

Business Operations and Partnerships Department

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Date: 9 June 2023

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TO: Councillors O O'Donnell (Chair); A Anderson (Vice Chair); D Devlin and K Pragnell.

CABINET

A meeting of the Cabinet will be held in the Council Chambers, East Renfrewshire Council Headquarters, Eastwood Park, Giffnock on **Monday, 19 June 2023 at 11.30am.**

The agenda of business is as shown below.

Louise Pringle

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DIRECTOR OF BUSINESS OPERATIONS & PARTNERSHIPS

AGENDA

- 1. Report apologies for absence.**
- 2. Declarations of Interest.**
- 3. Review of Council Office Accommodation – Report by Director of Environment (copy attached, pages 3 - 20).**
- 4. Interim Review of Housing Revenue Account Business Plan – Report by Director of Environment (copy attached, pages 21 - 26).**
- 5. The East Renfrewshire Council (Neilston)(On-Street)(Waiting & Loading) Order 2023 – Report by Director of Environment (copy attached, pages 27 - 68).**
- 6. Update on the Digital Transformation Programme – Report by Director of Business Operations and Partnerships (copy attached, pages 69 - 84).**

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

A recording of the meeting will also be available following the meeting on the Council's YouTube Channel <https://www.youtube.com/user/eastrenfrewshire/videos>

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EAST RENFREWSHIRE COUNCILCABINET19 June 2023Report by Director of EnvironmentREVIEW OF COUNCIL OFFICE ACCOMMODATION**PURPOSE OF REPORT**

1. The purpose of this report is to advise the Cabinet of the outcome of the review of the Council's office accommodation portfolio.

RECOMMENDATIONS

2. It is recommended that the Cabinet:-
- a) Approves the principle of not renewing the lease of the Spiersbridge office when it expires;
 - b) Notes the intention to cost and submit a Capital Project Appraisal in relation to Eastwood Headquarters;
 - c) Notes the intention to submit an investment bid to progress the design; and
 - d) Notes the intention to return to Council with more detailed costed options.
 - e) Note that full year technology/ICT revenue costs to support the 'way we work' programme will be incorporated when compiling pressures for the Council's 2024/25 revenue budget.

BACKGROUND

3. A paper to Cabinet on November 10th detailed the proposed process that was being undertaken in relation to a review of the Council's office accommodation portfolio. https://www.eastrenfrewshire.gov.uk/media/8372/Cabinet-item-11-10-November-2022/pdf/Cabinet_item_11_-_10_November_2022.pdf?m=638028164237030000

4. The report presented an update on the position with regards to office accommodation as part of a wider transformation plan to support changing ways of working. The report noted:

- a) Covid, along with the utilisation of modern technology, has seen an acceleration of changes to traditional working practices and environments;
- b) As a consequence there is now office space surplus to requirements;
- c) An exercise needed to be undertaken to identify what office space or properties could be disposed of; and
- d) The two key buildings under consideration for closure were Spiersbridge or Eastwood Headquarters.

5. The paper also noted Eastwood Headquarters is more than just office accommodation. It is also a front facing public access building for the registration of births, marriages and deaths and is the location of the council's civic chambers including elected member accommodation.

6. The report also explains that Spiersbridge is not owned by East Renfrewshire Council. Currently the Council leases the building with the lease expiring in February 2026. If the building is handed back to the landlord the Council would need to pay dilapidations. Under the terms of the lease the Council has an option to purchase the building before the lease expires.

7. The report highlighted that a decision will be required on which building to retain: Spiersbridge or HQ.

8. Two key options were presented in the November report.

9. Option One - Retain the use of Spiersbridge and end the occupation of Headquarters. This would involve a need to:

- a. Divert registration (birth, marriage, death) services into Eastwood House or the new leisure centre or Giffnock Library or a similar location; and
- b. Utilise Eastwood House as a civic chamber and as a location for member services.

10. Option Two - Retain Headquarters and bring the lease of Spiersbridge to an end.

11. Although not explicitly mentioned in the report there would be a third option of retaining both buildings. This has subsequently been included as an option for illustrative purposes.

12. The report proposed that an options appraisal would be carried out and reported back to Council in the spring of 2023. At this stage an "in principle decision" to bring the lease of Spiersbridge to an end is sought with an intention to arrange workshops with elected members on the options for HQ prior to returning to Council for a decision.

REPORT

13. In the last few months an exercise has been undertaken to explore the two scenarios outlined above and a number of options have been developed.

14. Both scenarios were seen to have potential advantages and disadvantages. And in the last few months a detailed options analysis has been developed. The options considered are outlined below:

- **Option One** - Retain the use of Spiersbridge and end the occupation of Headquarters.
 - i. **Option One A** - Vacate HQ, extend the Spiersbridge lease for further 20 years and remodel/refurbish Eastwood House for Civic Chambers.
 - ii. **Option One B** - Vacate HQ, purchase Spiersbridge and remodel/refurbish Eastwood House for Civic Chambers.
- **Option Two** - Retain Headquarters and bring the lease of Spiersbridge to an end.
 - i. **Option Two A** - Vacate Spiersbridge and retain HQ with minor adaptive works. No works to Chambers.

- ii. **Option Two B** - Vacate Spiersbridge and retain HQ with substantial adaptive works. No works to Chambers.
 - iii. **Option Two C** - Vacate Spiersbridge and retain HQ with minor adaptive works and minor refurbishment of the Chambers.
 - iv. **Option Two D** - Vacate Spiersbridge and retain HQ with substantial adaptive works and substantial refurbishment of the Chambers.
 - v. **Option Two E** - Vacate Spiersbridge and retain HQ. No works to any building.
- **Option Three** - Continue with the current arrangements of occupying both HQ and Spiersbridge.

15. The following data has been gathered for each option:

- The anticipated capital costs
- Annual debt repayments associated with the options
- Annual cost of energy at 2024/ 25 forecast prices
- Annual property costs
- Carbon Emissions
- Any risks, issues and dependencies.

16. The detail for each option is included at Appendix One.

17. The costs have then been calculated over a 20 year period. The table contained within the appendix provides the necessary data for each of the options. The same designer and cost consultant have been engaged for both buildings to ensure appropriate comparisons. Fees have been calculated at 12.5% and contingencies at 20% of the overall cost.

18. It was previously thought that the construction type of Headquarters were such that it would make renovations financially prohibitive. A recent assessment by external consultants has concluded that this is not the case. In fact the quality of the construction makes renovations possible to improve the flexibility of usage of the building and extend its useful life.

19. The most expensive option is option 3 costed at £17.46M over a 20 year period. This reflects the continuing of the current arrangements and provides a financial baseline against which other options are compared. This includes the extension of the lease on Spiersbridge for 20 years and continued occupation of both Spiersbridge and Headquarters. Given that this would also mean that no upgrade works would be undertaken to either building it is felt that this isn't a desirable option from either a financial or non-financial perspective.

20. Both Option One A and Option One B are costed at over £16M over a twenty year period. Options Two are costed at between £8.9M and £14.12M.

21. From a cost perspective Option Two is the best option.

22. The assessment however also needs to include non-financial considerations. In undertaking the assessment, the factors taken into account included:

- a) The potential occupational capacity of each building is important. Based on a person to desk ratio of 10/6 the capacity of Spiersbridge would be around 230 whilst for HQ it would be around 350. Therefore, Headquarters provides an opportunity to consider freeing up other buildings or opportunities for collaboration and co-location with other public and third sector providers.
- b) Consideration of which building has the potential to improve service delivery, attract and retain a skilled and motivated workforce, encourage increased engagement with our communities and key stakeholders supporting service innovation and collaboration.
- c) Environmental sustainability is also an important consideration and whilst there are financial challenges associated with delivering on council policy in support of the climate change agenda, factors such as carbon reduction potential, improved promotion of the use of public transport and contribution to Local Heat and Energy Efficiency Strategy (LHEES) strategy were all considered. It is currently a policy goal of the Scottish Government that all public buildings will be Net Zero in terms of carbon emissions by 2038 although this is not yet a legal requirement. The proposed designs for HQ could lower the carbon footprint of the building. The proximity of Headquarters to other council owned buildings such as the Leisure Centre and the school could provide an opportunity to promote LHEES via a district heating system and this is currently being explored.
- d) In relation to retaining Spiersbridge, a vacant site would be created within Eastwood Park for future council use through the demolition of Headquarters.
- e) The importance of retaining the correct buildings which provide the right sized footprint and one which provides the flexibility to adapt to change. The HQ building is not suitable in its current format and condition for modern hybrid working with many individual offices and an ineffective use of space. Investment would be required to create an open plan modern environment. As such Option Two E is not recommended. However the recent work has shown that changes are possible at a reasonable cost.
- f) Headquarters already has provision for elected members and is well regarded by many as the traditional base of East Renfrewshire Council.
- g) Retention of HQ would mean that Eastwood House would then remain available for other uses.
- h) Accessibility is a key consideration for customers and staff. The Spiersbridge building is less geographically accessible for the provision of front facing public services, whereas HQ is a better location.
- i) From a regeneration perspective the retention of Spiersbridge and its increased occupation could provide an opportunity for additional footfall in the town of Thornliebank and thus contribute to the Council's regeneration aspirations.

23. It is clear that vacating Spiersbridge and retaining Headquarters is the best option both from a financial and a non-financial perspective.

24. It is therefore proposed that:

- the principle of not renewing the lease of the Spiersbridge office; and
- the variations of Option Two are explored in more detail and workshops will be undertaken with elected members during this time to discuss options for the building. This will be the subject of a future report to Council.

25. The proposed timeframe for the exploration of the variations of Option Two is likely to be between 3-6 months.

FINANCE AND EFFICIENCY

26. The cost of the exploration of the variations for Option Two and taking the preferred option (once chosen) to Royal Institute of British Architects Stage 4 design is estimated to be around £90K. This is subject to a procurement process. It is proposed that this cost is funded from the Council's Feasibility Fund.

27. Once an option has been selected, capital funding would be sought as part of the 2024/25 General Fund Capital Allocation process for the financial years 2024/25 and 2025/26.

28. It should be noted that car parking pressure on the Eastwood Campus site has often been significant and when the existing Eastwood Leisure Centre is replaced, this pressure will increase. In order to address this a master planning exercise for the Eastwood Campus site, informed by a traffic assessment, is proposed. This is likely to cost around £40K. This is subject to a procurement process. Capital provision has already been made in the 2024/25 General Fund Capital Allocation for Eastwood Campus improvements.

29. As part of the ending of the lease the Council are liable for dilapidations. Revenue provision for this has not yet been made but will require to be accounted for as part of a future budget setting.

30. Costs of the technology/ICT infrastructure for the retained building and for planned Barrhead office developments, including the relevant support resources are not yet finalised. It is important to note that, irrespective of decisions on disposal of a building, this technology investment would be required to modernise the way we work and meet the expectations of our workforce and elected members. The aim of this work is to make every workstation as uniform as possible including monitors, keyboards, docking stations, headsets, etc and to have hybrid meeting equipment in our meeting rooms.

31. At this time the capital cost for Barrhead is estimated to be £147,000, which can be accommodated from the Digital Workplace Capital budget – there may be further costs to replicate this model to additional sites and this will be taken forward via the Capital Programme. There are estimated to be c.£39,000 of revenue costs in 2023/24 and annual recurring revenue costs of c.£51,000 in future years – these revenue costs should be sufficient for both Barrhead and a further retained site (e.g. HQ or Spiersbridge). The revenue costs cover failed kit, an element of refresh and third-party support from suppliers where required. No provision has been made in the current year's budget for these. We will monitor budgets carefully and try to absorb these costs in 2023/24 and will incorporate full year revenue costs when compiling pressures to be accommodated in the Council's 2024/25 revenue budget.

32. All options will incur the costs of dilapidations for Spiersbridge, either as a payment to the landlord or if the council purchase the building, to bring it back up to standard. Subject to council approval, the Council has made provision for the dilapidations in the Repairs and Renewal reserve. Therefore the cost of dilapidations has not been included in the options as it does not affect the business case.

CONSULTATION

33. It is proposed that a number of briefing sessions will be held with elected members to explore the potential design options that are available for Option Two, both in relation to the office accommodation and the civic chambers. This will provide an opportunity for explanation and feedback.

34. In addition, a working group will be established involving impacted services in order to progress the possible design options.

PARTNERSHIP WORKING

35. As part of the development of the options, officers from the Council met with officers from Scottish Futures Trust to obtain a 'peer review' of the approach taken. The Council's approach was well received. The proposed approach being suggested by the Council of a more efficient use of its property assets but doing so from a range of financial and non-financial perspectives is the correct one and reflects current Scottish Government approach to hybrid working, retention of property and reuse of assets.

IMPLICATIONS OF THE PROPOSALS

36. There are no implications of the proposal to bring the lease of Spiersbridge to an end specifically in terms of staffing, IT, Subsidy Control, equalities and sustainability.

37. The proposed reduction in the council's operational property portfolio will lower the Council's carbon emissions.

38. The legal implications of not renewing the lease will be addressed by the Council's legal and Estates teams.

CONCLUSIONS

39. The need for a review of the Council's office accommodation portfolio is necessary due to changes to traditional working practices and environments. An assessment of capacity has identified that an office building can be vacated without an adverse impact on service delivery, achieving a financial saving and providing an opportunity to modernise and future proof the remaining office accommodation portfolio.

40. The outcome of an options appraisal has concluded that it would be appropriate to not renew the lease of the Spiersbridge office when it expires and to explore the options that are available to modernise and improve the Council's current headquarters.

RECOMMENDATIONS

41. It is recommended that the Cabinet:-
- a) Approves the principle of not renewing the lease of the Spiersbridge office when it expires;
 - b) Notes the intention to cost and submit a Capital Project Appraisal in relation to Eastwood Headquarters
 - c) Notes the intention to submit an investment bid to progress the design; and
 - d) Notes the intention to return to Council with more detailed costed options
 - e) Note that full year technology/ICT revenue costs to support the 'way we work' programme will be incorporated when compiling pressures for the Council's 2024/25 revenue budget.

Director of Environment

Further information can be obtained from Phil Daws, Head of Environment (Strategic Services) 0141 577 3186 or phil.daws@eastrenfrewshire.gov.uk

June 2023

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Appendix 1 – Options Costs/Savings Summary

Option	20 Year Cost (£'000)	Savings Compared with Status Quo (£'000)
1a: Vacate and demolish HQ, extend or renew Spiersbridge lease for further 20 years and remodel/refurbish Eastwood House for Civic Chambers.	£16,132	£1,328
1b: Vacate and demolish HQ, purchase Spiersbridge and remodel/refurbish Eastwood House for Civic Chambers.	£16,716	£744
2a: Vacate Spiersbridge, retain HQ with minor adaptive works. No works to Chambers.	£11,291	£6,169
2b. Vacate Spiersbridge, retain HQ with substantial adaptive works. No works to Chambers.	£13,022	£4,438
2c. Vacate Spiersbridge, retain HQ with limited adaptive works and limited refurbishment of the Chambers.	£11,900	£5,560
2d. Vacate Spiersbridge, retain HQ with significant adaptive works and significant refurbishment of the Chambers.	£14,127	£3,333
2e. Vacate Spiersbridge and retain HQ. No upgrade works undertaken to HQ. Staff relocated between HQ and Barrhead offices.	£8,930	£8,530
3: Status Quo. Extend lease on Spiersbridge for 20 years and continue to occupy both SB and HQ. No upgrade works undertaken to either building. Council does not reduce the number of buildings it occupies.	£17,460	£0

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Option Description Key Metrics <u>Summary Programme</u>	GIA (m ²)	Co2 (tonnes) 5 yr ave / (Range)	Capital Cost (£k)	Annual Energy Cost (£k)	Annual Property Costs (£k)	Debt Repayment (Average p.a.)	20 Year Total Cost Energy + Annual Property Costs + Debt Repayment (£k)	Commentary
<p>1a: Vacate and demolish HQ, extend or renew Spiersbridge lease for further 20 years and remodel/refurbish Eastwood House for Civic Chambers.</p> <p>Lease renewed during FY 23/24. First Floor upgrade commences Q1 25.</p>	<p>3282 (SB 1576m², EWH 1706m²)</p>	<p>SB 115 (92 – 145) HQ 233 (200 – 336) EWH 93 (87 – 103)</p>	<p>£3226</p>	<p>£124.3</p>	<p>£459.6</p>	<p>£222.7</p>	<p>£16,132</p>	<ul style="list-style-type: none"> • Potential to generate £198,900 net savings pa. • Full council occupancy of Eastwood House includes additional rates liability. • Limited ability in Eastwood House to improve size of Chambers space • Estimated loss of income to Trust c £50,000. (allowed for within potential net savings). • Significant revenue budget pressure on leased building • Eastwood House property budget is part of a larger budget allocation and has no dedicated budget. As a result costs are a mix of known data and estimates from data from other buildings of similar size on a pro rata basis. • Alternative location required for Customer First and Registrations as EWH deemed not suitable for relocation for these services. Limited/few alternative options. • Assumes landlord will still serve a schedule of dilapidations to protect their interest. Assumes lease continues at current rental. Dilapidations will be a revenue pressure. • Loss of Eastwood House as a training venue is a risk to the council. Potential cost implications for alternatives. • First floor upgrade programme dependent upon date of lease renewal.

Option Description Key Metrics Summary Programme	GIA (m ²)	Co2 (tonnes) 5 yr ave / (Range)	Capital Cost (£k)	Annual Energy Cost (£k)	Annual Property Costs (£k)	Debt Repayment (Average p.a.)	20 Year Total Cost Energy + Annual Property Costs + Debt Repayment (£k)	Commentary
1b: Vacate and demolish HQ, purchase Spiersbridge and remodel/refurbish Eastwood House for Civic Chambers. Assumes purchase is complete during FY24/25. First Floor upgrade commences Q2 24	3282 (SB 1576m ² , EWH 1706m ²)	SB 115 (92 – 145) HQ 233 (200 – 336) EWH 93 (87 – 103)	£6183	£124.3	£274.1	£437.4	£16,716	<ul style="list-style-type: none"> • Potential to generate £172,000 net savings pa. • Full council occupancy of Eastwood House includes additional rates liability. • Limited ability in Eastwood House to improve size of Chambers space • Estimated loss of income to Trust c £50,000. (allowed for within potential net savings) • Loan repayments spread across three buildings. • Eastwood House property budget is part of a larger budget allocation and has no dedicated budget. As a result costs are a mix of known data and estimates from data from other buildings of similar size on a pro rata basis. • Alternative location required for Customer First and Registrations as EWH deemed not suitable for relocation for these services. Limited/few alternative options. • Dilapidations Report highlights that additional expenditure will be required at some stage on roof and Heating systems and will be a potential additional financial burden on the council if purchasing the building. The timing of when this is incurred can be at ERC's choosing. • Option to purchase mechanism in lease creates a higher purchase price when compared with acquiring similar building with vacant possession. • Loss of Eastwood House as a training venue is a risk to the council. Potential cost implications for alternatives. • HQ staff relocated to Spiersbridge and Barrhead offices.

Option Description Key Metrics Summary Programme	GIA (m ²)	Co2 (tonnes) 5 yr ave / (Range)	Capital Cost (£k)	Annual Energy Cost (£k)	Annual Property Costs (£k)	Debt Repayment (Average p.a.)	20 Year Total Cost Energy + Annual Property Costs + Debt Repayment (£k)	Commentary
<p>2a: Vacate Spiersbridge, retain HQ with minor adaptive works. No works to Chambers.</p> <p>Assumes works undertaken during FY 25/26. Commence Q3 24 complete Q3 25.</p>	4025 (HQ)	SB 115 (92 – 145) HQ 233 (200 – 336)	£1688	£130.5	£316	£118.09	£11,291	<ul style="list-style-type: none"> • Potential for net savings of £321,395 pa. • Dilapidations costs on exiting the lease are assumed to be a revenue pressure as ERC do not own Spiersbridge. • Assume all works to HQ are completed before lease ends on Spiersbridge in Feb 2026. • Spiersbridge to be used for touchdown along with Barrhead office during works to HQ. • Phasing of works allows staff to remain in HQ. Under occupancy of building would allow staff to also relocate to other floors during works if required. • Works include removal of selected walls to create additional open plan spaces to facilitate more Team zones.

Option Description Key Metrics Summary Programme	GIA (m ²)	Co2 (tonnes) 5 yr ave / (Range)	Capital Cost (£k)	Annual Energy Cost (£k)	Annual Property Costs (£k)	Debt Repayment (Average p.a.)	20 Year Total Cost Energy + Annual Property Costs + Debt Repayment (£k)	Commentary
<p>2b. Vacate Spiersbridge, retain HQ with substantial adaptive works. No works to Chambers.</p> <p>Assumes works undertaken during FY 25/26. Commence Q3 24 complete Q3 25.</p>	4025 (HQ)	SB 115 (92 – 145) HQ 233 (200 – 336)	£2914	£130.5	£316	£204.61	£13,022	<ul style="list-style-type: none"> • Potential for net savings of £245,102 pa. • Dilapidations costs on exiting lease are assumed to be a revenue pressure as ERC do not own Spiersbridge. • Assume all works to HQ are completed before lease ends on Spiersbridge in Feb 2026. Allows Spiersbridge to be used for touchdown along with Barrhead office. • Phasing of works allows staff to remain in HQ. Under occupancy of building would allow staff to also relocate to other floors during works if required. • Works include creating more open plan and collaborative spaces to further improve flexibility and usage of the building.

Option Description Key Metrics Summary Programme	GIA (m ²)	Co2 (tonnes) 5 yr ave / (Range)	Capital Cost (£k)	Annual Energy Cost (£k)	Annual Property Costs (£k)	Debt Repayment (Average p.a.)	20 Year Total Cost Energy + Annual Property Costs + Debt Repayment (£k)	Commentary
<p>2c. Vacate Spiersbridge, retain HQ with limited adaptive works and limited refurbishment of the Chambers.</p> <p>Assumes works undertaken during FY 25/26. Commence Q3 24 complete Q1 26.</p>	4025 (HQ)	SB 115 (92 – 145) HQ 233 (200 – 336)	£2124	£130.5	£316	£148.52	£11,900	<ul style="list-style-type: none"> • Potential for net savings of £294,347 pa. • Dilapidations costs on exiting lease are assumed to be a revenue pressure as ERC do not own Spiersbridge. • Assume all works to HQ are completed before lease ends on Spiersbridge in Feb 2026. • Allows Spiersbridge to be used for touchdown along with Barrhead office during works to HQ. • Phasing of works allows staff to remain in HQ. Under occupancy of building would allow staff to also relocate to other floors during works if required. • Works include removal of selected walls to create additional open plan spaces to facilitate more Team zones. • Limited refurbishment of Chambers to improve functionality and accessibility.

Option Description Key Metrics Summary Programme	GIA (m ²)	Co2 (tonnes) 5 yr ave / (Range)	Capital Cost (£k)	Annual Energy Cost (£k)	Annual Property Costs (£k)	Debt Repayment (Average p.a.)	20 Year Total Cost Energy + Annual Property Costs + Debt Repayment (£k)	Commentary
<p>2d. Vacate Spiersbridge, retain HQ with significant adaptive works and significant refurbishment of the Chambers.</p> <p>Assumes works undertaken during FY 25/26. Commence Q3 24 complete Q1 26.</p>	4025 (HQ)	SB 115 (92 – 145) HQ 233 (200 – 336)	£3713	£130.5	£316	£259.84	£14,127	<ul style="list-style-type: none"> • Potential for net savings of £195,416 pa. • Dilapidations costs on exiting lease are assumed to be a revenue pressure as ERC do not own Spiersbridge. • Assume all works to HQ are completed before lease ends on Spiersbridge in Feb 2026. • Allows Spiersbridge to be used for touchdown along with Barrhead office. • Phasing of works allows staff to remain in HQ. Under occupancy of building would allow staff to also relocate to other floors during works if required. • Wider refurbishment of Chambers to increase size of space to deliver greater flexibility, functionality and accessibility. • Works include creating more open plan and collaborative spaces to further improve flexibility and usage of the building.

Option Description Key Metrics Summary Programme	GIA (m ²)	Co2 (tonnes) 5 yr ave / (Range)	Capital Cost (£k)	Annual Energy Cost (£k)	Annual Property Costs (£k)	Debt Repayment (Average p.a.)	20 Year Total Cost Energy + Annual Property Costs + Debt Repayment (£k)	Commentary
2e. Vacate Spiersbridge and retain HQ. No upgrade works undertaken to HQ. Staff relocated between HQ and Barrhead offices.	4025 (HQ)	SB 115 (92 – 145) HQ 233 (200 – 336)	£0	£130.5	£316	£0	£8,930	<ul style="list-style-type: none"> • Potential to secure net savings of £426,500pa from Spiersbridge running costs. • Cheapest option but potential to unlock improved usability and collaboration opportunities within HQ will not be achieved. • Whilst the cheapest option and delivers potential for the largest level of savings, HQ will not be fit for purpose. • A 10:6 desk ratio allows the majority of Spiersbridge based staff to be relocated through better use of the existing office space however there will be compromises for Teams relocating to the building. • Dilapidations costs on exiting lease are assumed to be a revenue pressure as ERC do not own Spiersbridge. • Disparity between working environment at HQ and at Barrhead offices. • Does not address Chambers current limitations nor the buildings current space use issues.

Option Description Key Metrics Summary Programme	GIA (m ²)	Co2 (tonnes) 5 yr ave / (Range)	Capital Cost (£k)	Annual Energy Cost (£k)	Annual Property Costs (£k)	Debt Repayment (Average p.a.)	20 Year Total Cost Energy + Annual Property Costs + Debt Repayment (£k)	Commentary
3: Status Quo. Extend lease on Spiersbridge for 20 years and continue to occupy both SB and HQ. No upgrade works undertaken to either building. Council does not reduce the number of buildings it occupies.	5601 (SB 1576m², HQ 4025m²)	SB 115 (92 – 145) HQ 233 (200 – 336)	£0	£197	£676	£0	£17,460	<ul style="list-style-type: none"> • Most expensive option. • No potential to generate any savings. • Current lease on Spiersbridge expires on 19/2/26. • Assumes landlord will still serve a schedule of dilapidations to protect their interest. Dilapidations will be a revenue pressure as ERC do not own Spiersbirdge. • Assumes lease continues at current rental. • No catalyst for the council to further embrace hybrid working and reduce buildings it occupies. • Current preferential position of service charge cap on lease may be removed on any new lease agreed.

EAST RENFREWSHIRE COUNCILCABINET19 June 2023Report by Director of EnvironmentINTERIM REVIEW OF HOUSING REVENUE ACCOUNT BUSINESS PLAN**PURPOSE OF REPORT**

1. The purpose of this report is to advise Cabinet on the outcome of an interim review of the Housing Revenue Account (HRA) business plan and the measures available to manage the temporary deficit in the years 2024/25 and 2025/26.

RECOMMENDATIONS

2. The Cabinet is asked to note:
- a) the financial pressures that the HRA business plan faces;
 - b) the various measures available to manage the forecasted deficit in the years 2024/25 and 2025/26 outlined in paragraph 15;
 - c) that the rescheduling of inherited debt repayments should reduce the financial pressures over the next few years; and
 - d) the intention to further review aspects of the 30 year HRA business plan in the coming months and any potential change to the treatment of loan charges will be submitted, together with any other proposals, to Council for approval.

BACKGROUND

3. Local authorities that are social landlords are expected by best practice to maintain a thirty year business plan for the Housing Revenue Account. The Housing Revenue Account (HRA) is the name of the Council account where all the income and expenditure related to the Council's housing is accounted for. The HRA pays for the management and maintenance of council-owned housing and must include the revenue impact of capital investment. This includes non-domestic assets held by the HRA for either income generation or development purposes and also the provision of new council housing. The Council must also prepare a Housing Capital Plan which will include investment in the existing housing stock and investment in any new build council housing.

4. The business model for the HRA is calculated over a thirty year period. The costs of capital investment are spread over the estimated useful life of the investment rather than being funded from revenue in the year of the investment. Such an approach ensures that rent from future tenants who will benefit from these investments will contribute to the cost of the investment and also that tenants who leave ERC will not have over contributed. Furthermore it can smooth out peaks and troughs in capital expenditure.

5. The HRA business plan has, similar to the General Fund, been subjected to a number of pressures such as inflation and a higher than expected pay increase. Due to the statutory ring-fencing of the HRA all cost pressures must be managed within the approved rent increase. For example, the 22/23 pay offer agreed by COSLA with the unions was higher than budgeted and, while some additional General Fund resource was provided by the Scottish Government, this additional resource was not available to the HRA.

6. The business model is reviewed annually and data that is input includes:-

- Current year estimated costs and rental income;
- Projected budgets for future years based on inflation/pay rise predications, rent increase assumptions, estimated levels of bad debt provision and voids; and
- Capital investment plans, including investment in new build houses, and associated estimated loans fund repayments.

7. The levels of investment and estimated loans fund repayments have a substantial impact on the HRA business model. The Council's loans fund repayment policy for both HRA and General Fund was revised in line with Scottish Government guidance approved at Council on 3 March 2022. This has meant that for new investments, the Council has moved from an annuity repayment method (i.e. equal payments over the life of the loan) to an equal instalments method (i.e. equal payments of principal, plus interest methodology). This has the impact of making repayments higher at the start of the repayment period and lower towards the end.

8. Due to the high levels of capital investment for new council house building, this change in methodology has had a significant impact on the loans charges to be funded from the HRA. Loans charges will now be significantly higher over the next few years than originally calculated when the capital investment in new council housing was approved. However this is a temporary issue as some "inherited debt" (see below) is due to be paid off over the next few years. After that the HRA is likely to be in a positive position.

9. This change required the use of *additional* reserves to manage the situation in year until a longer term solution could be identified (it should be noted that there was already an intention to use some reserves to address a short term deficit related to inherited debt). As a consequence the 2023/24 HRA budget approved by Council on 1st March 2023 included a drawdown of £824k from reserves. The accompanying report noted that this could potentially reduce reserves to £482k at the end of 2023/24 and that the business plan would be reviewed in the first quarter of the new financial year to consider the following options:-

- Review of historic debt and repayment terms (Note, "Historic debt" refers to debt that the HRA inherited from its predecessor Councils at the time of local government re-organisation. To differentiate this from the debt that East Renfrewshire Council has acquired since that date, from here on the term "inherited debt" will be used);
- Review of capital receipt process;
- Reduction in services and non-essential spend; and
- Higher rent increases for 2024/25 & 2025/26

10. The purpose of this paper is to present the findings of the interim review and set-out the options available to manage the budgetary pressures. Work will be undertaken in the coming months to update the 30 year HRA business plan and a further report will be submitted to Council with an updated plan later in the year.

REPORT

11. The business plan requires to be updated in line with the capital plans, revenue budget and loans fund repayment policy approved at the Council meeting on 1 March 2023.

12. Following a high level review of the business plan using the approved 2023/24 budget as a base and reflecting the capital investment plan approved by Council on 1st March 2023, together with the updated loans fund repayment policy the position for the next 5 years (if no further action is taken) is shown in the table below:-

	2023/24 (Base Yr)	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Net Expenditure	£nil balanced	£1.11m deficit	£1.23m deficit	£0.79m surplus	£0.77m surplus	£0.87m surplus	£0.09m surplus
Loan Charges (included in above)	£5.31m	£5.87m	£6.41m	£4.78m	£5.08m	£5.18m	£32.63m
Planned use of reserves (included in net expenditure above)	£0.824m	£nil	£nil	£nil	£nil	£nil	£0.824m

13. The updated estimated level of reserves as at 31 March 2024 to support the above is £974,000. This is a provisional estimate and is dependent on both the finalisation and audit of the accounts for the year-ending 31 March 2023. It also assumes the approved estimate of £824,000 for 2023/24 will be used in full.

14. The main reason for the deficit in 2024/25 and 2025/26 is a peak in the loan fund repayments with estimated insufficient reserves available to support the HRA during these years. The change in the loan fund methodology during these years contributes approximately £400k to the deficit in each year; £800K in total. Estimated reserves of £974k will be insufficient to cover the deficit of £2.34m over these years and further action is therefore required.

15. A number of measures are being considered to address the deficit:-

- a. Review of base budget to identify savings – the 2023/24 budget will be compared with the actual outturn for the year-ending 31 March 2023. The purpose of this exercise is to ensure the base budget is an accurate reflection of the current cost of the service and to identify any areas of savings which can help address the deficit. In addition the 2023/24 capital plan will be adjusted to account for actual levels of expenditure incurred during 2022/23 and expenditure transferred to 2023/24. The draft outturn position will not be available until mid June 2023;
- b. Review of rent levels and service charges from 24/25 onwards;
- c. Review of non-essential spend;
- d. Review of capital receipts process - while it is not possible to use capital receipts to fund revenue expenditure it may be possible to apply a capital receipt directly against the loans fund balance and reduce loan fund repayments in year of receipt. This approach is currently being investigated; and
- e. Review HRA loan fund repayment term and policy – while there are a number of cost pressures impacting on the HRA, the main contributor to the short term deficit is the peak in loan fund repayments. Consideration will be given to the loans fund repayment term and policy to help “smooth” the deficit/surplus over

19. This potential change will be discussed further with external audit before being submitted, together with any other proposals, to Council for approval.

20. From the options outlined above, there appears to be scope to address the HRA short term deficit while limiting the impact on tenants and the service provision however further work will need to be undertaken to review the business plan accordingly in advance of reporting back to Council.

21. In terms of paragraph 15d, it should also be noted that the Housing Service is currently selling the land Barrhead South as agreed at Cabinet 22nd October 2020 https://www.eastrenfrewshire.gov.uk/media/4000/Cabinet-Item-07-22-October-2020/pdf/Cabinet_Item_07_-_22_October_2020.pdf?m=637377693244930000

22. Good interest has been received for the site. However, due to uncertainty around both the timing and the size of the receipt, it would not be prudent at this stage to take this receipt into account when considering the short term pressure being faced.

FINANCE AND EFFICIENCY

23. Financial planning is challenging particularly in the current economic environment. The HRA budget is under significant financial pressure from pay awards, inflation and a peak in loan funds repayments. While the current year's budget is supported by a £824,000 drawdown from reserves this level of support is unlikely to be available in future years. A high level review of the business plan over the next 5 years shows a deficit in the years 2024/25 and 2025/26 before returning to surplus.

24. Various measures are available to manage this issue including the rescheduling of inherited debt. Extending the inherited debt repayment term will result in additional cost of £240,000 over the 5 year period but will help limit the rent increase for tenants. Any amendment to the loans fund repayment policy will need to be approved by Council.

25. Figures in this report are based on provisional outturn information and will be updated in subsequent reports to reflect the actual 2022/23 outturn position.

CONSULTATION

26. No consultation has been necessary in the preparation of this report although tenant consultation takes place each year with tenants and will be undertaken as part of the further review of the business plan.

PARTNERSHIP WORKING

27. This paper has been prepared by officers from Housing Services and Accountancy. The Estates team have confirmed that the lifespan of the assets are greater than the proposed time period during which the debt will now be repaid.

IMPLICATIONS OF THE PROPOSALS

28. There no implications arising from this report in terms of staffing, legal, IT, Subsidy Control, sustainability, equalities and climate change.

29. In terms of property the Estates team have confirmed that the lifespan of the assets is greater than the illustrated time period during which the debt might be repaid.

CONCLUSIONS

30. The HRA faces a short term financial pressure as a result of a combination of high inflation, a peak in loan charge repayments and a reduced level of reserves. Among the range of measures available to address this issue, the re-profiling of the inherited debt with effect from 1 April 2024 and extending the repayment term by 3 years to 31 March 2029 would relieve this short term pressure. The HRA business plan will also be reviewed in the coming months to better support future housing ambitions.

RECOMMENDATIONS

31. The Cabinet is asked to note:

- a) the financial pressures that the HRA business plan faces;
- b) the various measures available to manage the forecasted deficit in the years 2024/25 and 2025/26 outlined in paragraph 15;
- c) that the rescheduling of inherited debt repayments should reduce the financial pressures over the next few years; and
- d) the intention to further review aspects of the 30 year HRA business plan in the coming months and any potential change to the treatment of loan charges will be submitted, together with any other proposals, to Council for approval.

Director of Environment

Further information can be obtained from Phil Daws, Head of Environment (Strategic Services) 0141 577 3186 or phil.daws@eastrenfrewshire.gov.uk

June 2023

EAST RENFREWSHIRE COUNCILCABINET19 June 2023Report by Director of EnvironmentTHE EAST RENFREWSHIRE COUNCIL (NEILSTON) (ON-STREET)
(WAITING & LOADING) ORDER 2023**PURPOSE OF REPORT**

1. The purpose of the Report is to recommend the Cabinet approve the making and confirmation of 'The East Renfrewshire Council (Neilston) (On-Street) (Waiting and Loading) Order 2023'.

RECOMMENDATIONS

2. It is recommended that the Cabinet approve the making and confirmation of 'The East Renfrewshire Council (Neilston) (On-Street) (Waiting and Loading) Order 2023' and delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures.

BACKGROUND

3. The Council has a duty under the Road Traffic Regulation Act 1984 to secure the safe movement of traffic on the local road network.

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

5. A commitment was given that once the Council became the Parking Authority, the waiting and loading regulations within each area would be reviewed and if required, proposals to introduce new and/or amended restrictions brought forward for consideration.

6. There are no existing waiting or loading restrictions in effect throughout the Neilston area.

7. A number of concerns have been raised over the years on irresponsible parking regularly taking place on various roads in the area which are deemed to cause obstruction and/or a serious road safety risk for other road users, including vehicular and pedestrian traffic alike.

REPORT

8. An assessment was carried out to consider where waiting restrictions should be introduced to address current and possible future parking concerns.

9. The assessment identified a number of locations where the introduction of waiting restrictions were considered appropriate to ensure the safe and efficient flow of vehicular traffic whilst balancing this against the needs of pedestrians, residents and businesses in the area.

10. The restrictions proposals are contained within the Draft Order and associated plans.

11. A Traffic Regulation Order must be promoted to legally authorise the introduction of any new or amended waiting or loading restriction on a road.

FINANCE AND EFFICIENCY

12. The financial implications of instigating the Traffic Regulation Order will be met from the Parking Account. This is an account held under the terms of the Road Traffic Regulation Act 1984 and it is a requirement under Section 55 of the Road Traffic Regulation Act that the Parking Account income and expenditure are reported annually to the Scottish Government.

13. If approval is granted for the introduction of the proposed waiting restrictions, there will be a requirement to install new road markings & associated signing where applicable and to carry out appropriate publicity. There will also be the typical maintenance costs associated with occasional renewal/refreshing of lining and signing as and when required with an estimated cost to be in the region of approximately £1,000 every 8-10 years. All these requirements will be met from the Parking Account.

CONSULTATION

14. A formal consultation was carried out on the proposed Order between 31 May 2022 and 30 June 2022 in compliance with "The Local Authorities' Traffic Orders (Procedure) Scotland Regulations 1999 (and subsequent amendments)". Public Notices informing of the consultation and detailing where the proposed Traffic Order and drawings could be viewed and where representations or objections should be sent, were published in the Glasgow Evening Times newspaper, the Tell Me Scotland website and the Council's website. Street Notices were also posted on light columns and sign poles located on every road included or within close proximity to the proposed restrictions advising the same. Police Scotland, emergency services and other organisations / persons likely to be affected by any provision in the order were notified of the consultation on the proposals directly by email.

15. A total of 9 formal objections were received and 1 representation questioning why a section of road was not being restricted. An additional 6 representations received voiced overall support of the proposals. A reply with an explanation for proposing specific restrictions was sent to each objection/representation received.

16. A summary of all objections received during the consultation, Roads Service comments and proposed resolution for each objection where applicable, are detailed in Appendix 1.

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

PARTNERSHIP WORKING

18. The Council's parking enforcement is a joint working arrangement between the Environment Department (Roads & Transportation Services), the Business Operations & Partnerships Department (Corporate & Community Services) who undertake parking enforcement operations and Glasgow City Council who are contracted by ERC to provide the necessary PCN processing service.

IMPLICATIONS OF THE PROPOSALS

19. There will be no staffing, property, legal, IT, subsidy control, equalities, sustainability or climate change implications arising from the proposals.

CONCLUSIONS

20. The making of 'The East Renfrewshire Council (Neilston) (On-Street) (Waiting and Loading) Order 2023', Appendix 2, will address concerns raised over irresponsible parking which regularly takes place on various roads in the area and causes obstruction and/or a serious road safety risk for other road users and will help ensure the safe and efficient flow of vehicular traffic whilst balancing this against the needs of pedestrians, residents and businesses in the area.

RECOMMENDATIONS

21. It is recommended that the Cabinet approve the making and confirmation of 'The East Renfrewshire Council (Neilston) (On-Street) (Waiting and Loading) Order 2023' and delegate to the Director of Environment the implementation of the Order in accordance with the associated statutory procedures.

Director of Environment

For further information contact: John Marley, Principal Traffic Officer, Roads Service.
Tel:0141-577-3497 or E-mail: roads@eastrenfrewshire.gov.uk

May 2023

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APPENDIX 1

SUMMARY OF REPRESENTATIONS / OBJECTIONS

TYPE	Relates to road	Summary of Representation / Objection	Roads Service comments	Proposed Resolution	OBJECTION STATUS
REPRESENTATION	Duncarnock Crescent	<p>Questioning why the proposals include a section of road space being left unrestricted at the top of Duncarnock Crescent, between property No 16 and the property named 'Jesmond' which would accommodate parking for 4 vehicles.</p> <p>Believes this negates effectiveness of the other restrictions proposed on this road.</p>	<p>The road layout at this location will safely accommodate on-street parking for a small number of vehicles and will be of particular benefit to residents or visitors of properties nearby who may be affected by restrictions around the junction and bend in the road at this location.</p> <p>Any motorist driving at an appropriate speed and in anticipation of whatever obstacles or obstructions they may encounter on the road ahead, including the presence of other vehicle regardless of whether these vehicles are moving or parked, will have no problem negotiating parked vehicles on this short straight section of road.</p>	<p style="text-align: center;">NONE</p> <p>No amendments to the proposals considered necessary at this location.</p> <p>(The applicable legislation does not permit the inclusion of any new or amended restrictions which would be more stringent than those originally presented for public consultation without undertaking an entirely new public consultation process on such proposals).</p>	N/A
OBJECTION	Kirktonfield Road	<p>Objects to the restrictions on Kirktonfield Road due to the lack of alternative parking space for residents nearby. Does however agree with the restrictions proposed at the narrow section on Kirktonfield Road at the pinch-point where the road is reduced to a single lane.</p>	<p>There is ample unrestricted on-street parking space available for parking on Kirktonfield Road out with the various junction where the restrictions proposed will ensure clear forward visibility for motorists thus enabling the safe and proper use of the junctions for all road users including pedestrians crossing the road.</p>	<p style="text-align: center;">REMOVAL OF SECTIONS OF RESTRICTIONS ON KIRKTONFIELD ROAD</p> <p>Sections of restrictions proposed on Kirktonfield Road removed where on-street parking does not currently or is deemed unlikely to cause significant future parking or safety concerns.</p>	WITHDRAWN
OBJECTION	Duncarnock Crescent	<p>Concerned at the potential displacement of traffic from High Street into Duncarnock Crescent and the danger presented by the road space being left unrestricted, which could accommodate upto 4 vehicles, at the top of Duncarnock Road.</p> <p>Would like Duncarnock Crescent to be restricted for resident parking only in order to 'stop drivers ruining our street'.</p> <p>Disappointed that alternative plans for car parking are not being made and asks where drivers are expected to park.</p>	<p>The road layout at this location can safely accommodate on-street parking for a small number of vehicles and will be of particular benefit to residents or visitors of neighboring properties who may be affected by restrictions around the junction and bend in the road nearby.</p> <p>Any motorist driving at an appropriate speed and in anticipation of whatever obstacles or obstructions they may encounter on the road ahead, including the presence of other vehicle regardless of whether these vehicles are moving or parked, will have no issue if vehicles park on this short straight section of road.</p> <p>Duncarnock Crescent is a public road and is therefore freely available for any motorist to drive or park on at any time. It is not restricted to resident parking only. As with any street, parking is available to any driver on first-come, first-served basis and if a space is not available near their destination when a driver arrives to park, it is their responsibility to find a safe alternative place to park.</p>	<p style="text-align: center;">NONE</p> <p>No amendments to the proposals considered necessary at this location.</p> <p>(The applicable legislation does not permit the inclusion of any new or amended restrictions which would be more stringent than those originally presented for public consultation without undertaking an entirely new public consultation process on such proposals).</p>	MAINTAINED

OBJECTION	Glen Avenue / Kirktonfield Road	<p>Objects to the proposed restriction at the junction of Glen Ave / Kirktonfield Road due to the existing shortage of available parking.</p> <p>States there haven't been any traffic accidents or injuries at this junction and to push more vehicles into the street will make it more unsafe for the public to cross as cars already park both sides of the road.</p>	<p>The proposed restriction at the junction of Glen Ave / Kirktonfield Road merely reflect the rules and guidance given in the Highway Code which every driver is obliged to observe and comply with. There is ample unrestricted on-street parking space available for parking out with the junction splays. Restrictions around the junction will ensure clear forward visibility for motorists thus enabling the safe and proper use of the junctions for all road users including pedestrians crossing the road.</p>	NONE	OUTSTANDING Did not confirmed if they wished to withdraw or maintain their objection.
OBJECTION	Brig O'Lea Terrace	<p>Objects to the proposed restriction on Brig O'Lea Terrace due to the existing shortage of available parking and the knock on effect the displacement of parking will have further along the road.</p>	<p>It is acknowledged that not all properties on these roads have access to off-street parking within their property boundaries and consequently there is a high demand for on-street resident parking space on the narrow roads in this particular area of Neilston.</p>	NONE It has been the decision of the Roads Service to consider all roads as equal and if restrictions are to be proposed on a road they should follow the guidance in the Highway Code, of which Rule 243 which states 'DO NOT stop or park: opposite or within 10 metres of a junction.	MAINTAINED
OBJECTION	Did Not Specify	<p>Believe that there should be more enforcement around schools, shops and places of worship.</p> <p>Considers the proposals to be excessive and will cause more pollution and congestion to residents around their areas and believes all the roads in Neilston should be repaired first of all.</p>	<p>The only restrictions in Neilston that can be enforced by the Council at present are Bus Stop Clearways, disabled bays and School Keep Clear markings indicated by yellow zig-zag marking and only the Police have the legal authority necessary to enforce the white zig-zag marking restrictions associated with the pedestrian crossing on High Street near the school.</p> <p>The proposed new waiting restrictions will allow the Council to undertake enforcement operations to better manage and prevent irresponsible parking where doing so causes danger to other road users or obstructs safe travel along the road network.</p>	NONE	OUTSTANDING Did not confirmed if they wished to withdraw or maintain their objection.
OBJECTION	Roads in the vicinity of Neilston Medical Centre (located on High Street)	<p>States proposals will cause significant difficulties for patients accessing the Neilston Medical Centre.</p> <p>Also believes that the suggested placement of a disabled parking bay directly outside the surgery could be unsafe for users and possibly cause more obstruction for GPs and staff working within the Practice or emergency vehicles attempting to access the car park.</p>	<p>The Medical Practice currently benefits from a private car park which could accommodate parking for patients/visitors. There is also ample unrestricted on-street parking available on roads nearby and in the surrounding neighborhood.</p> <p>The indicative location of a potential future disabled bay initially did not form part of the waiting restriction proposals but was for information only.</p>	REMOVAL OF LIMITED WAITING AND LOADING RESTRICTIONS The limited waiting restrictions proposed in the layby parking bays fronting the shops along Main Street have been removed to negate concerns expressed on displaced parking which was believed would intensifying the parking issue for visitors to the medical centre. Loading restrictions also removed to allow for a longer waiting period whilst dropping-off /picking-up passengers. Indicative position of potential future Disabled Bay removed from the plan.	OUTSTANDING Did not confirmed if they wished to withdraw or maintain their objection following a request to do so when notified of the proposed amendments.

OBJECTION	Brig O'Lea Terrace	<p>Objects to the proposed restriction on Brig O'Lea Terrace due to the existing shortage of available parking and the obvious knock on effect the displacement of parking will have further along the road.</p> <p>The proposed restriction at the road junctions will prohibit parking adjacent to end terrace properties in the proposed new restriction areas, impeding their ability to park outside their own properties and resulting in displacement of parking elsewhere.</p>	<p>It is acknowledged that not all properties on these roads have access to off-street parking within their property boundaries and consequently there is a high demand for on-street resident parking space on the narrow roads in this particular area of Neilston.</p>	<p>NONE</p> <p>It has been the decision of the Roads Service to consider all roads as equal and if restrictions are to be proposed on a road they should follow the guidance in the Highway Code, of which Rule 243 which states 'DO NOT stop or park: opposite or within 10 metres of a junction.</p>	MAINTAINED
OBJECTION	Mains Street / Holehouse Brae	<p>The existing parking on Holehouse Brae near the junction with Main Street helps reduce traffic speeds of those vehicles entering the Holehouse Brae.</p> <p>This informal traffic calming effect also acts as a safety feature for those using the active Post Box fixed to the house and also for pedestrian access to the property direct from the carriageway where no associated footway exists.</p>	<p>The restrictions proposed on Holehouse Brae are considered necessary and appropriate to ensure the safe and unobstructed use of this essential strategic link road between the A736 Lochlibo Road and Main Street Neilston, particularly so when taking into account it is frequently used as a primary alternative route when either of the aforementioned roads have to be closed for planned works or in emergency situations.</p> <p>Holehouse Brae between its junction with Hillside Road and Main Street is relatively narrow and benefits from only a single narrow footway along one side, which is often parked half-on, half-off by vehicles. On the opposite side of the road, garden paths and driveways access directly onto the live carriageway without the assistance of a safety buffer as presented by a footway.</p> <p>The restrictions proposed over this length of road will offer clear forward visibility between motorists and residents accessing directly onto the road, it will help promote safe use of the existing footway rather than pedestrians walking on the road and will help reduce obstruction for vehicles passing travelling in opposing directions.</p>	<p>REMOVAL OF A SECTION OF RESTRICTION ON HOLEHOUSE BRAE</p> <p>Taking into account the concerns raised in relation to the loss of natural traffic calming presented by parked vehicles as well as an informal safety barrier they present for access to the Royal Mail wall mounted post box, a section of proposed restrictions has been removed to allow on-street parking for upto 3 vehicles on the southwest side of Holehouse Brae commencing from a point 10 metres from its junction with Main Street.</p>	OUTSTANDING
OBJECTION	Molendinar Terrace	<p>Will prevent end terrace property parking outside their house and displace parking further along the road which could block neighbours driveway access.</p> <p>Asks if restriction at junction can be reduced by 5m to enable parking or perhaps putting the restrictions on one side of the road only so at least one side could still be used to park.</p>	<p>It is acknowledged that not all properties on these roads have access to off-street parking within their property boundaries and consequently there is a high demand for on-street resident parking space on the narrow roads in this particular area of Neilston.</p>	<p>NONE</p> <p>It has been the decision of the Roads Service to consider all roads as equal and if restrictions are to be proposed on a road they should follow the guidance in the Highway Code, of which Rule 243 which states 'DO NOT stop or park: opposite or within 10 metres of a junction.</p>	MAINTAINED

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APPENDIX 2

THE EAST RENFREWSHIRE COUNCIL

(NEILSTON)

(ON-STREET)(WAITING AND LOADING)

ORDER 2023

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**THE EAST RENFREWSHIRE COUNCIL
(NEILSTON) (ON-STREET) (WAITING AND LOADING) ORDER 2023**

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The East Renfrewshire Council in exercise of the powers conferred on them by Sections 1(1), 2(1) to (3) Section 32 and Part IV of Schedule 9 of the Road Traffic Regulation Act 1984 (“the Act”) and of all other enabling powers and after consultation with the Chief Constable of Police Scotland in accordance with Part III of Schedule 9 to the Act, hereby make the following Order:-

1. This Order may be cited as ‘The East Renfrewshire Council (Neilston) (On-Street) (Waiting and Loading) Order 2023’ and shall come into operation on *(Date to be advised)*.

2. In this order the following expressions have the meanings hereby assigned to them:-

“bus service” has the same meaning as in Schedule 1(1) of the Transport Act of 1985;

“bus stop” means a bus service stopping place which is appropriately signed as per Traffic Signs Regulations and General Directions 2016;

“Council” means the East Renfrewshire Council;

“disabled person’s badge” has the same meaning as in the Local Authorities Traffic Orders (Exemptions for Disabled Persons) (Scotland) Regulations 2002;

“disabled person’s vehicle” means a vehicle lawfully displaying a disabled person’s badge in the relevant position;

“emergency service vehicle” means a vehicle being used by the police, fire brigade or ambulance services;

“load” means to wait for the purpose of placing or removing any object of any description into or from a vehicle;

“local authority” means East Renfrewshire Council;

“parking attendant” has the same meaning as in Section 63A of the Road Traffic Regulation Act 1984;

“parking bay” means a space in a parking place which is provided for the leaving of a vehicle and is appropriately signed as per the Traffic Signs Regulations and General Directions 2016;

“Plan” means the plans numbered N1 to N10 respectively annexed and signed as part of this order;

“relevant position” has the same meaning as in Regulation 3 of the Local Authorities Traffic Orders (Exemptions for Disabled Person’s) (Scotland) Regulations 2002;

“school days” means East Renfrewshire school term days and excludes school holidays and In-Service days;

“stopping place”-, in relation to a bus service, has the same meaning as in Part VI (Section 137 (1)) of the Transport Act of 1985;

“taxi” has the same meaning as in Section 23(1) of the Civic Government (Scotland) Act 1982;

“universal postal service provider” has the same meaning as in Part 3 of the Postal Services Act 2011;

“universal postal service” shall be construed in accordance with Part 3 of the Postal Services Act 2011;

“vehicle”, unless the context otherwise requires, means a vehicle of any description and includes a machine or implement of any kind drawn or propelled along roads whether or not by mechanical power;

Note:

(i) All words importing the singular also include the plural and vice versa where the context requires.

(ii) Except where the context otherwise requires, references to any enactment include any such enactment as amended, extended or applied or re-enacted by or under any other enactment for the time being in force. Enactment means orders, rules, regulations, directions, bylaws and other instruments made or to be made, issued or given under any Act or deriving validity therefrom.

(iii) All signs, carriageway markings etc. shall comply with the Traffic Signs Regulations and General Directions 2016.

Section 1: No Waiting and No Loading at Any Time (NOT APPLICABLE TO THIS ORDER)

For the lengths of road listed in Schedule 1 to this Order there is no waiting and no loading at any time.

1/01 Save as provided in Articles 1/02, of this Order no person shall, except upon the direction or with the permission of a police constable in uniform or a parking attendant in uniform cause or permit any vehicle to wait or load at any time in any of the lengths of road specified in Schedule 1 to this Order and indicated by double orange lines and double orange blips and marked "Schedule 1" on the Plan.

1/02 Nothing in Article 1/01 of this Order shall:

- (a) prevent any person from causing or permitting a vehicle to wait or load in any of the lengths of road referred to in these Articles :-
 - (i) for so long as may be necessary to enable a person together with his/her personal luggage to board or alight from the vehicle;
 - (ii) for so long as may be necessary to enable the vehicle if it cannot be conveniently used for such purposes in any other road, to be used in connection with any building operation or demolition, the removal of any obstruction to traffic, the maintenance, improvement or reconstruction of any of the length of the road so referred to, or the laying, erection, alteration or repair in or near to any of the said length of the road, of any sewer or of any main, pipe or apparatus for the supply of gas, water or electricity, or of any telecommunications apparatus, as defined in the Telecommunications Act, 1984;
 - (iii) to enable the vehicle, if it cannot conveniently be used for such purpose in any other road, to be used in pursuance of statutory powers and duties and in particular, but without prejudice to the generality of the foregoing, to enable the vehicle to be used in connection with police, fire brigade and ambulance purposes;
 - (iv) if the vehicle is waiting owing to the driver being prevented from proceeding by circumstances beyond his/her control or to such waiting being necessary in order to avoid an accident;
 - (v) if the vehicle bearing the livery of a universal postal service provider is in the service of or employed by a universal postal service provider in the course of the provision of a universal postal service and is stationary only for so long as may be reasonably necessary for postal packets to be collected or delivered to or from adjacent premises or posting boxes;
 - (vi) for the purpose of loading or unloading the vehicle while the vehicle is standing at the kerb and is in actual use in connection with the removal of furniture from one office or dwelling house to another or the removal of furniture from such premises to a depository or to such premises from a depository;
 - (vii) to enable the vehicle to be used wholly and necessarily by the principal participants in connection with funeral operations and weddings.
- (b) apply to an emergency service vehicle.
- (c) apply to a bus stop.

Section 2: No Waiting at Any Time**For the lengths of road listed in Schedule 2 there is no waiting at any time.**

2/01 Save as provided in Articles 2/02, 2/03 and 2/04 of this Order no person shall, except upon the direction or with the permission of a police constable in uniform or a parking attendant in uniform, cause or permit any vehicle to wait at any time in any of the lengths of road specified in Schedule 2 to this Order and indicated by double orange lines and marked "Schedule2" on the Plan.

2/02 Nothing in Article 2/01 of this Order shall:

- (a) prevent any person from causing or permitting a vehicle to wait in any of the lengths of road referred to in these Articles :-
 - (i) for so long as may be necessary to enable a person together with his/her personal luggage to board or alight from the vehicle;
 - (ii) for so long as may be necessary to enable the vehicle if it cannot be conveniently used for such purposes in any other road, to be used in connection with any building operation or demolition, the removal of any obstruction to traffic, the maintenance, improvement or reconstruction of any of the length of the road so referred to, or the laying, erection, alteration or repair in or near to any of the said length of the road, of any sewer or of any main, pipe or apparatus for the supply of gas, water or electricity, or of any telecommunications apparatus, as defined in the Telecommunications Act, 1984;
 - (iii) to enable the vehicle, if it cannot conveniently be used for such purpose in any other road, to be used in pursuance of statutory powers and duties and in particular, but without prejudice to the generality of the foregoing, to enable the vehicle to be used in connection with police, fire brigade and ambulance purposes;
 - (iv) if the vehicle is waiting owing to the driver being prevented from proceeding by circumstances beyond his/her control or to such waiting being necessary in order to avoid an accident;
 - (v) If the vehicle bearing the livery of a universal service provider is in the service of or employed by a universal service provider in the course of the provision of a universal postal service and is stationary only for so long as may be reasonably necessary for postal packets to be collected or delivered to or from adjacent premises or posting boxes;
 - (vi) for the purpose of loading or unloading the vehicle while the vehicle is standing at the kerb and is in actual use in connection with the removal of furniture from one office or dwelling house to another or the removal of furniture from such premises to a depository or to such premises from a depository;
 - (vii) to enable the vehicle to be used wholly and necessarily by the principal participants in connection with funeral operations and weddings.
- (b) apply to a licenced taxi waiting in a taxi stance during any period for which that stance has been appointed as a taxi stance by the licensing authority under the Civic Government (Scotland) Act 1982.
- (c) apply to an emergency service vehicle.

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(d) apply to a bus stop.

2/03 Nothing in Article 2/01 of this Order shall apply to any disabled person's vehicle which is not causing an obstruction and which displays in the relevant position a disabled person's badge.

2/04 Nothing in Article 2/01 of this Order shall prevent any person from causing or permitting a vehicle to wait in the roads specified:

(a) for as long as may be necessary for the purpose of delivering or collecting goods or merchandise or loading or unloading the vehicle at premises adjoining that road provided that:

(i) no vehicle shall wait for longer than a period of 10 minutes in the same place without goods being physically loaded onto or unloaded from the vehicle and;

(ii) no vehicle engaged in delivering or collecting goods or merchandise or loading or unloading shall wait for a longer period than 30 minutes in the same place;

(b) notwithstanding anything in paragraph (a) of this Article the driver of a vehicle waiting for the purpose of delivering or collecting goods or merchandise or loading or unloading the vehicle shall move the same on the instruction of a police constable in uniform or a parking attendant in uniform whenever such moving may be reasonably necessary for the purpose of preventing an obstruction.

Section 3: No waiting during prescribed hours**For the lengths of road listed in Schedule 3 to this Order, the times prescribed are:****No Waiting 8:30am – 9:30am & 2:30pm – 3:30pm Monday to Friday (School Days only)**

3/01 Save as provided in Articles 3/02 of this Order no person shall, except upon the direction or with the permission of a police constable in uniform or a parking attendant in uniform, cause or permit any vehicle to wait or load at the times prescribed on any of the lengths of road specified in Schedule 3 and indicated by single orange lines marked “Schedule 3” on the Plan.

- The prescribed times for the lengths of road listed in Schedule 3 to this Order are:

No Waiting 8:30am – 9:30am & 2:30pm – 3:30pm Monday to Friday (School Days only);

3/02 Nothing in Article 3/01 of this Order shall:

- (a) prevent any person from causing or permitting a vehicle to wait in any of the lengths of road referred to in these Articles :-
 - (i) for so long as may be necessary to enable a person together with his/her personal luggage to board or alight from the vehicle;
 - (ii) for so long as may be necessary to enable the vehicle if it cannot be conveniently used for such purposes in any other road, to be used in connection with any building operation or demolition, the removal of any obstruction to traffic, the maintenance, improvement or reconstruction of any of the length of the road so referred to, or the laying, erection, alteration or repair in or near to any of the said length of the road, of any sewer or of any main, pipe or apparatus for the supply of gas, water or electricity, or of any telecommunications apparatus, as defined in the Telecommunications Act, 1984;
 - (iii) to enable the vehicle, if it cannot conveniently be used for such purpose in any other road, to be used in pursuance of statutory powers and duties and in particular, but without prejudice to the generality of the foregoing, to enable the vehicle to be used in connection with police, fire brigade and ambulance purposes;
 - (iv) if the vehicle is waiting owing to the driver being prevented from proceeding by circumstances beyond his/her control or to such waiting being necessary in order to avoid an accident;
 - (v) If the vehicle bearing the livery of a universal service provider is in the service of or employed by a universal service provider in the course of the provision of a universal postal service and is stationary only for so long as may be reasonably necessary for postal packets to be collected or delivered to or from adjacent premises or posting boxes;
 - (vi) for the purpose of loading or unloading the vehicle while the vehicle is standing at the kerb and is in actual use in connection with the removal of furniture from one office or dwelling house to another or the removal of furniture from such premises to a depository or to such premises from a depository;

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- (vii) to enable the vehicle to be used wholly and necessarily by the principal participants in connection with funeral operations and weddings.
- (b) apply to an emergency service vehicle.

Section 4: Limited Waiting during Prescribed Hours (NOT APPLICABLE TO THIS ORDER)

For the lengths of road listed in Schedule 4 to this Order, the times prescribed are: Waiting limited to 90 minutes with no return within 90 minutes, 9:00am – 5:00pm Monday to Saturday.

4/01 Save as provided in Articles 4/02, 4/03 and 4/04 of this Order no person shall, except upon the direction or with the permission of a police constable in uniform or a parking attendant in uniform, cause or permit any vehicle to wait at the times prescribed on any of the lengths of road specified in Schedules 4, indicated by the broken black lines and marked "Schedule 4" on the Plan.

- The prescribed times for the lengths of road listed in Schedule 4 to this Order are:
9:00am – 5:00pm Monday to Saturday;
(a) For a period of longer than 90 minutes; or
(b) If a period of less than 90 minutes has elapsed since the last period of waiting of the vehicle in any of the said lengths of roads.

4/02 Nothing in Article 4/01 of this Order shall:

- (a) prevent any person from causing or permitting a vehicle to wait in any of the lengths of road referred to in these Articles :-
 - (i) for so long as may be necessary to enable a person to board or alight from the vehicle or to load thereon or unload therefrom his/her personal luggage;
 - (ii) for so long as may be necessary to enable the vehicle if it cannot be conveniently used for such purposes in any other road, to be used in connection with any building operation or demolition, the removal of any obstruction to traffic, the maintenance, improvement or reconstruction of any of the length of the road so referred to, or the laying, erection, alteration or repair in or near to any of the said length of the road, of any sewer or of any main, pipe or apparatus for the supply of gas, water or electricity, or of any telecommunications apparatus, as defined in the Telecommunications Act, 1984;
 - (iii) to enable the vehicle, if it cannot conveniently be used for such purpose in any other road, to be used in pursuance of statutory powers and duties and in particular, but without prejudice to the generality of the foregoing, to enable the vehicle to be used in connection with police, fire brigade and ambulance purposes;
 - (iv) if the vehicle is waiting owing to the driver being prevented from proceeding by circumstances beyond his/her control or to such waiting being necessary in order to avoid an accident;
 - (v) If the vehicle bearing the livery of a universal service provider is in the service of or employed by a universal service provider in the course of the provision of a universal postal service and is stationary only for so long as may be reasonably necessary for postal packets to be collected or delivered to or from adjacent premises or posting boxes;

- (vi) for the purpose of loading or unloading the vehicle while the vehicle is standing at the kerb and is in actual use in connection with the removal of furniture from one office or dwelling house to another or the removal of furniture from such premises to a depository or to such premises from a depository;
 - (vii) to enable the vehicle to be used wholly and necessarily by the principal participants in connection with funeral operations and weddings.
 - (b) apply to a licensed taxi waiting in a taxi stance during any period for which that stance has been appointed as a taxi stance by the licensing authority under the Civic Government (Scotland) Act 1982.
 - (c) apply to an emergency service vehicle.
- 4/03 Nothing in Articles 4/01 or 4/02 of this Order shall apply to any disabled person's vehicle which is not causing an obstruction and which displays in the relevant position a disabled person's badge.
- 4/04 Nothing in Articles 4/01 or 4/02 of this Order shall prevent any person from causing or permitting a vehicle to wait in the roads specified:
- (a) for as long as may be necessary for the purpose of delivering or collecting goods or merchandise or loading or unloading the vehicle at premises adjoining that road provided that no vehicle engaged in delivering or collecting goods or merchandise or loading or unloading shall wait:
 - (i) for longer than a period of 10 minutes in the same place without goods being physically loaded onto or unloaded from the vehicle;
 - (ii) for a longer period than thirty minutes in the same place; and
 - (b) notwithstanding anything in paragraph (a) of this Article the driver of a vehicle waiting for the purpose of delivering or collecting goods or merchandise or loading or unloading the vehicle shall move the same on the instruction of a police constable in uniform or a parking attendant in uniform whenever such moving may be reasonably necessary for the purpose of preventing an obstruction.

Section 5: Power to Suspend the Use of a Parking Bays

- 5/01 Any person duly authorised by the Council may suspend the use of a parking bay or any part thereof whenever it is considered such a suspension is reasonably necessary:
- (a) For the purposes of facilitating the movement of traffic or its safety;
 - (b) For the purposes of any building operation, demolition, or excavation in or adjacent to the parking bay or the maintenance, improvement or reconstruction of the parking bay or the laying, erection, alteration, removal or repair in or adjacent to the parking bay of any traffic sign, parking ticket machine, sewer, or of any main pipe or apparatus for the supply of gas, water or electricity or of any telecommunication apparatus as defined in Schedule 2 of the Telecommunications Act 1984;
 - (c) For the convenience of occupiers of premises adjacent to the parking bay on any occasion of the removal of furniture from one office or dwelling house to another or the removal of furniture from such premises to a depository or to such premises from a depository;
 - (d) For the convenience of occupiers of premises adjacent to the parking bay at times of weddings, funerals or other special occasions;
 - (e) On any occasion on which it is likely by reason of some special attraction or procession that any street be thronged or obstructed; or
 - (f) For any other purpose which the Council may from time to time see fit.
- 5/02 Any person suspending the use of a parking bay or any part thereof in accordance with the provisions of paragraph 5/01 of this Article shall thereupon place or cause to be placed in or adjacent to any part of that parking bay the use of which is suspended a traffic sign indicating that:
- (i) waiting by vehicles is prohibited; or
 - (ii) limited waiting during prescribed hours is suspended.
- 5/03 No person shall cause or permit a vehicle to be left in any part of a parking bay during such period as there is in or adjacent to that part of the parking bay a traffic sign placed in pursuance of paragraph 5/02 of this Article:- provided that nothing in this paragraph shall render it unlawful to cause or permit any vehicle being used for fire brigade, ambulance or police emergency purposes to be left or any other vehicle to be so left if that vehicle is left with the permission of the Council suspending the use of the parking place or the part thereof in pursuance of paragraph 6/01 of this Article or of a police constable in uniform or a parking attendant in uniform.

IN WITNESS WHEREOF this Order consisting of this and the Eleven preceding pages, together with the Schedules and the plans numbered N1 to N10 annexed are sealed with the Common Seal of the said The East Renfrewshire Council and subscribed for them for them and on their behalf by Gerard James Mahon, Chief Officer (Legal and Procurement) and duly Authorised Signatory together at Giffnock on *(Date to be advised)*.

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SCHEDULE 2
NO WAITING AT ANY TIME

Roads In East Renfrewshire

Ref	Principal ref:	Secondary ref:	Lengths of road restricted	Side of road
NEILSTON				
1	Bank Street			
1/1		Main Street	From the extended north western kerbline of Main Street, north westwards to a point 10 metres or thereby northwest of the extended north western kerbline of Chapel Place.	Northeast
1/2		Main Street	From the extended north western kerbline of Main Street, north westwards for a distance of 10 metres or thereby.	Southwest
2	Braehead Avenue			
2/1		Main Street	From the extended north western kerbline of Main Street, north westwards for a distance of 10 metres or thereby.	Both
3	Brig O'Lea Terrace			
3/1		Main Street (both junctions)	From the extended south eastern kerbline of Main Street, south eastwards for a distance of 10 metres or thereby.	Both
4	Broadlie Court			
4/1		Main Street	From the extended north western kerbline of Main Street, over its full length.	Both
5	Broadlie Road			
5/1		Main Street	From the extended north western kerbline of Main Street, north westwards for a distance of 10 metres or thereby.	Both
6	Chapel Place			
6/1		Bank Street	From the extended northeast kerbline of Bank Street, north eastwards for a distance of 5 metres or thereby.	Both
6/2			From a point 22 metres or thereby north east of the extended northeast kerbline of Bank Street, generally north eastwards and south eastwards for a distance of 20 metres or thereby.	Both
7	Double Hedges Road			

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SCHEDULE 2
NO WAITING AT ANY TIME

Roads In East Renfrewshire

Ref	Principal ref:	Secondary ref:	Lengths of road restricted	Side of road
7/1		Main Street	From the extended southeast kerbline of Main street south eastwards for a distance of 10 metres or thereby.	Both
8	Duncarnock Crescent			
8/1		High Street	From the extended eastern kerbline of High Street, generally northeast then southeast for a distance of 87 metres or thereby.	Northwest/ Northeast
8/2		Cul-de-sac (No's 17 to 29)	From the extended north kerbline of the main carriageway of Duncarnock Crescent for a distance of 5 metres or thereby.	West
8/3		Cul-de-sac (No's 17 to 29)	From the extended north kerbline of the main carriageway of Duncarnock Crescent for a distance of 12 metres or thereby.	East
8/4		High Street	From the extended eastern kerbline of High Street, east for a distance of 20 metres or thereby.	South
8/5		High Street	From a point 41 metres or thereby east of the extended eastern kerbline of High Street, generally northeast then southeast for a distance of 41 metres or thereby.	Southeast/ Southwest
9	Dundonald Place			
9/1		High Street	From the extended north western kerbline of Main Street, north westwards for a distance of 10 metres or thereby.	Both
10	Glen Avenue			
10/1		Kirktonfield Road	From the extended south western kerbline of Kirktonfield Road, south westwards for a distance of 10 metres or thereby.	Both
10/2		Madras Place	From a point 10 metres or thereby south west of the extended south western kerbline of Madras Place north eastwards to a point 10 metres or thereby northeast of the extended north eastern kerbline of Madras Place.	Northwest
11	Glen Shee Avenue			
11/1		Kingston Road	From the extended north western kerbline of Kingston Road, northwest for a distance of 10 metres or thereby.	Both

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SCHEDULE 2
NO WAITING AT ANY TIME

Roads In East Renfrewshire			Lengths of road restricted	Side of road
Ref	Principal ref:	Secondary ref:		
12	Hartfield Crescent			
12/1		Kirktonfield Road (both junctions)	From the extended northern kerblines of Kirktonfield Road, northwards for a distance of 10 metres or thereby.	Both
13	High Street			
13/1		Main Street	From the extended south eastern kerblines of Main street south eastwards for a distance of 10 metres or thereby.	Both
13/2		Duncarnock Crescent	From a point 20 metres or thereby north of the extended northern kerblines of Duncarnock Crescent, south then south-westwards to a point 14 metres or thereby northeast from the extended north eastern kerblines of Dundonald Place.	East / Southeast
13/3		Duncarnock Crescent	From a point 20 metres or thereby north of the extended northern kerblines of Duncarnock Crescent, south then south westwards to a point 10 metres or thereby southwest from the extended south western kerblines of Dundonald Place.	West / Northwest
13/4		Station Road	From the extended northern kerblines of Station Road northeast for a distance of the 10 metres or thereby.	Northwest
13/5		Station Road	From a point 10 metres or thereby north of the extended northern kerblines of Station Road southwest to the extended southern kerblines of Station Road.	Southeast
14	Hillside Road			
14/1		Holehouse Brae	From the extended north east kerblines of Holehouse Brae, north eastwards for a distance of 20 metres or thereby.	Both
15	Holehouse Brae			
15/1		Main Street	From the extended north western kerblines of Main Street, northwest for a distance of 10 metres or thereby.	Southwest
15/2		Main Street	From a point 26 metres or thereby from the extended north western kerblines of Main Street for a distance of 5 metres or thereby.	Southwest
15/3		Main Street	From a point 48 metres or thereby from the extended north western kerblines of Main Street to a point 10 metres or thereby northwest of the extended northern kerblines of Hillside Road.	Southwest

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SCHEDULE 2
NO WAITING AT ANY TIME

Roads In East Renfrewshire

Ref	Principal ref:	Secondary ref:	Lengths of road restricted	Side of road
15/4		Main Street	From the extended north western kerbline of Main Street, northwest for a distance of 44 metres or thereby.	Northeast
15/5		Hillside Road	From a point 27 metres or thereby south east of the extended southern kerbline of Hillside Road southeast for a distance of 30 metres or thereby.	Northeast
15/6		Hillside Road	From a point 10 metres or thereby south east of the extended southern kerbline of Hillside Road to a point 10 metres or thereby northwest of the extended northern kerbline of Hillside Road.	Northeast
16	Kingston Road			
16/1		Station Road	From the extended southern kerbline of Station Road south westwards for a distance of 32 metres or thereby.	Northwest
16/2		Station Road	From the extended southern kerbline of Station Road south westwards to a point 10 metres or thereby southwest of the extended southern kerbline of Luckies Fauld.	Southeast
16/3		Loanfoot Avenue	From a point 100 metres or thereby northeast of the extended south western kerbline of Loanfoot Avenue northeast for a distance of 55 metres or thereby.	Northwest
16/4		Glen Shee Avenue	From a point 10 metres or thereby south west of the extended south western kerbline of Glen Shee Avenue to a point 10 metres or thereby north east of the extended north eastern kerbline of Glen Shee Avenue.	Northwest
17	Kirkstyle Lane			
17/1		High Street	From the extended north western kerbline of High Street extending over its full length.	Both
18	Kirktonfield Road			
18/1		Neilston Road	From the extended south eastern kerbline of Neilston Road, south eastwards to the extended north western kerbline of the access lane fronting property No's 1 – 11 Hartfield Crescent	Northeast
18/2		Neilston Road	From the extended south eastern kerbline of Neilston Road, south eastwards for a distance of 20 metres or thereby.	Southwest

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SCHEDULE 2
NO WAITING AT ANY TIME

Roads In East Renfrewshire

Ref	Principal ref:	Secondary ref:	Lengths of road restricted	Side of road
18/3		Neilston Road	From a point 30 metres or thereby southeast of the south eastern kerbline of Neilston Road, south eastwards to the extended south western kerbline of the access lane fronting property No's 18-24 Kirktonfield Road.	Southwest
18/4		Glen Avenue	From a point 10 metres or thereby south east of the extended south eastern kerbline of Glen Avenue to a point 10 metres or thereby northwest of the extended north western kerbline of Glen Avenue.	Southwest
18/5		Hartfield Crescent (both junctions)	From a point 10 metres or thereby south east of the extended south eastern kerbline of Hartfield Crescent to a point 10 metres or thereby northwest of the extended north western kerbline of Hartfield Crescent.	Northeast
19	Lintmill Terrace			
19/1		Main Street	From the extended northwest kerbline of Main Street, northwest for a distance of 10 metres or thereby.	Both
20	Luckies Fauld			
20/1		Kingston Road	From the extended southeast kerbline of Kingston Road, southeast for a distance of 10 metres or thereby.	Both
21	Madras Place			Both
25/1		Glen Avenue	From the extended northwest kerbline of Glen Avenue, northwest for a distance of 10 metres or thereby.	Both
22	Mafeking Terrace			
22/1		Main Street	From the extended northwest kerbline of Main Street, northwest for a distance of 10 metres or thereby.	Both
23	Main Street			
23/1		Broadlie Road	From the extended south western kerbline of Broadlie Road south westwards to a point 9 metres or thereby southwest from the extended south western kerbline of Broadlie Court.	Northwest

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SCHEDULE 2
NO WAITING AT ANY TIME

Roads In East Renfrewshire

Ref	Principal ref:	Secondary ref:	Lengths of road restricted	Side of road
23/2		Access road (to car park behind Killoch Barr) between property No's 95 - 99	From a point approximately 7 metres or thereby northeast of the extended northeast kerbline of the access road to the public car park behind Killoch Bar (between property No's 95-99) south westwards to a point 3 metres or thereby southwest of the extended southwestern kerbline of the access road.	Southeast
23/3			From the extended northeast kerbline of the access road to the public car park behind Killoch Bar (between property No's 95-99) south westwards to a point 11 metres or thereby southwest of the extended southwestern kerbline of Bank Street.	Northwest
23/4			From the extended southeast kerbline of main carriageway of Main Street, south eastwards for a distance of 26 metres or thereby.	Northeast
23/5			From the extended southeast kerbline of main carriageway of Main Street, south eastwards for a distance of 17 metres or thereby.	Southwest
23/6		Bank street	From a point 19 metres or thereby southwest of the extended southwestern kerbline of Bank Street, southwest for a distance of 7 metres or thereby.	Northwest
23/7			From a point 4 metres or thereby northeast of the extended northeast kerbline of Bank street, northeast for a distance of 18 metres or thereby.	Southeast
23/8		Station Road	From a point 11 metres or thereby northeast of the extended north eastern kerbline of Station Road south westwards to a point 14 metres or thereby southwest of the extended southwestern kerbline of Station Road.	Southeast
23/9		Braehead Avenue	From a point 10 metres or thereby northeast of the extended north eastern kerbline of Braehead Avenue south westwards to a point 10 metres or thereby southwest of the extended southwestern kerbline of Braehead Avenue.	Northwest
23/10		Kirkstyle Crescent	From a point 15 metres or thereby northeast of the extended north eastern kerbline of Kirkstyle Crescent (north eastern junction) south westwards to a point 10 metres or thereby southwest of the extended southwestern kerbline of Kirkstyle Crescent.	Southeast
23/11		Kirkstyle Crescent	From a point 10 metres or thereby northeast of the extended north eastern kerbline of Kirkstyle Crescent (south western junction) south westwards to a point 10 metres or thereby southwest of the extended southwestern kerbline of Kirkstyle Crescent.	Southeast

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SCHEDULE 2
NO WAITING AT ANY TIME

Roads In East Renfrewshire

Ref	Principal ref:	Secondary ref:	Lengths of road restricted	Side of road
23/12		Holehouse Brae	From a point 10 metres or thereby northeast of the extended north eastern kerbline of Holehouse Brae south westwards to a point 10 metres or thereby southwest of the extended southwestern kerbline of Holehouse Brae.	Northwest
23/13		Double Hedges Road / Wellpark Avenue	From a point 10 metres or thereby northeast of the extended north eastern kerbline of Double Hedges Road south westwards to a point 5 metres or thereby southwest of the extended southwestern kerbline of Wellpark Terrace.	Southeast
23/14		Mafeking Terrace	From a point 5 metres or thereby northeast of the extended north eastern kerbline of Mafeking Terrace south westwards to a point 10 metres or thereby southwest of the extended southwestern kerbline of Mafeking Terrace.	Northwest
23/15		Brig O'Lea Terrace	From a point 10 metres or thereby northeast of the extended north eastern kerbline of Brig O'Lea Terrace (north eastern junction) south westwards to a point 20 metres or thereby southwest of the extended southwestern kerbline of Brig O'Lea Terrace (south western junction).	Southeast
23/16		Brig O'Lea Terrace / Lintmill Terrace	From a point 10 metres or thereby northeast of the extended north eastern kerbline of Brig O'Lea Terrace (north eastern junction) south westwards to a point 10 metres or thereby southwest of the extended southwestern kerbline of Lintmill Terrace.	Northwest
24	Molendinar Terrace			
24/1		Main Street	From the extended northwest kerbline of Main Street, northwest for a distance of 10 metres or thereby.	Both
25	Neilston Road			
25/1		Kirktonfield Road	From a point 10 metres or thereby northeast of the extended northeast kerbline of Kirktonfield Road southwest to a point 13 metres or thereby southwest of the extended southwestern kerbline of Kirktonfield Road	Southeast
25/2		Leisure Centre (car park access road)	From a point 18 metres or thereby northeast of the access road into the leisure Centre car park, southwest to a point 10 metres or thereby southwest of the access road into the leisure Centre car park	Southeast
25/3			From the extended southeast kerbline of Neilston Road southeast for a distance of 14 metres or thereby.	Northeast

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SCHEDULE 2
NO WAITING AT ANY TIME

Roads In East Renfrewshire

Ref	Principal ref:	Secondary ref:	Lengths of road restricted	Side of road
25/4			From the extended southeast kerbline of Neilston Road southeast for a distance of 37 metres or thereby.	Southwest
25/5		Broadlie Road	From the extended north eastern kerbline of Broadlie Road north eastward for a distance of 20 metres or thereby.	Both
26	Orr Terrace			
26/1		Main Street	From the extended northwest kerbline of Main Street, northwest for a distance of 10 metres or thereby.	Both
27	Station Road			
27/1		Main Street	From the extended southeast kerbline of Main Street, southeast for a distance of 10 metres or thereby.	Both
27/2		High Street	From the extended northwest kerbline of High Street, east for a distance of 20 metres or thereby.	Both
28	Wellpark Terrace			
28/1		Main Street	From the extended southeast kerbline of Main Street, southeast then southwest for an overall distance of 42 metres or thereby. (Excludes the private/unadopted footway to the southwest side of the road - from a point 12 metres or thereby southeast of the junction with Main Street)	Both

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SCHEDULE 3

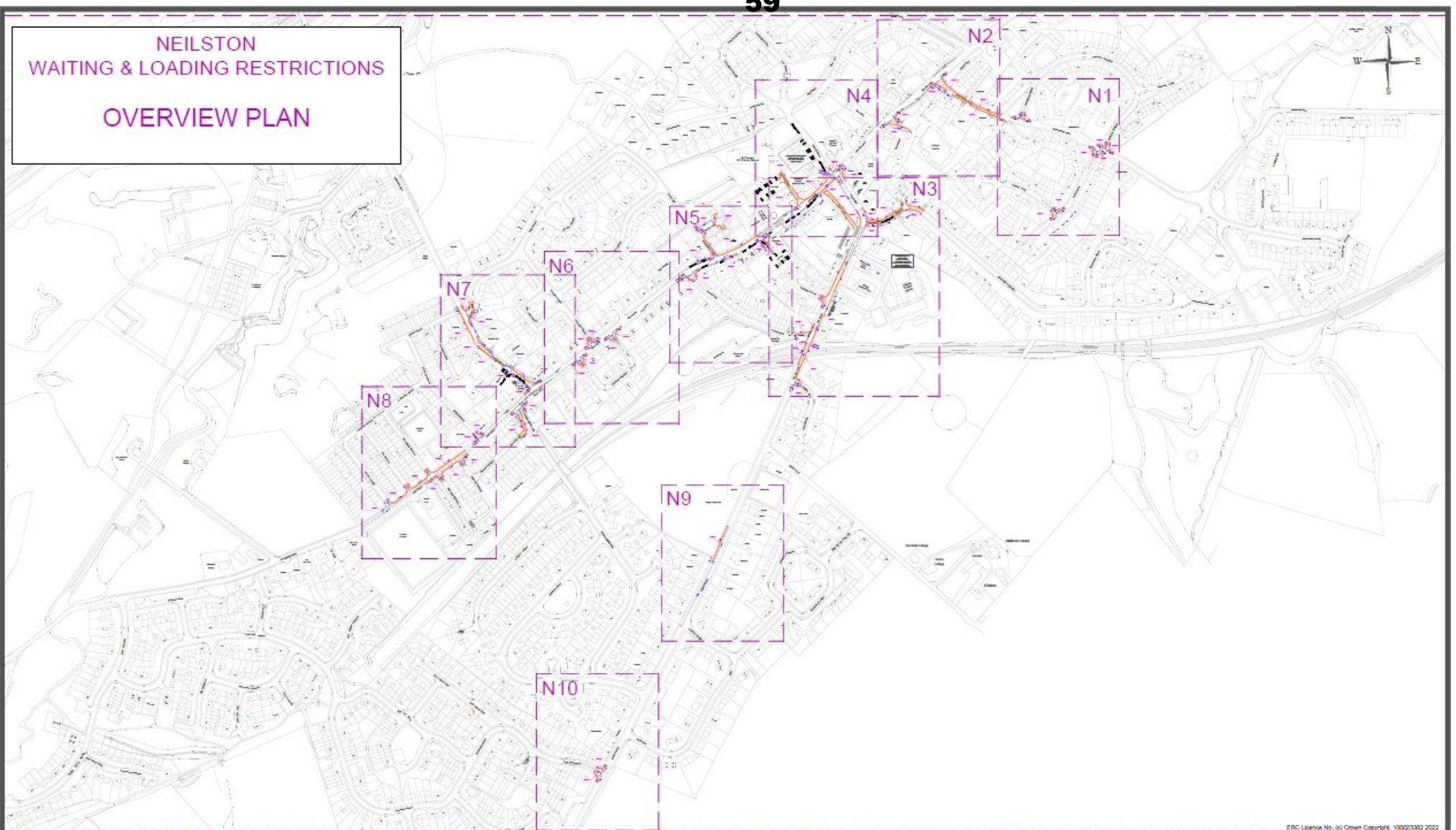
NO WAITING

8:30am-9:30am & 2:30pm- 3:30pm Monday - Friday (School days only)

Roads In East Renfrewshire

Ref	Roads In East Renfrewshire		Lengths of road in East Renfrewshire	Side of road to which restriction applies
	Principal Reference Road	Secondary Reference		
NEILSTON				
29	High Street			
29/1		Dundonald Place / Station Road	From a point 14 metres or thereby northeast of the extended north eastern kerbline of Dundonald Place, south westwards to a point 10 metres or thereby northeast of the extended northern kerbline of Station Road.	Southeast

NEILSTON
WAITING & LOADING RESTRICTIONS
OVERVIEW PLAN



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Drawing Info.

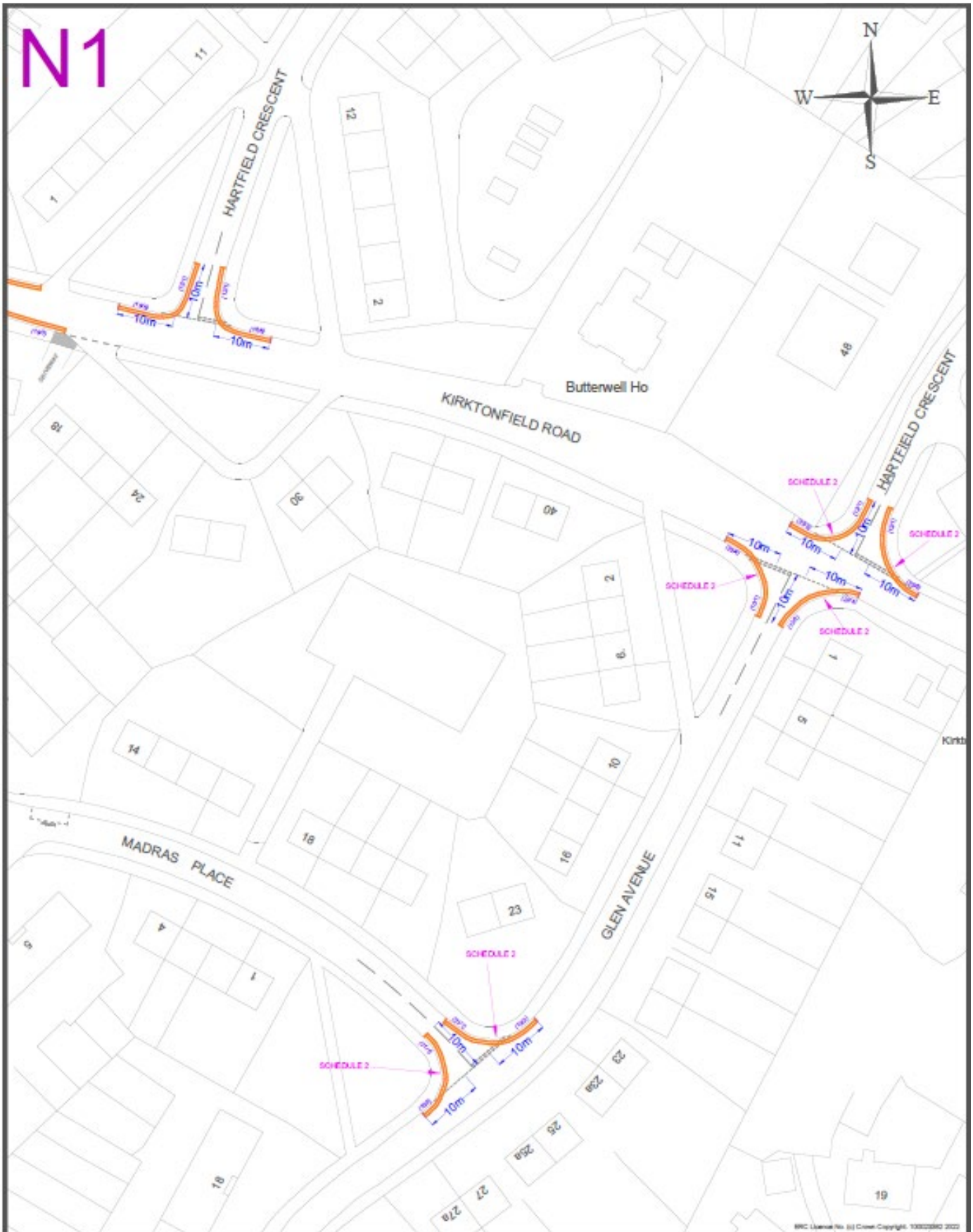


{cc/} - Denotes Schedule Ref No within the Traffic Order

EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
Roads Service - 2 Spiersbridge Way, Spiersbridge Business Park, Thornliebank, G46 8NG
Head of Service - G. McCarney

Drawing Title		Date	
THE EAST RENFREWSHIRE COUNCIL (NEILSTON) (ON-STREET) (WAITING & LOADING) ORDER 2023		MAY 2023	
Dwg No.		Scale	
EN-58-40-333 - (Overview)	Rev. 1	Not to scale	
File Ref.		Checked By	
EN-58-40-333		PAD	





Drawing Info.

PROPOSED RESTRICTIONS



SCHEDULE 2 NO WAITING AT ANY TIME

(N1) Details Schedule Ref No. 400 for Traffic Order

EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
 Roads Service - 2 Spiersbridge Way, Spiersbridge Business Park, Thornliebank, G48 8NG
 Head of Service - G. McCarney

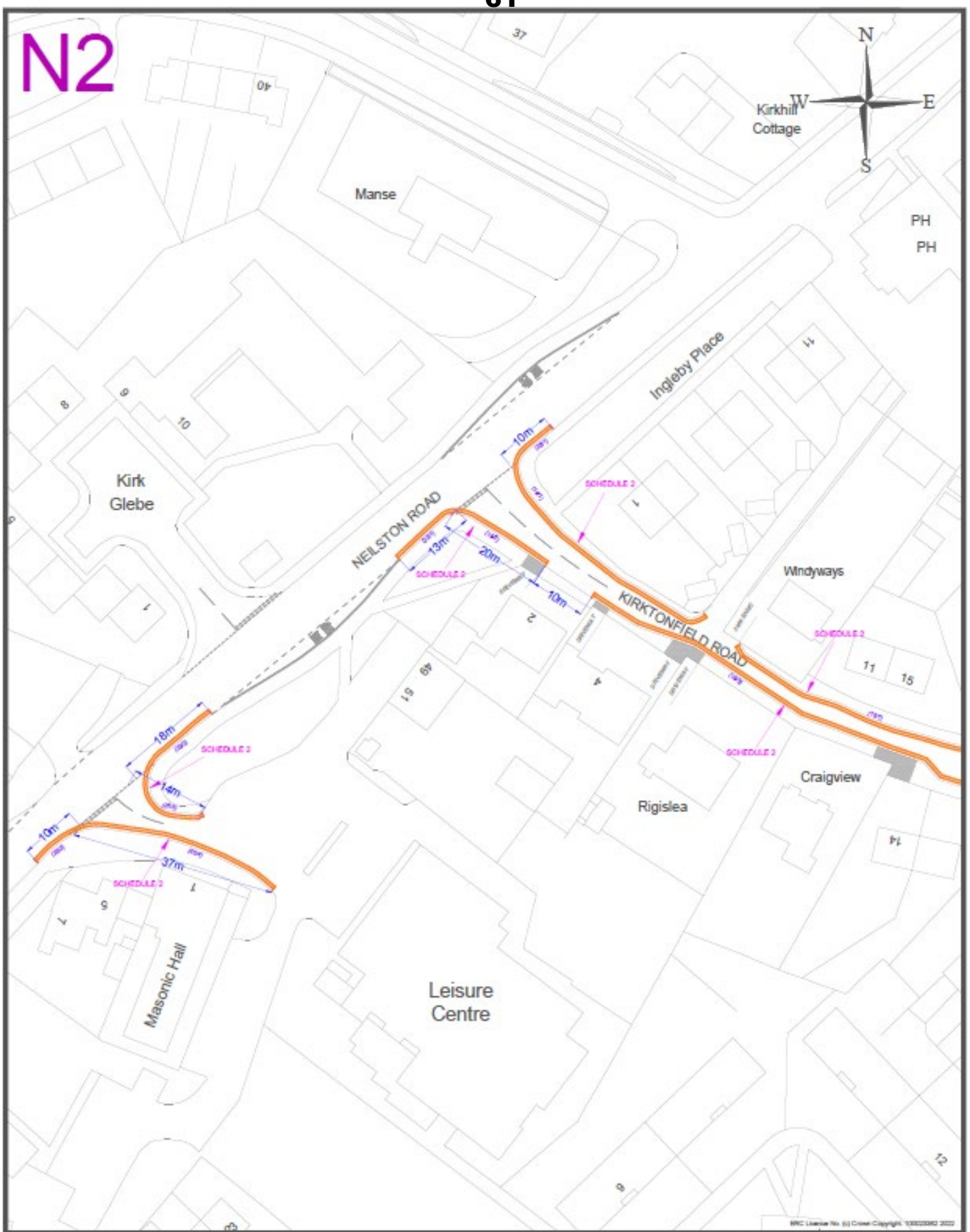
Drawing Title THE EAST RENFREWSHIRE COUNCIL
 (NEILSTON) (ON-STREET)
 (WAITING & LOADING) ORDER 2023

Date MAY 2023
Scale Not to scale

Des. No. EN-58-40-333 (N1)	Rev. -	Des. By PAD
File Ref. EN-58-40-333		Checked By



N2



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Drawing Info.

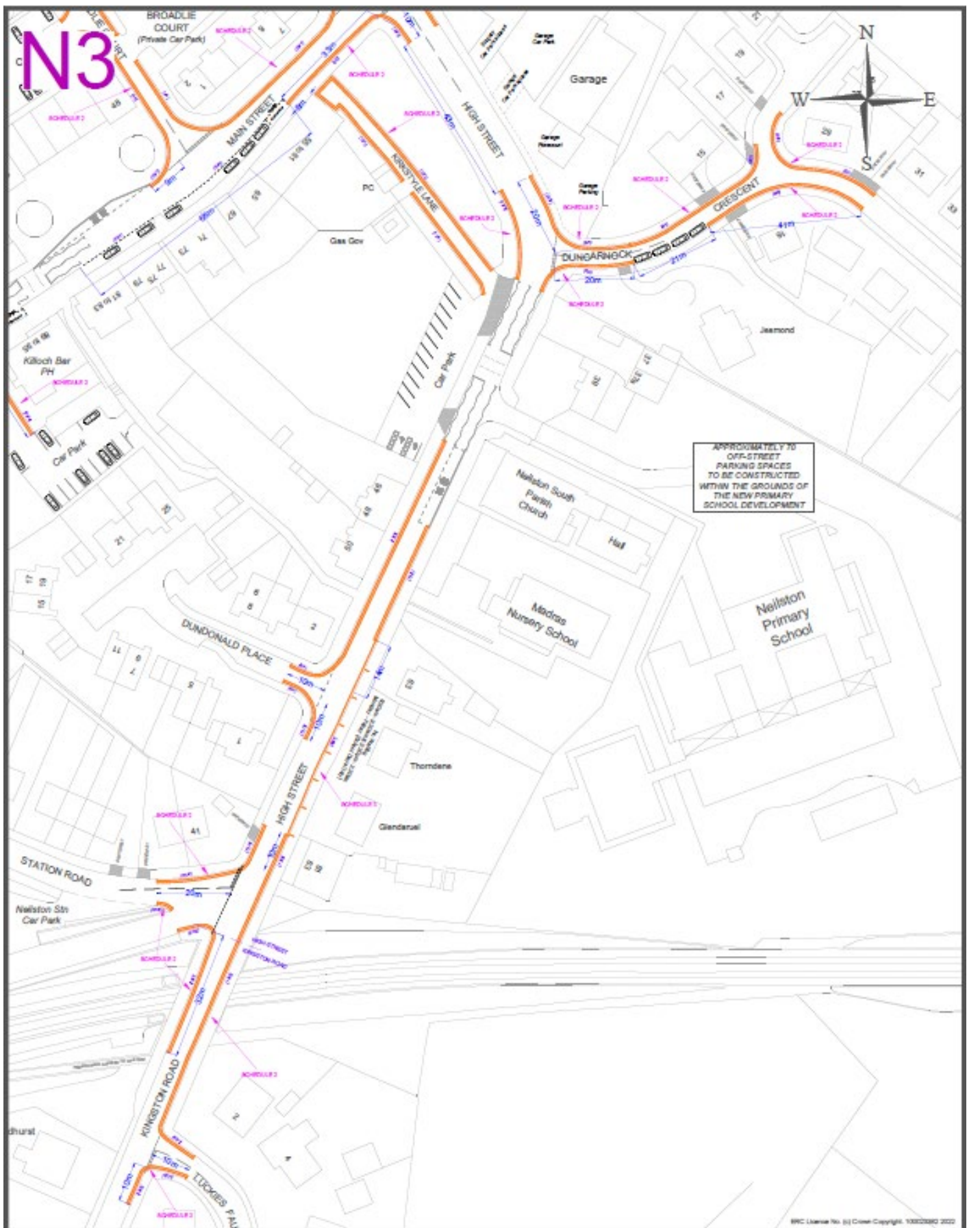
PROPOSED RESTRICTIONS

 SCHEDULE 2 NO WAITING AT ANY TIME

(N2) Details Schedule Ref N2 on the Traffic Order

<p>EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT Roads Service - 2 Spierbridge Way, Spierbridge Business Park, Thornliebank, G46 8NG Head of Service - G. McCarney</p>		
<p>Drawing Title</p> <p>THE EAST RENFREWSHIRE COUNCIL (NEILSTON) (ON-STREET) (WAITING & LOADING) ORDER 2023</p>	<p>Date</p> <p>MAY 2023</p>	
<p>Drawn By</p> <p>EN-58-40-333 (N2)</p>	<p>Rev.</p> <p>-</p>	<p>Drawn By</p> <p>PAD</p>
<p>File Ref.</p> <p>EN-58-40-333</p>	<p>Checked By</p>	<p>Scale</p> <p>Not to scale</p>





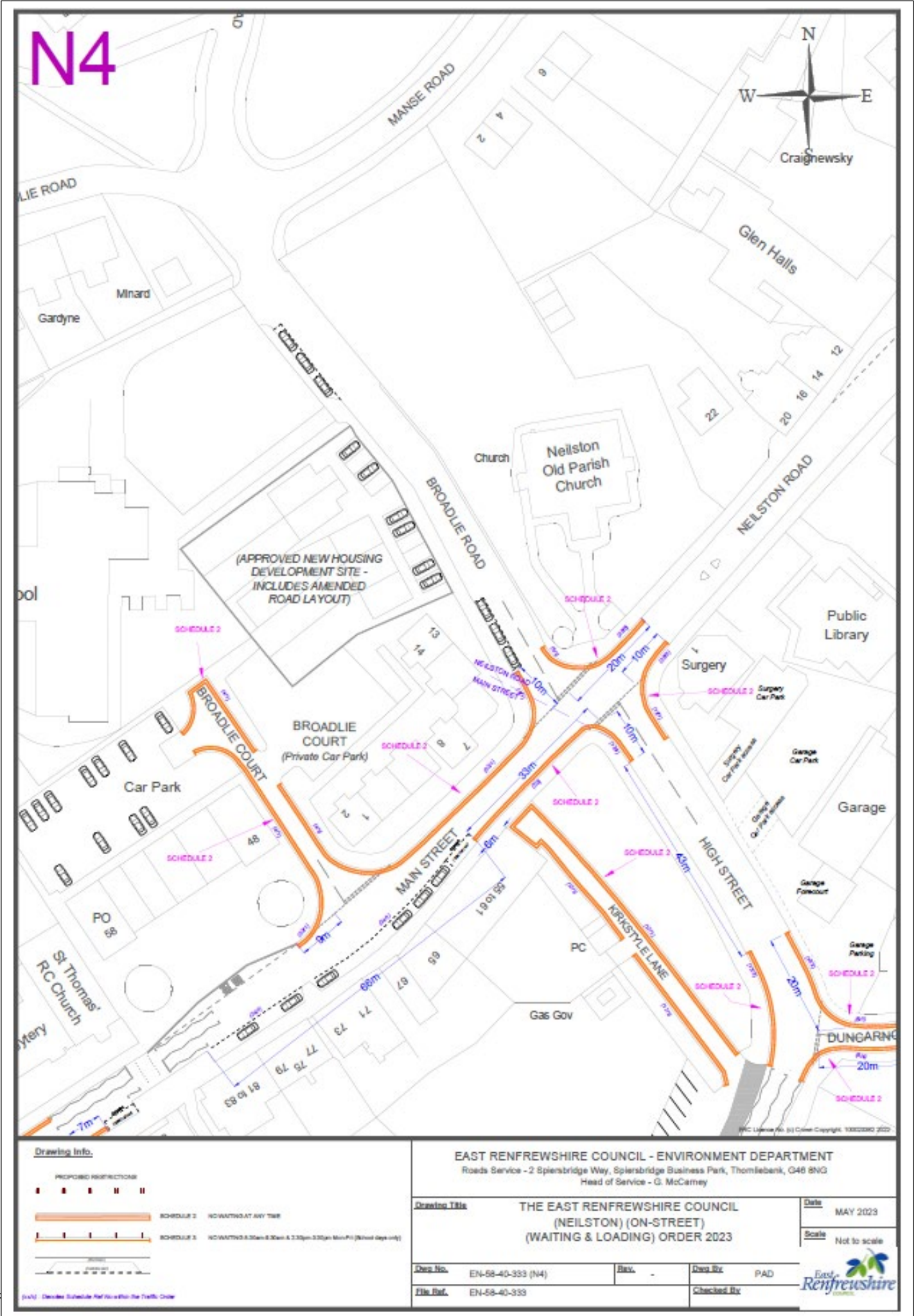
APPROXIMATELY 70
OFF-STREET
PARKING SPACES
TO BE CONSTRUCTED
WITHIN THE GROUNDS OF
THE NEW PRIMARY
SCHOOL DEVELOPMENT

Drawing Info.

- PROPOSED RESTRICTIONS**
- SCHEDULE 1 NO WAITING AT ANY TIME
 - SCHEDULE 2 NO WAITING 3.30am-6.30am & 2.30pm-3.30pm Mon-Fri (School days only)
- (N3) - Denotes Schedule 1 or 2 within the Traffic Order

EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
Roads Service - 2 Spierbridge Way, Spierbridge Business Park, Thornliebank, G46 8NG
Head of Service - G. McCarney

Drawing Title		Date	
THE EAST RENFREWSHIRE COUNCIL (NEILSTON) (ON-STREET) (WAITING & LOADING) ORDER 2023		MAY 2023	
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Dep No.	EN-58-40-333 (N3)	Rev.	-
File Ref.	EN-58-40-333	Dep By	PAD
		Checked By	



Drawing Info.

- PROPOSED RESTRICTIONS**
- SCHEDULE 2
NO WAITING AT ANY TIME
 - SCHEDULE 2
NO WAITING 8.30am-5.30pm & 7.30pm-10.30pm Mon-Fri (School days only)

EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
 Roads Service - 2 Spiersbridge Way, Spiersbridge Business Park, Thornliebank, G46 8NG
 Head of Service - G. McCarney

Drawing Title THE EAST RENFREWSHIRE COUNCIL (NEILSTON) (ON-STREET) (WAITING & LOADING) ORDER 2023

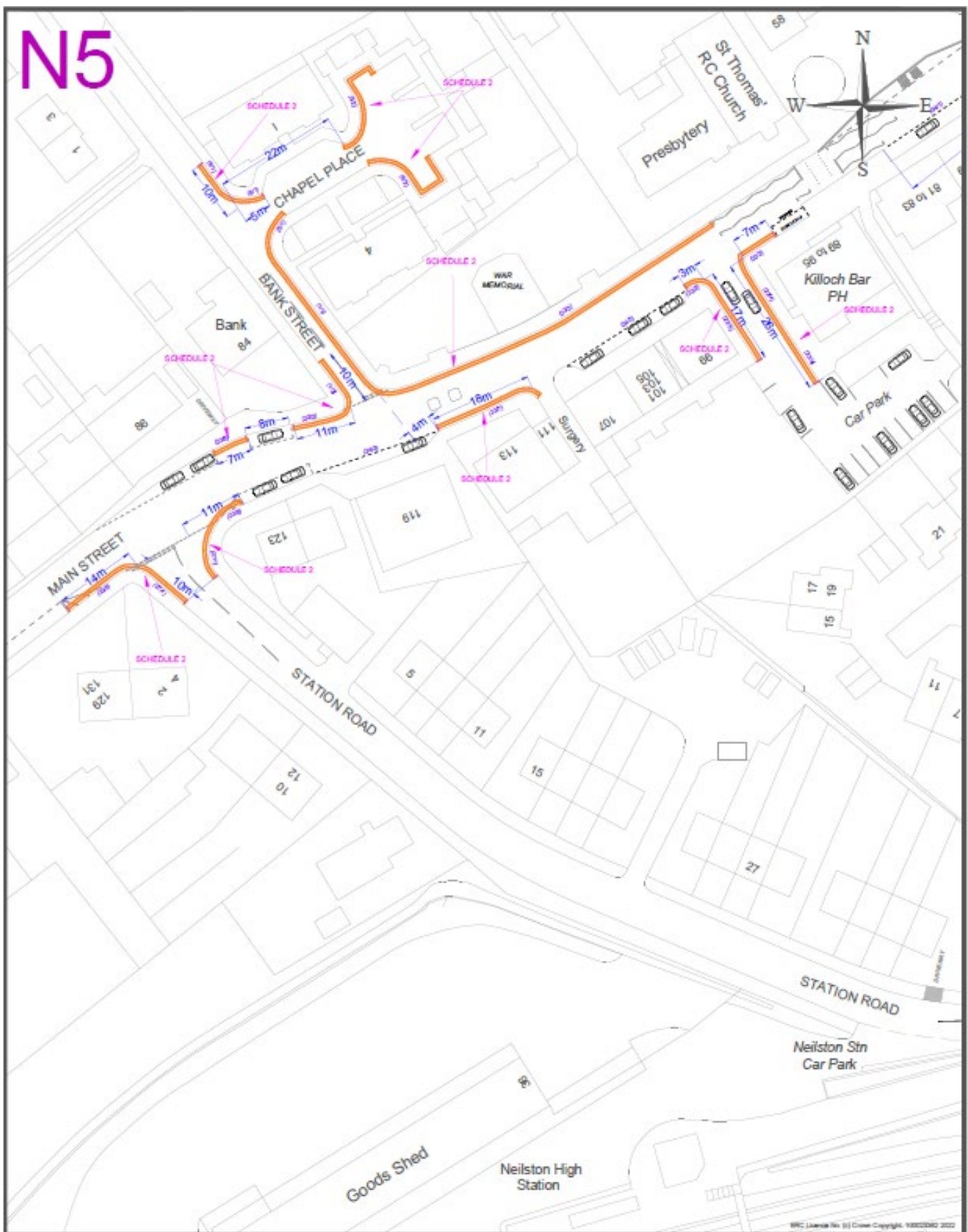
Date MAY 2023
Scale Not to scale

Draw No.	EN-58-40-333 (N4)	Rev.	-	Drawn By	PAD
File Ref.	EN-58-40-333	Checked By			



(N4) - Consider Schedule Ref No within the Traffic Order

N5



Drawing Info.



EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
 Roads Service - 2 Spierbridge Way, Spierbridge Business Park, Thornliebank, G46 8NG
 Head of Service - G. McCarney

Drawing Title THE EAST RENFREWSHIRE COUNCIL
 (NEILSTON) (ON-STREET)
 (WAITING & LOADING) ORDER 2023

Date MAY 2023
Scale Not to scale

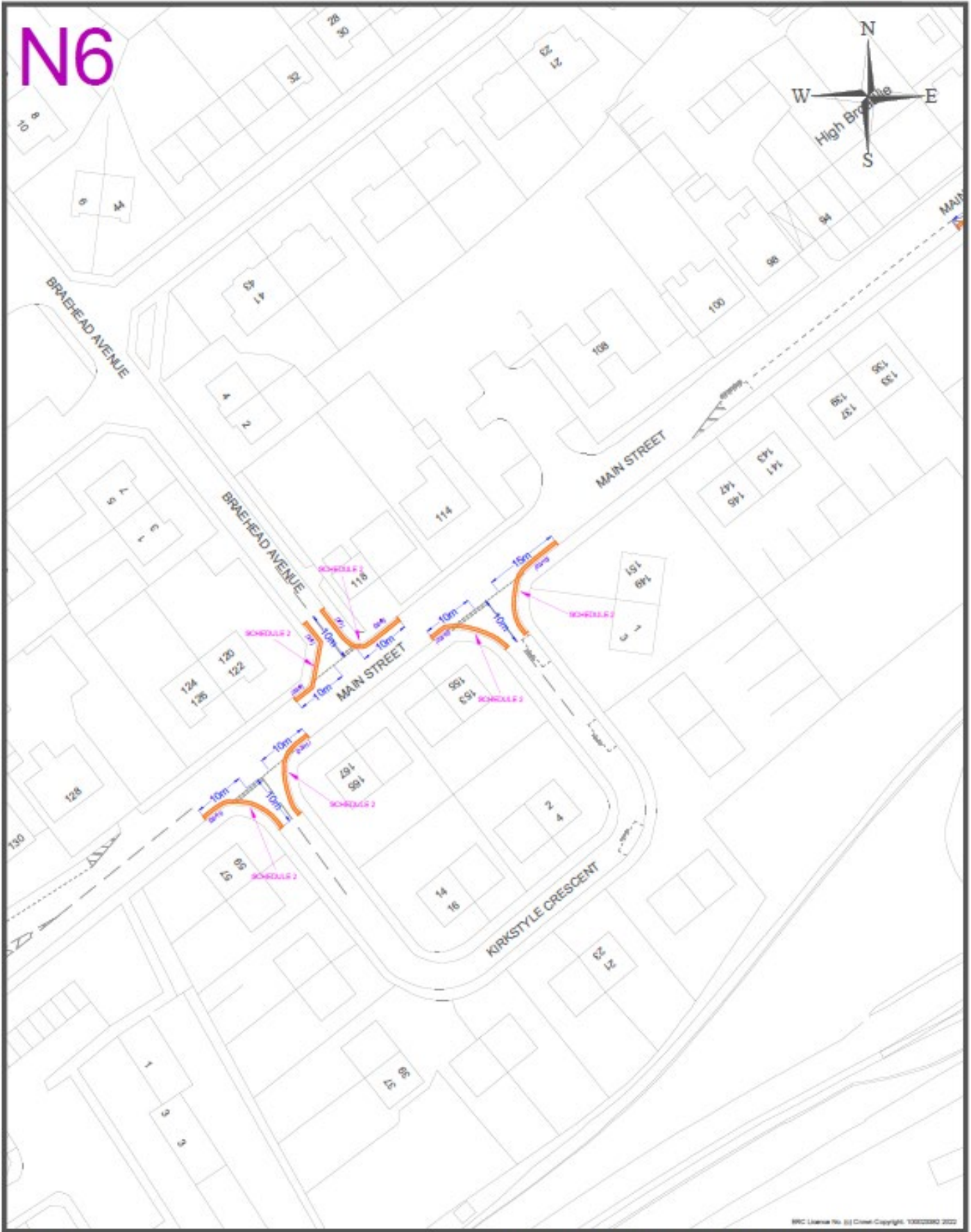
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File Ref. EN-58-40-333 **Checked By**



(N5) - Double Schedule Ref No 4 (Ref No Traffic Order)

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N6



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PROPOSED RESTRICTIONS



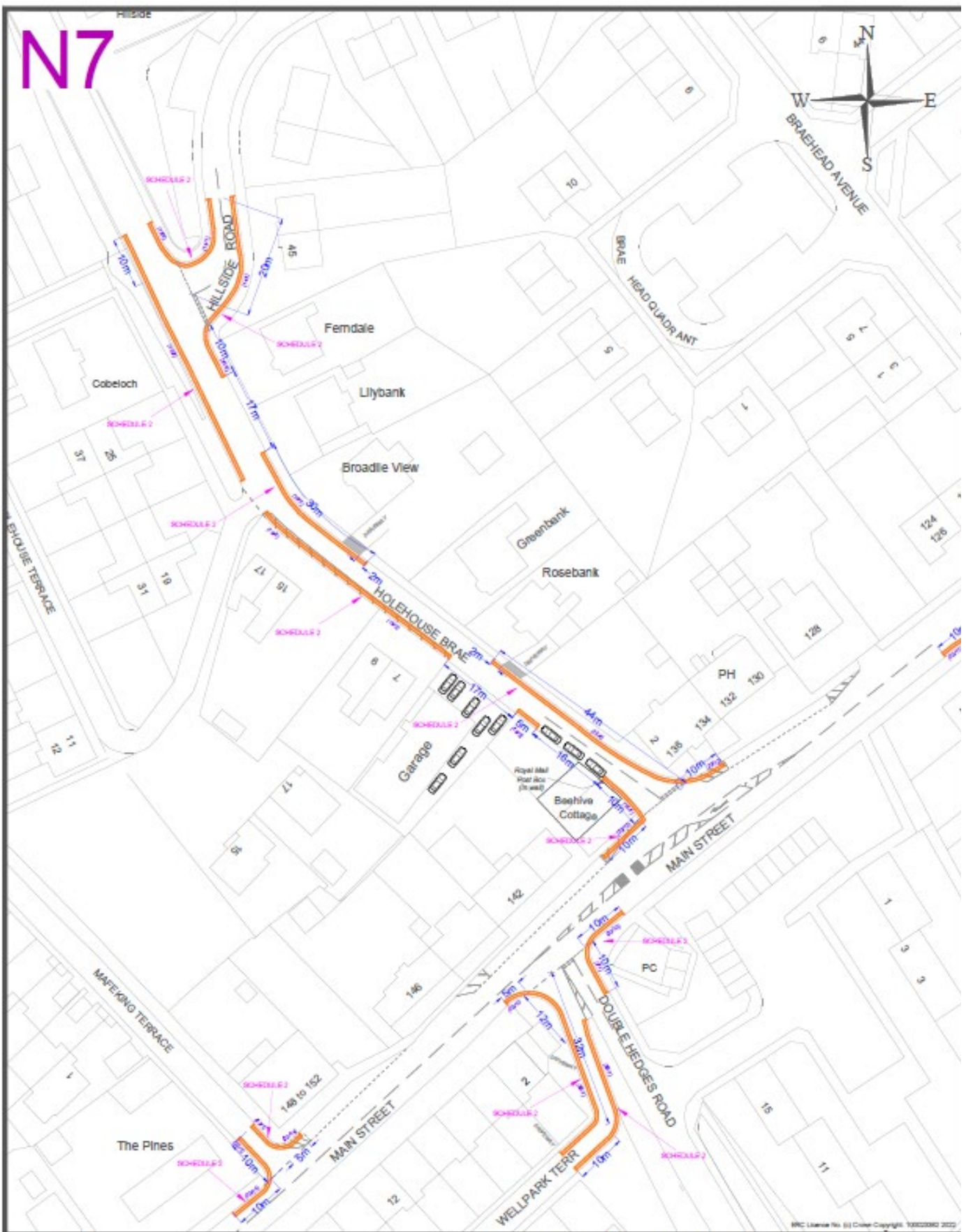
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EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
 Roads Service - 2 Spiersbridge Way, Spiersbridge Business Park, Thornliebank, G46 8NG
 Head of Service - G. McCarney

Drawing Title		Date
THE EAST RENFREWSHIRE COUNCIL (NEILSTON) (ON-STREET) (WAITING & LOADING) ORDER 2023		MAY 2023
Scale		Not to scale
Drawn By	EN-58-40-333 (N6)	Drawn By PAD
File Ref.	EN-58-40-333	Checked By



N7



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PROPOSED RESTRICTIONS

 SCHEDULE 2 - NO WAITING AT ANY TIME

(N7) - Denotes Schedule 2/N7 within the Traffic Order

EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
 Roads Service - 2 Spiersbridge Way, Spiersbridge Business Park, Thornliebank, G48 8NG
 Head of Service - G. McCarney

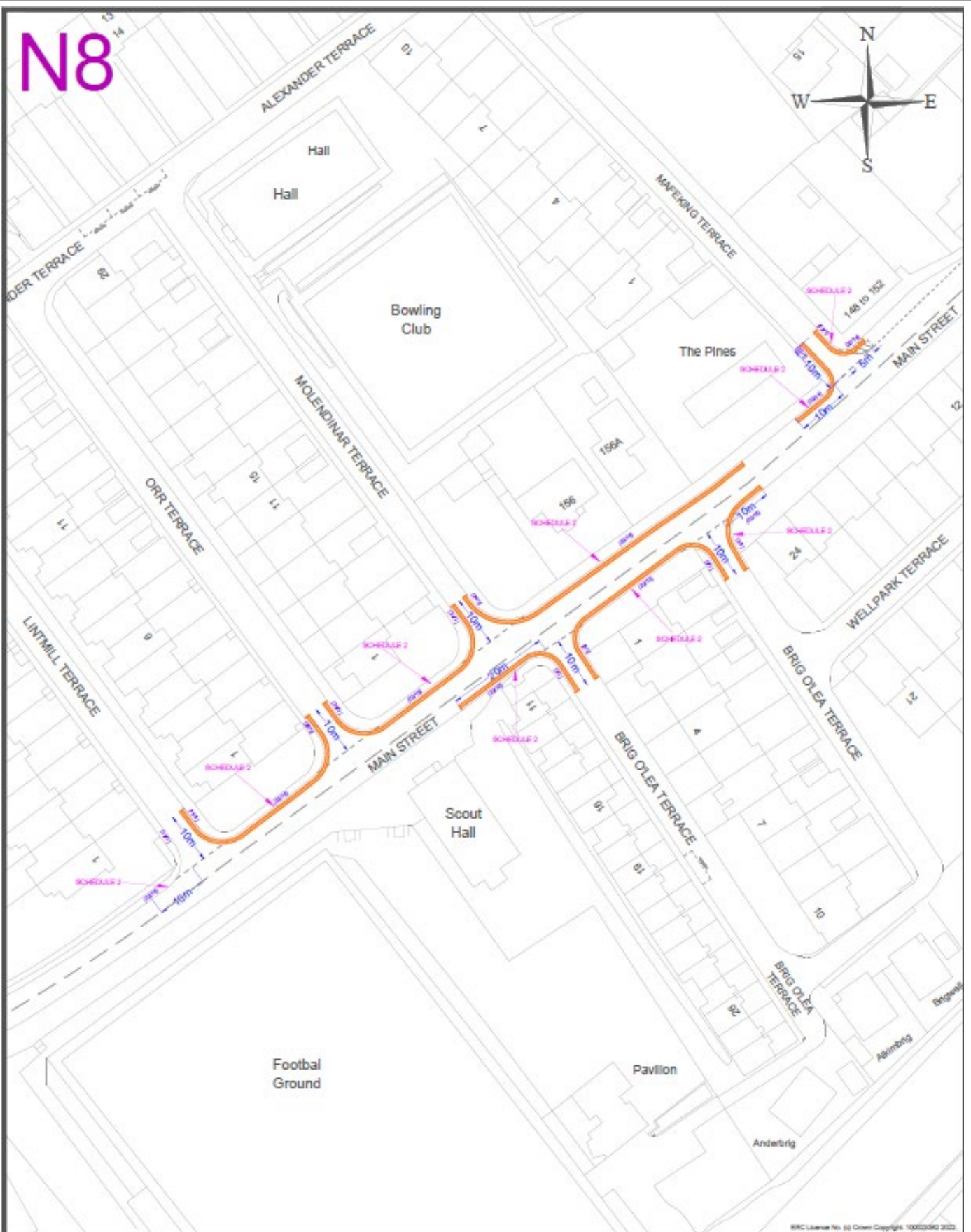
Operation Title THE EAST RENFREWSHIRE COUNCIL (NEILSTON) (ON-STREET) (WAITING & LOADING) ORDER 2023

Date MAY 2023
Scale Not to scale

Des. No. EN-68-40-333 (N7)	Rev. -	Des. By PAD
File Ref. EN-68-40-333		Checked By



N8



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Drawing Info.

PROPOSED RESTRICTIONS



EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT
 Roads Service - 2 Splerbridge Way, Splerbridge Business Park, Thornliebank, G48 8NG
 Head of Service - G. McCarney

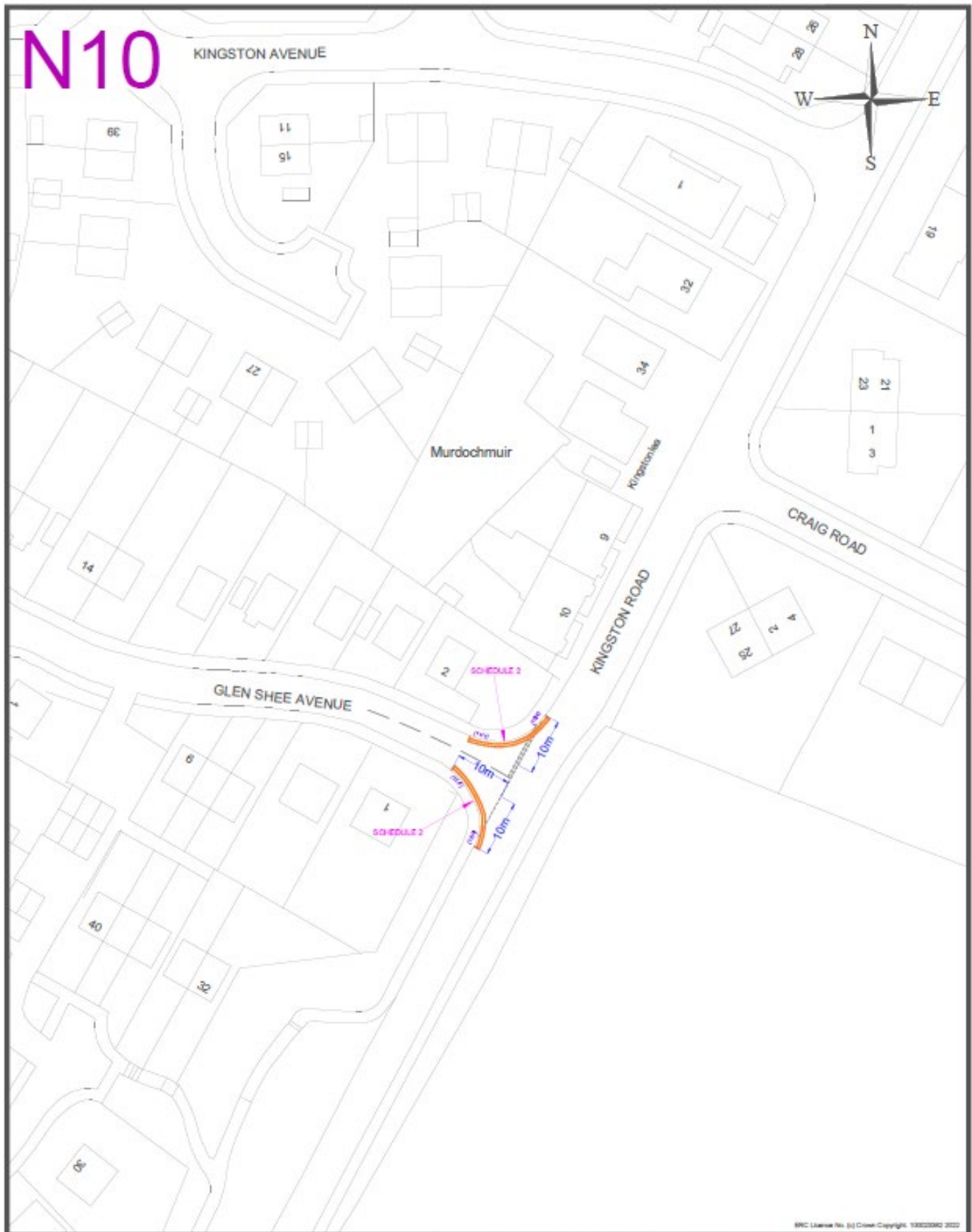
Drawing Title THE EAST RENFREWSHIRE COUNCIL
 (NEILSTON) (ON-STREET)
 (WAITING & LOADING) ORDER 2023

Date MAY 2023
Scale Not to scale



Draw No.	EN-58-40-333 (N8)	Rev.	-	Drawn By	PAD
File Ref.	EN-58-40-333	Checked By			



(S142) - Displays Schedule 2 Restrictions on the Traffic Order



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Drawing Info. PROPOSED RESTRICTIONS  SCHEDULE 2 - NO WAITING AT ANY TIME		EAST RENFREWSHIRE COUNCIL - ENVIRONMENT DEPARTMENT Roads Service - 2 Spiersbridge Way, Spiersbridge Business Park, Thornliebank, G46 8NG Head of Service - G. McCarney	
Drawing Title THE EAST RENFREWSHIRE COUNCIL (NEILSTON) (ON-STREET) (WAITING & LOADING) ORDER 2023		Date MAY 2023	
File Ref. EN-58-40-333		Scale Not to scale	
Dep. No. EN-58-40-333 (N10)	Rev. -	Des. By PAD	
Checked By			

(1/1) Consider Schedule Ref No with the Traffic Order

EAST RENFREWSHIRE COUNCILCABINET19 JUNE 2023Report by Director of Business Operations and PartnershipsUPDATE ON THE DIGITAL TRANSFORMATION PROGRAMME**PURPOSE OF REPORT**

1. The purpose of this report is to provide Cabinet with an update on the achievements of the Digital Transformation Programme during 2022/23 and to give an overview of plans for 2023/24.

RECOMMENDATION

2. It is recommended that Cabinet notes the achievements and future plans across the 3 areas of our Digital Transformation Programme: Customer Experience; Business Systems and Processes and Workforce Productivity.

BACKGROUND

3. East Renfrewshire Council has always been an ambitious council, aiming to be at the forefront of modernisation and digital transformation. In 2015 we introduced our 5 capabilities which set out the key areas we needed to focus on to effectively deliver our outcomes for local people and meet our ultimate vision of making lives better for the people of East Renfrewshire. The 5 capabilities are:



4. The Council's Digital Transformation Strategy for 2021-2024 was approved by Cabinet in June 2021 and focused on 3 areas (see summary at Annex 1):

- Customer Experience
- Business Systems, & Processes
- Workforce Productivity

5. This new Digital Transformation Programme launched in April 2022 replacing the previous Modern Ambitious Programme (MAP). A refreshed approach to governance and resources is now in place, led by the Business Operations and Partnerships Department, with representation from each Council Department, the HSCP and the East Renfrewshire Culture and Leisure Trust as appropriate.

6. Overall governance of the Digital Transformation Programme is through the Corporate Management Team (CMT). They are responsible for ensuring that savings and benefits are achieved and that programme and project priorities, dependencies and resources are well

managed. CMT meet to discuss Digital Transformation on a quarterly basis, with update reports to Cabinet due at least annually.

7. Programme Boards for each of the 3 priority areas operate every 6-8 weeks. They are responsible for the resolution of risks and issues, ensuring delivery against the Digital Transformation Strategy blueprint for change and its intended benefits, the prioritisation of projects within the programme and ensuring delivery within agreed budgets and thresholds.

8. Following feedback from last year the Benefit Management Process was reviewed and is in the process of being updated to ensure the consistent capture of benefit information from project inception. Project benefits are held centrally and tracked through project delivery to realisation. In April 2023 draft Benefit Dashboards began to be introduced for use in Programme Board governance. These are at an early stage and there is further development required before these can be shared wider.

PROGRESS UPDATE – DIGITAL TRANSFORMATION

9. Our services have made substantial progress across 2022/23 to progress our digital transformation ambitions, make efficiencies, improve customer service and modernise the way we work. Through the various projects outlined below this work has impacted many, if not most, households in East Renfrewshire. This section gives details of the key projects progressed in each of our 3 programme areas.

CUSTOMER EXPERIENCE

10. The vision for this programme is to provide a consistent, efficient customer experience, designed with the user at the heart.

11. This is driven by an organisation-wide Customer Experience Strategy. We are continually working towards improving our digital processes, including booking, scheduling and payments. We seek to design processes end-to-end, in an inclusive way, using the Scottish Approach to Service Design (SAAtSD). New technologies are used to improve the customer journey, based on customer preference, with support available for those who need it.

12. One of the top priority initiatives within the Customer Experience Programme has been the Unified Communications project which will modernise how we handle calls into Customer First. A new contract is now in place and, when implemented later in 2023, will allow our customer service team to handle enquires at any location, providing resilience for business continuity. This platform will intelligently route customer enquiries from various channels, including phone, e-mail, live chat and will allow us to develop chat bot capabilities using Artificial Intelligence. The new capabilities will also improve reporting and data to develop and enhance customer experience.

13. Another key area of focus for the Customer Experience Programme over the last year has been our digital customer experience project. We changed our website in 2020 and brought in a new Customer Relationship System in March 2022 and moved all existing customer forms and processes to the new system. We continue to further develop our online customer services and improve our response times.

14. The Customer Experience Programme will seek to continually iterate and improve customer processes. Examples of developments over the last year include new online processes for:

- Money Advice Referrals
- Out of hours homelessness

- Additional payment functionality (e.g. for bulky uplifts)
- Abandoned vehicles
- Short Term Lets
- Business Waste

15. In October 2022, a new online booking system for Registration customers was launched. This allows new parents to book an appointment for their new arrival 24 hours a day choosing a date, time and location that suits them. 93% of birth registration contact is now made via the online form and we are seeing a significant decrease in the number of interactions required to make an appointment, which saves staff time and is more convenient for customers who have rated the online process at 4.5 out of 5.

16. In May 2023, we extended this Registration booking service to include an option for customers to book an online appointment for a Marriage or Civil partnership. Early indications are showing a similar trend in how customers are choosing to interact with the Council.

17. Launched in the first quarter of 2022 our customer portal, MyEastRen, now has over 15,000 users (just 374 users were signed-up at this time last year), with 24/7 access to services such as Council Tax Online, Benefits, ParentsPortal (for schools) and Bin Collection information. There have been c.6,000 sign-ups to Council Tax online and over 5,000 households are now receiving e-bills. Around 30-50% of Council Tax mail is now received online, saving paper and postage.

18. We are currently consulting with customers and council departments regarding the introduction of new services and have opened a customer suggestion form online. Throughout 2022/23 we carried out several customer feedback sessions which, alongside the online form, gives the customer a voice when we are designing new/redesigning existing processes. This allows us to understand the problems customers face and what matters to them most.

19. The Education Department has continued to drive forward the implementation of ParentsPortal, seeking to improve the digital customer experience for families in their engagement with schools. ParentsPortal is a national online platform, developed in partnership by the Improvement Service and SEEMiS, providing parents and carers with access to a range of school services and the facility to complete forms and data submissions online, removing the need for manual submission of paper forms.

20. By March 2023, 92.7% of pupils across schools in East Renfrewshire had a linked ParentsPortal account, with almost 12,000 parents and carers using the platform, the highest level across Scotland. Given the significant uptake of the new tool, the department is continuing to work with schools to achieve benefits. So far, these have included over 6,000 annual data checks and over 8,000 permissions being granted online through ParentsPortal, removing an estimated 35,000 printed pages from the 'school bag run'. The Education Department will continue to work with schools and parents to achieve further benefits as greater functionality becomes available.

21. ParentsPortal has also been used to support the rollout of the under-22s free bus travel scheme, launched by the Scottish Government in early 2022. Whilst the initial sign-up figures for the new scheme within East Renfrewshire had been low, the Education Department worked alongside Customer First, Young Scot and the Scottish Government to identify opportunities to utilise ParentsPortal to encourage sign ups. This has provided a simplified process, reducing the need for evidence submission and supported a 40.9% increase in uptake this year, with current membership sitting at 61.9% in East Renfrewshire.

22. The annual application and admission processes for early learning and childcare (ELC) and schools continue to be developed using self-evaluation and customer feedback. For ELC applications, this has included the introduction of new models of provision, increasing customer choice and flexibility in how families can access their child's statutory entitlement.

Ongoing improvement is essential for both the Council and families in ensuring children can access schools and nurseries across East Renfrewshire.

23. During the year, we also continued to ensure our c.3,000 vulnerable telecare customers continued to benefit from their lifeline community alarm system despite the significant national transition from analogue to digital services. The Analogue to Digital Telecare Project made excellent progress during phase 1, closing the old analogue system and moving to a cloud-based system to enable digital service. East Renfrewshire is one of the first in the country to implement a truly cloud-based Alarm Receiving Centre and there were no significant issues or interruptions to the 24/7 life and limb service during the transition. The new system has reduced calls through use of a mobile app for telecare responders which delivers calls and routing information direct, freeing-up call-handlers from manually calling round responders.

24. We have now moved to phase 2, focusing on ensuring that telecare equipment in the 7 sheltered housing complexes is updated and replacing 2500 analogue alarms with digital functionality.

25. As the pressures from pandemic response work have eased over the course of 2022/23, the HSCP has been able to re-establish its ambitious Recovery & Renewal Programme (now 'Savings, Recovery & Renewal Programme'). This has included making excellent progress on the two main Digital Transformation projects commenced in the previous year:

- Care at Home Scheduling System Replacement
- Case Recording System Replacement.

26. Alongside this, as the programme has evolved, the HSCP has been determined to take on board some learning from the enforced changes to working practices during the pandemic. This has resulted in greater use of technology that has created a more efficient use of staff time and accommodation through the introduction of hybrid working practices.

27. For our Environment Department, there has been significant progress across a range of system and process improvements to improve on digital customer service delivery.

28. In March 2023, the ICT system for sports pitch bookings was replaced with a new cloud hosted system 'Pitchbookings'. This aimed to provide a more efficient service to paying customers by improving digital services, streamlining back-end administrative processes and creating a seamless online customer journey. The project has:

- Increased visibility of pitch utilisation levels to identify revenue lost and opportunities to better use land and commercialise the service in other areas
- Provided customers with self-serve functionality for booking, paying and managing their online account
- Moved to cashless payments
- Provided efficiency savings through introduction of automated refunds, automated subscription renewals and introduction of new integrated Stripe payment system for automated billing.

29. The former pitch booking system was also used to manage commercial waste bookings. There is now a project to replace this with a purpose-built system which will not only manage bookings but will provide new administrative functionality including an overview of cancellations, refunds, bookings, contract management and online portal/accounts management. This is expected to go live in summer 2023 and will provide improved reporting

and analysis, create a better customer experience, provide efficiency savings and reduce manual processing.

30. There has also been progression of the public access Wi-Fi initiative which is being implemented throughout sports centres, libraries and some corporate council buildings replacing the current public networks. There was a decrease in the project scope due to required budget savings so there will be like-for-like replacement as the current ERCLT contracts ends in July 2023, but no additional premises will be brought onstream at this point.

BUSINESS SYSTEMS & PROCESSES

31. The aim of the Business Systems & Processes Programme is to have efficient and effective business systems and processes enabled by digital technology and optimised across the Council.

32. There have been continued developments and improvements to the Council's core systems – Finance and Procurement, HR & Payroll and Income Management.

33. Over the past year, the focus of work on our Finance and Procurement system has been:

- Working through a range of process improvements prioritised by the Programme Board based on user need and the potential scale of benefits arising.
- Completion of a project that sees existing and new suppliers submit and manage invoices electronically via the Scottish Government's e-Invoice portal, allowing financial details to transfer seamlessly to the Council's finance system. With 31 of the Council's top 100 suppliers now on e-invoicing, this has increased invoice processing performance, reduced duplication, re-keying of invoice details to the system and reduced manual effort.
- For suppliers not eligible for e-invoicing, new standard invoice templates and digital invoice reader software has been implemented to allow suppliers to submit invoices in a standard format, with the invoice details scanned directly into the finance system. This has further increased invoice processing performance, reduced errors and re-keying of invoice details.
- Agreement of a new cloud contract with the supplier of our Income Management system, ICON. This move is expected to increase security, system stability and reduce system downtime.
- Completion of an ERCLT project to deliver an enhanced customer experience for making online payments for services, allowing refunds, retention of card details and the set-up of recurring payments. The project also integrated ICT systems to allow all financial transactions to pass automatically, removing manual effort, rekeying and reconciliation.

34. The Council's HR & Payroll system also continues to be developed and improved:

- In March 2023, 2-factor authentication was implemented for system access thereby improving cyber and data security.
- Following a procurement process, the Council has renewed its contract with the HR & Payroll system's supplier for a period of 4 years.

- The project teams have made further improvements to processes and reporting around HR & Payroll related data in the form of dashboards and improved absence reporting.

35. Following a substantial procurement exercise, the HSCP has implemented a new Care at Home Scheduling System (TotalMobile). Work to achieve 'go-live' on time was achieved under very challenging circumstances during peak winter demand on the Care at Home service.

36. The new solution represents an upgrade in front-facing technology. Benefits will include fully automatic scheduling (reducing manual scheduling for the largest workforce within the HSCP), increased efficiency and improved use of resources, a reduction in manual processes, enhanced reporting capabilities and improved task visibility and tracking.

37. The system also has the capability to become fully integrated with whichever new case recording system is chosen by an ongoing procurement process; further optimising holistic workforce capacity. Work is continuing on the replacement of our current Case Recording System (CareFirst). This is a significant undertaking for the HSCP and has been developed in a service-led, professional approach that puts service-users at the heart of digital transformation.

38. The benefits of the new system will include the implementation of a comprehensive, digitally-driven case management solution, which will also provide improved interface with NHS and other systems used by HSCP. The new system will also see the introduction of an online customer portal that will greatly enhance the user experience for the general public and introduce an element of self-assessment that will cut down unnecessary face to face interactions. The creation of efficiencies in working practices are also expected to create some financial savings.

39. The Environment Department benefitted from various server and system upgrades throughout the year to ensure systems are stable and secure with no risk of loss of functionality or productivity.

40. Following a hugely complex project, the Housing Management System was replaced in April 2023 (from OHMS to NEC Housing). This first phase included the implementation of modules to support key housing functions - Allocations, Customer Services, Estates, Homeless & Housing Advice, Rents, Repairs and Service Charges. Interfaces have also been implemented to allow integration to other key business systems including Revenues and Benefits.

41. Phase 2 of the project, anticipated for early 2024, will introduce further automation and dashboard reporting as well as a range of new features such as Private Sector and Planned Maintenance modules, Document Management and new online functionality for Housing Tenants.

42. The full implementation of the Housing System is anticipated to provide cost savings from the decommission of the Homeless Case Management System, efficiency savings on administering manual bidding process, increase efficiency of processing through automation and improve customer satisfaction through the introduction of online Housing applications, bidding for Housing, viewing account details and requesting repairs.

43. The Cemetery Modernisation project completed in early 2023, having successfully digitised cemetery records dating back to the 1800's and details of the condition and safety of headstones. There is a requirement under the Burial and Cremations (Scotland) Act to hold an electronic register of all burial activity. Digitising the records helps record statutory information and improve access to historic lair information. Having this information mapped using the geospatial mapping system (ESRI Arc GIS) allows the service to collect the precise

locations of lair and interment details. Office-based and operational staff can easily access records and log details either in the office or via hand-held devices working in the field.

44. Departments within the Council continue to work with the Scottish Local Government Digital Office and their partners around expanding opportunities for use of the Internet of Things Scotland (IoT) technology. The Council's ICT IoT expert co-chairs the national *Smart Infrastructure Group* fostering partnerships and collaboration on smart technology being deployed throughout Scotland.

45. As part of the 2022 winter maintenance programme the Council piloted grit bin sensors on ten bins throughout East Renfrewshire. The results of this pilot are currently being evaluated and will be reported to the Programme Board later in the year.

46. IoT capability is also used throughout the school estate to provide real time monitoring of CO₂, temperature and humidity levels. As a result of Covid-19, the Council requires to monitor the levels of CO₂ within buildings and rooms to reduce the risk of virus spread. Schools can now access this data in real-time and take measures to reduce CO₂ by e.g. opening windows to let in fresh air. This work has been sector-leading in Scotland.

WORKFORCE PRODUCTIVITY

47. This final Programme is about increasing the productivity and effectiveness of our workforce by enabling, embedding and enhancing our use of digital tools, including M365, to create; communicate; collaborate; store; plan; automate; analyse and report.

48. There are important information governance and technical considerations that form part of this programme to ensure ICT stability and sound approaches to handling of the, often sensitive, data and information that the Council holds.

49. Behind many Council reports is an infrastructure of hardware and software that enables the secure integration of data from various internal and external sources.

50. Over the last year we have continued investing in our tools so that information is accessible to the right people at the right time to solve business problems, make decisions and improve services that enhance customer experiences to achieve outcomes.

51. Within the workforce productivity programme there is a focus on automation, minimising data rekeying, developing single sources of truth about business information which we collect, store and use.

52. 'Perform' is a new in-house corporate performance management system where staff can create, view and update performance indicators and critical activities. By replacing the previous system, we have secured a small cashable saving, modernised the user interface and increased the efficiency of back-office processes for preparing mid-year and end year performance reports.

53. A new community learning and development system allows adults and young people to register for groups and programmes run by the team and update the details we hold about them. The new system means there is more time to deliver front line work in communities rather than processing over 1,300 paper registration forms each year. This has removed 100's of hours of administrative work from the team, enabling more time for frontline and partnership working.

54. Development of an online Contracts Register was completed in the last year. This has created a step change in how procuring managers and the Council's Procurement Team manage procurement exercises and contract information. This has significantly reduced the

time it takes the procurement team to collate its statutory annual report. This time saving is enabling the team to focus on supporting proactive supplier management that will in turn help deliver greater value from contracts. With information being held in a consistent and central place, we have also been able to start developing a dashboard to track and forecast spend against contracts.

55. We have also developed dashboards to help services ensure invoices are paid on time and to help Customer First monitor customer contacts through different contact methods and improve waiting and response times.

56. The Microsoft365 (M365) project enabled the transition to homeworking during the pandemic, supported virtual training, employee engagement and social connection, mainly through *Teams*, and continues to be a key priority area as we embrace hybrid working.

57. In the past year we have been preparing to expand the M365 product suite across the organisation. Departments have been engaged to understand their productivity and workflow requirements. The Council's ICT team has played a key role in making this technically possible for corporate staff who use a laptop, PC or council smartphone. ICT have been making improvements in the background to ensure that our information and service delivery are resilient, protected and compliant.

58. We have enhanced the training and support offered to staff by rolling out sessions based around real work challenges such as holding hybrid meetings, leveraging learning content and accredited courses from Microsoft and partners, and recruited a temporary Digital Learning Assistant to support users on one-to-one and group bases.

59. The Way We Work project focuses on embedding new technologies within Council buildings. The pandemic, along with the utilisation of modern technology, has seen an acceleration of changes to traditional working practices and environments.

60. Staff now have the tools to carry out their work in a location that best supports the service they deliver, as well as meeting their own needs. This can include the traditional office environment, home, and a range of remote locations. Some key digital equipment/software has been implemented within the last 12 months including Hybrid meeting technology allowing for both in-person and remote participation in a meeting or event, and Room Booking software which will be instrumental with the removal of private offices, so that staff can book out meeting space when required.

OUR FUTURE PROGRAMME

61. East Renfrewshire Council will continue to focus on digital transformation to become more efficient, accessible, and modern making improvements based on customer needs.

62. Whilst challenges continue to be faced in terms of capacity versus ambition and complexity of many of these programmes of work, we are more conscious than ever of the importance of prioritising this work to achieve best use of scarce resource. We will make more use of agile project methods to provide a more incremental way to manage change based on user needs and focused on chunking projects to get value to those who use the service as quickly as possible.

63. Through the Digital Transformation Programme, Departments are continually engaged in a process of project prioritisation looking at what the Council needs to do (e.g. contract changes and upgrades) and wants to deliver as part of its digital transformation journey over the next period. The ongoing review of projects in this manner helps us assess the linkages and sequencing of initiatives; the scope for use of national platforms or solutions wherever

possible; plan resources; identify gaps or challenges and ensure a balance of delivery and benefits realisation across the 3 fronts of our digital transformation strategy.

64. The section below gives detail on key projects we anticipate progressing over the next year.

CUSTOMER EXPERIENCE

65. The focus of the Customer Experience programme in 2023/24 will be to:

- Implement the delivery of the Unified Communications platform, including the roll out of the contact centre channels, initially focussing on telephony, e-mail, quality monitoring and reporting, with live chat and chat bot being delivered during a later phase.
- Continue to improve the online self-service and customer experience through the MyEastRen Customer Portal by giving customers the ability to interact with a wide range of Council services (including Revenues/Benefits; Housing and Schools).
- Integrate with back-office systems for the missed bins service, providing customer with near time updates, reducing the number of clicks to completion for forms and aim to reduce the number of requests.
- Ensure our vulnerable telecare customers will continue to benefit from their lifeline community alarm system despite the significant national transition from analogue to digital services.
- Introduce the appointment booking system to further services such as taxi vehicle inspections.
- Build on the success of current online processes to explore the opportunities to extend the online application process for all nursery children, including those aged under 3 years, to provide greater consistency in the customer experience as well as removing paper forms and improving efficiency of internal processing.
- Complete further work around the Education Maintenance Allowance (EMA) application processes with a view to streamlining, reducing the need for unnecessary data submission and ensuring young people receive their entitlement without delay.

BUSINESS SYSTEMS & PROCESSES

66. The focus of the Business Systems & Processes programme in 2023/24 will be to:

- Undertake a major upgrade of the Finance & Procurement system in autumn 2023 to ensure our systems are robust, secure and take advantage of new functionalities available.
- Introduce a new interface between the Finance & Procurement system and Housing's Repairs Job Costing System in Spring/Summer 2024 to ensure a 'single source of truth' purchase to pay process, financial control and reduce duplication.
- Leverage the functionality of the new cloud-hosted income management system to broaden the customer's ability to pay money to the Council using PayPal, ApplePay etc. supporting the Council's ambition to increase non-cash transactions in line with our Income Management Strategy.

- Continuously improve the HR & Payroll system including implementing a digital way of collecting and reporting sickness absence information within the Education Department ensuring a standard way of reporting, reducing administration of manual keying and improving payroll efficiency.
- Replace a legacy system that holds organisational structure and post details and exploring the best fit solution to manage flexi-time for staff.
- Adhere to new security standards set by the Payment Card Industry Data Security Standard Council (PCI DSS), aimed at reducing card fraud. These standards must be fully met by 2025, with some requirements coming into force in March 2024.
- Progress the Council move away from traditional analogue telephone lines to digital line solutions. This impacts all analogue lines that run alarm systems, fax machines, printers etc.
- Prepare for the upcoming launch of SEEMiS Early Years, followed by SEEMiS Next Generation for schools. The current SEEMiS product, Click and Go, provides the key core system for all education authorities across Scotland, providing an essential database and management information system. The current product has been in place for a number of years and is set to be retired with the launch of the two new products in the coming years.
- Review HSCP processes to identify how technology can improve services and drive efficiency.
- Exploring the use of pre-paid cards for HSCP service users, a system which has been proved to yield significant savings in other areas.
- Progress the next phase of the Housing System project to automate workflows, introduce dashboards for management and staff, and to streamline processes.
- Continuing as a lead authority in the Scotland-wide programme for Internet of Things (IoT) technology.
- Introduce new ways for ERCLT customers to pay for library services using online and cashless services at libraries and at Eastwood Theatre. This will reduce cash handling and streamline links between financial systems.

WORKFORCE PRODUCTIVITY

67. The focus of the Workforce Productivity programme in 2023/24 will be to:

- Work with a strategic partner to drive further business benefits from use of M365, continuing the shift to cloud in a way that is stable, secure and resilient.
- Develop and enhance use of M365, including OneDrive, Planner, Bookings and Lists and encourage and support new ways of working for staff.
- Deliver interactive dashboards built on secure data feeds, with near-time visuals which allow relevant services to self-serve the information and new insights they require. This will include:
 - Development of a cost of living dashboard which will support frontline services to target resources on financial vulnerability;

- Deliver dashboards for Education Department including pupil absence and curriculum for excellence insights;
 - Introduce a mandatory staff training dashboard which will help managers proactively ensure data protection, information security and health & safety courses are up to date
 - Iterate dashboards for Freedom of Information (FOI) request response times and staff sickness absence to enable data driven service improvements.
- Revise our Microsoft 365 roadmap to articulate how we envisage these technologies supporting corporate priorities. In the short term we will be scoping and designing sensitivity labelling for information governance purposes and records retention in M365, updating users' software to the latest version and working to grow cloud-based collaboration.
 - The Way We Work project will continue to focus on embedding new technologies within Council buildings to increase staff effectiveness while maintaining a healthy work-life balance.

IMPLICATIONS

68. There has been significant progress in recent years in delivery of the Council's digital transformation strategy. The pandemic did impact capacity significantly in recent years and caused some delays to projects, but our aspirations to continue our ambitious modernisation journey remain as important as ever.

69. Change and digital transformation across an organisation as diverse as a Council (and HSCP and ERCLT) is a complex area. There is a complicated ICT system architecture and network of operational processes that sit behind the services that our residents interact with on a day-to-day. We must plan carefully to ensure that we are focusing on improving our high-volume processes whilst undertaking the routine work to keep our systems up to date, secure and integrated.

70. The use of equality/fairness and data protection impact assessments is a routine part of projects and Audit Scotland's recent [Local Government Overview 2023 report](#) concluded that "Councils should have a clear plan for strengthening their use of data to understand needs, make decisions and direct resources". It also concluded that "radical change is needed" and "councils must better involve service users and communities...as they redesign services" It also recognised that "digital technology will be a central component of future service delivery".

71. Budget challenges mean we must clearly prioritise our activities and resources to ensure we deliver benefits from projects, that they contribute to future savings opportunities and improve the experiences of residents and reduce bureaucracy. Learning from others' successes (and failures) will also help transition quicker and save rework.

72. Recruiting and retaining the right skills and experience is essential to the success of our digital transformation journey. Digital, data, technology and service design skillsets are in significant demand nationally and it is a challenging marketplace. Programmes routinely have gaps in key skillsets which means the need to prioritise resource to achieve the best collective benefit – this is a key function of the 3 Programme Boards, which must work together to make decisions and recommendations. We have also developed close links with the Scottish Local Government Digital Office and Scottish Digital Academy to ensure we can develop and enhance our digital, data and technology skillsets.

FINANCE & EFFICIENCY

73. Whilst significant savings have already been achieved, the very difficult financial circumstances facing councils are expected to continue for the foreseeable future so the scale of change will need to be maintained. In recent years, the Council has placed high reliance on its digital transformation programme to drive change and savings across all services. The Revenue Estimates for 2023/24 concluded that £0.652m (14%) of the Council's savings proposals for 2023/24 related to efficiencies or to the Council's digital transformation programme and the focus on the Council's 5 capabilities. These will be recurring savings.

74. Savings plans for future years will be developed by the Corporate Management Team based on the Scottish and UK budgets and will be reviewed to take account of any multi-year settlement information subsequently published. Whilst it is recognised that it will become progressively more difficult to identify efficiencies in future, the Council will continue to seek efficiencies through reviews and transformation initiatives wherever possible.

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

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

- Continue implementing our Digital Transformation Strategy, with a focus on customer experience, streamlined end to end systems and processes and greater use of M365 capabilities for productivity
- An increased focus on user engagement in service design and more community empowerment to provide services which put customers at the heart of provision, improving services and potentially lowering costs
- Improving the sharing and management of data across the organisation.

77. Projects are funded through a Digital transformation budget, which will need reviewed year on year as part of the budget process. The funding comes from:

- a regular drawdown from modernisation fund (£1m plus any underspend from previous years);
- recharges to Capital;
- a small number of revenue-funded posts including Programme Management Office;
- drawdown from HRA, IJB and ERCLT reserves as required;
- departmental revenue budget "top slicing", which may be required in future years as Modernisation Fund resources deplete.

78. The modernisation reserve was created in 2014 to fund change projects across the Council. In the early days the fund was topped up annually from underspend at year end. In recent years, there has been little opportunity to top-up so the fund has been declining in value. The Modernisation Fund balance as at 31 March 2023 has reduced and is now only around £3.4m. With future plans to use over £1.5m each year to support transformation staff and ongoing projects, consideration needs to be given to ongoing funding for these activities.

79. A report to Council in March 2023 highlighted the Strategic Impact of the Financial Settlement. It was noted that, "savings had been taken from the budgets which would normally provide the future investment to develop services. Training budgets, community engagement and digital development budgets have all been reduced and in future years if we need to take the draft savings, they will be decimated, putting efficiencies, services and delivery of Best Value duties at risk".

80. A digital transformation team and budget has been established based on the above, with all digital transformation project work being managed and funded through the budget. New projects go through an intake process to determine how best they are delivered – this will include project prioritisation, with the budget and skills dictating how much can be achieved in a given year. Programme Boards are involved in this prioritisation to ensure best use of ‘shared resource’ e.g. ICT, HR and project staff.

81. These 3 programmes represent resource intensive areas of work but, given the right input and commitment, have real opportunity to transform our processes and deliver efficiencies for the future. It will be necessary for us to regularly prioritise this work to ensure a focus on benefit realisation and to rigorously manage the limited resources we must support projects.

CONSULTATION & PARTNERSHIP WORKING

82. The progress and ambitions outlined in this paper relate not only to the Council but also to the wider ‘family’ organisations of the HSCP and the Culture and Leisure Trust. We will continue to work together to progress the key priority areas for digital transformation and to share lessons learned and plan resources.

83. We will continue to work in partnership with the Improvement Service and Scottish Local Government Digital Office to share knowledge and learn from other areas of best practice.

84. User engagement in service design, internal as well as external, is a key principle of our digital transformation journey. We will utilise the Scottish Approach to Service Design wherever possible to put users at the heart of change.

CONCLUSION

85. Today’s report demonstrates the very broad range of areas being progressed as part of the Council’s digital transformation programme.

86. The pace and scale of change across the Council and HSCP remains significant. This is driven by pressures on budgets; statutory and contractual obligations and our own ambitions for digital modernisation and improved user experience. Prioritisation, resource management and good governance will continue to be key to the next stages of our digital transformation journey, with a focus on customer experience, our business systems and processes and capitalising on the use of M365 capabilities to enhance the productivity of our workforce.

87. It is important that consideration is given to the long-term funding of digital transformation as the current reserve is insufficient to deliver needs and aspirations.

RECOMMENDATION

88. It is recommended that Cabinet notes the achievements and future plans across the 3 areas of our Digital Transformation Programme: Customer Experience; Business Systems and Processes and Workforce Productivity.

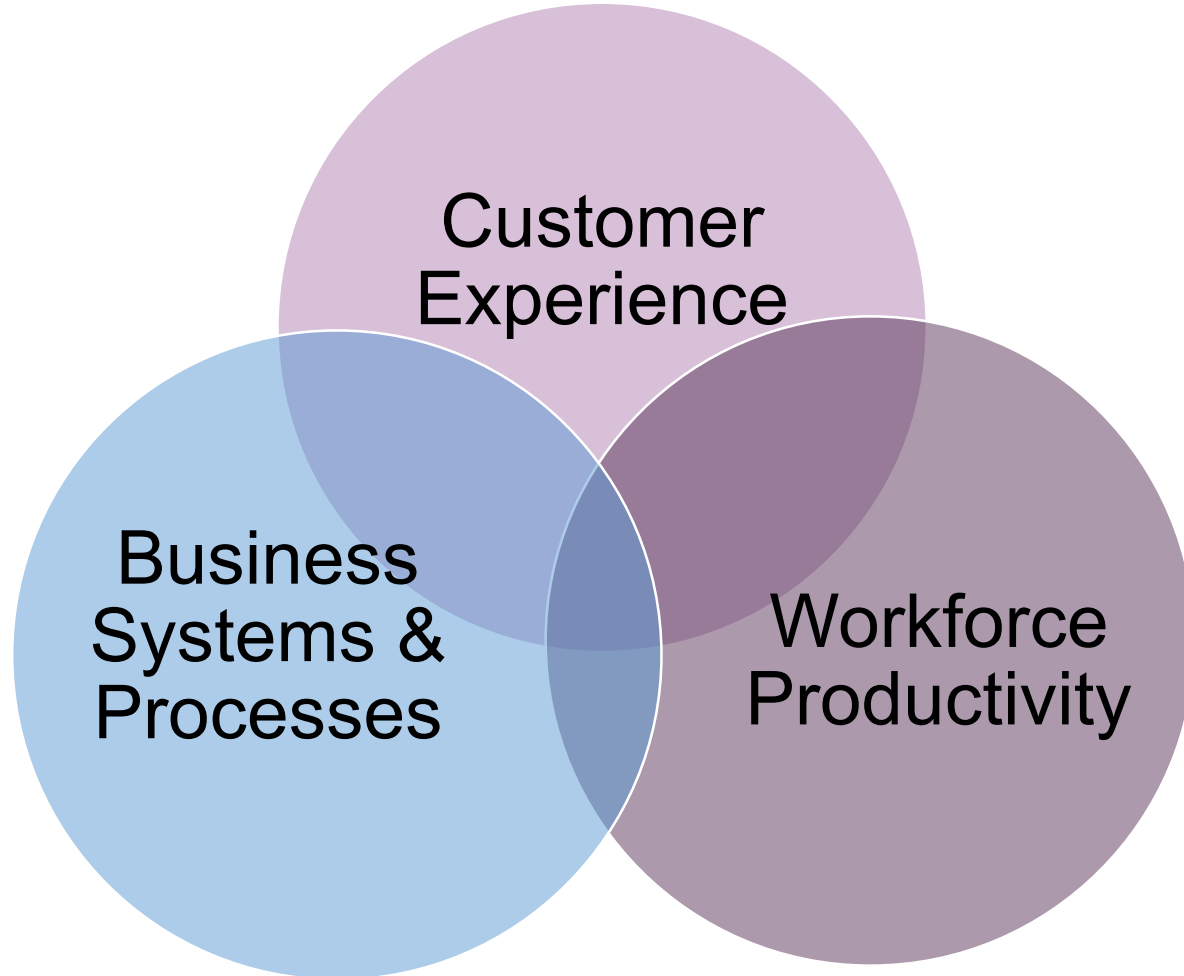
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May 2023

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BACKGROUND PAPERS

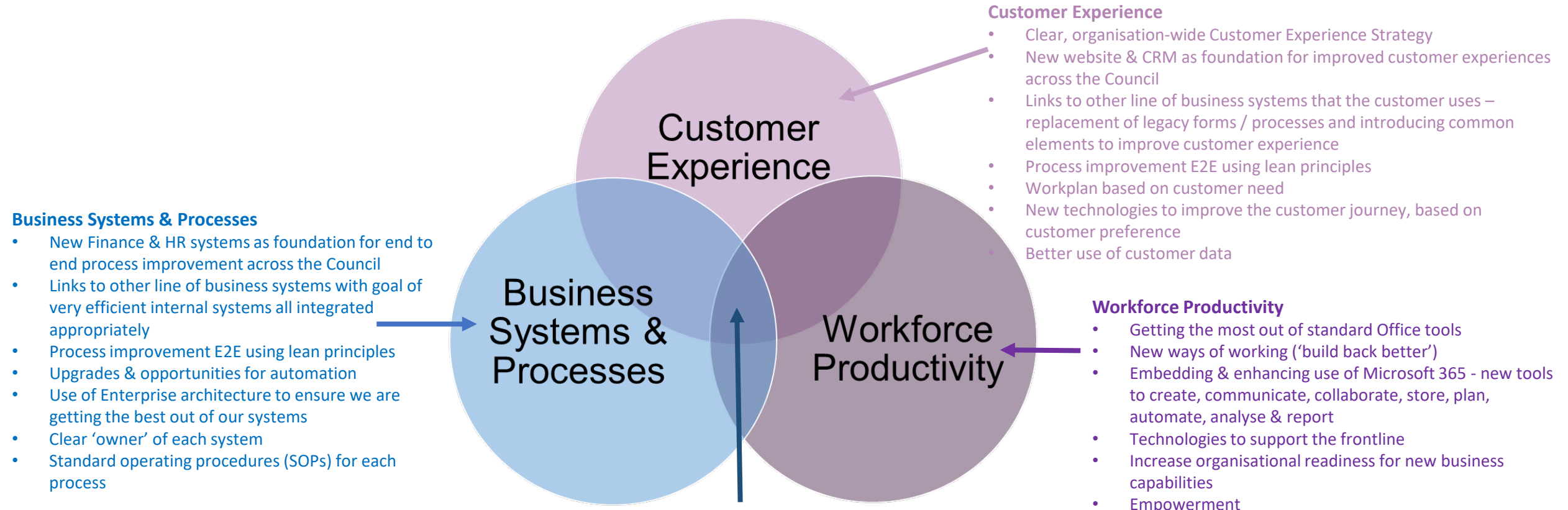
- Local Government in Scotland Overview 2023, Audit Scotland, May 2023
- Financial Planning 2023-2029, Council 1 March 2023
- Strategic Impact of the Financial Settlement, Council, 1 March 2023
- Revenue Estimates 2023/24, Council 1 March 2023
- Update on Digital Transformation, Cabinet 16 June 2022

Our Digital Transformation Strategy 2021-24 is based on moving forward on 3 fronts:



These 3 areas can be further explained:

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All 3 areas are underpinned by common methods, standards and skills

- Focus on benefits realisation, effort vs value
- Use of Scottish Approach to Service Design (SAAtSD)
- Use of national platforms/solutions where possible
- Focus on Agile project methods wherever suitable
- Small number of projects, with backlog prioritised regularly by leaders
- Organisation-wide ICT Strategy and focus on ICT security and stability
- Strategic analysis & insight
- Digital, Data & Technology (DDaT) skills
- Improved project communications & transferable lessons learned