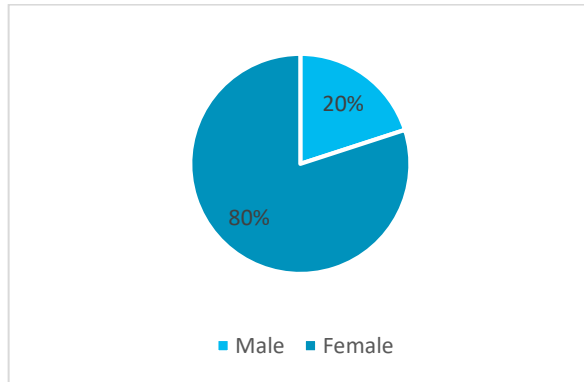


Figure 7: Gender breakdown of post-game survey respondents (n=445)



Beat the Street in Barrhead and Newton Mearns aimed to:

Increase the number of children meeting the recommended levels of physical activity (60 minutes per day) and reduce the proportion of children reporting the lowest levels of physical activity (0-1 days)

Increase the number of children participating in active travel (for example walking to school)

Increase the number of frequent 10-minute walking journeys by adults

Increase the number of adults meeting the recommended levels of physical activity (at least 150 minutes of moderate intensity physical activity per week) and reduce the proportion of adults reporting the lowest levels of physical activity (0-1 days per week)

Increase the number of everyday journeys being made by bike. A decrease in the number of cars being used outside schools

Increased use and perception of park and stride facilities within the game area

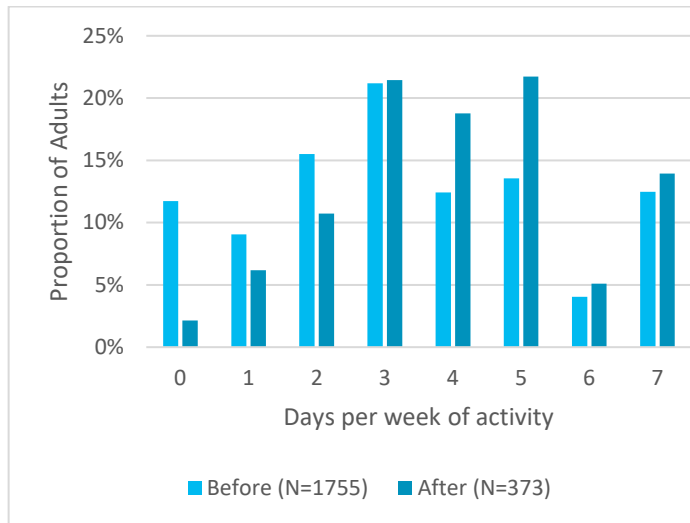
Increasing Adult Physical Activity:

There was a 13% decrease in levels of inactivity amongst adults (n=1755 before and 373 after)

At the start of Beat the Street 1,755 adults provided data on their physical activity levels. Of these, 21% reported being inactive (0-30minutes of activity per week) and 30% reported meeting the

Chief Medical Officer's physical activity target (150 minutes of at least moderate intensity activity per week). Immediately following Beat the Street, 373 of those who registered to take part provided follow-up feedback. Of these 8% reported being inactive and 41% reported meeting the Chief Medical Officer's physical activity target (Figure 8). Looking at those whose data at registration and follow-up could be matched (n=255), the proportion reporting being inactive decreased from 19% to 9% and the proportion reporting meeting the Chief Medical Officer's physical activity target increased from 28% to 41% (n=255; P < 0.001).

Figure 8: Overall changes in physical activity for adults before and after Beat the Street

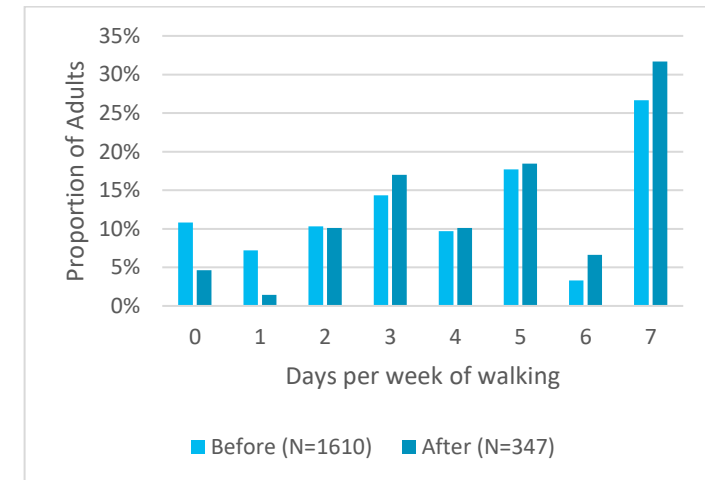


Increasing Active Travel:

At the start of Beat the Street 1,610 adults provided data on their travel behaviour. Of these, 18% reported walking for travel on zero or one day per week and 48% reported walking for travel on five or more days per week. Immediately following Beat the Street, 347 of those who registered to take part

provided follow-up feedback. Of these 6% reported walking for travel on zero or one day per week and 57% reported walking for travel on five or more days per week (Figure 9). Looking at those whose data at registration and follow-up could be matched (n=295), the proportion walking for travel on zero or one day per week decreased from 13% to 6% and the proportion reporting walking for travel on five or more days per week increased from 49% to 59% (n=295; $P < 0.001$).

Figure 9: Overall changes in active travel before and after Beat the Street



Qualitative feedback (n=253)

Altering physical activity attitudes and behaviours

Open question feedback collected following the game period suggests that communities across Barrhead and Newton Mearns had changed the way they viewed being physically active.

Figure 10 shows the most popular responses to the question “Please tell us any benefits you gained from taking part in Beat the Street that continued after the game ended?”. More frequent responses are indicated by larger text. The prominence of words such as ‘Walking’, ‘walk’ and ‘routes’ support the quantitative changes in physical activity and active travel reported above.

Figure 10: Qualitative feedback collected post-game



Individual Responses

“Enjoying the local area and getting active together as a family” – Female, aged 30-39

“Getting to know the neighbourhood better. Meeting other families also “beating the street”. Seeing how delighted my son was getting to use his token at each box and then excitedly running on to the next box.” – Female, aged 40-49

“Iv been living here for 2 years but still didnt really no the area. But with beat the street i learned so many areas that were perfect for a walk. Iv found my perfect 1 hr walking route after the school run in mornings.” – Female, aged 30-39

“Encouraged parent, child bonding. Cycling or walking together gives you quality time together. Great mental health benefits for parent & child.” – Female, aged 40-49

“in an area so big and vast and heavily built upon, it was lovely to have more of a sense of community where I met other mums and families out” – Female, aged 40-49

“This will encourage us to continue to exercise more but I think the game should be continued because seeing yourself earning points and having a purpose to being active eg going to the different beat boxes on different routes gives you more of an incentive to do this” – Female, aged 40-49

“My son and I have found a good route that we enjoyed walking and will continue to do this” – Female, aged 30-39

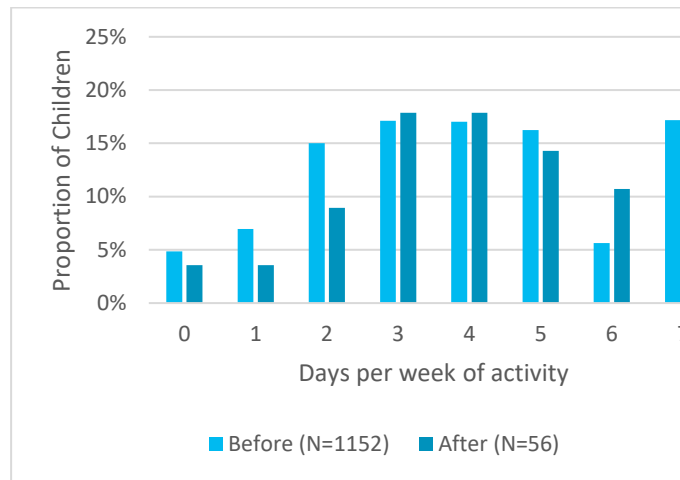
“We walk to school everyday and to after school clubs. We now make time for a 30 minute walk everyday!” – Female, aged 19-29

Increasing Child Physical Activity:

At the start of Beat the Street 1152 children provided data on their physical

activity levels, of these, 12% were undertaking 60 minutes of activity on zero or one day per week and 39% were undertaking 60 minutes of activity on five or more days per week. Immediately following the game period, 56 of those who registered to take part provided follow-up feedback. Of these, 7% were undertaking 60 minutes of activity on zero or one day per week and 48% were undertaking 60 minutes of activity on five or more days per week (Figure 11). Looking at those whose data at registration and follow-up could be matched (n=24), the proportion undertaking 60 minutes of activity on zero or one day per week decreased from 13% to 4% and the proportion undertaking 60 minutes of activity on five or more days per week increased from 38% to 42%.

Figure 11: Days per week of physical activity by children before immediately after Beat the Street

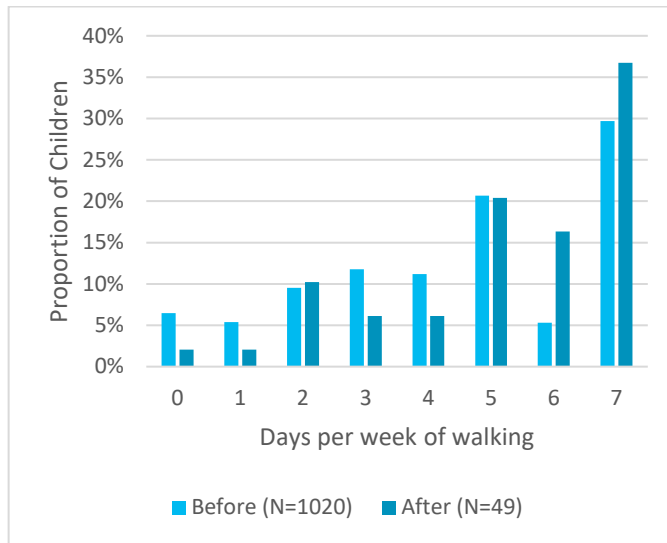


Increasing Child Active Travel:

At the start of Beat the Street 1,020 children provided data on their travel behaviour. Of these, 12% reported walking for travel on zero or one day per week and 35% reported walking for travel on six or seven days per week. Immediately following Beat the Street, 49 of those who registered to take part provided follow-up feedback. Of these

4% reported walking for travel on zero or one day per week and 53% reported walking for travel on six or seven days per week (Figure 12). Looking at those whose data at registration and follow-up could be matched (n=40), the proportion walking for travel on zero or one day per week decreased from 15% to 3% and the proportion reporting walking for travel on six or seven days per week increased from 25% to 58% (n=40; P < 0.05).

Figure 12: Days per week of active travel by children before immediately after Beat the Street



59 children provided rich qualitative insight post-game. These data indicated that children had gained a lot from taking part, it had made them more physically active and brought the family closer together. Figure 11 shows the most popular responses to the question “Please tell us how it helped or what you did differently during the competition, or

if not why Beat the Street didn’t help you?”. More frequent responses are indicated by larger text.

Figure 13: Qualitative feedback from children collected post-game



Individual Responses

“It inspired me to be more active” – Girl, aged 11 and under

“It was so much fun to walk about with my family.” – Boy, aged 11 and under

“I became more active and more focused. I watched less tv” – Girl, aged 11 and under

“I feel a lot more fitter since doing beat the street. At PE I beat my last score in my beep test. I recently went on a Scout hike weekend and I feel that beat the street help really help me during my hiking trip as I was one of the fittest Scout there.” – Boy, aged 12-18

“We found new paths to walk and met some lovely people on the way.” – Girl, aged 11 and under

“I walk to the school every day now” – Girl, aged 11 and under

Increasing community cohesion

Qualitative Feedback collected following the game period also suggests that adults and children had become more socially connected to each other and their local area as a result of playing Beat the Street.

“We found new paths to walk and met some lovely people on the way.” – Girl, aged 11 and under

“Getting to know the neighbourhood better. Meeting other families also “beating the street”. Seeing how delighted my son was getting to use his token at each box and then excitedly running on to the next box.” – Female, aged 40-49

“Seeing other people out and about it was lovely to see the streets so busy with families I.” – Female, aged 30-39

“Had fabulous time beating the street abs meeting other members of the community doing the same. Fantastic, free activity to do as a whole family” – Female, aged 30-39

“Community spirit improved. Families talked to each other when out beeping the boxes..” – Female, aged 50-59

“Encouraged parent, child bonding. Cycling or walking together gives you quality time together. Great mental health benefits for parent & child” – Female, aged 40-49

“I feel like it’s brought a real sense of community and I’ve met a lot of local people while out walking . I think it’s make the kids aware of how capable they are of walking around too. My daughter now cycles to and from school every day.” – Female, aged 30-39

“Greater knowledge of my community - enhanced relationships. Built it into by Cardiac rehabilitation program following a heart attack in January.” – Male, aged 70-79

Sustaining these changes:

To explore what would help players sustain these changes in behaviour reported above, participants were asked “*What would help you to continue to be active or to become more active?*” and

could select several response options (See figure 14). Similar events to Beat the Street which offer “games/challenges” and “prizes/incentives” were among the most prominent recommendations for helping residents sustain their activity levels, along with “Safer, better-lit footpaths and cycle paths” and “road safety improvements”.

Figure 14: Improvements and approaches sustaining activity levels

Qualitative feedback (n=166)

Maintaining or Increasing Activity Levels in Future

Qualitative feedback collected following the game period revealed what participants perceived would be important for helping them to maintain or increase activity levels. Figure 15 shows the most popular responses to the question “If you would like to be more active, what kind of activities would you like to do?”. More frequent responses from this indicator points towards everyday activities such as “Walking”, “Cycling” and “Running” as important for maintaining or increasing activity levels further.

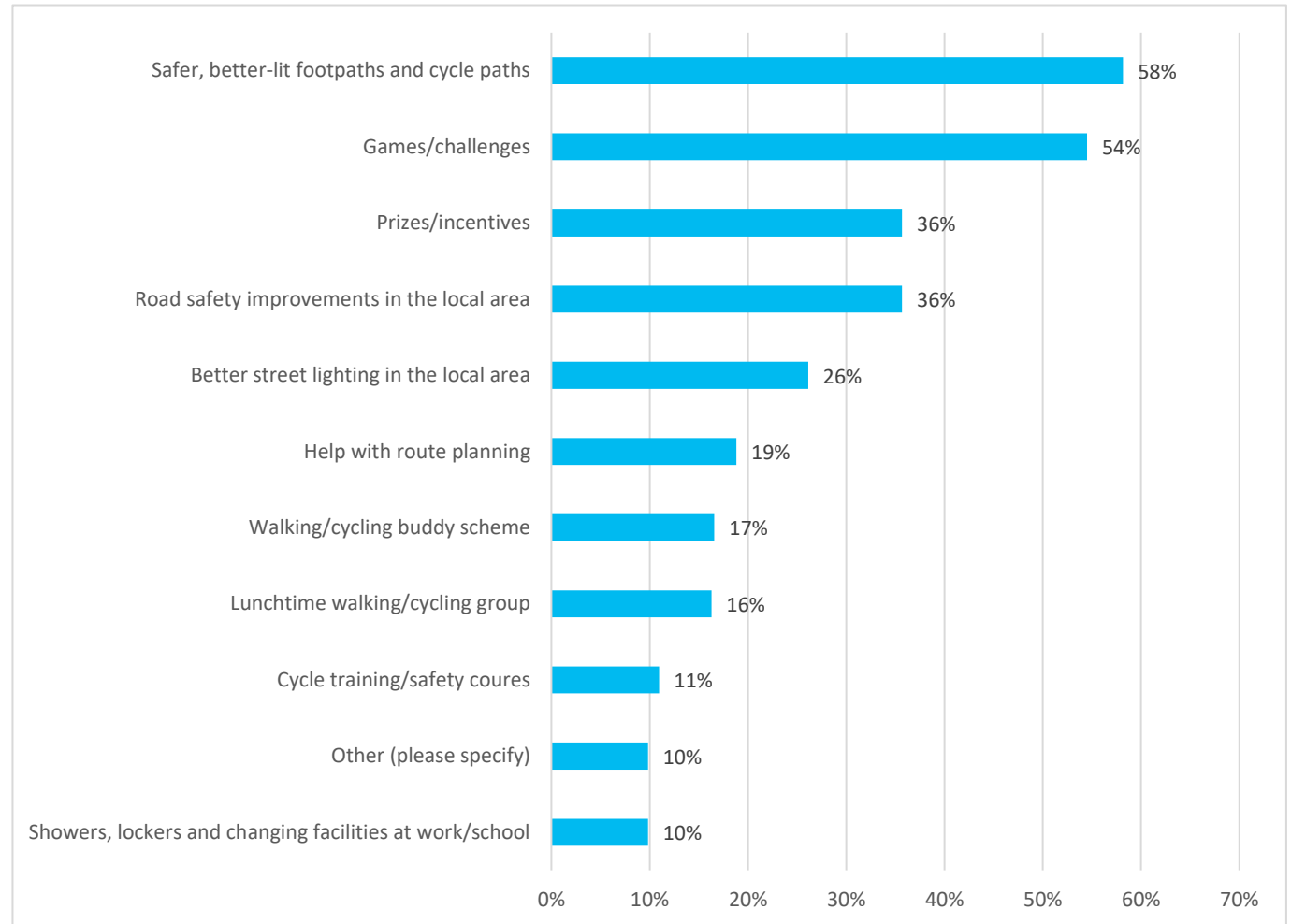


Figure 15: Qualitative feedback collected post-game



Individual Responses

“Community walking groups, have a bus stop timetable where people can meet and have start times” – Female, aged 40-49

“More walking groups and activities like Beat the street to encourage people to walk more.” – Female, aged 30-39

“Organised walks and nature trails for all the family or with specific age-related groups” – Female, aged 30-39

“Cycling but lack of cycle paths put me off as I am too nervous to cycle on the roads.” – Female, aged 40-49

“More activities like this that the whole family can get on board with” – Female, aged 30-39

“Ones we can do as a family. So cycling (but need flat paths as my younger kids can't do the hills) Maybe every tennis, walks in the woods, gym sessions with my Children.” – Female, aged 30-39

“I would cycle more if there were more safe cycle routes and cycle paths.” – Male, aged 60-69

Return on Investment Based on Changes in Physical Activity Levels

We have calculated the Return on Investment that could be expected for the programme in terms of health care savings, savings to transport and savings to the economy (productivity). To do this, we have used the NICE Return on Investment Calculator for Physical Activity, using the actual costs of the project and the observed effect size from the survey data looking at people's activity levels before and after Beat the Street live game.

Based on 4235 over 18s taking part, 13% moving from 'no' to 'low' levels of activity and 11% moving from low to 'moderate' levels of activity, we can expect the following returns, for each £1 spent on the project (Figure 16) and for the total project costs (Figure 17).

Figure 16: Savings for Each £1 spent

For every £1 spent	ROI over 2 years	ROI over 5 years
Productivity	£13.05	£30.95
Transport	£2.90	£6.88
Healthcare	£11.57	£11.67

Figure 17: Total programme savings

For Programme	Total ROI over 2 years	Total ROI over 5 years
Productivity	£683,983	£1,7m
Transport	£107,855	£333,622
Healthcare	£599,747	£605,789

NICE use QALYs (Quality Adjusted Life Years) as a measure of the effectiveness of medical interventions. QALYS are a

measure of the state of health of a person or group in which the benefits, in terms of the length of life, are adjusted to reflect the quality of life. 1 QALY equates to 1 year of life in perfect health.

This programme would result in a gain of 33 QALYs over 2 years*. According to NICE, interventions that cost the NHS less than £20,000 per QALY are considered cost effective. Under these guidelines, this would make Beat the Street a cost effective public health intervention.

We can conclude from this that as a physical activity intervention, Beat the Street provides value for money and can play a vital part in helping to tackle the rising costs of physical inactivity to the economy.

*Based on NICE online calculator.

Conclusion

Beat the Street in Barrhead and Newton Mearns set out to increase the physical activity levels of adults and children, reduce the number of people who are inactive and to increase the numbers of adults and children walking and cycling for travel purposes (active travel).

The purpose of the programme was to encourage small lifestyle behaviour changes by encouraging active travel behaviours, getting people to explore their local community and access local green spaces.

Throughout this report quantitative and qualitative feedback has demonstrated that Beat the Street had a positive impact on people's physical activity levels, travel behaviours and community cohesion.

15% of the population targeted in East Renfrewshire took part in Beat the Street

and in total the community travelled 62,071 miles.

All the selected primary schools participated in the game. Participation from the schools came from staff, parents and carers and extended family members as well as the pupils themselves.

Baseline data was collected from 2,768 participants, the majority of these were either primary school children or their parents/carers.

The post-game follow-up survey was completed by 447 participants. The results of comparing this data with that completed prior to the game start showed an overall increase in physical activity and reduction in inactivity among both adults and children. Where it was possible to match the data pre and post-game, the proportion of adults

reporting being inactive reduced from 19% to 9% and the proportion of adults reporting meeting the national guidelines for physical activity increased from 28% to 41%. This was based on a sample size of 255. Although this sample size is smaller than the unmatched samples, presenting physical activity behaviour change in this way is considered more robust and accurate.

Active travel behaviours for both adults and children also showed a significant positive shift when comparing post-game results to baseline. When reviewing matched data, it was shown that the proportion of children who reported walking for travel on six or seven days per week increased from 25% before Beat the Street to 58% immediately afterwards.

The vast amounts of qualitative data collected in the end-of-game survey

backed up the quantitative results with a raft of positive comments about walking, being physically active and being part of a team/community.

Participants will be sent a further follow-up survey six months after the start of the game to establish whether the observed behaviour change has been maintained over a longer period. This will be presented in a further report.



Appendix 1 – Participation by Primary Schools

<i>Name of School</i>	<i>% children's fobs used</i>	<i>% parent/carer cards used</i>
<i>Kirkhill Primary School</i>	86.1%	61.6%
<i>St Cadoc's Primary School</i>	88.7%	52.8%
<i>Mearns Primary School</i>	71.9%	46.0%
<i>St Clare's Primary School</i>	67.5%	45.3%
<i>Crookfur Primary School</i>	75.9%	40.6%
<i>Cross Arthurlie Primary School</i>	76.0%	36.3%
<i>St John's Primary School</i>	77.7%	35.3%
<i>Carlibar Primary School</i>	72.4%	30.2%
<i>Calderwood Lodge</i>	58.0%	26.4%
<i>Hillview Primary School</i>	53.0%	19.6%
<i>Isobel Mair School</i>	23.5%	13.9%



Intelligent Health

Beat the Street
East
Renfrewshire
Post game
report


**Smarter Choices,
Smarter Places**
Supporting Sustainable Travel


**East
Renfrewshire**
COUNCIL

BLANK PAGE

Contents

71

3

Executive
Summary

4

Background &
purpose

7

Local
engagement

9

Reach and
media

12 Who took
part

13

Mapping
participation

14 Increasing
physical
activity

16

Increasing
active travel

18

Qualitative data

21

Conclusions

BLANK PAGE

Beat the Street East Renfrewshire is delivered by Intelligent Health on behalf of East Renfrewshire Council, Smarter Choices, Smarter Places and the Scottish Government. Paths for All - Smarter Choices, Smarter Places programme supports local authorities in Scotland to encourage more active and sustainable travel choices. Beat the Street East Renfrewshire set out to increase active travel and improve health and wellbeing amongst its residents by increasing physical activity. 7526 people, 13% of the population we targeted walked, rolled, cycled, jogged and scooted over 69,000 miles over four weeks between 19th February and 23rd March. The game phase, due to last 6 weeks, had to end prematurely due to the global outbreak of the coronavirus pandemic and the subsequent restrictions put in place by the UK Government.

This report will summarise the impact the project has had on individuals and communities by analysing pre and post intervention data provided by participants. It will detail some of the local engagement activities undertaken before and during the game phase. We will also explore how Beat the Street took a collaborative approach through steering groups, working with local partners to help embed change.

Registration data was collected from 4778 children and adults at the start of the game phase, providing key audience insight on who they were and their behaviours. This report will look at the behaviour change findings and present them alongside qualitative feedback and case studies.

Background and purpose

74

Beat the Street is an evidence-based intervention designed to increase physical activity levels across a community. It connects individuals with their local environment and supports long term behaviour change by making physical activity an enjoyable, integral part of everyday life.

Beat the Street encourages participation through game-based strategies and motivates positive behaviour that, over time, becomes the daily norm. Beat the Street addresses some of the physical barriers to being active by using an inclusive, simplistic concept and combats emotional barriers by creating a community-wide social norm. The key to the success of Beat the Street is the behaviour change journey during the game phase. During this time, participants have often discovered new walking/cycling routes and local greenspaces or perhaps just realised that it doesn't take as long as they thought to walk to work or school etc. We continue to support these participants through multi-channel communications, informing them of local events and campaigns.

The challenge

75

Physical inactivity is the fourth leading cause of premature deaths in the UK. The cost of inactivity is £7.4 billion with 1 in 6 deaths attributable to inactivity. The Chief Medical Officer recommends that adults should be doing a minimum of 150 minutes of moderate or 75 minutes of vigorous intensity exercise a week. Children under 16 should be doing at least 60 minutes every day in order to stay healthy and prevent developing long-term conditions. Getting everyone to achieve these minimum amounts of activity is still a challenge and currently 21% of adults in living in Scotland are inactive (under 30 minutes a week), with women far more likely to be less active than men. For children, 24% are not meeting the current recommended guidelines (Health Scotland). Building walking or cycling into daily routines such as active travel is an effective way to increase physical activity.

21% of adults are physically inactive

24% of children not meeting recommendations

15% of adults in Scotland travel by foot or bike to work

THE IMPACT



7,526

Total players



8%

Decrease in
Adult
Inactivity



14%

Increase in
Adults Active
(150+mins)



10%

Increase In Cycling



11%

Increase in
Children
Frequently
Active



31%

Of gameplay
undertaken during
commute times

Local engagement

77

Before the game started, steering groups were held with stakeholders from across the education, community, library and environmental health sectors. The steering groups were instrumental in shaping the delivery and direction of the programme as well as contributing towards the development of the in-game events, choosing the local centres to support and helping to raise awareness of Beat the Street across East Renfrewshire.

12 schools were invited to take part in Beat the Street East Renfrewshire. All schools were offered an assembly. 11 assemblies were delivered by the Engagement Coordinator. 100% of the schools we targeted took part in the initiative. Schools were sent weekly updates throughout the game to help keep them motivated and to promote upcoming events. In addition to schools, local community groups, workplaces, police and sports clubs were encouraged to get involved in the game and the Engagement Coordinator met with numerous organisations to get as many teams signed up as possible. There were 18 community and charity teams, workplaces and sports clubs that signed up and 14 played. These teams included; SupERkids, Girlguiding East Renfrewshire and East Renfrewshire Council. These teams could pick up their materials from identified Distribution Points across the town which included the Libraries, Leisure Centres and Rouken Glen Park.

The launch event for the game was held on 21st February at Rouken Glen Park. This was attended by some stakeholders as well as groups from schools and councillors.



Go Explore aims to get people discovering their local area, and finding new community venues, parks and activities.

This week, we had mystery beat boxes and walking outings from local centres like Neilston Library were promoted and there was a World Book Day selfie competition.

Go Travel week encourages people to ditch the car and switch to sustainable, active modes of travel. This is incentivised through offering double points on Boxes at key commuter times in the day. This week we also had the Whitelee Windfarm Trail Event and presentations in schools as well as signposting to Health Walks

Go Wild week encourages people to discover new green and blue places and be active outdoors. This is incentivised through offering double points on Boxes at key green locations. This week there was the Natural Trust Nature Trail at Greenbank Gardens. The Treasure Hunt at Rouken Glen went ahead but Off The Grid Tree Planting had to be cancelled

Due to the impact of the coronavirus pandemic and restrictions put on large gathering and events, the Go Active week events were cancelled. Planned events had included: Cycling in Rouken Glen Park; Huntly Park Secret Stones; Walking Buses; Park and Stride; Silent Disco Dancing; Seniors event with Scotrail

Facebook

Likes: 590
Engagements:
9266

13% Male
85% Female
56% 35-44 years

Twitter

Followers: 230
Engagements: 5,668

50% Male
50% Female

Instagram

Followers: 55
Engagements: 84

Website

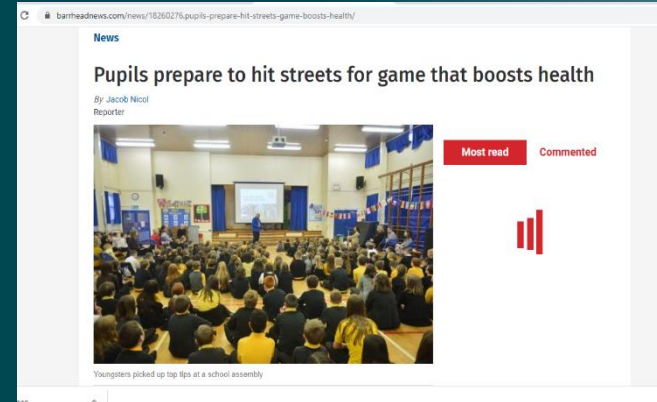
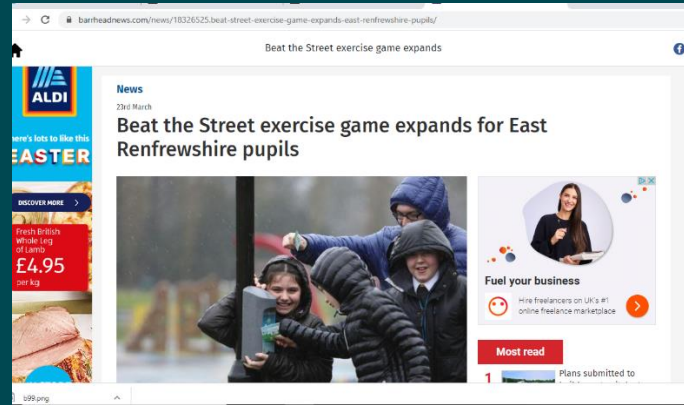
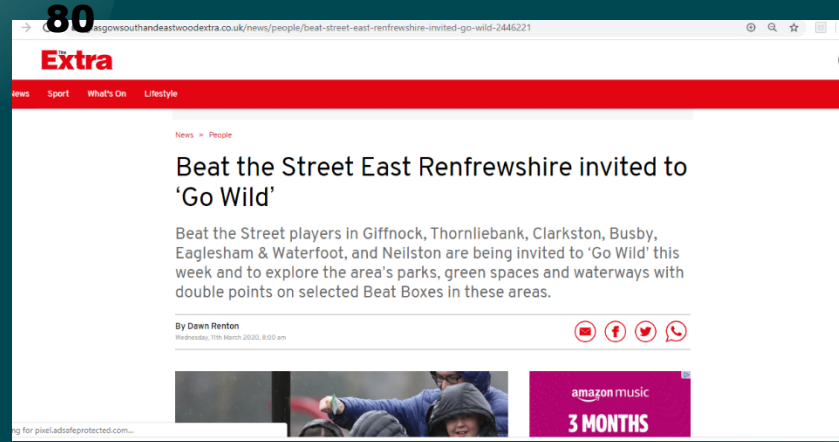
Users:12,088
Visits: 281,285

Newsletters
Average open rate:
42%
Industry open rate:
16%



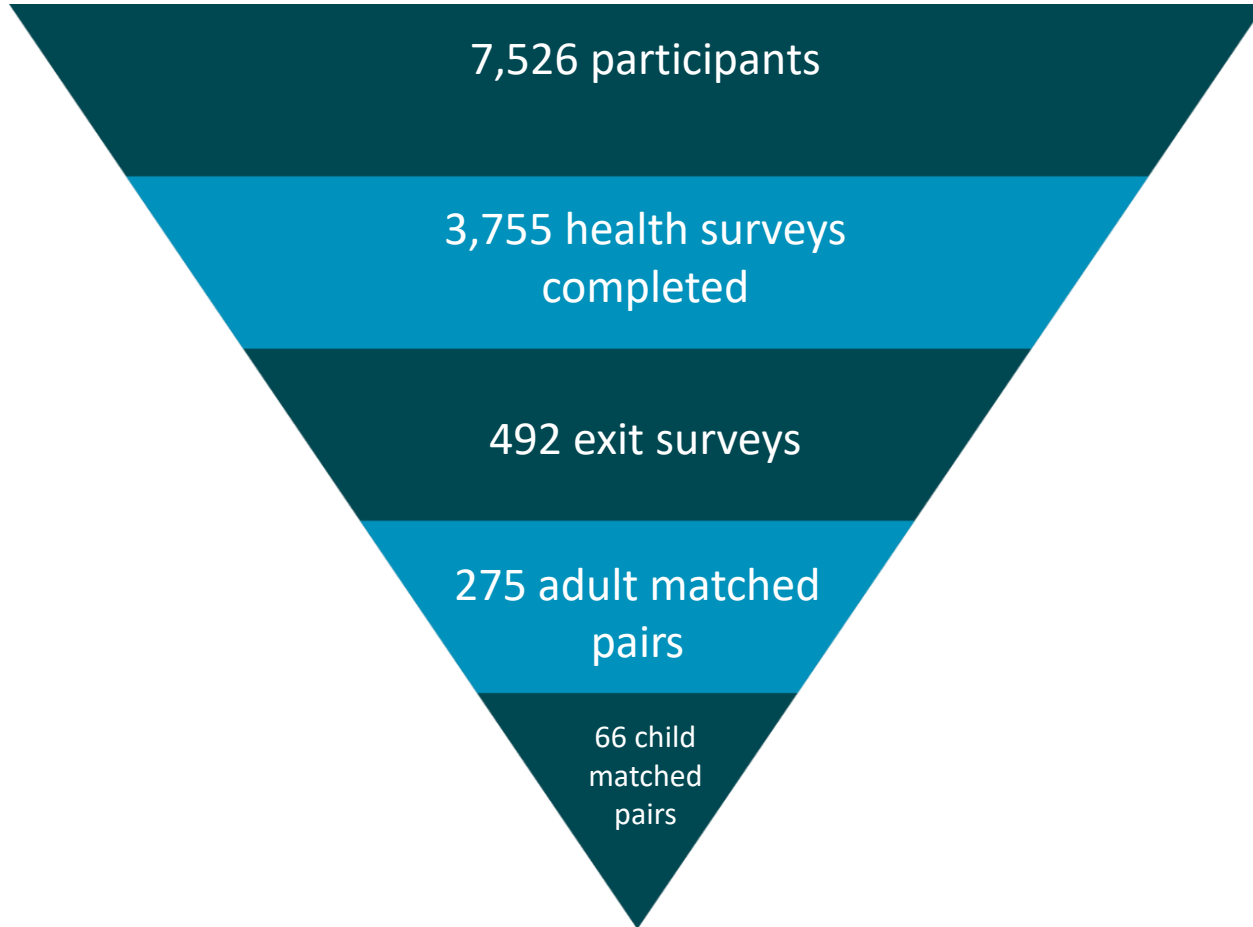
Media Coverage

In total 9 press releases were sent out before the game ended. There were 10 pieces of coverage including from The Extra and Barrhead News. BBC Good Morning Scotland interview was cancelled due to COVID-19 Opportunities to see: 1,280,000



CAPTURING DATA

81



Who took part?

82

*Data based on pre-game survey respondents

AGE (n=3755)	
0-18	56%
19-29	1%
30-49	36%
50+	5%
Prefer not to say	2%

GENDER (n=4778)	
Female	57%
Male	40%
Non-binary	0.4%
Prefer not to say	2%

LONG-TERM CONDITION (n=3742)	
No	89%
Yes - Diabetes	1%
Yes - Heart Disease	0.4%
Yes - COPD (emphysema)	0.1%
Yes - Asthma	5%
Yes - Another long-term condition	3%
Prefer not to say	3%

ETHNICITY (n=3683)	
White	89.4%
Black, Asian and minority ethnic	7.7%
Prefer not to say	2.8%

DISABILITY (n=3737)	
Yes	1.9%
No	95.2%
Prefer not to say	2.9%

CASE STUDY



83
Beat the Street started at a perfect time for me, when I was looking to get more active and lose some weight. My 2 kids, Zoe (11) and Lucas (4) both attend Busby Primary School and Nursery. As a school, we were all prepared with our cards/fobs and were out there on the first day pounding the streets. I remember being out that first few days with close friends and our kids, climbing up into top 10 positions on the leaderboard. This was something that kept us going....out there walking for hours, in the dark, soaking wet from the rain.... a competitiveness streak kept us all wanting more points to keep us up there at top of the leaderboard

As the time passed more people got on board and it was just a lovely feeling to see our school and community out there in all weathers to get points for the school. The kids were very excited, as were the parents, at the idea of the possibility of winning the competition.

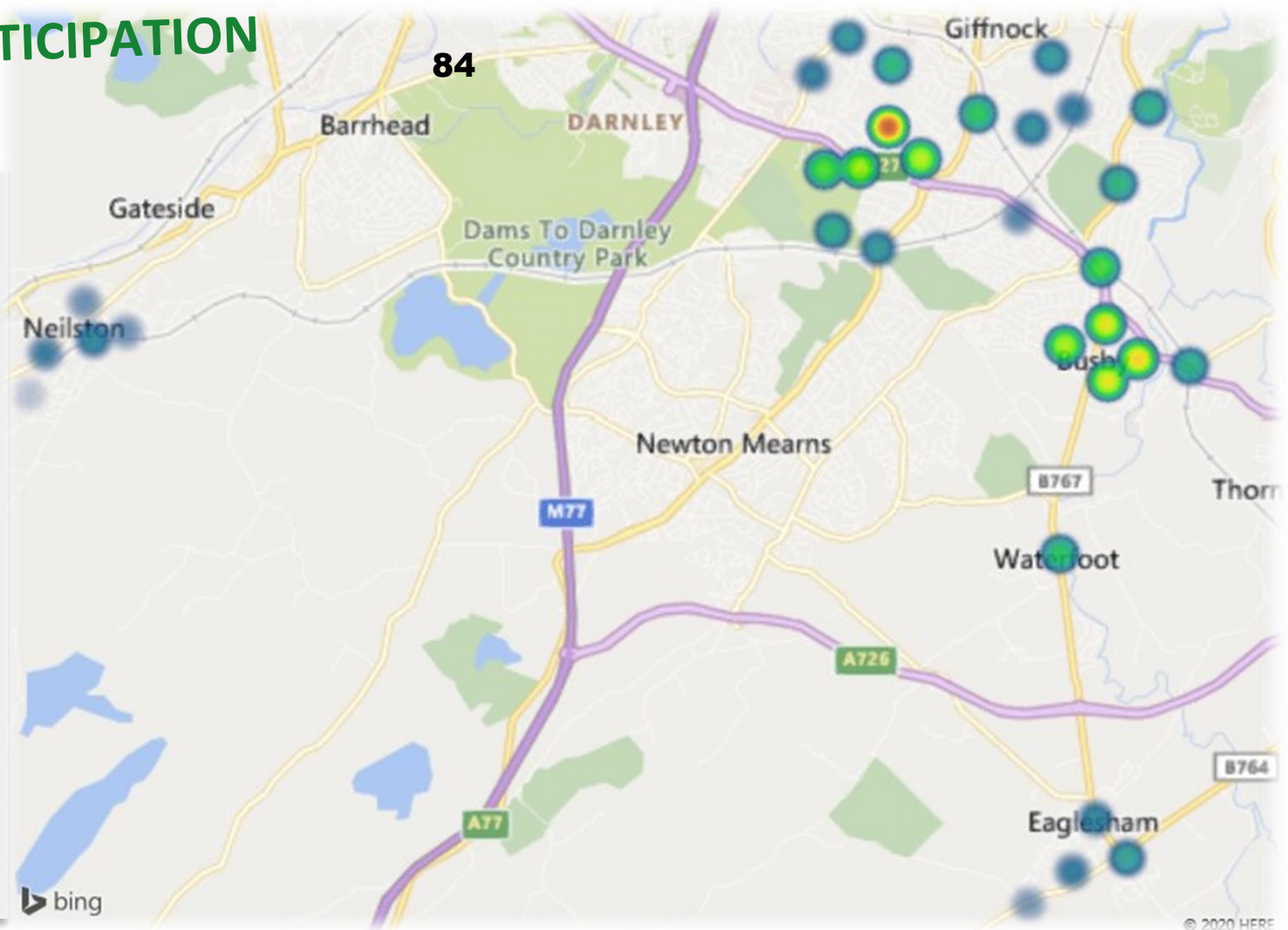
On the first double points weekend, I remember having to tell my daughter to go home after walking the local streets for 5 hours in the pouring rain with her friends. I have never seen my daughter walk so much in her life than she did in those first few weeks of Beat The Street. Walking the streets in the cold, wet weather was now myself and friends idea of a fun Friday evening! Some evenings we were wearing our partners jackets as all our jackets were soaked through!

Hopefully at some point in the future we can get the opportunity to start this competition again, although I'd prefer some warmer, drier weather next time! At my last check shortly before lockdown started, I had walked 179 miles and I had the calf muscles to prove it! It has also given me a love for walking which I have continued during this strange time. It's amazing how an hours walk listening to your favourite music can do wonders for your mood and makes you feel better.

Look forward to next time with Beat the Street.

MAPPING PARTICIPATION

The map shows the level of participation throughout East Renfrewshire. Areas in red highlight greatest participation whereas areas in blue show the least participation.

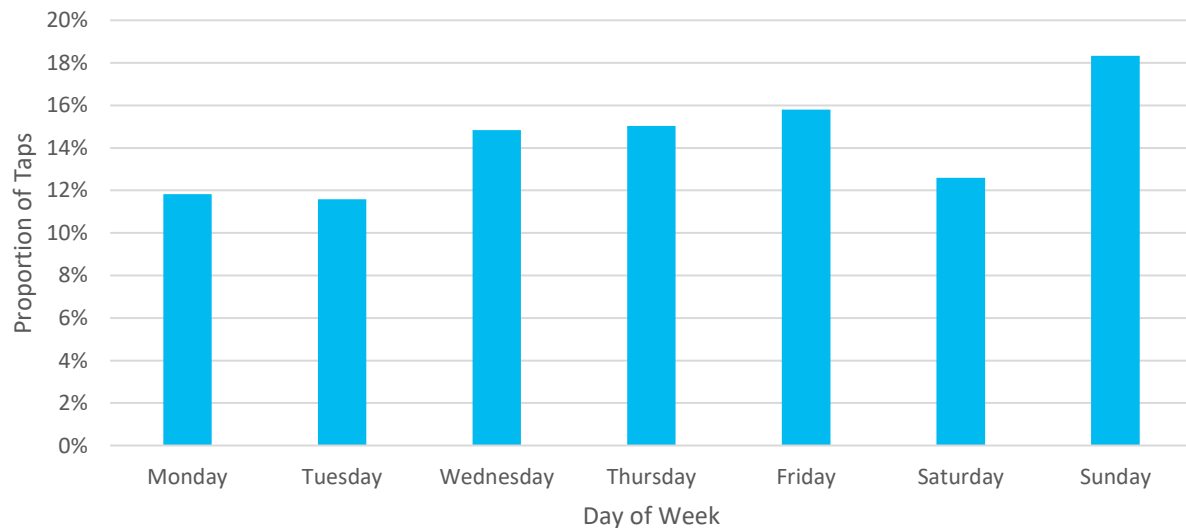
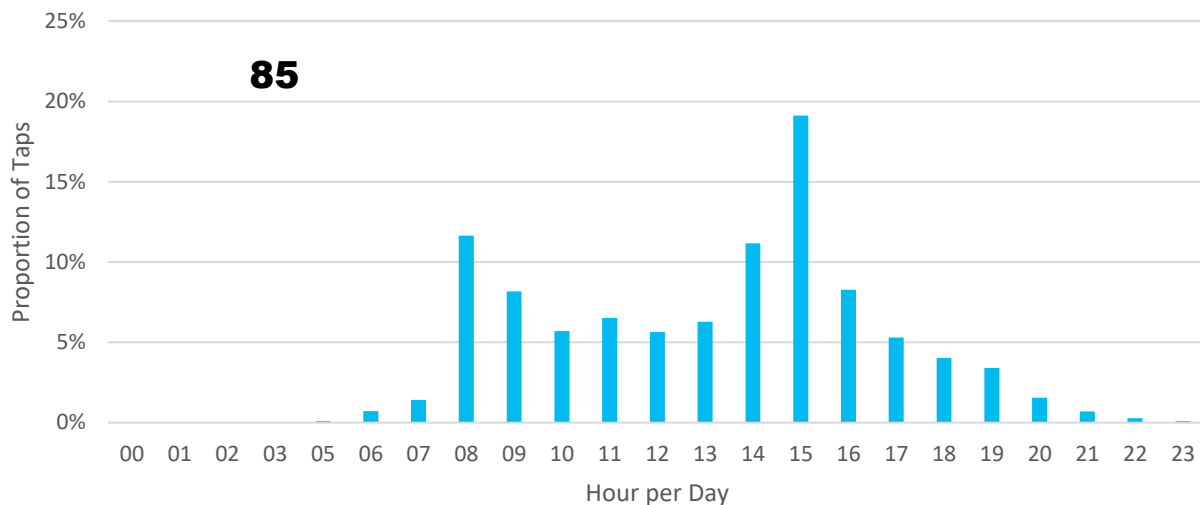


PEAKS IN BEAT BOX ACTIVITY

The graph top right shows the proportion of Beat Box activity at each hour of the day, over the course of the game. There is a spike in activity at 8am and 3pm (which is likely to be active travel to work and school).

Whilst 31% of activity was during these typical active travel periods, 69% was spread throughout the day and is more likely to be leisure based physical activity.

The graph bottom right shows the proportion of activity at each day of the week. Beat Box activity was spread relatively evenly throughout the week.



ACTIVE TRAVEL

86

Travel behaviours overall were reduced following Beat the Street. This is a direct cause of the lockdown measures introduced to control the spread of coronavirus.

Despite the restrictions on movement introduced, there was a strong increase in cycling.

(Based on 341 matched pairs)

26%
decrease in
car use

7%
decrease in
train use

10%
increase in
cycling

14%
decrease in
walking

8%
decrease in
bus use

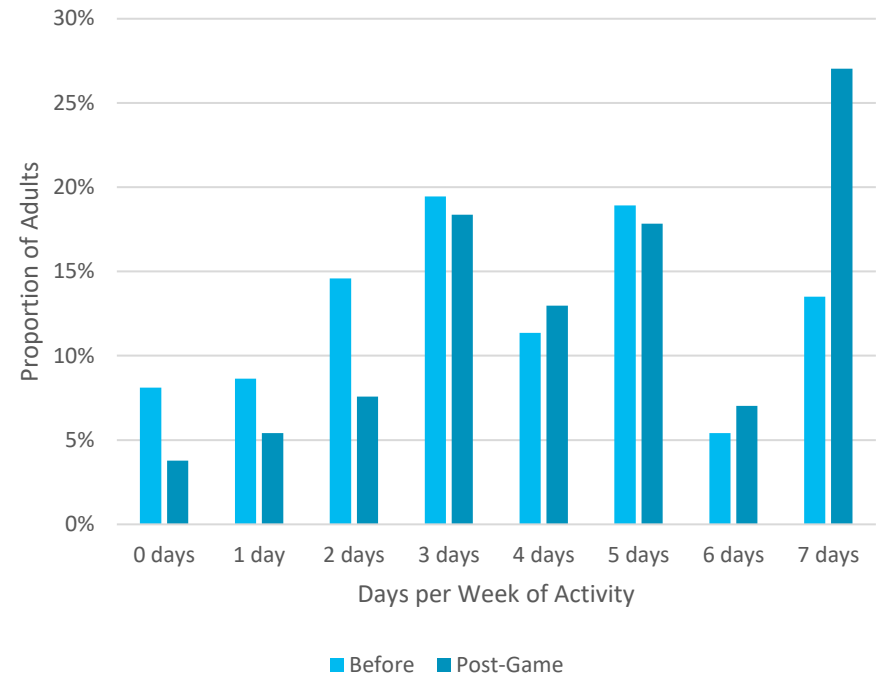
ADULT ACTIVITY

87

During registration 18% of adults were inactive (n=1617).

Following Beat the Street, there was an 8% decrease in the proportion of adults reporting being inactive (Based on n=185 matched pairs).

Further, there was 14% increase in the proportion achieving 150+ minutes of activity per week (Based on n=185 matched pairs).



Definitions:
Inactive = 0-1 days per week
150+minutes = 5-7 days per week

67% of inactive adults became active

QUALITATIVE FEEDBACK

ADULTS

88

“Beat the street helped me realise it is better to walk rather than use the car, I felt it got me out of a bad routine as I relied on driving to shops etc and I have started walking places more often” – **Female, aged 19-29**

“Got me out and about even on cold and rainy nights. Got my kids interested in walking.” – **Female, aged 30-39**

“My family and I walked more which was great exercise, quality time together and a great feeling of being part of something good for the school and the community” – **Female, aged 30-39**

“We loved it!! It encouraged my kids to leave earlier for school each day and walk further than normal. We deliberately went for walks to compete and contribute” – **Female, aged 30-39**

“Before beat the street, we didn't go out too many walks as a family, but the initiative got us out every day come rain or shine.” – **Female, aged 40-49**

“I work from home and Beat the street got me out of the house and mobile. It also meant I spent quality time with my family talking as we walked and cycled, away from screens.” – **Male, aged 50-59**

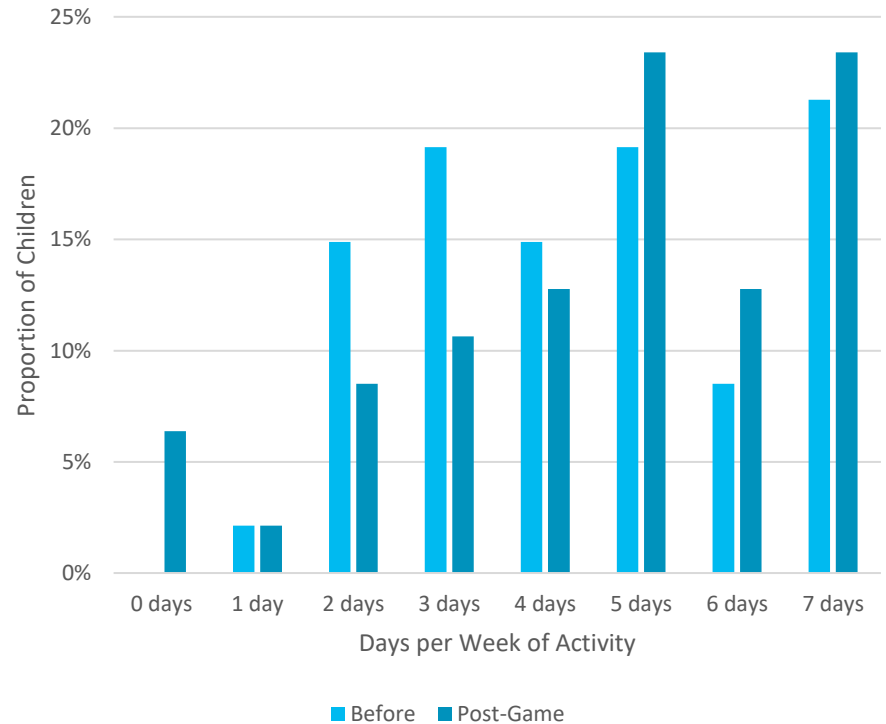
“We thoroughly enjoyed Beat the Street because collecting points made it competitive and gave us the urge to get out more and visit other places to get points. We went to Roukenglen and then the Windfarm and ended up exploring parts we never knew existed while trying to find the beat box. We got lots of exercise and so did our dog too. We're really sad it's over now and wish East Renfrewshire would do it again. I'm in Waterfoot but sadly we didn't have any boxes so something to consider if you do it again. Well done though for a fantastic way to get us all outside and united to win points for our schools or groups. 🌸” – **Female, aged 40-49**

CHILD ACTIVITY

During registration only 18% of children met the Chief Medical Officer's physical activity guidelines (n=2080).

Following Beat the Street, the proportion of children reporting being less active remained at 17% (Based on n=47 matched pairs).

There was, however, an 11% increase in the proportion reporting being frequently active (Based on n=47 matched pairs).



Definitions:

Less Active = 0-2 days per week.

Frequently Active = An average of 60+ minutes a day on 5-7 days per week

Chief Medical Officer's physical activity guidelines = An average of 60+ minutes a day

QUALITATIVE FEEDBACK CHILDREN

90

“We walked to and from school at lot more. Beat the street made it exciting.”
– **Boy, aged 11 and under**

“Encouraged to be even more active, taking longer route to and from school and wanting to go out in the evenings.” – **Boy, aged 11 and under**

“Beat the street helped me get more fresh air and good street map sense.” –
Girl, aged 11 and under

“It helped me get outside more and I was leaving for school earlier to get my points up.” – **Girl, aged 12-18**

“I walked with my family at the weekend and sometimes we took the train so that we could get more points. I walked home the long way from school and spent more time with my friends” – **Boy, aged 11 and under**

“It kept us positive during hard times”
– **Girl, aged 12-18**

“We did more walking to and from school so it helped get me exercise and have fun. We went to the park too when we did it.” – **Girl, aged 11 and under**

“Beat the street helped me to get off my phone and get active I loved doing it with and without my friends and I would scoot, cycle walk run or jog my way around busby and Clarkston.” –
Girl, aged 12-18

7,526 people (13% of the population) took part in Beat the Street East Renfrewshire before the game ended on the 23rd March. Of those who took part, 18% of adults' self reported as being inactive at registration. The scheme achieved a 14% increase in adults achieving the recommended levels of activity and a 11% increase in children frequently active.

Data collected during the game points towards a strong increase in active travel. 31% of all taps recorded throughout the initiative were made during active travel periods.

A six month follow up survey will be sent out to players in August this year, which will look at long term behaviour change.

BLANK PAGE