

Business Operations and Partnerships Department

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Date: 25 August 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 **Thursday, 7 September 2023 at 10.00am.**

The agenda of business is as shown below.

Louise Pringle

L PRINGLE

DIRECTOR OF BUSINESS OPERATIONS & PARTNERSHIPS

AGENDA

1. **Report apologies for absence.**
2. **Declarations of Interest.**
3. **Review of Strategic Risk Register and Risk Management Progress – Report by Chief Executive (copy attached, pages 3 - 26).**
4. **Freedom of Information – Council Performance 2022-23 – Report by Chief Executive (copy attached, pages 27 - 36).**
5. **Chief Executive's Office End Year Performance Report 2022-23 – Report by Chief Executive (copy attached, pages 37 - 48).**
6. **Updated Draft of East Renfrewshire's Gaelic Language Plan 2023-2028 – Report by Director of Business Operations and Partnerships (copy attached, pages 49 - 90).**
7. **Business Operations and Partnerships Department End Year Performance Report 2022-23 – Report by Director of Business Operations and Partnerships (copy attached, pages 91 - 110).**
8. **Lettings Policy Review – Report by Director of Environment (copy attached, pages 111 - 146).**

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9. **Proposed Fleet Purchasing Policy for Get to Zero – Report by Director of Environment (copy attached, pages 147 - 154).**
10. **Environment Department End Year Performance Report 2022-23 – Report by Director of Environment (copy attached, pages 155 - 180).**
11. **Decriminalised Parking Enforcement – Proposed Increase in Penalty Charge Notice Charges – Report by Director of Environment (copy attached, pages 181 - 210).**
12. **East Renfrewshire Culture and Leisure End Year Report 2022-23 – Report by Director of Education (copy attached, pages 211 - 230).**

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>

EAST RENFREWSHIRE COUNCILCABINET7th September 2023Report by Chief ExecutiveREVIEW OF THE STRATEGIC RISK REGISTER AND RISK MANAGEMENT PROGRESS**PURPOSE OF REPORT**

1 This report provides the latest annual update of the Council's Strategic Risk Register and a summary of risk management progress. The previous update of the Strategic Risk Register was considered by the Cabinet on 10th November 2022 and recently by the Audit and Scrutiny Committee on 30th March 2023.

RECOMMENDATIONS

2 The Cabinet is asked to consider and note the development of the Council's Strategic Risk Register noting that this is considered a "live" document and will be updated and amended by the Corporate Management Team (CMT) as appropriate.

BACKGROUND

3 The Strategic Risk Register (Appendix 1) sets out the key strategic risks to be considered by East Renfrewshire Council and details the actions that management has put in place to manage these risks. Each service has an operational risk register to record day to day and service specific risks.

4 The previous update of the Council's Strategic Risk Register was considered by the Cabinet on 10th November 2022.

5 Several risks have been amended to include additional control measures and the risks have been rescored for significance. A thorough review of all risks on the register has been undertaken by the CMT. There are now 36 risks of which 11 are evaluated as high and 25 as medium. Where a risk has been evaluated as "low" it will be removed from the Strategic Risk Register and monitored within Departmental or Operational registers if appropriate.

6 The Strategic Risk Register is reviewed and updated frequently as appropriate to reflect the current "live" situation and therefore liable to change. The Strategic Risk Register in Appendix 1 to this report is therefore reported below as dated (22nd August 2023).

7 Where risk numbers are not sequential within the Register this is as a result of a risk having been removed from the Strategic Risk Register.

8 Relevant significant risks which may impact on the achievement of the Council's outcomes relating to the work of the Integrated Joint Board and the Culture and Leisure Trust have been considered as part of this update.

REPORT

9 The following risks remain as high risks:

9.1 Ensuring sufficient catchment places for East Renfrewshire children and young people across all sectors in light of impact of new residential developments – in particular the Local Development Plan. (Risk 2.3 - High)

9.2 Closure of facilities (related to Trust) as a result of unforeseen failure or management practices resulting in loss of attendance, revenue, damage to reputation and increased management fee. (Risk 2.4 - High)

9.3 Risk of failure of a key care provider, including care home, care at home and other care provider due to financial instability, staff recruitment and selection difficulties or significant care concerns. Consequences could include: disruption to service delivery, requirement to implement contingency plans, impact on individuals and families with potential disruption to care arrangements. (Risk 5.2 – High)

9.4 Interruption to service or total inability to provide ICT services, resulting in impact to Council business, due to the loss of the Barrhead Data Centre and/or other critical infrastructure components due to fire, vandalism, equipment malfunction (including environmental controls). (Risk 6.7 - High)

9.5 The Covid-19 Pandemic reduces community activity and diverts staff resources away from being able to identify, plan and deliver Participatory Budgeting (PB) opportunities resulting in the Council failing to meet its goal of 1% of spend being via Participatory Budgeting. (Risk 6.24 – High)

10 The following risk was rescored from high to medium:

10.1 Inability to continue to deliver East Renfrewshire Council's preferred (or at least an acceptable) model of 1,140 hours of free early learning and childcare (ELC) which locally addresses the principles of quality, flexibility, accessibility and affordability. (Risk 1.1-Medium)

10.2 Increase in the number of children and adults with additional support requirements leading to a rise in demand on services. (Risks 2.2 - Medium)

11 The following risk was rescored up from medium to high:

11.1 Reduced central government funding and new grant conditions leading to failure to support the current level of service provision leading to public discontent and negative effect on the Council's reputation and increased pressures to draw down Council reserves on future years' budgets. (Risk 6.1 – High)

11.2 Loss of data or interruption to service due to cyber-attack from internal or external malicious actors, or indiscriminate malicious programmes, deriving from both Council operations and those of its supply chain. (Risk 6.12 – High)

11.3 Our major works capital programmes face unanticipated challenges as a result of external factors, during the lifespan of projects. These challenges have a detrimental impact on the costs and / or timescales relating to their delivery. Examples of the factors that could

lead to pressures include Covid-19, EU Exit, the Ukrainian War and cost and technical solutions associated with achieving “Get to Zero” specifications. (Risk 6.22 – High)

12 The following risks were added to the register:

12.1 Full or partial operational loss or restrictions on the use of school/nursery buildings due to fabric/operational maintenance issues, leading to significant disruption to learning and teaching and a wider impact on children and young people. Inability to meet statutory duties around the provision of education/ELC. Inability to provide safe working/teaching environments in line with health and safety requirements. (Risk 2.13 – High)

12.2 Lack of affordable temporary and permanent accommodation to meet the statutory homeless duties and wider housing need. (Risk 3.9 – High)

12.3 Significant pressures and lack of service capacity impacts on service delivery and quality standards. Impact on service users and carers. (Risk 5.3 – High)

12.4 Significant and prolonged disruption to the Electricity Network impacts on normal service delivery and heightens vulnerabilities within our communities. Prominent risks include National Electricity Transmission System (NETS) Failure or planned Rota Load Disconnection. (Risk 6.27 – Medium)

12.5 Unplanned disconnection of analogue telephone lines as part of Ofcom retirement of analogue telephone networks such as the Public Switched Telephone Network (PSTN) by the end of 2025 could disrupt Council services including communications, asset management and technology operations. (Risk 6.28 – High)

12.6 Due to increased demand for health and social care services and associated capacity challenges, the Integrated Joint Board (IJB) may require to approach the Council to seek additional funding to support service delivery. (Risk 6.29 – Medium)

13 The following risks have been removed from the Strategic Risk Register since this was last considered by the Cabinet in November 2022.

13.1 Ongoing threat of Covid-19 impacts on the Council's ability to provide education to children and young people, either through significant rates of absence or school/class closures in schools across the authority. Higher rates of staff absence due to impact of Covid-19 cases and the need for self-isolation. Ongoing impact of school closures on attainment of young people. (Risk 1.4)

- Removed: Covid-19 is no longer monitored in the same way across Education and is now mainstreamed in to day-to-day absence management.

13.2 Covid-19 pandemic leads to customer anxiety, affects demand, attendances and revenues, impedes full recovery and results in an increased management fee. Combined with a requirement for rescheduling and reprogramming throughout the year affecting venue availability and high rates of staff absence, the national trend of loss of staff to the sector following lockdown and an inability to recruit, all continue to impact the ability to provide high quality services across all venues. (Risk 2.8)

- Removed: Covid-19 no longer has the same impact on day-to-day operations.

13.3 Failure to pay invoices, Covid-19 related payments and specific Educational Benefits Payments, within a specified timeframe (Local Government Benchmarking Framework indicator/Government requirements) or failure to pay said types of payments correctly (either through fraud or error), which could lead to cessation of supplies; risks to delivery of critical services; inappropriate payments; loss of funds to the Council; reputational damage to Council; issues with insurers; detrimental business/personal financial impact and possibly, legal action. (Risk 6.8)

- Removed: This is no longer a strategic risk and will be managed as an operational risk.

14 **The following risk descriptions were amended** to reflect the current position or provide further clarity (additions in bold, removed text with line through and revised risk included below for clarity) on this occasion.

14.1 Reduced central government funding and **new grant conditions** leading to failure to support the current level of service provision leading to public discontent and negative effect on the Council's reputation and increased pressure to draw down council reserves on future years' budgets. (Risk 6.1 – Medium)

14.2 Our major works capital programmes (**including City Deal projects**) face ~~significant pressures~~ unanticipated challenges as a result of external factors ~~raw material costs, supplier costs, supply chain or contractor difficulties as a result of Covid 19, Brexit and the war in Ukraine.~~ **external factors**, during the lifespan of projects. ~~This will~~ **These challenges** have a detrimental impact on the costs and/or timescales related to the delivery of projects. **These challenges have a detrimental impact on the planned capital plan and Gross Value Add of any project. Challenges may be caused by external factors such as inflation.** ~~costs and / or timescales relating to their delivery. Examples of the factors that could lead to pressures include Covid-19, EU Exit, the Ukrainian War and cost and technical solutions associated with achieving "Get to Zero" specifications.~~ (Risk 6.22 – Medium)

- Our major works capital programmes (including City Deal projects) face unanticipated challenges as a result of external factors, during the lifespan of projects. These challenges have a detrimental impact on the planned capital plan and Gross Value Add of any project. Challenges may be caused by external factors such as inflation. (Risk 6.22)

RISK TOLERANCE

15 Map of strategic risks in East Renfrewshire Council

Likelihood	4		6.29	5.2; 6.7; 6.24	
	3		1.3; 2.12	1.1; 2.2; 4.4; 5.1; 6.4; 6.14; 6.22; 6.26; 6.27	2.3; 2.4; 2.13; 3.9; 5.3; 6.1; 6.12; 6.28
	2			1.2; 2.6; 2.9; 3.1; 3.3; 6.3; 6.6; 6.18	3.5; 3.7; 3.8; 4.1; 4.2
	1				
		1	2	3	4
		Impact			

Risk Score	Overall Rating
11 to 16	High – RED
5 to 10	Medium – Orange
1 to 4	Low – Green

Outcome	Low Risk	Medium Risk	High Risk	Total
All children in East Renfrewshire experience stable and secure childhood and succeed	-	3		3
East Renfrewshire residents are healthy and active and have the skills for learning, life and work	-	4	3	7
East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses	-	5	1	6
East Renfrewshire residents are safe and live in supportive communities	-	3	-	3
Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives	-	1	2	3
Our Strategic Outcomes: Customer, Efficiency and People	-	9	5	14
Total Strategic Risks	-	25	11	36

RISK APPETITE

16 The term “risk appetite” describes the attitude towards the amount of risk the Council is prepared to accept in trying to achieve outcomes. The Council’s appetite to risk, as set out in the Risk Management Strategy 2023 – 2025, is illustrated below.

17 Following discussion at the Cabinet on 23rd February 2023 a further report on risk appetite will be considered by the Audit and Scrutiny Committee in September 2023 to consider if this continues to reflect the Council’s appetite for risk and a further report brought back to Cabinet in due course for consideration.

	Unacceptable to take					Higher willingness to take risks				
	1	2	3	4	5	6	7	8	9	10
Reputation										
Compliance										
Financial										
People and culture										
Operational Services										
Major change activities										
Environmental and social responsibility										

RISK PROGRESS

18 The Corporate Management Team continues to discuss and reviewed the Strategic Risk Register on a regular basis and it remains a standing item on the CMT agenda. A number of updates have been made to both the risk control measures currently in place and the proposed risk control measures to ensure the information reflects the most up to date position.

19 A revised Risk Management Strategy 2023 – 2026 was considered by Audit and Scrutiny Committee on 19th January 2023 and approved by Cabinet on 23rd February 2023.

20 A Risk Management Training session was arranged for Elected Members on 9th March 2023. This session was led by a Risk Management Consultant from Zurich and was attended by 8 Elected Members and appeared to be well received and some interesting discussion topics covered. A copy of the slides used during the training was shared with all Elected Members.

21 Following an initial suggestion by Audit Scotland that consideration was given to including any information on areas of interest or which could, at some point in the future, reach a level which would then result in a risk to the Council and, at that point, be included in the Strategic Risk Register. “Horizon scanning” information is included below to provide a high-

level overview of areas which are currently being considered but have not, as yet, resulted in a risk being added to the Strategic Risk Register.

22 Horizon scanning at present broadly includes the following areas which are being kept under review by the Corporate Management Team, Departments and Services as appropriate. Any risks identified will be added to the appropriate service, operational, departmental or Strategic Risk Register in due course.

- National Care Service Bill
- Housing – possible implications of the Housing Bill
- Education Reform Bill and the Review of Qualifications and Assessments
- Asylum Dispersal Scheme
- Public Sector Reform Bill

FINANCE AND EFFICIENCY

23 The review of the Strategic Risk Register forms a fundamental role in ensuring that the Council meets the objectives detailed in Fairer East Ren, the Digital Transformation Programmes and the Outcome Delivery Plan.

CONSULTATION

24 The Corporate Management Team, Heads of Service and all Corporate Risk Representatives were invited to provide updates to the Strategic Risk Register. In addition at this time all operational risk registers were scrutinised and high risks examined to determine if they should be escalated to the Strategic Risk Register. Risks associated with East Renfrewshire Culture and Leisure Trust (ERCLT) and the Integrated Joint Board were also considered by the relevant Departments and escalated to the Council's Strategic Risk Register where appropriate.

CONCLUSION

25 As part of the review of the register 6 new risks was added and 3 risks were removed. There are now 36 risks on the register of which 11 are classified as "high" risk.

26 The Strategic Risk Register is reported every 6 months to the Audit and Scrutiny Committee and annually to the Cabinet.

27 The risks captured in the Strategic Risk Register continue to be monitored and evaluated by the Corporate Management Team on a regular basis. The Appendix to this report therefore contains the most up to date position at the time of this report.

RECOMMENDATIONS

28 The Cabinet is asked to consider and note the development of the Council's Strategic Risk Register noting that this is considered a "live" document and will be updated and amended by the Corporate Management Team (CMT) as appropriate.

REPORT AUTHOR

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22nd August 2023

BACKGROUND PAPERS

Appendix 1 East Renfrewshire Council Strategic Risk Register_V6.2_Updated 22.08.2023

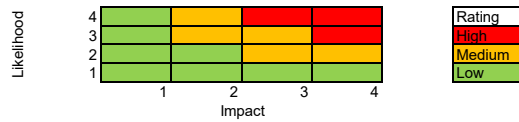
Classification	Official Sensitive
Name	East Renfrewshire Council Strategic Risk Register
Version	V6.2
Date	22/08/2023
Updated by:	Gill Darbyshire, Chief Executive's Business Manager

The risks highlighted within this document are based upon the professional judgement of East Renfrewshire Council Corporate Management Team and officers in East Renfrewshire Council.

The Strategic Risk Register is the property of the Council's Corporate Management Team who will regularly review its contents and scoring.

All risks are currently scored on what is known and based upon information available. Risk scores and controls will be evaluated on an ongoing basis and reflective of developing knowledge.

Risk Scoring is presented based on the risk matrix below



Outcome 1: All children in East Renfrewshire experience a stable and secure childhood and succeed.												
Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (07/03/2023)	1.1	Inability to continue to deliver East Renfrewshire Council's preferred (or at least an acceptable) model of 1,140 hours of free early learning and childcare (ELC) which locally addresses the principles of quality, flexibility, accessibility and affordability.	<p>ERC's anticipated annual revenue funding shortfall from the first full year (2021/22) of implementation of 1140 hours has been well documented since 2018 and officers and elected members have petitioned SG/COSLA. In anticipation officers have sought to maximise the carry forward of specific ELC grant funding released on a phased basis in advance of full implementation. Such actions helped delay the full financial impact of the funding gap up to and including 2022/23.</p> <p>High quality, flexible accessible childcare available within East Renfrewshire Local Authority settings.</p> <p>Continue to monitor provision and regularly review delivery models based on bi-annual consultation, ensuring efficiency in the use of space and resources, whilst offering choice to families to make LA provision attractive.</p> <p>Maintain tight control of revenue spend, including scrutiny of requests to recruit to ensure all recruitment is on a needs (ratio) basis and that staffing levels in ELC settings are operating at maximum efficiency. Maintain flexibility in staffing.</p> <p>Continue to monitor house building across the authority and, where necessary, increase local authority provision.</p> <p>Continue to work in partnership with funded providers to deliver flexibility, accessibility and choice to families.</p> <p>Introduction of Add-on hours and more flexible models of delivery beyond 1140, enabling families to purchase additional hours where capacity allows.</p> <p>Review of models to ensure greater flexibility and full time hours for parents.</p>	3	3	9	<p>Following the end of taper period (25/26), assess the impact on ERC's delivery models and report to elected members as appropriate.</p> <p>Ongoing review of capacity across communities to ensure sufficient places for families to access 1140.</p> <p>Review of staffing models to ensure continued efficiency of delivery.</p> <p>Consult on a bi-annual basis on models of delivery to ensure greater flexibility and choice for parents.</p> <p>Increase capacity in the Barrhead/Neilston community with the introduction of a nursery class at St John's Primary School.</p>	<p>31/05/2025</p> <p>30/06/2024</p> <p>31/12/2023</p> <p>30/09/2024</p> <p>30/04/2024</p>	2	3	6	Director of Education
C (07/03/2023)	1.2	<p>Scottish Government Funding Follows the child guidance in relation to parents accessing Early Learning and Childcare (ELC) in their choice of provider will have a significant financial impact on budget.</p> <p>Review of sustainable rate places increased pressure on the budget.</p>	<p>Rigorous scrutiny process to determine partnership status for East Renfrewshire Council Funded Providers.</p> <p>Setting a fair and sustainable funded rate for 2022/23.</p> <p>Promote the quality and affordability aspects of all ELC settings with parents and carers.</p> <p>Forecasting of the current demand and cost of children accessing non-Local Authority (LA) settings.</p> <p>Continue to implement Funding Follows the Child and the West Partnership Cross Boundary Protocol, allowing parents maximum choice.</p> <p>Revised ELC admissions policy reflecting the enhanced 1140 provision and the allocation of places.</p> <p>Operation of application window to ensure allocation to nurseries can be undertaken to provide financial oversight. Funding request window notified to all funded providers.</p> <p>Review of application process to ensure LA and Funded Provider applications run in parallel, reducing 'double offers' made to families.</p> <p>Continued provision of add-on and introduction of more full time places to increase the flexibility available within LA settings.</p> <p>Review of models of delivery in LA settings through the ELC Consultation exercise to provide greater choice and flexibility.</p>	2	3	6	<p>Ongoing consultation with funded providers to agree criteria for setting sustainable rate in future years, including evidence from the Scottish Government where available.</p> <p>Implement the reviewed sustainable rate for session 2023/24, to ensure ongoing sustainability for both funded providers and the authority.</p> <p>Review of models of provision to ensure ongoing attractiveness of local authority provision.</p>	<p>31/12/2023</p> <p>31/08/2023</p> <p>30/06/2024</p>	1	3	3	Director of Education

<p>C (07/03/2023)</p>	<p>1.3</p>	<p>An increase in the number of parents and carers seeking to defer their child's entry to primary school in line with the Scottish Government's 2023 policy implementation leads to insufficient places or reduced flexibility being available and increased costs to ensure provision can be made.</p>	<p>Implementation of the Early Learning & Childcare (ELC) Admission Policy</p> <p>ELC settings to continue to engage with parents, outlining the progress and achievements of children.</p> <p>Playful pedagogy approach in Early Years of Primary School including high quality remote provision during times of restrictions.</p> <p>Departmental officer sitting on national Scottish Government working group.</p> <p>Introduction of new admissions process to ensure early oversight of deferral numbers for 2023/24. Deferral mapping system in place to support service planning.</p> <p>Capital investment across the ELC estate to ensure sufficient places to deliver statutory commitment as part of exercise in capacity mapping across ELC communities.</p> <p>West Partnership working group looking at the impact of deferral on pedagogical practice.</p>	<p>3</p>	<p>2</p>	<p>6</p>	<p>Ongoing review of capacity and provision across communities to ensure sufficient places for families to access additional year of funded ELC.</p>	<p>30/06/2024</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p>Director of Education</p>
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Outcome 2: East Renfrewshire residents are healthy and active and have the skills for learning, life and work.

Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner	
S (11/08/2022)	2.2	Increase in the number of children and adults with additional support requirements leading to a rise in demand which impacts on our ability to provide services.	<p>Advanced Practitioner post to improve practice across adult and children services in preparing young people with additional support needs for adulthood.</p> <p>Analysis of demographic changes and increased financial forecasting.</p> <p>Education Resource Group manage specialist resources and admission to specialist provision.</p> <p>Resource Allocation Group (RAG) strengthened membership to include educational psychologist and occupational therapist.</p> <p>New transitions strategy implemented and full team recruited</p> <p>Supporting People Framework (eligibility criteria) developed and approved by IJB 29.03.2023</p>	3	3	9	Implementation of the Supporting People Framework action plan which takes account of the various work required with all stakeholders, and monitors operational delivery risk	30/09/2023	3	2	6	Chief Officer HSCP	
C (13/03/2023)	2.3	Ensuring sufficient catchment places for East Renfrewshire children and young people across all sectors in light of inward migration including the impact of new residential developments- in particular the Local Development Plan.	<p>Regular review of available and demand for school places.</p> <p>Implementation of school admission and placing request arrangements and policies.</p> <p>Current capital plan reflects new build and extended educational estate, supplemented as appropriate by developer contributions, according to timescales and extent of provision noted in LDP (1), approved June 2015.</p> <p>On an ongoing basis, Education and Environment Depts continue to review the release of housing via the Housing Land Audit aligned with the pupil product ratios associated with new build homes in East Renfrewshire, to determine projected educational establishment rolls and the consequential infrastructure requirements to meet demand.</p> <p>Pupil Product Ratios (PPRs) for ELC, primary, secondary and ASN (Additional Support Needs) sectors are regularly refreshed and analysed to take into consideration changing trends of inward migration.</p> <p>Council approved in June 2019 that the Proposed LDP2 be consulted upon in Autumn 2019, adopting a strategy of consolidation and regeneration with no further new housing sites released, with a factor for this being the demand for school places from any new developments, in addition to the demands from LDP1. The proposed LDP2 was challenged and subsequently was further examined by the Reporter with the Council responding to all challenges; the proposed LDP2 was adopted following the review in March 2022.</p> <p>The Council will continue to review school roll projections annually and Pupil Product Ratios (PPRs) at least every 2 years.</p>	3	4	12	<p>Council's Capital Investment Strategy and the associated future 10-year Capital Plan updated to reflect education estate requirements for all school sectors taking account of operational requirements/timescales.</p> <p>As appropriate education statutory consultation to be undertaken in advance and within required timeframes.</p> <p>Education and Environment to collaborate closely about any potential further residential development as LDP3 progresses to ensure sufficiency of places across the education estate and that any new provision is included in future Capital Investment Strategies.</p>	28/02/2024	In line with relevant timescales In line with relevant timescales	2	4	8	Director of Education
S (30/08/2019)	2.4	Closure of facilities (related to Trust) as a result of unforeseen failure or management practices resulting in loss of attendance, revenue, damage to reputation and increased management fee.	<p>Current capital plan reflects major new replacement for Eastwood Leisure Centre and provision for repair and maintenance of Culture & Leisure facilities to improve the customer environment. In addition the capital plan includes the intent to renew sports and library facilities for the village of Neilston as part of campus approach to replace outdated local educational provision.</p> <p>Quarterly meetings take place between the Trust and Property and Technical Services to monitor performance.</p> <p>Business Continuity Plans in place for services.</p> <p>Service Level Agreement (SLA) in place between ERC & ERCL.</p> <p>Responded to the Main Issues Report and contributed to the new Local Development Plan (LDP) (2) highlighting any impact in terms of the culture and leisure estate.</p> <p>Additional capital maintenance budget agreed for Trust properties in February 2019.</p>	3	4	12	<p>Capital Plan reviewed annually and updated to reflect operational requirements of facilities operated by the Trust. This will be ongoing.</p> <p>Progress new culture and leisure projects, reviewed regularly and updated to reflect requirements of facilities.</p> <p>ERCL to take advantage of any opportunities offered by development of Local Development Plan (LDP) 3 taking account of due process such as planning and consultation in partnership with East Renfrewshire Council and in line with relevant timescales.</p>	28/02/2024	In line with timescales set out in Capital Plan In line with timescales set out in Capital Plan.	3	3	9	Director of Education/Head of Accountancy

<p>C (13/03/2023)</p>	<p>2.6</p>	<p>An increase in the number of children and young people disengaging with learning as a consequence of legacy Covid-19 impacts and subsequently requiring specialist support.</p>	<p>Curricular focus on health and wellbeing to negate impact of Covid-19 Scottish Attainment Challenge funding to support wider efforts. Focus on supporting children and young people in to school and the promotion of in school learning. Effective multi-agency planning around the child. HealthIER Minds Service to support pupils and staff. Education Resource Group Inter-agency recovery group A review of specialist supports and services across the Education Department. Emotionally Based School Absence Support package developed including guidance, CLPL and specialist support.</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Implementation of the findings of the ASN review. Wider campaign around the promotion of pupil attendance.</p>	<p>30/06/2024 30/06/2024</p>	<p>2</p>	<p>1</p>	<p>2</p>	<p>Director of Education</p>
<p>S (24/08/2021)</p>	<p>2.9</p>	<p>Inability to recruit appropriately skilled teacher workforce at all levels, leading to a reduction in service levels and an inability to provide adequate teaching across schools. Inability to recruit head teachers and other senior leaders, leading to an inability to provide education leadership. Lack of appropriately qualified CDOs results in decrease in quality across ELC provision.</p>	<p>Workforce planning strategy approved with improved recruitment and selection procedures. Ongoing work with university partners to ensure upskilling of new teacher workforce at all levels. Succession planning toolkit for managers. Training and support for aspiring leaders to provide a continuum from middle leadership through to HT.</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Review of the CLPL offer to ensure appropriate high quality provision. New leadership strategy embedded across the Education Department.</p>	<p>30/06/2024 31/12/2023</p>	<p>1</p>	<p>2</p>	<p>2</p>	<p>Director of Education</p>
<p>C (13/03/2023)</p>	<p>2.1 2</p>	<p>The handback of PFI/PPP schools from the current management to the Council results in a decline in service due to an inability to successfully manage the transition and ongoing operation of the buildings. Buildings handed back to the Council as per the PFI/PPP agreements are not in an appropriate condition, resulting in additional maintenance costs for the Council.</p>	<p>PPP/PFI handback management group established, comprising of Belrock SPV and appropriate officers from the Council to direct and monitor actions of operational sub groups: staffing; building condition and maintenance; equipment; legal; and finance. Membership of local government officers group Establishment of oversight group and subgroups to plan effective transition to ensure ongoing services, building condition suitability and financial/legal issues are concluded.</p>	<p>3</p>	<p>2</p>	<p>6</p>	<p>Membership of oversight group to include representative from SFT.</p>	<p>31/12/2023</p>	<p>1</p>	<p>2</p>	<p>2</p>	<p>Director of Education</p>
<p>N (07/03/2023)</p>	<p>2.1 3</p>	<p>Full or partial operational loss or restrictions on the use of school/nursery buildings due to fabric/operational maintenance issues, leading to significant disruption to learning and teaching and a wider impact on children and young people. Inability to meet statutory duties around the provision of education/ELC. Inability to provide safe working/teaching environments in line with health and safety requirements.</p>	<p>Maintenance planning arrangements in place, with appropriate oversight of any essential repairs. Continued funding of repairs budget to ensure continued investment in school/nursery facilities. Emergency heating arrangements in place within school/nursery Business Continuity Plans (BCPs), including remote monitoring of temperatures to ensure ongoing Health and Safety compliance Availability of remote learning for short periods of disruption. Introduction of protocol for new fire response procedures and updated Fire Risk Assessments of buildings. Careful selection from framework of agreed contractors who will ensure appropriate preventative expectations are met on ERC sites Updated BCP template for all schools and nurseries - reflecting black start procedures.</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Supported CPA for boiler and roof renewal programme.</p>	<p>31/08/2023</p>	<p>2</p>	<p>4</p>	<p>8</p>	<p>Director of Education</p>

Outcome 3: East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses.

Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (11/07/2023)	3.1	Glasgow and City Region City Deal infrastructure projects (including those projects outwith East Renfrewshire) do not proceed on schedule and/or do not produce the anticipated economic benefits resulting in a gap in funding provided by the UK and Scottish Government.	<p>City Deal projects are delivered within the governance, procedures & project management requirements set out in the City Deal Assurance Framework. Regular reporting on City Deal projects is provided for Governance meetings that are held every 2 months. Additionally, there are frequent project & team meetings, with issues raised with the Programme Management Office (PMO).</p> <p>There are rigorous checks of all business cases - initially through checks by the Governance Board, prior to going to the PMO. There is a further check by the PMO prior to expenditure approval and project implementation.</p> <p>Reproofing projects in terms of scope, timescales and cost to ensure the projects remain value for money, can be achieved within current budgets and still provide the required GVA with the Finance Business Partner.</p> <p>The Regeneration and Infrastructure Group within the Environment Department is chaired by the Director of Environment and meets monthly, enabling monitoring of progress and issues relating to City Deal Projects.</p> <p>All existing & new employees receive regular training to ensure their project management knowledge is up to date. This includes all City Deal project managers being trained in NEC3 contracts and financial standing orders.</p> <p>Progress of the ERC City Deal programme is reported to</p>	2	3	6			2	3	6	Director of Environment

C (10/07/2023)	3.3	Potential breaches of UK Subsidy Control compliance leads to lengthy investigations, suspension of works leading to costly delays and financial penalties. This risk is complicated by the newly introduced UK Subsidy Control (previously State Aid) regime; with updated guidance and procedures.	<p>Close monitoring of capital expenditure/income against budget throughout year.</p> <p>UK Subsidy Control references are made within appropriate Cabinet/Council reports, where relevant.</p> <p>A member of the Environment Department attends 2 meetings per year at the Scottish Government UK Subsidy Control Local Authority Network, to keep up to date with any changes to Subsidy Control compliance.</p> <p>There is an explicit inclusion of Subsidy Control in East Renfrewshire Council's Financial Regulations and/or Standing Orders. further information including examples of what constitutes State Aid is provided in the relevant links on the intranet (Home/Chief Executive's Office/Subsidy Control)</p> <p>UK Government guidance has been published and is being updated. UK Government Guidance is available at: https://www.gov.uk/government/publications/complying-with-the-uks-international-obligations-on-subsidy-control-guidance-for-public-authorities</p> <p>An annual Subsidy Control return is provided to the Scottish Government each June.</p>	2	3	6	<p>Economic Development have put a request to the Scottish Government for further training to staff, in light of the UK Subsidy Control regime coming into force in 2023. Date pushed back, as confirmation of timing has still to be provided by Scottish Government for training.</p> <p>The above training will be offered to all relevant staff. As above re date being pushed back.</p>	<p>Date to be confirmed</p> <p>Date to be confirmed</p>	2	2	4	Director of Environment
S (28/01/2021)	3.5	There is a risk of an internal structural collapse at Braidbar Quarry which could result in the ground surface opening up possibly leading to fatalities if restrictions on access are not maintained. Several residential properties are blighted by this site.	<p>Full fencing of the site completed November 2019. Warning signs erected around the perimeter. Regular inspections are undertaken, with fencing repaired when the Council is notified of breaches. The Council documents its repair regime.</p> <p>Digitised record inspection records are retained and regularly updated.</p> <p>No mitigation factors are presently in place for an internal structural collapse other than protection of the public through restricted access.</p>	2	4	8	<p>Remediation of the affected land is the only measure which will completely remove this risk. Achieving this however would be a multi-million pound exercise and would require significant collaboration with land remediation specialists.</p>	<p>Long Term Project</p>	2	2	4	Director of Environment
C (25/07/2023)	3.7	Impact of severe weather (caused by climate change) disrupting the functioning of the Council and its ability to deliver services.	<p>Business Impact Assessments and Business Continuity Plans consider implications of sudden and severe weather events.</p> <p>The Council participates in Climate Ready Clyde (CRC) project to evidence the impacts of climate change on the area and its assets and develop a climate change risk and opportunity assessment, adaptation strategy and action plan.</p> <p>Continue to construct and maintain all buildings and infrastructure to the best possible standard to reduce likelihood of structural failure.</p> <p>Participate in Clyde And Loch Lomond Flood Risk Management Group (CALL)</p>	2	4	8	<p>Develop and implement the Get to Zero Action Plan. Date amended to reflect Cabinet consideration of plan is likely to take place in November 2023.</p> <p>The Get to Zero Action Plan will include an action to complete a Climate Adaptation Risk Assessment, which should be noted. This will help identify areas or assets that are at most risk, and make recommendations for further action.</p> <p>Work with Climate Ready Clyde and regional partners to implement the Regional Adaptation Strategy and Action Plan.</p>	<p>31/03/2024</p> <p>Timescale tbc - Get To Zero Plan to go to Cabinet in November 2023.</p> <p>Ongoing Consideration</p>	2	3	6	Director of Environment
C (03/03/2023)	3.8	Lack of Government funding to address climate change leads to East Renfrewshire Council being unable to achieve targets at the same time as maintaining core services with resulting public criticism/reputational damage.	<p>Regular petitioning of Scottish Government via COSLA takes place for adequate funding.</p> <p>The Council works closely with regional partners to ensure sharing of best practice.</p>	2	4	8	<p>Complete the Get to Zero Action Plan to assess the potential costs and timeline for action.</p> <p>Consider how climate change is being assessed in corporate decision making processes, such as Capital and Revenue investment strategies.</p>	<p>30/11/2023</p> <p>Long Term Project</p>	2	4	8	Director of Environment
C (11/07/2023)	3.9	Lack of affordable temporary and permanent accommodation to meet the statutory homeless duties and wider housing need.	<p>Review of housing need and demand information used to inform housing supply targets.</p> <p>Affordable housing policy embedded in planning process.</p> <p>Allocation quotas for homeless households.</p> <p>Section 5 agreements with local housing associations.</p> <p>Increased supply of temporary accommodation across council, housing association and private sector properties.</p>	3	4	12	<p>Internal review of internal housing policies and procedures to move towards a greater prevention.</p> <p>A review with all partners to ensure a corporate review of homelessness.</p> <p>A review of homeless pathways from presentation, to temporary to permanent accommodation to ensure they are fit for purpose.</p> <p>An ongoing review of the HRA business plan to maximise new supply if possible.</p>	<p>31/12/2023</p> <p>31/12/2023</p> <p>31/12/2023</p> <p>31/12/2023</p>	2	4	8	Director of Environment

Outcome 4: East Renfrewshire residents are safe and live in supportive communities												
Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for Completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (11/08/2023)	4.1	Inconsistent assessment and application of the public protection agenda (Child Protection, Adult protection and Multi-Agency Public Protection Arrangements- MAPPA) may result in risk of children or vulnerable adults being harmed and lead to non-compliance with legislative standards.	The operation of Child Protection Committee (CPC), Adult Protection Committee (APC) and MAPPA meetings deal with strategic and practice issues. "Safe Together" model implemented in HSCP and rolled out across Council. Regular reporting to COPP in place for adult, children and high risk offenders.	2	4	8	Review programme of quality assurance and training Implement any recommendations from the Joint Inspection of Adults at Risk of Harm (Report due 27.6.23)	31/12/2023 30/09/2023	1	4	4	Chief Officer HSCP
S (20/12/2021)	4.2	Acts of harassment, violence or intimidation, directed at particular religious or minority groups, impact on individuals and communities, resulting in harm and reduced confidence in being able to live safely and without fear within East Renfrewshire.	Local authorities have a duty under the Counter Terrorism and Security Act (2015) to have "due regard to the need to prevent people from being drawn into terrorism". The Council participates in multi-agency "Prevent" and "CONTEST" working groups, alongside other local authorities, Police Scotland and the Scottish Government, and has designated the Head of Digital and Community Safety as the Single Point of Contact (SPOC) for Prevent. The Council CRMT and the Civil Contingencies Service (CCS) ensure that appropriate business continuity and civil contingencies procedures are developed and maintained, to co-ordinate an effective response in the event of an incident impacting people, infrastructure or services. Where an individual has been identified as being at risk of being drawn into terrorism, there are well-established procedures for multi-agency case conferences (chaired by the Head of Adult Support and Protection) using the Prevent Multi Agency Panel (PMAP) referral process, with appropriate information sharing between the Council and Police to deliver targeted intervention activities. The establishment of a cross-departmental working group to develop actions to raise awareness amongst Council and Trust staff of the Prevent duty and identifying signs and risk factors of potential radicalisation.	2	4	8	Deliver work plan agreed by Prevent operational group to ensure education and awareness is received by the relevant staff groups. Target changed to reflect recent addition of Prevent Assurance Self-Assessment from Scottish Government Safeguarding & Vulnerability Team which will allow finalisation of work plan.	30/09/2023	1	4	4	Director of Business Operations & Partnerships
S (28/03/2022)	4.4	Scottish Child Abuse Inquiry - Children accommodated by East Renfrewshire Council and legacy areas from 1930 may have been the victims of historical abuse whilst in foster care. Capacity to meet potential increase in demand in relation to access to records and potential claims against the Council as Inquiry work progresses	Adult Protection Committee and Child Protection Committee have been sighted on these issues. Final s21 submission made to the Inquiry in July 2020 in relation to the foster care case study. The Inquiry requested further information which was submitted in Jan-22. The Inquiry will begin to take evidence from Jun-22 onwards – it is unclear at this point whether ER will be cited to appear before the inquiry Key learning from S21 work shared with managers Identified leads in HSCP working alongside legal services to manage the progress of any allegations/claims made.	3	3	9			3	3	9	Chief Officer HSCP

Outcome 5: Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives												
Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (11/08/2023)	5.1	Increase in older people, particularly very old, due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity.	<p>Outcome Delivery Plan (ODP) and HSCP strategic plans build on foundation of wider council prevention and early intervention strategy for older people.</p> <p>Unscheduled Care Delivery Plan approved by IJB in March-22.</p> <p>Annual budget setting takes account of demographic pressures, however any increase in demand need to be funded within existing resources.</p> <p>New front door model manages level of demand launched Summer 22 making significant positive impact on waiting list for assessment</p> <p>Talking Points diverting people to community resources and building own assets.</p> <p>Project to support Care at Home redesign now live Supporting people framework implemented April 23 Monitoring includes analysis of waiting lists, admissions and incidents.</p>	3	3	9	Implementation of the Supporting People Framework action plan which takes account of the various work required with all stakeholders, and monitors operational delivery risk	30/09/2023	3	2	6	Chief Officer HSCP
S (11/08/2023)	5.2	<p>Risk of failure of a key care provider, including care home, care at home and other care providers due to financial instability, staff recruitment and selection difficulties or significant care concerns.</p> <p>Consequences could include:</p> <ul style="list-style-type: none"> - disruption to service delivery - requirement to implement contingency plans - impact on individuals and families with potential disruption to care arrangements 	<p>We work with the Care Inspectorate to ensure robust action plans for improvement are in place.</p> <p>We work with providers at risk to agree phased and managed approach to closure if required. Escalation process in place.</p> <p>Work with Scottish Government, Scotland Excel and CoSLA on care home market.</p> <p>Scotland Excel framework provides larger provider base to mitigate risk.</p> <p>Care Home assurance group established May 2020 (meets twice weekly).</p> <p>Care homes reporting key information which is reviewed by the care home assurance group to allow management of risk and support.</p> <p>Two community hubs established to provide range of support to care homes within Greater Glasgow and Clyde e.g. nursing, infection control support.</p>	4	3	12	<p>Reshape strategic commissioning plan based on outcome of the work exploring models of service delivery. Annual progress will inform our longer term approach.</p> <p>Increased monitoring by Commissioning and Contracts service (reviewed June 2023)</p> <p>Review outcome of Care Inspectorate improvement notice and tailor HSCP support accordingly (Establishment E)</p>	30/09/2023 30/09/2023	3	3	9	Chief Officer HSCP
C (15/03/2022)	5.3	Significant pressures and lack of service capacity impacts on service delivery and quality standards. Impact on service users and carers.	<p>Increased resource to support robust absence management due to significant absence.</p> <p>Single base operating for Care at Home</p> <p>Embedded full time Pharmacy resource within the service (Jul-20).</p> <p>Ongoing quality assurance and monitoring activity in place.</p> <p>Frontline recruitment progressing</p> <p>Increased OT resource to maximise outcomes and reduce supports required</p> <p>Project to support Care at Home redesign went live in December 2022</p> <p>New scheduling system, - Total Mobile now in place</p>	3	4	12	<p>Proposed service model to be presented to DMT for approval</p> <p>Conclude work to realign staff work patterns in order to maximise resource</p> <p>Full implementation of Total Mobile (with progress report to DMT)</p>	31/05/2023 31/05/2023 31/06/2023	2	3	6	Chief Officer HSCP

Our Strategic Outcomes: Customer, Efficiency and People												
Risk Status S/C/N (Same, Changed, New)	Risk Number	Risk (Threat / Opportunity to achievement of business objectives)	Risk Control Measures (Mitigations) current in place	Likelihood (Probability)	Impact (Severity)	Risk Score	Proposed Risk Control Measures (Mitigations)	Date for completion	Re-scored Likelihood (Probability)	Re-scored Impact (Severity)	Re-scored Risk Score	Risk Owner
C (21/03/2023)	6.1	Reduced central government funding and new grant conditions leading to failure to support the current level of service provision leading to public discontent and negative effect on the Council's reputation and increased pressure to draw down council reserves on future years' budgets.	<p>Budget Strategy Group</p> <p>Corporate Ownership</p> <p>Treasury Management Strategy</p> <p>Ongoing monitoring of Council reserves</p> <p>3 Year budget arrangements</p> <p>Change to financial planning timetable to allow earlier budget deliberations and a realignment of budget with council outcomes.</p> <p>Close monitoring of expenditure/income against budget throughout the year and close monitoring of teacher/PSAs numbers given specific grant conditions.</p> <p>Prioritisation of Digital Transformation Programme and continual review of projects to ensure effective progress and business cases.</p> <p>Budget aligns with conditions set out in Scottish Government settlement letter.</p> <p>Updated settlement figures received from Scottish Government.</p> <p>Long term budget and scenario planning. Outline Financial Plan, reserves and Council Tax level reviewed annually by Council.</p> <p>Education resources reviewed in context of school empowerment and carry forward limit agreed.</p> <p>Bid for newly qualified teachers maximised by Education Department to contribute to meeting grant conditions around teacher numbers.</p>	3	4	12	<p>Review reserves and consider options for future years' utilisation/reclassification to assist with meeting budget pressures if required.</p> <p>Reintroduction of 3 year national settlements from 2024/25.</p> <p>Avoid all non-essential spend if required.</p> <p>Continue to utilise new Service Concession flexibility.</p> <p>Consider any additional fiscal flexibilities offered by Scottish Government.</p>	31/10/2023 31/12/2023 31/03/2024 31/12/2023 31/12/2023	3	3	9	Head of Accountancy
C (21/03/2023)	6.3	Lack of appropriately skilled workforce due to the combination of loss of experience from redundancy / retirement, difficulties recruiting due to temporary contracts and shortage of skills in market place leads to a reduction in service levels damaging council reputation.	<p>Leadership Competencies (which are linked to Quality Conversation) and the Leaders of the Future Development Programme.</p> <p>Review of organisational and financial business case when considering redundancies/ early retirements.</p> <p>Succession planning toolkit available for managers.</p> <p>Actively support CoSLA working groups to benchmark best practices in workforce planning.</p> <p>Digital Transformation Programme launched with key programmes on Customer Experience; Business Systems & Processes and Workforce Productivity, supported by Organisational Development (OD) and a shared resourcing model including updated staffing structures.</p> <p>Strategic programme reporting for transformation programmes and investment reporting in place.</p> <p>Digital champions in place to support O365 training.</p> <p>CMT considered a review of the workforce plan in June 2022.</p> <p>Workforce planning strategy in place with active working group with senior management representation and departmental action plans which demonstrate alignment with the financial plan.</p>	2	3	6	<p>Implement the actions from the Workforce Action Plan.</p>	30/06/2024	2	2	4	Director of Business Operations & Partnerships

<p>C (22/03/2023)</p>	<p>6.4</p>	<p>Our ambitious change programme may be affected by prioritisation of resource due to budgets and service reductions. This may have an adverse impact on the pace and scale of change and our ability to deliver change, digital transformation and enable future efficiencies. This may lead to slower delivery of benefits and affect the development of our core ICT systems</p>	<p>Modern Ambitious Programme in place since 2015. New Digital Transformation programme approved as part of Digital Strategy in June 2021, with launch 1 April 2022. Key programmes on Customer Experience; Business Systems & Processes; and Workforce Productivity. New governance in place to oversee progress, capacity, performance and delivery of benefits.</p> <p>Shared resources for digital transformation in plan via mix of revenue and Capital funding and use of Modernisation Fund to ensure projects are adequately resourced, including use of additional employees on temporary contracts where required.</p> <p>Skills development in support of change includes accredited Project Management Courses, agile courses, management training, training to assist with service redesign and new courses on user research, Service Design, following the Scottish Approach to Service Design</p> <p>Capital Bids required to demonstrate alignment to 5 capabilities and key outcomes.</p> <p>Consideration of flexible external assistance and skills when change projects require.</p> <p>Greater use of "agile" project methodology to chunk projects into smaller, more manageable iterations, with lower risk. Agile training delivered to Leadership cohort in March 2022.</p> <p>Review of Council's Values with Organisational Development (OD) Board to support delivery of change.</p> <p>Work built on digital transformation project prioritisation, working and revised programme governance to ensure a joint strategic approach to decisions on projects that focuses on securing savings and delivering efficiency benefits, based on organisational skills and capacity.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Programme Boards to review projects and relative project prioritisation with a focus on delivery and benefits realisation</p>	<p>31/03/2024</p>	<p>2</p>	<p>3</p>	<p>6</p> <p>Director of Business Operations & Partnerships</p>
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<p>C (20/03/2023)</p>	<p>6.6</p>	<p>Failure to effectively manage the Council's information assets may lead to a risk of inadequate data handling, not adequately preventing loss of data and unlawful sharing of data may result in non-compliance with legislation, in particular Data Protection Act 2018 (including GDPR) , Freedom of Information Scotland Act (2002) and Records Management Public Services Act 2011</p> <p>Failure to incorporate information governance elements through a privacy by design approach into procurement, project management, process and technologies</p> <p>Inability to recognise the value of our information assets may result in lost opportunities to use data to inform decision making, transform services, support increased performance, enhance customer service and promote transparency and information quality assurance</p>	<p>Review of processes and procedures to ensure compliance with the General Data Protection Regulations and the Data Protection Act 2018 completed.</p> <p>Records Management Plan updated in line with Audit review and through ongoing revision.</p> <p>Retention schedule under ongoing review and revision.</p> <p>Review of policies and procedures is now complete and work is ongoing to ensure that policy and guidance is update to date and reflective of good practice.</p> <p>Guidance has been created and published in respect of Redaction to reduce the risk that personal data is inadvertently published.</p> <p>Data Protection Policy has been has been revised to reflect the role of a dedicated Data Protection Officer (DPO).</p> <p>Service Privacy Notice Template updated and exercise in place to ensure that these are regularly reviewed.</p> <p>Annual Data Protection reporting mechanism to CMT established alongside engagement with Departmental Management/Leadership Teams.</p> <p>DPIA training course has been developed and delivered to nominated employee across the Council and are scheduled on the corporate training calendar on an annual basis.</p> <p>Breach reporting procedures have been created, published and are kept under review.</p> <p>Revised guidance for Subject Access Requests (SAR) and a new process are in place and meet all Code of Practice requirements.</p> <p>Self-assessment update on the Council's Records Management Plan was submitted to The Keeper of the Records of Scotland and was fully approved.</p> <p>Document sharing defaults have been set to named people to help ensure that only appropriate individuals have access to sensitive information.</p> <p>A cross departmental group responsible for coordinating implementing information governance duties and policies has been established to embed a positive information governance culture through targeted activities, technical controls, training and communications that supports a pragmatic and risk based approach to ensuring the confidentiality, integrity and availability of information assets whilst focusing on citizen and employee safety, business transparency, and legislative compliance.</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Roll out additional technical controls, as appropriate, to enhance the security and management of sensitive data, including: sensitivity classification/encryption, sharing and data access controls, linking data access to Active Directory.</p> <p>Assessment of requirements for storage of hard-copy records to be considered.</p>	<p>30/09/2023</p> <p>31/12/2023</p>	<p>1</p>	<p>3</p>	<p>3</p> <p>Director of Business Operations & Partnerships</p> <p>Chief Executive</p>
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<p>C (02/08/2023)</p>	<p>6.7</p>	<p>Interruption to service or total inability to provide ICT services, resulting in impact to Council business, due to the loss of the Barrhead Data Centre and/or other critical infrastructure components due to fire, vandalism, equipment malfunction (including environmental controls).</p>	<p>Robust data back-up and protection schedule for data is in place. Perform complete review of all current back-up arrangements to optimise resilience.</p> <p>Ensure that the Council reviews Business Continuity Plans at least annually.</p> <p>Equipment is regularly maintained and replaced as required.</p> <p>Ensure supplier(s) contracts support recovery activities.</p> <p>Undertake independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability</p> <p>Improve monitoring and alerting of hardware and environmental systems to provide a proactive response.</p> <p>Co-located Data Centre secured to increase resilience and provide necessary service continuity.</p> <p>Information Security training is mandatory to raise employee awareness of cyber threats and handling information securely. Policy and communications now in place.</p> <p>Critical Impact Assessments across all ICT delivered services to define priority for availability/recovery completed.</p>	<p>4</p>	<p>3</p>	<p>12</p>	<p>30/04/2024</p> <p>01/06/2024</p>	<p>2</p>	<p>2</p>	<p>4</p>	<p>Director of Business Operations & Partnerships</p>
<p>C (01/08/2023)</p>	<p>6.12</p>	<p>Loss of data or interruption to service due to cyber attack from internal or external malicious actors, or indiscriminate malicious programmes, deriving from both Council operations and those of its supply chain.</p>	<p>ISO27001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats.</p> <p>The CMT agreed that Information Security training should be mandatory and undertaken annually to raise employee awareness of cyber threats and handling information securely. Policy and communications now in place.</p> <p>Security standards are reviewed and revised using a risk management approach.</p> <p>The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts.</p> <p>Ensure the security architecture follows layered approach as defined by best practice.</p> <p>Adopt and implement Scottish Government Cyber Resilience Action Plan which will result in Cyber Essentials Accreditation.</p> <p>Information Security Schedule included within all procurement exercises establishing minimum security requirements supported by operational Data Sharing and Processing Agreements.</p> <p>Programme of Phishing tests in place for all staff. Results reported to CMT and additional refresher training for those that click on the test phishing email.</p>	<p>3</p>	<p>4</p>	<p>Due to heightened tensions as a result of the conflict in Ukraine, the Information Security Officer will liaise with Scottish Local Authority Information Security Group, CISP and other national bodies to ensure the Council defences are updated timously on receipt of specific threat intelligence. Target date extended further from 31/03/23 to 31/12/23 due continuing conflict.</p> <p>Communications continue among all parties. ERC responds quickly to any threat intelligence provided. ERC has also signed up as the first Scottish Local Authority to take direct intelligence feeds into our firewall appliances.</p>	<p>31/12/2023</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Director of Business Operations & Partnerships</p>

<p>C (07/08/2023)</p>	<p>6.14</p>	<p>Failure to achieve anticipated benefits and savings from the Finance/HR/Payroll System would leave services short of capacity and risk service delivery.</p>	<p>Strong and robust Business Systems & Processes (formerly Core Systems) Programme and associated Project governance and risk and issues registers backed by appropriate level of resources.</p> <p>At least quarterly meetings of the Business Systems & Processes Board where Programme level risks and issues are discussed.</p> <p>Programme Team using lessons learned from other public sector organisations who have implemented an integrated core corporate system.</p> <p>Regular engagement with a wide range of stakeholders across the Programme and Projects.</p> <p>Working closely with ICT, the Programme Team use enterprise architecture to ensure that the potential impact of each Project release is co-ordinated and accounted for.</p> <p>Identification and recruitment of employees with key skills and expertise to form the appropriate Programme Team and associated Project Teams in place.</p> <p>Business readiness reviews in place prior to "go live" for all workstreams and Departments.</p> <p>Phase 1 Finance system successfully implemented August 2019</p> <p>Phase 1 HR/Payroll system implemented December 2020</p> <p>Identify set-up improvements to increase robustness of system.</p> <p>Staffing reviewed for transition from Core Systems Programme to new Business Systems & Processes programme for implementation from 1 April 2022.</p> <p>New governance for Business Systems & Processes Programme in place from 1 April 2022, with transitional handover meeting from Core Systems Board on 30/3/22.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Regular review of ongoing releases and project prioritisation with Business Systems & Processes Board & Corporate Management Team throughout 2022/23.</p>	<p>31/03/2024</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Director of Business Operations and Partnerships</p>
<p>C (11/07/2023)</p>	<p>6.18</p>	<p>The re-emergence, escalation or waves of any emerging human health disease (including the Covid-19 pandemic) result in increased controls and restrictions being implemented within East Renfrewshire.</p> <p>This may impact on provision of services through: staff availability, supply chain issues, increased service demand, financial and service planning upheaval.</p>	<p>The Council Resilience Management Team has oversight of business continuity & contingency planning and would lead the Council's tactical response. This will include monitoring Government & Health Guidance, ensuring up to date and consistent staff & public messaging - which will include Managers Guidance.</p> <p>Bespoke Council Resilience Management Team Sub Groups were established during the response for Covid-19 and can be utilised for further waves / pandemics. The need for dedicated Sub Groups will be continually monitored, to reflect the situation.</p> <p>Up to date Contingency Planning arrangements: including Business Continuity and Incident Response Procedures.</p> <p>Established links to NHS Public Health and appropriate Multi Agency partners (included through Local and Regional Resilience Partnerships).</p> <p>Animal Health based incidents will be led by APHA - with appropriate Council Officers in contact with them. For Human Health incidents, these will be led by appropriate Public Health professionals - again with support / contact from appropriate Council Officers.</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Continued liaison with NHS Greater Glasgow & Clyde Public Health Protection Unit on infectious human disease control and infectious zoonotic disease control.</p> <p>Council Officers have contributed towards the update of NHS Greater Glasgow & Clyde Public Health Protection Plan, which will be considered by Cabinet</p>	<p>Ongoing Consideration 30/09/2023</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Chief Executive</p>

<p>C (01/08/2023)</p>	<p>6.22</p>	<p>Our major works capital programmes (including City Deal projects) face unanticipated challenges as a result of external factors, during the lifespan of projects. These challenges have a detrimental impact on the planned capital plan and Gross Value Add of any project. Challenges may be caused by external factors such as inflation.</p>	<p>The Capital Asset Management Group (CAMG) performs robust appraisal of all new capital bids.</p> <p>The CAMG regularly meets, allowing projects to be tracked - with concerns reported and appropriate interventions considered.</p> <p>Members approval would be sought through the budget monitoring reports of any minor changes to the approved plan and that a separate report would be submitted to Cabinet for approval should there be any substantial changes.</p> <p>Economic situation monitored via Directors of Finance network/ Liaison with Scottish Government via COSLA to keep up to date with likely developments on UK/Scottish settlements.</p> <p>There is prudent budgeting and ongoing monitoring of reserves - including monitoring the effects of Brexit, Covid-19 and construction inflation on costs, availability of labour and changes to safe working practices.</p> <p>Regular review of Government budgets and subsequent Council budgets takes place, to consider impacts on major projects.</p> <p>The price of goods / services is reviewed by appropriate officers within Departments, with concerns raised at an early stage against significant increases. Business Continuity planning considers alternative suppliers to ensure key service continuity.</p> <p>Roads keep an adequate stock of cold lay material for urgent/emergency repairs & are placing bitumen orders at as early a juncture as possible.</p> <p>Re-profiling of 10 Year Capital Plan has taken place for 2023/24 with a view to identifying significant variations that should significant variations occur or are likely to occur in a single financial year.</p> <p>Review/reprioritisation of 10 year Capital Plan has taken place for the 2023/24 financial year.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Value engineering of current and future projects to remain within budget.</p> <p>Virement from other projects.</p> <p>Rescheduling of projects into future financial years.</p> <p>Re-profiling of 10 Year Capital Plan to take place for the 2024/25 financial year, with a view to identifying any significant variations that have or may well occur.</p> <p>Review/reprioritisation of 10 year Capital Plan to reflect the above for the 2024 / 25 financial year.</p> <p>Complete the Get to Zero Action Plan to assess the potential costs and timeline for climate action. Date amended to reflect Cabinet consideration of the plan likely taking place in November 2023.</p> <p>Pursue 3rd party funding (including Scottish Government) for climate change action to supplement investment via Council's own capital/revenue budgets.</p>	<p>Ongoing Considerations</p> <p>31/03/2024</p> <p>31/03/2024</p> <p>31/03/2024</p> <p>Ongoing Consideration</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Director of Environment & Head of Accountancy</p>
<p>S (14/9/2021)</p>	<p>6.24</p>	<p>The Covid-19 Pandemic reduced community activity and staff capacity over a prolonged period which constrains the Council's ability to identify, plan and deliver Participatory Budgeting (PB) opportunities resulting in the Council failing to meet its goal of 1% of spend being via Participatory Budgeting.</p>	<p>Participatory Budgeting training and briefings being delivered refresh staff awareness and understanding as required.</p> <p>Regular updates to Corporate Management Team on progress.</p> <p>Support being given to Departments to develop PB proposals.</p> <p>Examples of good practice from other authorities being identified and shared with services.</p>	<p>4</p>	<p>3</p>	<p>12</p>	<p>Develop multi-year Participatory Budgeting project pipeline beyond 23/24 to build on current activity, provide sufficient advanced planning time to services and reduce the risk of not meeting the 1% goal in future years.</p>	<p>31/03/2024</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>Director of Business Operations and Partnerships</p>
<p>C (12/07/2023)</p>	<p>6.26</p>	<p>Resettlement of displaced persons from Ukraine and Afghanistan (or any other area) and unaccompanied asylum seeking children overwhelm the availability of resources in East Renfrewshire, impacting upon already stretched availability for housing, facilities (eg school provision, GP access, etc.), Young Persons Services, Council Services and the Third Sector.</p>	<p>Regular engagement on Resettlement with COSLA, the UK and Scottish Governments - this will include highlighting the issues and challenges faced.</p> <p>An East Renfrewshire Resettlement group has been established and can be escalated where there is urgent support or information sharing needs.</p> <p>Available Scottish Government funding has been utilised to enhance available resources - including the recruitment of a further Client Advisor, recruitment of an ESOL tutor.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Explore avenues of Scottish Government capital support to enhance the availability of accommodation solutions.</p> <p>As UK & Scottish Government funding models and opportunities are available, explore further ways to improve and enhance on services. Target extended to April 2024, to reflect ongoing resettlement work and funding available from UK & Scottish Government for Ukrainian resettlement.</p>	<p>Ongoing / Long Term Consideration</p> <p>30/04/2024</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Chief Executive, Director of Environment, Director of Environment & Chief Officer HSCP</p>

<p>N (13/03/2023)</p>	<p>6.27</p>	<p>Significant and prolonged disruption to the Electricity Network impacts on normal service delivery and heightens vulnerabilities within our communities. Prominent risks include National Electricity Transmission System (NETS) Failure or planned Rota Load Disconnection.</p>	<p>The Council Resilience Management Team regularly considers Power Resilience as one of its areas of focus.</p> <p>The Electricity Supply Emergency Code (ESEC) have been identified for Council buildings - enabling a scoping of impacts of any Rota Load Disconnection, should this be announced by the UK Government.</p> <p>Regular engagement takes place with Scottish Power Energy Networks takes place through the appropriate Resilience Partnership channels.</p> <p>Council representatives have attended 3 exercises in 2022 that focus on Power Resilience challenges (one Regional Resilience Partnership, one Local Resilience Partnership and one Council Resilience Management Team exercise).</p> <p>Each Department has Business Continuity Planning in place, which will consider Power / Utility outages and service delivery, which would initially be followed.</p> <p>The Council has a Power Resilience Plan, which considers the roles and responsibilities of key officers in a NETS Failure - as well as linking to appropriate multi-agency arrangements. This was approved at the CRMT meeting in March 2023.</p>	<p>3</p>	<p>3</p>	<p>9</p>	<p>Ahead of winter 2023/24, consideration of updating messaging on Council channels to emphasise general resilience good practice (e.g. Grab Bags), as well as flagging key power channels (e.g. Scottish Power Energy Networks Priority Register, Power 105 website & phone number).</p> <p>Utilise gathered information on ESEC for Council buildings to provide a mapping / GIS solution for key Council Officers, to understand impacts of any Rota Load Disconnect.</p> <p>Consider the ESEC information gathered from a public facing point of view.</p> <p>Look to carry out Business Continuity Exercising at a Departmental level, with inclusion of a power loss scenario to assist in verifying planning arrangements and to create awareness of the response to challenges faced.</p>	<p>31/10/2023</p> <p>31/10/2023</p> <p>31/10/2023</p> <p>31/12/2023</p>	<p>3</p>	<p>2</p>	<p>6</p>	<p>All Departments</p>
<p>N (16/02/2023)</p>	<p>6.28</p>	<p>Unplanned disconnection of analogue telephone lines as part of Ofcom retirement of analogue telephone networks such as the Public Switched Telephone Network (PSTN) by the end of 2025 could disrupt Council services including communications, asset management and technology operations.</p>	<p>Project Team assembled, with Project Manager assigned to manage information gathering, communications and service actions.</p> <p>Focused dialogue in place with Virgin Media Business on the lines in use at Sheltered Housing complexes, now confirmed as 2025 shutdown.</p> <p>Information gathering from all Telco providers on expected switch off dates of their exchanges completed.</p>	<p>3</p>	<p>4</p>	<p>12</p>	<p>Action plan for 2023 developed for all lines identified, including Procurement support for affected supplier engagement. Complete for over 200 PSTN lines - some remaining lines with no owner so date extended from 31/03/23 to 01/10/23</p> <p>Action plan for 2024 to 2025 developed for all lines identified, including Procurement support for affected supplier engagement.</p>	<p>01/10/2023</p> <p>01/10/2023</p>	<p>2</p>	<p>3</p>	<p>6</p>	<p>All Departments</p>

EAST RENFREWSHIRE COUNCILCABINET7th September 2023Report by Chief ExecutiveFREEDOM OF INFORMATION - COUNCIL PERFORMANCE 2022-23**PURPOSE OF REPORT**

1. The purpose of this report is to present the annual statistical report on the Council's performance in dealing with Freedom of Information requests.

RECOMMENDATION

2. It is recommended that the Cabinet notes the contents of this report.

BACKGROUND

3. Freedom of Information provides a statutory right of access to information held by Scottish public authorities.

4. Statistical reports on how the Council has dealt with information requests have been presented to Cabinet on an annual basis since the Freedom of Information (Scotland) Act 2002 came into force in 2005.

REPORT

5. The Council received 1364 requests during this period, 957 under Fol(S)A and 407 under the related Environmental Information Regulations (Scotland).

PUBLICATION

6. This report will be published on the Council's website.

FINANCE AND EFFICIENCY

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

IMPLICATIONS OF REPORT

8. As this report is primarily a performance update, there are no implications in terms of staffing, property, legal, IT, equalities or sustainability.

RECOMMENDATION

9. It is recommended that the Cabinet notes the contents of this report.

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Freedom of Information

Report on information requests received 2022-2023

Contents:

1	Introduction
2	Volume of requests
3	Performance
4	OSIC Intervention
5	Exemptions
6	Fees
7	Reviews and Appeals
8	Conclusion

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1 Introduction

This report considers the volume of information requests received in the period 1st April 2022 to 31st March 2023 and details performance across East Renfrewshire Council in processing these requests. It also considers the use of exemptions, fees, reviews and appeals.

The Freedom of Information (FoI) (Scotland) Act 2002 and the associated Environmental Information Regulations (EIR) 2004 provide a statutory right of access to information held by Scottish public authorities. FoI encourages openness and accountability and helps to build trust between the Council and the public that we serve.

2 Volume of requests

East Renfrewshire Council received 1364 requests, compared to 1140 received in the previous year. As detailed in figure 1 below this figure represents an increase of 20% on the total from the previous year.

This total comprised 957 requests under the Freedom of Information (Scotland) Act 2002 and 407 requests under the Environmental Information Regulations (Scotland) 2004.

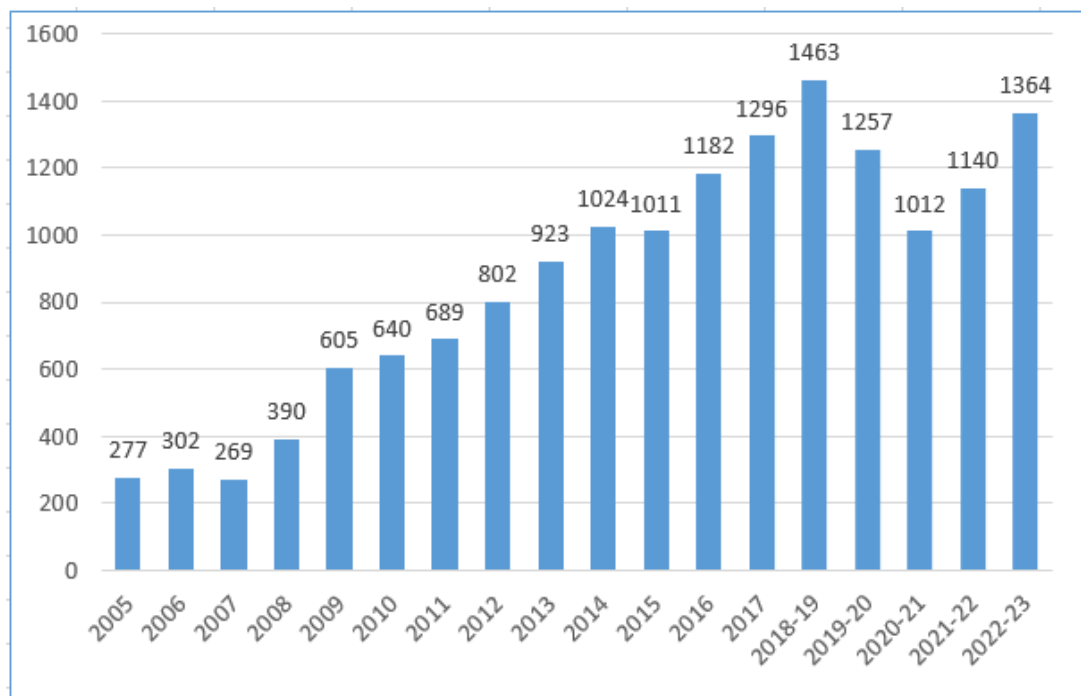


Figure 1

Note:

- The figures up to 2017 are for calendar years; those for 18-19 onwards are for financial years reflecting a change in the reporting period.

3 Performance

93% of requests received during the period of this report were answered within the statutory 20 working day timescale - the highest figure recorded since the advent of FoI - and the average response time was 12.4 working days. These figures, with comparisons from previous years, are given in Figure 2. Details of performance for individual departments for 2022/2023 are detailed in Figure 3.

FoI performance: Council-wide	2017	2018-19	2019-20	2020-21	2021-22	2022-23
Percentage of requests answered within timescale	85%	85%	82%	80%	85%	93%
Average response time (in working days)	13.1	12.3	13.7	15.1	13.7	12.4
Number of "Failed to respond"	3	27	46	18	28	2

Figure 2

FoI performance: by department	Number of requests	Percentage of requests answered within timescale(20 working days)	Average response time (working days)	Number of "failed to respond"
Business Operations & Partnerships	313	89%	13	1
Chief Executive's Office	69	94%	12	0
Education Department	244	93%	13	0
Environment Department	510	95%	11	1
HSCP	147	95%	15	0
Cross Departmental	81	98%	10	0

Figure 3

4 Commissioner's Intervention

In November 2021 the Council was notified of a "level one" intervention from the Scottish Information Commissioner, raising concerns about the Council's level of performance in terms of the response-on-time and failure-to-respond rates. This was due to a number of factors including structural and staffing changes, the impact of Coronavirus and staff working remotely being unable to access records.

This matter was immediately raised at the Corporate Management Team. In February 2022 the CMT approved an "Fol Improvement Plan" which covered clearer allocation of responsibilities, the development of new systems and reporting mechanisms, and improving training and awareness.

The Commissioner subsequently commented that the Plan has resulted in "significant progress in performance ...and clear evidence of a sustained level of improvement" and closed their intervention on 20th September 2022.

5 Exemptions

The majority of requests (86%) resulted in full disclosure of the information sought, with partial disclosures in a further 8% of requests. However, certain information is exempt from disclosure under the legislation. Fol exemptions and EIR exceptions applied, in order of frequency of use, are detailed in Figure 4.

It should be noted that most "refusals" are "refused" only because the information sought is not held or because it is otherwise available.

Exemptions/Exceptions cited		Number. of times cited
S.17, Reg.10(4)a	Information not held	85
S.38, Reg.11	Personal information	32
S.25, Reg.6(1)b	Information otherwise available	27
S.12	Excessive cost of compliance	10
S.27, Reg. 10(4)d	Future publication or draft information	6
S.33, Reg.10(5)e	Commercial interests and the economy	6
S39	Health, Safety and the Environment	5

S 30	Conduct of public affairs	4
S34	Investigations	2
S36, Reg. 10(5)d	Confidentiality	2
S18	Neither confirm nor deny	2
S.35, Reg.10(5)b	Law Enforcement	2

Figure 4

Note:

- There have been a number of occasions on which more than one exemption was applied. The total number of exemptions noted, therefore, does not correspond with the total number of requests to which an exemption was applied.

6 Fees

The Freedom of Information (Scotland) Act 2002 makes limited provision for refusing requests which incur an excessive cost, and for partially recharging those that would cost the authority more than £100.00 to process. The Environmental Information Regulations allows for the full recharge of the cost of dealing with requests.

During the period of this report, the Council refused 10 requests on the grounds that answering them would exceed the statutory cost ceiling and 3 fee notices were issued, 1 of which was paid.

7 Reviews and Appeals

Of the 1,364 information requests received, the applicant formally asked the Council to review its decision on 31 occasions. These reviews were determined as detailed in Figure 5. If the applicant remains dissatisfied after the internal review, they have the right to appeal to the Scottish Information Commissioner. Appeals determined in 2022-23 are detailed in Figure 6.

Requests for reviews 2022/23	
Number of requests for reviews	31
...of which the review upheld the department's original decision	14
...of which the review partially upheld the original decision	7
...of which the review overturned the department's original decision	10

Figure 5

Appeals Resolved 2022/23	
Number of appeals	2
Commissioner upheld Council's decision	1
Appeal partially upheld by Commissioner	1

Figure 6

8 Conclusion

Freedom of Information remains an important element of East Renfrewshire Council's commitment to transparency and accountability. Performance had dipped in 2020 and 2021, but work through the FoI Improvement Plan has improved both the customer experience and the Council's performance.

*Report Author:
Craig Geddes, Senior Information and Improvement Officer*

July 2023

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EAST RENFREWSHIRE COUNCILCABINET7 September 2023Report by Chief ExecutiveCHIEF EXECUTIVE'S OFFICE END YEAR PERFORMANCE REPORT 2022/23**PURPOSE OF REPORT**

1. The purpose of this report is to present a summary of performance of the Chief Executive's Office for 2022/23. This is presented at Appendix 1.

RECOMMENDATION

2. It is recommended that the Cabinet:

- (a) Scrutinises the performance of the Chief Executive's Office; and
- (b) Notes this report as a summary of the Chief Executive's Office's End Year Performance for 2022/23 (Appendix 1).

BACKGROUND

3. The Chief Executive's Office, led during 2022/23 by Lorraine McMillan, comprises the following governance functions:

- Accountancy Services - Margaret McCrossan (Head of Accountancy and Chief Financial Officer)
- Legal Services - Gerry Mahon (Chief Officer - Legal)
- Internal Audit - Michelle Blair (Chief Auditor)
- Corporate Procurement - Debbie Hill (Chief Procurement Officer)
- Chief Executive's Business Unit - Gill Darbyshire (Chief Executive's Business Manager)

4. A summary for each service is included in Appendix 1.

REPORT

5. Staff from all areas of the Chief Executive's Office support a wide range of operational projects across the Council, the East Renfrewshire Culture and Leisure Trust (ERCLT) and the Health and Social Care Partnership (HSCP).

6. It has been another challenging year across the Council and services within the Chief Executive's Office have been no exception. Teams have adapted to new hybrid ways of working and as a result services across the Chief Executive's Office are now operating in a different way than before Covid-19 but provide the same high quality and professional support with all services resumed.

7. The Accountancy Service continues to monitor the financial position of the Council and take appropriate action to address the challenges to service delivery in the future from increased demand combined with constrained budgets.

8. The annual accounts were produced within statutory timescale, with staff having adapted well to hybrid working during the year. The accounts are still subject to external audit but at year end (2022/23) the draft accounts confirm that overall net expenditure was kept within budget as management action and strike savings helped to cover the severe inflationary pressures experienced. The overall General Fund surplus was £51.997m (2021/22)

£46.189m), however, this includes £8.562m (2021/22 £14.085m) of Covid Grant funding to be carried forward to meet Covid-19 pressures in 2023/24.

9. The non-earmarked general fund reserve balance (which does not include the COVID grants mentioned above, or other earmarked funds) was £6.541m as at 31 March 2023 (2021/22 £11.777m). This represents 2.3% (2021/22 4.4%) of the annual budgeted revenue expenditure with the normal recommended range lying between 2 and 4%.

10. Accountancy staff maintained a longer term financial view throughout the year, updating the Council's Financial Planning document and updating the Capital Investment Strategy as required by accounting regulations, in addition to compiling 3 year budget and savings figures in advance of setting the 2023/24 budget in March 2023.

11. Legal Services continued to experience high workload demands and despite the loss of two staff members (one long terms absence and the other a departure to a promoted post elsewhere) concluded approx. £952,500 worth of legal work during the reporting period, based on comparable private sector charging rates. Pressure of work again remained high given the reactive nature of much of the team's business and the staff shortages experienced at various points in the year (mentioned above). The service again saw a consistent workload arising from social work legislation including guardianships and interventions under the Adults with Incapacity (Scotland) Act and permanence processes relating to looked after children. The team were also involved in a number of planning appeals, employment tribunal proceedings and legal actions to remove land from the Common Good and to terminate leases in order to recover property for educational use. General advice work across all client services again took up a significant portion of staff time while long term involvement in a number of contractual processes (such as Neilston Campus and Aurs Road developments) continued. The Chief Officer also handled 31 FOI reviews and 2 appeals during the period and oversaw the preparations for the positive inspection of the Council's surveillance activities by the Investigatory Powers Commissioners.

12. Procurement continues to experience high workload demands whilst delivering a strategic service across the Council making well informed, evidence-based decisions about the most appropriate options for change, and then supporting the effective implementation of that change to ensure the required benefits are achieved. We have increased the visibility of procurement, reviewing and refreshing our existing engagement with key stakeholders internally and externally, mitigating risks, exploiting opportunities and working collaboratively across the business and the public sector. Procurement continue to closely monitor the impact of global events ensuring stakeholders are informed on the supply chain impact, market pricing and supplier sustainability to provide best and added value for the organisation.

13. The Strategic Risk Register has been further refined and is directly linked to the Council's strategic outcomes. This is reviewed at every meeting of the Corporate Management Team.

14. The Council dealt with 1364 requests under the Freedom of Information Act and associated Environmental Information Regulations, responding to 93% within the statutory period. The Chief Executive's Office dealt directly with 69 requests and with 81 cross-departmental requests. In addition, the Business Unit administered 72 Subject Access Requests under the Data Protection Act.

PUBLICATION OF END YEAR PERFORMANCE INFORMATION

15. This report and appendix will be posted on the Council's website.

FINANCE AND EFFICIENCY

16. There are no financial implications arising from this report.

PARTNERSHIP WORKING

17. This report highlights the Chief Executive's Office's contribution to the delivery of the Council's Outcome Delivery Plan. Whilst it focuses on the Office's contribution, many of the results could not have been achieved without excellent partnership working across departments and partner organisations such as the East Renfrewshire Culture and Leisure Trust (ERCLT), Integrated Joint Board (IJB) and Scotland Excel.

IMPLICATIONS OF REPORT

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

CONCLUSION

19. This report provides an overview of the Chief Executive's Office's performance at year end 2022/23.

RECOMMENDATIONS

20. It is recommended that the Cabinet:

- (a) Scrutinises the performance of the Chief Executive's Office; and
- (b) Notes this report as a summary of the Chief Executive's Office's End Year Performance for 2022/23 (Appendix 1).

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CHIEF EXECUTIVE'S OFFICE
YEAR END SUMMARY
2022-2023

Contents:

- Internal Audit
- Legal Services
- Corporate Procurement
- Accountancy Services
- Other Performance Indicators

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Chief Executive's Office – Internal Audit 2022/23

Summary	<p>Budget £285,000 4.7 FTE (2 FTE posts vacant throughout most of 2022/23)</p> <p>19 reports and memos issued to date. Six audits were deferred to the 2023/24 audit plan. Seven audits are still currently in progress. Several pieces of unplanned work carried out resulting in 47% of contingency time being used in 2022/2023.</p>
Outcomes	
Efficiencies	<ul style="list-style-type: none"> • 483 audit days completed which was 71% of planned direct audit days. • Internal self- assessment of compliance with PSIAS was carried out and presented to Audit and Scrutiny Committee in August 2021 which concluded that internal audit service is fully compliant with 95% of the standards and partly compliance with a further 4%. An external assessment of PSIAS compliance which is required every 5 years is currently in progress. • A range of internal performance measures were submitted to the Audit and Scrutiny Committee quarterly showing performance against target (where applicable). • Two director of Finance Indicators are submitted for internal audit. For 2021/22, the cost of audit per £million of net expenditure is £992 (2020/21 £908) and the productive days achieved as % productive days as per the audit plan is 81.1% (2020/21 71.2%). The figures for 2022/23 are not yet available. • Internal Audit work with departments and services to ensure the highest standards are adhered to and that resources are managed to provide services across the Council that represent value for money
Customers	<ul style="list-style-type: none"> • Internal audit completed two audits for East Renfrewshire Culture and Leisure Trust during 2022/23 which delivered the days as specified in the SLA. • Internal audit attended the Integration Joint Board Performance and Audit Committee and audit recommendations relating to IJB and HSCP were submitted. An Annual report for IJB was submitted in November 2022. • When preparing the Internal Audit Strategic Plan and annual Audit Plan, a wide range of customers including Elected Members, the Corporate Management Team (CMT) and the Council's External Auditors are consulted to ensure that current and developing risks are appropriate, considered and included.
People	<ul style="list-style-type: none"> • Reduced audit days available due to two vacant posts and significant recruitment challenges remain.

Chief Executive's Office – Legal Services 2022/23

Summary	<p>Budget £477,000 7.8 FTE</p> <p>The period saw an increase in the volume and scope of instructions from client services. While the team worked on a hybrid basis, court and tribunal practice returned to in person hearings and physical attendance following on-line processes during the Covid period. Significant contract and conveyancing work was conducted in relation to the Aurs Road and Neilston Leisure Campus developments amongst others and officers were also heavily involved in the development of management rules for various Council and Trust premises and the handback preparations for the schools PFI contracts. Workload remained high (approx. 900 separate instructions from client services) and demands on staff increased due to the long term absence of one team member throughout the period and the departure of another to a promoted post in December 2022. Further steps were taken to enhance online resources in light of the corporate move to hybrid working. FOI work continued to take up a significant portion of time of the Chief Officer (31 review cases and 2 appeals addressed in the last year). As in previous years, there has been continued involvement of staff in the public protection agenda whilst the Chief Officer has also undertaken an ongoing role in connection with the Child Abuse Inquiry as well as facilitating the successful inspection of the Council's surveillance practice by the Investigatory Powers Commissioners.</p>
Outcomes	<p>The following are an illustrative indication of the types of work undertaken by Legal services in support of the Outcomes rather than an exhaustive list</p> <p><u>Outcome 1</u></p> <ul style="list-style-type: none"> • Assisted in 9 permanency planning processes undertaken leading to permanent care solutions for children (6 last year) • Legal attendance, advice and assistance provided to monthly adoption and fostering panel in respect of permanency decision <p><u>Outcome 2</u></p> <ul style="list-style-type: none"> • 5 placing request litigations undertaken on behalf of Education (2 last year) <p><u>Outcome 3</u></p> <ul style="list-style-type: none"> • 4 Section 75's completed to secure affordable housing and financial contributions from developers (4 last year) • Settlement in relation to 7 affordable houses at Maidenhill with preparatory work concluded for a further 15 (due to settle in July 22); <p><u>Outcome 4</u></p> <ul style="list-style-type: none"> • 4 properties successfully recovered on anti-social /drug / conviction grounds (compared to 3 last year) <p><u>Outcome 5</u></p> <ul style="list-style-type: none"> • 14 Orders obtained under the Adult's with Incapacity legislation (19 last year)
Efficiency	<ul style="list-style-type: none"> • Work to the value of £925,000 undertaken by in house team (based on comparable private sector rates (£950,000 last year) • 18 charging orders recorded to ensure recovery of care home interim funding (22 last year) • New rent recovery cases initiated following the lift on eviction ban
Customers	<ul style="list-style-type: none"> • Ongoing participation in a number of cross partner committees and sub-committees in the public protection regime eg adult care professional governance group, public protection sub group, policy and procedures subgroups (adult and child protection committees) • Safeguarding Children training events run for HSCP staff • Data Protection training provided to HSCP staff – health and SW • Participation in monthly mental health officers forum • Continuing support to HSCP in responding to and meeting obligations in respect of historical Child Abuse Inquiry • Production and dissemination of guidance on legal interpretation and implications of changing Coronavirus legislation • Conducted 31 statutory Fol reviews and 2 appeals (27 and 3 respectively last year) • Training to elected members on Education Appeals Committees, Code of Conduct, Civic and Liquor licensing and signing duties
People	<ul style="list-style-type: none"> • 100% of solicitors completed Law Society Continuing Professional Development (CPD) and received practising certificates for the current year • All employees actively involved in networking opportunities via the Society of Local Authority Lawyers & Administrators in Scotland (SOLAR)

Chief Executive's Office – Corporate Procurement 2022/23

Summary	<p>Budget £311,000 6 FTE</p> <p>The Procurement team operate strategically across the Council and are committed to supporting local suppliers and partner providers by following the Government's procurement guidance by supporting supply chain resilience and working proactively with suppliers and key partners such as Scotland Excel, Scottish Government, NHS and COSLA to closely monitor the impact of Covid-19 recovery and other global events including conflict in Russia and Ukraine. Work has continued across the Council to understand project pipelines ensuring contingency and preparedness for immediate response with stakeholder engagement undertaken for all contracts to understand if the requirement is essential, and that the marketplace is able to submit a response which is sustainable A number of work packages have been successfully implemented, including: Standard Operating Procedures, Online Contracts Register, Training on new Corporate Contract and Supplier Management process, P2P Group, Grow Local, Housing portfolio review delivering improved procurement practice and savings.</p>																	
Outcomes	<p><u>Outcome 1 & 2</u></p> <ul style="list-style-type: none"> Education Frameworks – working with officers in Education to review tendering pipeline, core products and catalogue accessibility. (Framework = an agreement between one or more contracting authorities and one or more suppliers, the purpose of which is to establish the terms governing contracts to be awarded during a given period) <p><u>Outcome 3</u></p> <ul style="list-style-type: none"> Glasgow City Region City Deal – working with officers in Environment on the commissioning and procurement of key strategic projects Grow Local and Community Wealth Building– working with Economic Development and Scotland Excel to support local supplier development Climate Change – Supporting the Councils agenda by including screening questions in contract documentation to influence the emerging climate change emergency such as plastic reduction, circular economy, carbon accounting and improvement plans. Sustainable Procurement – The use of the single procurement self-declaration document to ensure suppliers and their supply chain are compliant with the Human Trafficking and Exploitation Act 2015, Modern Slavery Act 2015, Prompt Payment and they not have breached any obligations in the fields of environmental, social or labour law. <p><u>Outcome 4 & 5</u></p> <p>Social Care contract portfolio - working with officers in Health & Social Care Partnership to deliver strategic contracts that include the views of service users.</p>																	
Efficiency	<ul style="list-style-type: none"> Harnessing the functionality of procurement advertising systems Public Contracts Scotland, Public Contracts Scotland Tender, spend intelligence tool - SPIKES and Council core systems. Improved business intelligence including implementation of online contracts register 																	
Customers	<ul style="list-style-type: none"> A summary of the contracts arranged in the financial year 2022/23 is provided in the table below: <table border="1" data-bbox="275 1058 1944 1257"> <thead> <tr> <th></th> <th>2021/22</th> <th>2022/23</th> </tr> </thead> <tbody> <tr> <td>Number of contracts via route 2 - £50,000 to £189,329 (Goods and Services), £500,000 - £4,733,251 (Works) or Route 3 - values above the noted thresholds</td> <td>30</td> <td>24</td> </tr> <tr> <td>Number of Quick Quotes (contracts £10k-£50k Goods & Services, £20k-£500k Works)</td> <td>57</td> <td>28</td> </tr> <tr> <td>Number of Mini-Competition (contracts placed via a Framework Agreement where best value supplier is identified)</td> <td>15</td> <td>19</td> </tr> <tr> <td>Number of Direct Award (contracts agreed without competition via approved Framework)</td> <td>24</td> <td>43</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Increased use of Direct Award under Framework agreements giving greater cost certainty, early supplier engagement, time and cost savings. Participation in Supplier Development Programme including “Meet the Buyer” and “Twitter Takeover” Improved communications with internal and external customers, including building effective relationships & evaluation training supported by the Supplier Development Programme. Procurement Intranet content updated to support officers with Specification Writing, Framework Guidance and Tendering Procedures Integra Super User network in place and Purchase to Pay working group & newsletter to support knowledge sharing and lessons learned Online procurement training sessions delivered including Introduction to Procurement, Quick Quote – (£10k-£50k Goods & Services, £20k-£500k Works), Tendering (>£50k Goods & Services, >£500k Works) and Standing Orders Relating to Contracts 				2021/22	2022/23	Number of contracts via route 2 - £50,000 to £189,329 (Goods and Services), £500,000 - £4,733,251 (Works) or Route 3 - values above the noted thresholds	30	24	Number of Quick Quotes (contracts £10k-£50k Goods & Services, £20k-£500k Works)	57	28	Number of Mini-Competition (contracts placed via a Framework Agreement where best value supplier is identified)	15	19	Number of Direct Award (contracts agreed without competition via approved Framework)	24	43
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Chief Executive's Office – Accountancy Services 2022/23

Summary	<p>Budget £1,463,000 25.5 FTE</p> <p>Staff moved successfully to hybrid working during the year. Statutory accounting requirements were met, budget set, further progress made on updating systems and processes as Accountancy's part of the Council's Digital Transformation, and all additional demands of COVID reporting met. Annual accounts for 2021/22 were completed within schedule and awarded an unqualified audit certificate. Progress on 2022/23 accounts is on schedule.</p>
Outcomes	<p>In addition to addressing COVID related financial information demands, Accountancy project support was provided for-</p> <p><u>Outcome 1</u></p> <ul style="list-style-type: none"> • financial planning of new schools, nurseries and family centres <p><u>Outcome 2</u></p> <ul style="list-style-type: none"> • financial planning of new schools, nurseries and family centres and leisure facilities <p>governance of East Renfrewshire Culture and Leisure Trust</p> <p><u>Outcome 3</u></p> <ul style="list-style-type: none"> • City deal and housing financial planning
Efficiencies	<ul style="list-style-type: none"> • Closed 2021/22 accounts on time and reported to Audit & Scrutiny Committee before 30 June 2022. • External audit completed on time, confirming unqualified annual accounts for 2021/22 with no unadjusted errors. • Overall Council spend for 2022/23 within budget with all pressures covered by management action and COVID Government grant. • Draft 2022/23 accounts production on schedule. • Close control of budgets in year with reporting to Councillors, COSLA and Scottish Government throughout. Management action taken to assist in meeting severe inflationary pressures. • 2023/24 budget balanced despite significant financial challenges, late settlement & COVID uncertainties. 3 year savings plan published. • Long term financial planning – Outline Financial Plan 2023-2029 produced and Capital Investment Strategy updated. • Ongoing enhancements to new financial system progressed, including improvement to reports, processes and Trust information. • Director of Finance (DoF) Indicator: Uncommitted General Fund as % of revenue budget 2.3% (2021/22 4.4%) • DoF Indicator: Outturn as % of budget 93.7% (2021/22 99.46%) • Service restructure completed December 2022, delivering increased resilience and some staff savings.
Customers	<ul style="list-style-type: none"> • Tailored support for a range of internal and external COVID related demands as well as various service initiatives. • Ongoing senior level support for Audit & Scrutiny Committee & Trust Board.
People	<ul style="list-style-type: none"> • Frequent regular online communications established for all Accountancy teams • Staff consulted and actively involved in change and self-evaluation projects.

Chief Executive's Office 2022/23 Year End Report: Other indicators

Absence:

Absence data for 2022/23 is not yet available.

Purchasing:

Following a review of the PI methodology the 2022/23 PI (previously communicated as 87.3%) has been revised to 89.3%. The new PI methodology measures the number of invoices paid within 30 calendar days of receipt as a percentage of all invoices paid. Procurement card transactions are excluded. This methodology is in line with the Local Government Benchmarking Framework (LGBF) guidance, and brings ERC into line with other Scottish Councils. The following table provides the updated PI for 2022/23:

Department	Volume of Accounts Payable Invoices Paid	Volume Paid within 30 days	Reported PI
Chief Executive's Office	211	207	98.1%

ePay cards - A total of 237 ePay card requests were received and dealt with by the Team. The Department of Education is the most frequent user of ePay card purchases. A discussion has recently taken place with the Business Process and Systems Team to seek to create an eform on Integra to request an ePay card. This improvement would streamline the authorisation process at both initial stage and with secondary authorisation by the Category Managers.

Procurement cards - The team continue to manage the administration of the council's procurement cards including raising a further 37 new cards in 2022/23. A new contract for this work has been put in place to support this area of work.

Complaints:

A total of 2 complaints were received by Chief Executive's Office in 2022/23 (5 in 2021/22).

Information Provision:

	Fol requests (Council)	Fol requests (Chief Executive's Office)	Fol requests (Cross-dept. requests)
Volume	1364 (1140 in 21/22)	69 (72 in 21/22)	81 (54 in 21/22)
Proportion answered within statutory timescale	93% (83% in 21/22)	94% (86% in 21/22)	98% (100% in 21/22)

The Chief Executive's Business Unit administered 72 Subject Access Requests (SARs) under the Data Protection Act and a further 25 requests for personal data which were not identified as SARs but had still to be dealt with in a sensitive and appropriate manner.

EAST RENFREWSHIRE COUNCILCABINET7th September 2023Report by Directors of Business Operations and Partnerships and EducationUPDATED DRAFT OF EAST RENFREWSHIRE COUNCIL'SGaelic Language Plan 2023-2028**PURPOSE OF REPORT**

1. The purpose of this report is to seek approval by Cabinet for the updated draft of the Gaelic Language Plan 2023-2028 for East Renfrewshire Council prior to submission to Bòrd na Gàidhlig for approval

RECOMMENDATIONS

2. It is recommended that Cabinet:
 - (i) consider and comment on the updated draft of the Gaelic Language Plan for East Renfrewshire (Appendix 1) prior to its submission to Bòrd na Gàidhlig for formal approval
 - (ii) note the funding awarded to the Council through Gaelic Plans Fund for the purpose of Gaelic Awareness training.

BACKGROUND AND CONTEXT

3. The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with the view of securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language. The Act gives an official framework to the efforts to grow, preserve and sustain the Gaelic language and culture.
4. The Gaelic Language (Scotland) Act 2005 also requires public bodies to consult stakeholders on the development of their plans.
5. Under Section 3 of the Gaelic Language (Scotland) Act 2005 Bòrd na Gàidhlig has authority to issue a statutory notice to any relevant public authority, requiring it to prepare a Gaelic Language Plan, with the aim of raising the status and profile of Gaelic and creating practical, sustainable opportunities for its use.
6. East Renfrewshire Council received a statutory notice from Bòrd na Gàidhlig on 05 April 2022, to inform that our next edition of the Gaelic Language Plan is due on the 01 October 2023. The notice has instructed East Renfrewshire Council to renew, review and submit our revised Gaelic Language Plan by the date provided.
7. A draft of East Renfrewshire's Gaelic Language Plan 2023-2028, for the purposes of consultation was approved by Cabinet on May 11th 2023. It was agreed that, following

consideration of the issues raised during this engagement, a revised plan would be brought back to Cabinet prior to formal submission to Bòrd na Gàidhlig in September 2023.

REPORT

Consultation

8. The Gaelic Language (Scotland) Act 2005 requires public bodies to consult stakeholders and the public on the development of their plans. The recommended consultation approach set out in Bòrd na Gàidhlig's [statutory guidance](#) is to publish a draft plan and to invite feedback for a minimum 6-week period.
9. East Renfrewshire Council's draft plan was published and the consultation was held on our corporate engagement platform Commonplace, between May 16th and June 27th 2023. It was promoted to the public through the Council's social media channels. Overall:
 - There were 157 responses to the survey, with a further 324 'agreements' from respondents to other peoples' comments (one of the features of Commonplace)
 - 6% of those who responded could understand/speak/read/write in Gaelic
 - The most common age range of respondents was 45-54 (28%), closely followed by 55-64 (25%)
10. Around 50% of respondents were happy/satisfied with how easy the plan was to read and follow. However, 71% either disagreed or strongly disagreed that the plan will increase the use and learning and promote a positive image of Gaelic in the area. Analysis of the comments provided in the open-ended survey questions indicate that these sentiments reflected the respondents' perception of the need for a Gaelic plan in general as opposed to the content of this specific plan.
11. A significant portion of respondents highlighted their concerns about the requirement for a Gaelic Language Plan and the associated resourcing during a time where local authority budgets are constrained given the relatively low numbers of Gaelic speakers in East Renfrewshire. The 2011 census indicated that, across the council area, 0.997% (874 people) of those aged 3 and over, have some Gaelic language skills.
12. Respondents suggested that the amended version of the Gaelic Language Plan should include more background and context setting in relation to the statutory duty and why Gaelic is important to Scotland and how this is relevant to East Renfrewshire today. The Plan in Appendix 1 has been modified to address this.
13. Further areas for improvement which were evident through analysis of the consultation and have been addressed as much as possible in the amended Gaelic Language Plan included:
 - More detail required around opportunities available for adults in the area to learn Gaelic.
 - More clarity around how the plan will be resourced.

FINANCE AND EFFICIENCY

14. Approving the draft plan will have no direct financial implications, other than a small contribution for the awareness sessions. If consideration needs to be given in future to

identifying resources to meet any demands arising from implementation of the plan, this will be the subject of future reports to the appropriate group.

15. There is no designated budget attached to this work at a corporate level, meaning all actions must be delivered within existing mainstream budgets. However, Bòrd na Gàidhlig operates a Gaelic Plans Fund to which applications can be made to support any initiatives with resource implications. Applications can be made for a maximum of £25,000 to cover up to 80% of costs of any project relating to a Gaelic Language Plan.
16. Cabinet were informed in May that East Renfrewshire Council had submitted an application to the Gaelic Plans Fund for the purposes of optional Gaelic Awareness sessions to any interested staff members between August 2023 and August 2024, delivered by Feisean nan Gaidheal.
17. In June 2023, East Renfrewshire Council were notified by Bòrd na Gàidhlig that the application had been successful and we have been awarded the £720 that was requested to cover 80% of the project costs, with the balance met via the Community Planning budget.

CONSULTATION AND PARTNERSHIP WORKING

18. This plan has been developed in partnership with ERCL and across all relevant departments in the Council. ERCL Senior Management Team have approved the commitments set out in this plan and we will continue to tie in with them around implementation and monitoring.
19. A public consultation on this draft plan was carried out for 6 weeks between May and June 2023 and the findings from this have been woven into the amended plan presented to Cabinet in Appendix 1.

IMPLICATIONS OF THE REPORT

20. There are no specific implications of this report in terms of staffing, property, legal, ICT, or sustainability. A separate Equality, Fairness and Rights Impact Assessment has been completed for this plan and will be published on the Council's website.

CONCLUSION

21. East Renfrewshire Council has a statutory obligation to produce its' second Gaelic Language Plan for 2023-2028. While the plan aims to advance the use, learning and awareness of Gaelic in the local area, it also needs to be proportionate and realistic given the population size and challenging budget landscape in which the Council is currently operating. We will seek to utilise any external funding opportunities where possible and will continue to explore opportunities for partnership working with other local authorities to develop our Gaelic offer.

RECOMMENDATIONS

22. It is recommended that Cabinet:

- (i) consider and comment on the updated draft of the Gaelic Language Plan for East Renfrewshire (Appendix 1) prior to its submission to Bòrd na Gàidhlig for approval
- (ii) note the funding awarded to the Council through Gaelic Plans Fund for the purpose of Gaelic Awareness training.

REPORT AUTHOR

Megan McIntyre, Strategic Services Officer, Megan.McIntyre@eastrenfrewshire.gov.uk

BACKGROUND PAPERS

- DRAFT Gaelic Language Plan 2023-2028- Cabinet May 2023
- East Renfrewshire Draft Gaelic Language Plan- Update, Cabinet June 2015.
- Gaelic Language Plan 2017-2022- Update, Education Committee June 2019:
- Consultation of the establishment of Gaelic Medium Primary School (GMPE) at Thornliebank Primary School from August 2023 and beyond- Update, Education Committee June 2022.
- The National Gaelic Plan 2018-2023- <https://www.gaidhlig.scot/wp-content/uploads/2018/03/BnG-NGLP-18-23.pdf>

East Renfrewshire Council's
Gaelic Language Plan
2023-2028

**This draft plan has been prepared under Section 3
of the Gaelic Language (Scotland) Act 2005**

Foreword

East Renfrewshire Council (ERC) recognises the important contribution Gaelic has made to our history and our living culture, and we will continue to support this through the delivery of our second Gaelic Language Plan. This Plan builds on the work carried out throughout our first Gaelic Language Plan 2018-23 and details additional actions the Council will take to raise awareness and help secure, promote and develop the Gaelic language and culture in East Renfrewshire in a way that is proportionate to our area.

This plan was created during an exciting period for Gaelic in East Renfrewshire, with the first Gaelic Medium Education facility in the area opening in August 2023. During the lifetime of this plan we hope to build on this development and continue to expand this offer, identifying a range of opportunities for our communities and workforce and learning from good practice in other local authorities while working in partnership where possible.

In producing this plan, East Renfrewshire Council is committed to ensuring we reflect the aims and principles of the Gaelic Language (Scotland) Act 2005. Through the implementation of this Plan over the next five years, we aim to support the delivery of the National Gaelic Language Plan and the objectives of the Education (Scotland) Act 2016 in a way that is realistic for our local authority and mindful of the difficult economic challenges we continue to face.

TBC
East Renfrewshire Council

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1. Introduction

Article 27 of the Universal Declaration of Human Rights states “*Everyone has the right freely to participate in the cultural life of the community*”. This guarantees the right of everyone to access, participate in and enjoy culture, cultural heritage and cultural expressions. With Gaelic having been spoken in Scotland for over 1,500 years, it is an integral part of Scotland’s heritage and cultural identity.

The Gaelic Language (Scotland) Act 2005 was passed by the Scottish Parliament with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language. The Act empowers Bòrd na Gàidhlig to require public authorities to prepare a Gaelic Language Plan to ensure that the public sector in Scotland plays its part in creating a sustainable future for Gaelic by raising the status and profile of the language and creating practical opportunities for its use.

This document is East Renfrewshire’s second Gaelic Language Plan prepared within the framework of the Gaelic Language (Scotland) Act 2005. It sets out how we will use Gaelic in the operation of our functions, how we will enable the use of Gaelic when communicating with the public and key partners, and how we will promote and develop Gaelic. East Renfrewshire’s Gaelic Language Plan has been prepared in accordance with statutory criteria set out in the 2005 Act, and having regard to the National Gaelic Language Plan and the Guidance on the Development of Gaelic Language Plans.

National Gaelic Language Plan

The National Gaelic Plan 2023- 2028 concludes that Gaelic development has made good progress yet there is much to do to maintain this and increase momentum by means of new commitments to ensure that “**Gaelic is used more often, by more people and in a wider range of situations**”. The plan also highlights the important role that Gaelic plays in the Scottish economy and in Scotland’s cultural life.

East Renfrewshire Council supports the aim of the National Gaelic Plan and is committed to contributing to these goals through focussing our work under these three headings:

- **Increasing the use of Gaelic within our authority and encouraging more people to use Gaelic when interacting with us**
- **Increasing the opportunity for people to learn Gaelic**
- **Promoting a positive image of Gaelic whenever we can as part of our operations as an organisation**

The National Gaelic Language Plan is currently being updated and the next edition of the plan is due to be published in the latter half of 2023 however these aims are likely to remain broadly similar.

Local Area

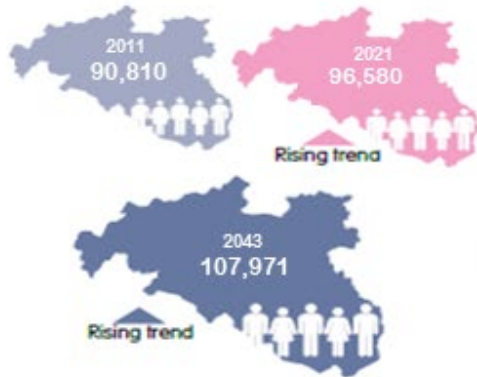
East Renfrewshire is situated to the south of the City of Glasgow and covers an area of 67 sq miles, 85% of which is rural land with the remaining area comprising mainly residential suburbs. The Levern Valley area includes the settlements of Barrhead, Neilston and Uplawmoor. The Eastwood area includes Busby, Clarkston and Williamwood, Eaglesham and Waterfoot, Giffnock, Netherlee and Stamperland, Newton Mearns and Thornliebank.



Local Demographic

EAST RENFREWSHIRE FAST FACTS

Population



Where people live



Life expectancy



New homes planned up to 2031



Economically active: 78%
 Economically inactive: 22%



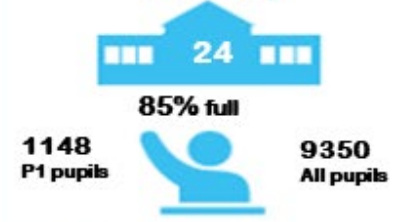
Extra moving into East Renfrewshire 2021



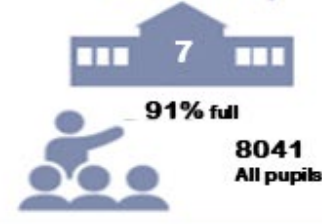
Early learning



Primary



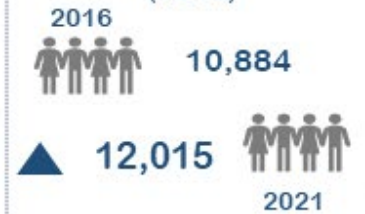
Secondary



ASN School



Young People in East Renfrewshire (10-18)



Local authority

East Renfrewshire Council provides local government services for all of East Renfrewshire and aims to be a **modern, ambitious council creating a fairer future with all**. The Council employs over 4000 members of staff that operate across 5 departments:

- Chief Executive's Office
- Business Operations and Partnerships
- Education
- Environment
- Health and Social Care Partnership

East Renfrewshire Council is a coalition administration between Labour and one independent councillor. 18 councillors represent 5 multi-member wards with a political composition of:

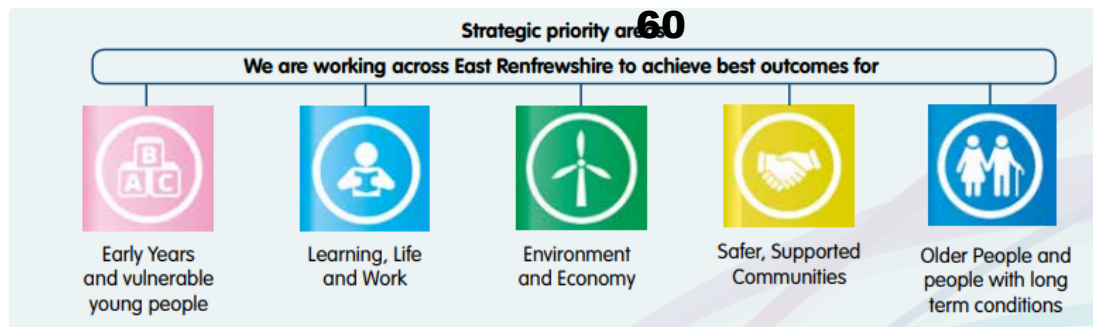
- SNP- 6
- Conservative- 5
- Labour- 5
- Independent- 2

Expenditure for East Renfrewshire Council in 2022/23 was over £330m. However, in October 2022, the Council announced it was facing a funding shortfall of more than £30m over the next three years due to a variety of reasons. Tough savings for both staff and residents have been proposed over the coming years, therefore this plan has been developed in the context of this precarious financial climate and the actions set out are reflective of this.

Local priorities

We strive to maintain the area's reputation as an attractive and thriving place to grow up, work, visit, raise a family and enjoy later life. We do this by working with our Community Planning Partners to create stronger and fairer communities together with the people of East Renfrewshire. Our Community Plan (including Fairer East Ren) is a 10-year high-level plan that articulates the priorities and context for partnership working in East Renfrewshire to ensure all of the plans and strategies of the Community Planning Partnership are working towards the same aims and vision for our communities.

These outcomes describe what life will be like for our children, young people, adults and older people when we achieve our ambitions. There are currently five priority areas that are consistent throughout our strategic planning. These are:



The plan includes Fairer East Ren (our Local Outcomes Improvement Plan). Focusing on tackling inequalities across East Renfrewshire, we are delivering on action plans for each of the Fairer East Ren themes with our community planning partners.

The commitments set out in East Renfrewshire's Gaelic Language Plan 2023-2028 will contribute to this vision, in particular through the following outcomes:

- 2.1 Residents have the right skills, learning opportunities and confidence to secure and sustain work (Fairer East Ren outcome)
- 2.2 Children and young people are included
- 2.3 Children and young people raise their educational attainment and achievement and develop the skills they need
- 3.4 East Renfrewshire is a great place to visit
- 4.4 Residents live in communities that are strong, self-sufficient and resilient

Gaelic in Scotland

Results from the 2011 Census have shown that the decline in the number of Gaelic speakers has slowed since 2001. The total number of people recorded as being able to speak and/or read and/or understand Gaelic was 87,056. Of these 58,000 people (1.1% of the population) aged three and over in Scotland were able to speak Gaelic. For the first time there was an increase in the number of speakers aged under 25, even though the overall figure decreased slightly. The census also showed that Gaelic speakers live in most communities across Scotland, with approximately 50% living in the Highlands and Islands, and 50% across the rest of the country.

Since the launch of Gaelic on the Duolingo app on St Andrew's Day 2019, 1.5 million people have started learning the language to reconnect with their heritage, with the primary motivation for learning being recorded as culture.

Gaelic within East Renfrewshire

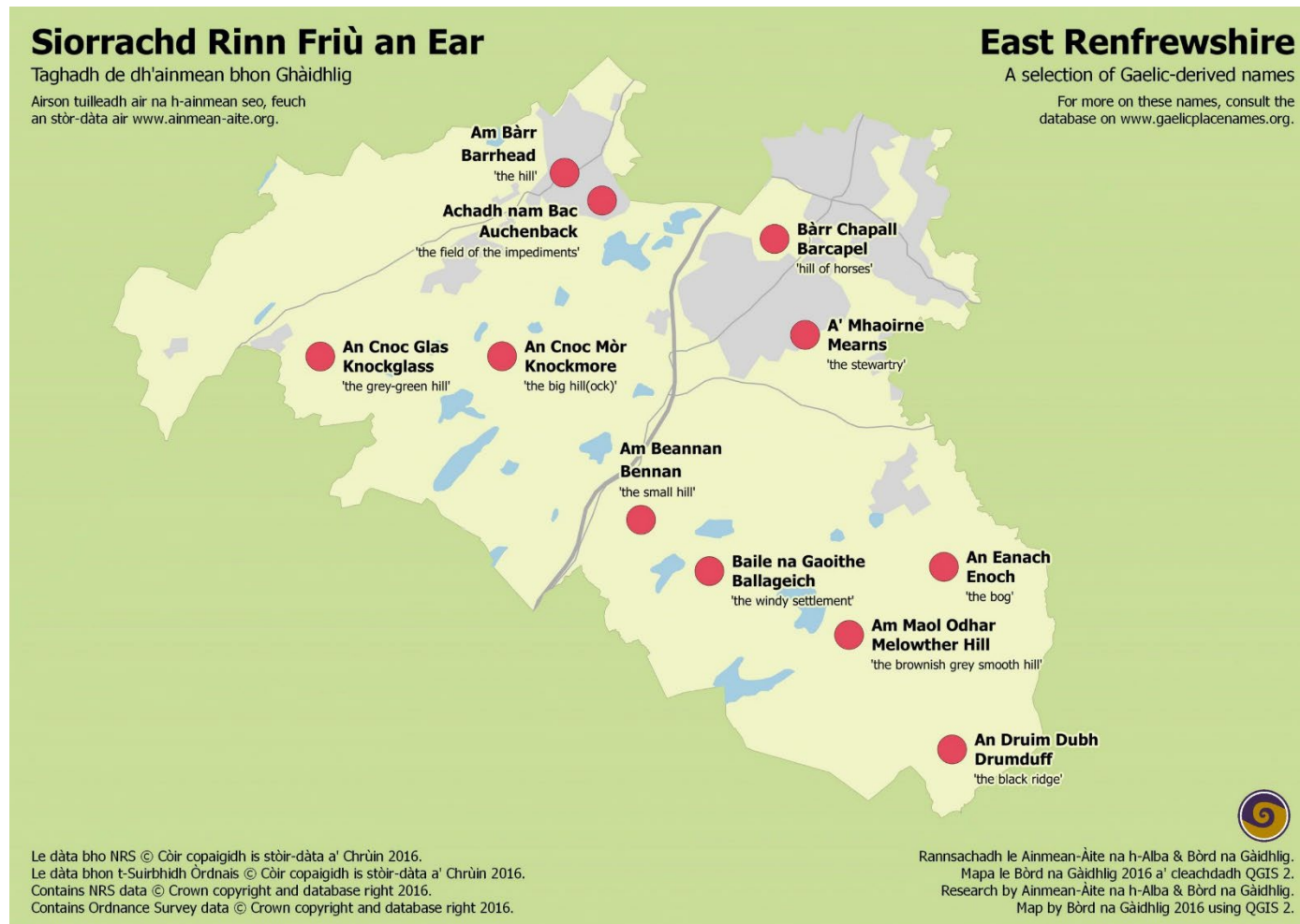
Overview

East Renfrewshire has a relatively small Gaelic speaking community. The 2011 Census indicated that, across the council area, 0.997% (874 people) of those aged 3 and over, have some Gaelic language skills. As of August 2023, we are still awaiting the results of the 2022 Census, however we do know that there has been a significant population increase in the area which could potentially impact the findings.

Area	All people aged 3 and over	Understands but does not speak, read or write Gaelic	Speaks, reads and writes Gaelic	Speaks but does not read or write Gaelic	Speaks and reads but does not write Gaelic	Reads but does not speak or write Gaelic	Other combination of skills in Gaelic	No skills in Gaelic
East Renfrewshire	87685	252	306	193	50	60	13	86811
Barrhead	16838	26	41	34	7	9		16721
Busby	3155	3	9	7	3	1	1	3131
Clarkston	9019	30	33	21	6	8	1	8920
Eaglesham	2995	20	13	7	5		1	2949
Giffnock	11809	41	51	31	6	12	1	11667
Neilston	5162	14	19	11	4	1	3	5110
Netherlee	4414	19	28	4	1	1	1	4360
N'ton Mearns	23493	62	80	55	13	17	3	23263
Stamperland	3477	10	10	5	2	1		3449
Thornliebank	3936	15	13	12	2	6	2	3886

Uplawmoor	534	2	1			531
Waterfoot	1250	6	5	2	1	1236
Outlying rural	1603	4	3	4		1588

The influence of Gaelic in East Renfrewshire's place names is clear and the below map, produced by Bòrd na Gàidhlig and Ainmean Àite na h-Alba, highlights the widespread influence of the language.



Education

East Renfrewshire Council is committed to providing Gaelic education opportunities for our residents and those who wish to undertake this in the future. We provide financial support to transport a small number primary pupils and secondary pupils to the Glasgow Gaelic School and to the Mount Cameron Gaelic facility in South Lanarkshire. Following a consultation in February 2022, a full assessment of the need for GMPE in East Renfrewshire was carried out, after five children were identified for the school year 2023/2024 and a further six children for subsequent years.

In June 2022 the [Education Committee](#) approved composite GMPE provision to be located at Thornliebank Primary School from autumn 2023 with the recruitment of two Gaelic speaking staff. This will allow pupils starting Primary 1 in August to access local provision within a dedicated establishment. This is a significant step for East Renfrewshire and it is hoped that embedding GMPE within our schools will have a wider ripple effect across our communities in terms of language acquisition and usage. We believe this will demonstrate a commitment and recognition of the prestige of Gaelic across the Council and will continue to actively promote Gaelic language learning.

Adult Learning

Beginner and advance Gaelic Language classes are held in Giffnock during term times at a reduced cost. These classes were originally for parents or guardians of children at Gaelic Medium Education schools but are open to anyone with an interest in the language. More information about the classes can be found at: <https://www.whatsoneastrenfrewshire.co.uk/listings/learn-gaelic-for-beginners-&-advanced/>

Gaelic Language within ERC

We conducted an internal staff Gaelic capacity audit in preparing this document so that the actions and commitments could be aligned with the existing skills of our organisation and to highlight where additional recruitment and/or training is required.

Summary of findings

- There are currently 2 jobs in East Renfrewshire Council that require Gaelic as an essential skill, one 0.5FTE Class Teacher and 1FTE Principle Teacher post for the new GME school
- There were 40 responses to the survey in total
- 5 people could understand/read/write/speak Gaelic to a certain extent
- 4 people had participated in some level of Gaelic learning, ranging from using Duolingo to it being part of their school curriculum

- No respondents had ever had to use Gaelic in the workplace
- 70% expressed some interest in taking part in Gaelic awareness training

We will use this information as baseline data and will look to compare this against information gathered for our next Gaelic Language Plan.

A more detailed report of the capacity audit can be found in Appendix 1.

2. Key Principles

This section of the plan confirms East Renfrewshire Council's commitment to three key principles to be applied across the plan and throughout the authority.

Equal Respect

Under the terms of the 2005 Act, Bòrd na Gàidhlig works with a view to securing the status of the Gaelic language as an official language of Scotland commanding equal respect to the English language. The Bòrd, in turn, expects that public authorities will demonstrate in their plans how the principle will be achieved and maintained in practice.

East Renfrewshire Council will ensure that where Gaelic is included as part of our operations and services, we will ensure they are of an equal standard and quality as those that we provide in English.

Active Offer

East Renfrewshire Council will make an active offer of our Gaelic services to our employees and the public. This will ensure that where Gaelic services are made available by us, Gaelic users are made aware of their existence, and are actively encouraged to use them.

This will take the responsibility away from the individual to ask for the service and will give Gaelic users the confidence to know that their needs will be met if that is their choice.

We will ensure that our Gaelic language services are as accessible as our English language services.

Mainstreaming

In the formation, renewal and monitoring of policies, East Renfrewshire Council will consider the commitments made in this Gaelic language plan and ensure that the impacts on Gaelic are in line with the National Gaelic Language Plan's aim that Gaelic is used more often, by more people and in a wider range of situations.

In order to achieve this aim, the normalisation or mainstreaming of Gaelic as part of the day-to-day fabric of modern Scottish life is a key action and public authorities are central to this.

3. Consultation

As part of the 2005 Act, public bodies are required to bring a draft of its Gaelic Language Plan to the attention of all interested parties. East Renfrewshire Council consulted publicly on the draft between May and June 2023 and has incorporated the findings into the final plan. The online consultation was open for six weeks and was promoted through the Council's social media channels.

- In total, there were 157 responses to the survey, with a further 324 'agreements' from respondents to other peoples' opinions on the Commonplace platform
- Around 50% of respondents were happy/satisfied with how easy the Plan was to read and follow
- 6% of people who responded could understand/speak/read Gaelic

A significant number of respondents were concerned about the use of existing resources to implement the GLP given the relatively low numbers of Gaelic speakers, writers and readers in East Renfrewshire. Responses highlighted the following points to improve in the plan and which we have since incorporated:

- More detail is needed around opportunities available for adults to learn Gaelic
- Need for a better understanding of why the plan is important and the history of Gaelic in East Renfrewshire
- More information about how the plan will be resourced and implemented

A more detailed report of the consultation can be found in Appendix 2.

4. Our Plan Commitments

4.1 Corporate Service Aims

Bòrd na Gàidhlig has developed a set of standardised Corporate Service Aims. The Corporate Service Aims are based on Bòrd na Gàidhlig's experience of approved Gaelic Language Plans to date, with the aim of standardising key Gaelic services over time across the public sector. All public authorities are expected to address all of these Corporate Service Aims in their plan, describing current practice, actions needed to achieve the aim, timescales and which team will have responsibility for progressing the actions.

East Renfrewshire Council have ensured that the actions set out are proportionate to and reflective of both the size of our local authority and our ability to develop Gaelic in the local area within the context of a challenging budget position over the next few years.

Status

Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
Logo and brand- render the corporate logo branding in both Gaelic and English at the first opportunity and as part of any renewal process. The logo should demonstrate equal	There is currently no Gaelic logo or branding for East Renfrewshire	A dual version of the corporate logo is being developed to coincide with the opening of our GMPE establishment in August 2023. This dual logo will be made available on request from the Communications Team, as required.	Year 1 Year 1 onwards	Business Operations and Partnerships

prominence for both language				
Signage- Prominent signage will include Gaelic and English as part of any renewal process	There is currently no Gaelic signage on East Renfrewshire Council premises	Signage in the GME school will include Gaelic and English as part of any renewal process.	Year 2 onwards	Education/Environment

Communicating with the public

Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
Promotion- positive message that communication from the public in Gaelic is always welcome	At present, we do not consistently promote the use of Gaelic to our residents.	A web page will be created outlining the GMPE offer in East Renfrewshire, which will be in both languages. There will also be a website section for the Gaelic Language Plan in both languages that will include a statement that says we welcome any communication from the public in Gaelic.	Year 1	Business Operations and Partnerships

<p>Written communication- written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with general policy</p>	<p>Where requests have been received, we have responded in Gaelic within an appropriate timeframe.</p>	<p>Our Translation, Interpretation and Communication guidance will be refreshed to include specific reference to Gaelic and the process to be followed in replying in this language, ensuring the most recent Gaelic Orthographic Conventions are adhered to.</p>	<p>Ongoing</p>	<p>Business Operations and Partnerships</p>
<p>Reception and phone- where Gaelic speaking staff can provide this service, they are supported to do so, and the service is promoted to the public</p>	<p>We do not currently have any Gaelic speaking staff on reception or phones.</p>	<p>Appropriate training will be offered for staff who express an interest in learning Gaelic, where resources allow.</p>	<p>Ongoing</p>	<p>Business Operations and Partnerships</p>
<p>Public meetings- Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted</p>	<p>Where notice of 3 weeks is given, we provide an interpreter service for key public meetings</p>	<p>Continue to implement this policy and actively offer this service to the public, as requested</p>	<p>Ongoing</p>	<p>Business Operations and Partnerships</p>

Information

Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
News releases- high profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English	We do not currently issue any news releases bilingually.	A dual language news release will be issued upon the opening of the GMPE establishment in August 2023. Other opportunities to promote the work of the GMPE school and other Gaelic work will be identified on an ongoing basis	Year 1 Year 1 onwards	Business Operations and Partnerships
Social media- Gaelic content distributed regularly through social media, guided by the level or actual and potential users	We have highlighted the GMPE offer on social media.	Content from the GMPE establishment and other Gaelic content will be shared on the council's social media regularly.	Year 1 onwards	Business Operations and Partnerships
Website- Gaelic content should be available to the public authority's website, with emphasis given to pages with the highest potential reach	The Council's website currently has a page which provides information about GMPE and how this can be accessed.	Another web page will be created outlining the GMPE offer in East Renfrewshire, which will be in both languages. This will also outline Gaelic learning and cultural opportunities, as appropriate. The Gaelic Language Plan 2023-2028 will be published on the council website in both languages.	Year 1 Year 1	Business Operations and Partnerships

<p>Corporate publications- produced in Gaelic and English, with priority given to those with highest potential reach</p>	<p>We currently include a statement in corporate publications detailing that the document can be provided in an alternative language or format on request.</p>	<p>Relevant corporate publications will be considered for translation into Gaelic, as deemed appropriate.</p>	<p>Year 1 onwards</p>	<p>Business Operations and Partnerships</p>
<p>Language utility- a process is in place to ensure that the quality and accessibility of Gaelic language in all corporate information is high</p>	<p>We follow our existing translation and interpretation process when required, utilising the services of a professional translator.</p>	<p>We will continue to utilise the services of a professional translator when requiring services for translation for publications, social media and website content</p>	<p>Ongoing</p>	<p>All services</p>
<p>Exhibitions- opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact</p>	<p>East Renfrewshire Council does not, at present, provide a Gaelic element to any exhibitions</p>	<p>We will work with partners in East Renfrewshire Culture and Leisure to identify opportunities to deliver public exhibitions to highlight Gaelic language and culture</p>	<p>Year 1 onwards</p>	<p>All services</p>

Staff

Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
Internal Audit- conduct an internal audit of Gaelic skills and training needs through the life of each plan	We currently do not have any information around the Gaelic language skills and training needs of our staff	An internal staff language skills audit to be carried out which will also include information gathering around interest or need for Gaelic training and how often the language is used in the workplace	Year 1	Business Operations and Partnerships
Induction- knowledge of the public authority's Gaelic Language plan included in new staff inductions	East Renfrewshire Council does not currently include the Gaelic Language Plan in new staff inductions.	Information will be added to our current Corporate Induction to detail our Gaelic Language Plan	Year 2	Business Operations and Partnerships
Language training- Gaelic language skills training and development offered to staff, particularly in relation to implementing the Council's GLP	We do not offer any Gaelic language skills training or development to staff	We will work collaboratively with other public authorities to provide online learning opportunities to staff We will provide information on all Gaelic e-learning forums such as 1+2 Languages, Go Gaelic!, Learn Gaelic and Duolingo sites	Year 2 onwards	Business Operations and Partnerships
Awareness training- Gaelic awareness training offered to staff, with priority given to directors, board members,	There is currently no offer of Gaelic awareness training for staff	We aim to provide a short eLearning Gaelic awareness course in partnership with a neighbouring local authority and actively promote this offer to staff, with a particular focus on senior staff and Councillors.	Year 1 onwards	Business Operations and Partnerships

councillors and staff dealing directly with the public				
Recruitment- recognising and respecting Gaelic skills within the recruitment process throughout the public authority	Recruiting managers have the ability to update the person specification for vacancies to state if a language is essential / desirable for a particular role.	Continue to offer recruiting managers the opportunity to include a language as essential/desirable for a particular role.	Ongoing	Business Operations and Partnerships
Recruitment- Gaelic named as an essential and/or desirable skill in job descriptions in order to deliver the GLP and in accordance with the Bòrd na Gàidhlig recruitment advice	Recruiting managers have the ability to update the person specification for vacancies to state if a language is essential / desirable for a particular role.	Continue to offer recruiting managers the opportunity to include a language as essential/desirable for a particular role.	Ongoing	Business Operations and Partnerships
Recruitment- bilingual or Gaelic only job adverts where Gaelic is an essential skill	Where Gaelic is listed as an essential skill, we have included the candidate pack bilingually.	We will continue to ensure that where Gaelic is an essential skill, information will be published in both Gaelic and English	Year 1 onwards	Business Operations and Partnerships

Gaelic Language Corpus

Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
Gaelic Orthographic Conventions- the most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority	All written materials produced by East Renfrewshire Council follow the most recent Gaelic Orthographic Conventions	We will ensure that Gaelic Orthographic Conventions are adhered to in all written materials produced	Ongoing	All services
Place-names- Gaelic place name advice from Ainmean-Aite na h-Alba is sought and used	If we require information relating to place names, we would use Ainmean-Aite na h-Alba	We will use Ainmean-Aite na h-Alba whenever we require information relating to place-names	Ongoing	All services

4.2 High-Level Aims

East Renfrewshire Council has agreed a set of high-level aims with Bòrd na Gàidhlig and the Scottish Government Minister with responsibility for Gaelic.

The high-level aims are a small number of strategic level actions, closely linked to the National Gaelic Language Plan 2018-2023, and framed around the three National Gaelic Language Plan headings of:

- **Increasing the use of Gaelic**
- **Increasing the learning of Gaelic**
- **Promoting a positive image of Gaelic**

East Renfrewshire's high-level aims are:

Increasing the use of Gaelic				
ERC High-level aim: Strengthen partnerships with East Renfrewshire Culture and Leisure, local businesses and other key stakeholders to increase both the use and awareness of the Gaelic language in the Council area.				
Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
Residents are aware of and supported to use the Gaelic language in a range of settings throughout the authority.	We have an established a Gaelic Language Working Group, with officer representation from across Council departments and the Trust, to work in partnership to develop this	Increase the use and awareness of existing Gaelic resources in libraries.	Year 1 onwards	All services
		Explore opportunities for the GME school to work in	Year 1 onwards	Education

	<p>plan and the implementation of the Gaelic Language Plan.</p>	<p>collaboration with East Renfrewshire Culture and Leisure</p> <p>Raise awareness among businesses and tourism/hospitality providers, of the economic benefits of using Gaelic, recognising that Gaelic and its associated culture has something unique and engaging to offer visitors.</p> <p>Continue to meet as a Gaelic Language steering group and expand membership to ensure commitments of this plan are being delivered and there is a strategic approach to increasing the use of the language in the authority.</p>	<p>Year 1 onwards</p> <p>Ongoing</p>	<p>Environment</p> <p>All services</p>
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Increasing the learning of Gaelic				
ERC High-level aim: Undertake the duty under the Education (Scotland) Act 2016 to promote & support Gaelic Education, with progress monitored through existing quality improvement and self-evaluation processes.				
Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
<p>Gaelic Medium Primary Education is established at Thornliebank Primary School in August 2023.</p> <p>Children benefit from high-quality learning experiences throughout the curriculum.</p> <p>Teachers are well supported through opportunities to network with other GMPE establishments.</p>	<p>Pupils are transported to GMPS provision in neighbouring local authorities.</p>	<p>Recruit Gaelic Medium Principal Teacher 1FTE</p> <p>Recruit Gaelic Medium Teacher 0.5FTE</p> <p>Recruit Gaelic speaking PSA</p> <p>Recruit development officer/identify central support for GMPE pedagogy and practice</p>	<p>April 2023</p> <p>August 2023</p> <p>August 2023</p> <p>August 2023/TBC</p>	<p>Education</p>

ERC High-level aim: Plan towards GME provision at secondary level in 2030.				
Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
Pupil numbers increase sufficiently over time for high quality GM secondary education to be considered.	No GM secondary provision.	Effectively promote the choice of Gaelic Medium Primary Education to parents of children in ERC early learning and childcare establishments, including through partnership working with key agencies.	Ongoing. Target 25 pupils by August 2025.	Education

ERC High-level aim: Raise awareness of Gaelic and increase opportunities for Gaelic learner education.				
Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
Parents and children are aware of Gaelic learning opportunities they can access.	No Gaelic learner education for children/young people.	Develop a strategic approach to sharing information with parents and children about Gaelic learning opportunities across the council area	From April 2023	Education

Children at Thornliebank Primary School have planned opportunities to learn Gaelic as part of the wider curriculum.		and in neighbouring authorities.		
		Plan Gaelic learning curricular opportunities to be phased in from P1 and expanded in line with GMPE year group progression.	From August 2023	Education
		Plan whole-school opportunities to raise the profile of Gaelic through shared exploration and celebration of languages, cultures and diversity.	From August 2023	Education
		Create opportunities for parents of children in GME to network and to increase their own Gaelic language skills.		

ERC High-level aim: Raise awareness of Gaelic and ensure adult Gaelic learners have access to appropriate Gaelic learning opportunities.				
Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
Adult Gaelic learners are able to access appropriate learning opportunities.	Adult learners access Glasgow Life Gaelic classes.	Develop a sustainable plan to ensure continued access for ERC residents to affordable Gaelic learning opportunities in partnership with third sector organisations and neighbouring local authorities.	Year 1 onwards	Education

Promoting a positive image of Gaelic				
ERC High-level aim: Promoting a positive image for Gaelic through delivery of the corporate service and educational commitments in this Gaelic language plan				
Desired Outcome	Current Practice	Actions Required	Target Date	Responsibility
Gaelic language is viewed positively in East Renfrewshire by residents and staff and its	Where resources have allowed, we have looked to promote a positive image of Gaelic through delivering actions set out in	Promote and enhance the Gaelic commitments agreed in this current plan to all staff and monitor its application annually.	Year 1 onwards	All services

importance is valued by key stakeholders	our previous Gaelic Language Plan 2018-2023.			
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5. Links to the National Performance Framework

East Renfrewshire Council's Gaelic Language Plan will help advance the following outcomes of the National Performance Framework:

- children and young people - we grow up loved, safe and respected so that we realise our full potential.
- communities - we live in communities that are inclusive, empowered, resilient and safe.
- culture - we are creative and our vibrant and diverse cultures are expressed and enjoyed widely.
- economy - we have a globally competitive, entrepreneurial, inclusive and sustainable economy.
- education - we are well educated, skilled and able to contribute to society.
- human rights - we respect, protect and fulfil human rights and live free from discrimination.

Full details of the National Performance Framework can be accessed at <https://nationalperformance.gov.scot/>

6. Publication

This Gaelic language plan will formally remain in force for a period of 5 years from the date it is approved by Bòrd na Gàidhlig. This section of the plan sets out how East Renfrewshire Council will publish this Gaelic Language Plan and how we will let both internal and external stakeholders know about it.

Internal

East Renfrewshire's Gaelic Language Plan will be published in Gaelic and in English and we will let staff and other internal stakeholders at all levels know about the plan, any responsibility they have in terms of delivery and the opportunities that exist for them to use Gaelic and/or develop their skills.

This will be done by:

- publishing information on our staff intranet
- including Gaelic in the eLearning induction module

External

The Gaelic Language Plan will be published in Gaelic and English on our website. In addition, we will:

- Publicise the plan through a variety of social media platforms
- Make hard copies available on request
- Share the plan with key stakeholders in the public, private and third sectors.
- We will alert other organisations, including third parties and arms-length organisations, by social media and via the Council's website and we will encourage them to operate in the spirit of the activities outlined in this plan.

7. Resourcing the plan

Most of the costs involved in implementing this plan will be mainstreamed within existing budgets and/or as part of ongoing renewal processes. If consideration needs to be given in future to identifying resources to meet any demands arising from implementation of the plan, this will be the subject of future reports and will be agreed by the Council in line with normal budget processes. We will also continue to seek external funding opportunities for Gaelic in East Renfrewshire.

8. Monitoring the plan

The ongoing monitoring of approved Gaelic Language Plans is a requirement of the Gaelic Language (Scotland) Act and Bòrd na Gàidhlig ask all public authorities to produce a monitoring report annually, from 12 months after the date of the plan's approval and each year thereafter.

East Renfrewshire Council will compile an annual progress report that will be provided to Bòrd na Gàidhlig and made available to the public

9. The Gaelic Language Plan in the Public Authority

Overall responsibility for the plan

The Director of Business Operations and Partnerships and Director of Education have the overall joint responsibility for East Renfrewshire's Gaelic Language Plan and can be contacted as follows:

NAME: Louise Pringle / Mark Ratter

POSITION: Directors

DEPARTMENTS: Business Operations and Partnerships / Education

NAME OF ORGANISATION: East Renfrewshire Council

ADDRESS: Eastwood Park, Rouken Glen Rd, Giffnock, G46 6UG

TELEPHONE NUMBER: 0141 577 3136 or 0141 577 3103

E-MAIL ADDRESSES: louise.pringle@eastrenfrewshire.gov.uk mark.ratter@eastrenfrewshire.gov.uk

Day-to-day responsibility for the plan

Strategic Services has day-to-day responsibility for the delivery and monitoring of East Renfrewshire's Gaelic Language Plan. Queries regarding the day-to-day operation of the plan should be addressed to:

NAME: Megan McIntyre

POSITION: Strategic Services Officer

DEPARTMENT: Business Operations and Partnerships

NAME OF ORGANISATION: East Renfrewshire Council

ADDRESS: Council HQ, Eastwood Park, Rouken Glen Road, Giffnock, G46 6UG

E-MAIL ADDRESS: megan.mcintyre@eastrenfrewshire.gov.uk

Gaelic Language Implementation and Monitoring Group

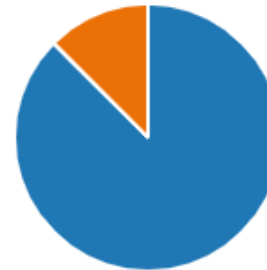
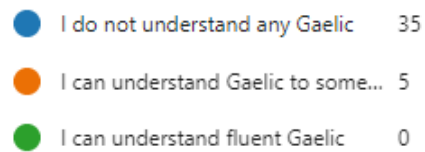
To ensure that the Gaelic Language Plan is embedded across the corporate structure of the authority, Bòrd na Gàidhlig recommends the establishment of a Gaelic Language Plan implementation and monitoring group, consisting of staff from across the authority with responsibility for developing, implementing and monitoring different aspects of the plan.

East Renfrewshire Council has established a Gaelic Language Plan Working Group, with the primary responsibility of developing the commitments within this plan. Membership is cross-departmental and includes representation from Strategic Insights and Communities, Human Resources, Communications, Education, Customer Services and East Renfrewshire Culture and Leisure.

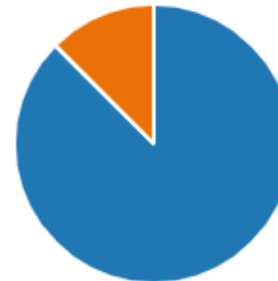
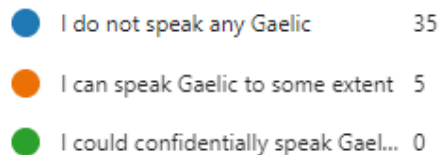
Appendix 1- Internal Gaelic Capacity Audit

As part of the development of this Plan, East Renfrewshire Council carried out an audit of existing internal Gaelic capacity via an online survey which was promoted to all employees via our Intranet and HR Teams channel. The survey had 40 responses and detail of the responses is provided below:

- Understanding Gaelic-** please tick the statement which you believe best applies to your level of understanding of Gaelic (*I do not understand any Gaelic, I can understand Gaelic to some extent, I can understand fluent Gaelic*)



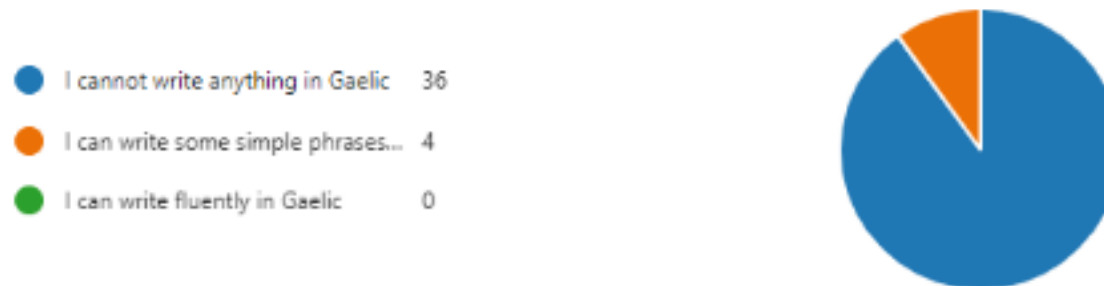
- Gaelic speaking ability-** please tick the statement which you believe best applies to your level of Gaelic speaking ability (*I do not speak any Gaelic, I can speak Gaelic to some extent, I could confidentially speak Gaelic*)



3. **Gaelic reading ability-** please tick the statement which you believe best applies to your ability to read Gaelic (*I cannot read any Gaelic, I can understand a few words, signs or phrases, I can understand and comfortably read large amounts of Gaelic text*)



4. **Gaelic writing ability-** please tick the statement which you believe best applies to your ability to write in Gaelic (*I cannot write anything in Gaelic, I can write some simple phrases or sentences in Gaelic, I can write fluently in Gaelic*)



10% of respondents have participated in some Gaelic learning/training, ranging from Duolingo to learning Gaelic as part of the school curriculum. There are currently 2 jobs in East Renfrewshire Council that require Gaelic as an essential skill, one 0.5FTE Class Teacher and 1FTE Principle Teacher post for the new GME school.

Appendix 2- Public Consultation

East Renfrewshire Council published the first draft of the East Renfrewshire Gaelic Language Plan in English on the platform Commonplace, which is an interactive participatory tool between May 16th and June 27th 2023.

The online consultation was open for six weeks and was promoted through the Council's social media channels. In total, there were 157 responses to the survey, with a further 324 'agreements' from respondents to other peoples' opinions on the Commonplace platform. The questions asked in the survey and analysis of the feedback is in accordance with the guidance provided by Bòrd na Gàidhlig, which is that the public consultation report should only focus on comments received in relation to the draft Plan and not include wider comments in relation to Gaelic itself.

Summary of public consultation feedback

Respondents were first asked to confirm that they had read through the draft plan in which 85% responded 'Yes'. Question 2 looked to understand respondents' language skillset and approximately 6% could understand/speak/read Gaelic and only 3% could write in the language.

The next section asked **"To what extent do you agree or disagree with the following statements about the plan"** and the results are as follows:

Q3. The Gaelic Language Plan is easy to read

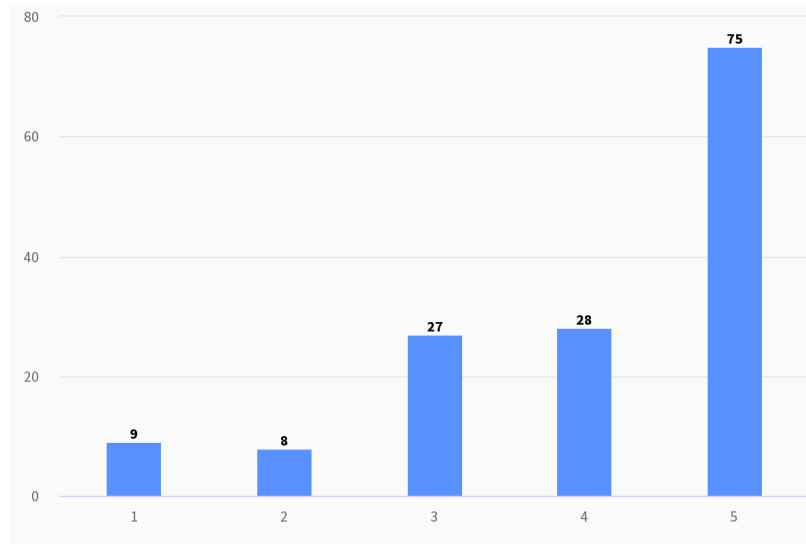
Happy	16%
Satisfied	37%
Neutral	31%
Dissatisfied	7%
Unhappy	9%

Q4. The Gaelic Language Plan is easy to follow

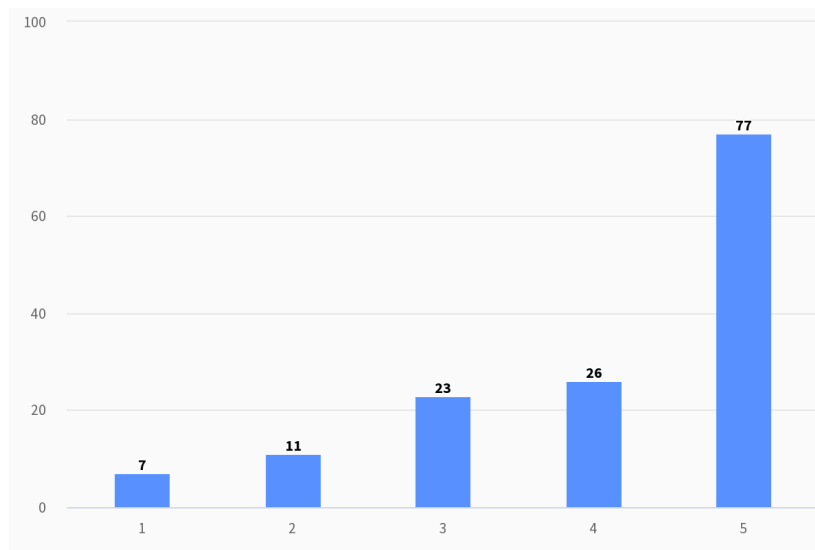
Happy	15%
Satisfied	35%
Neutral	34%
Dissatisfied	7%
Unhappy	9%

Section 3 asked respondents **the extent to which they agreed with the following statements on a scale from 1 (*strongly agree*) to 5 (*strongly disagree*)**

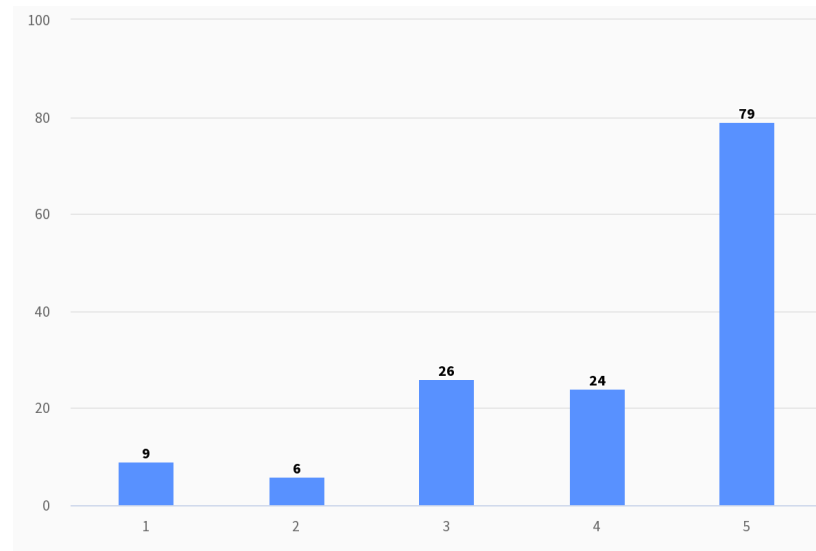
Q5. The plan will promote increasing the use of Gaelic in East Renfrewshire



Q6. This plan will promote increasing the learning of Gaelic in East Renfrewshire



Q7. The plan will increase the awareness of and promote a positive image of Gaelic in East Renfrewshire



The next set of questions were open text questions that asked respondents:

Q8. Are there specific parts of this plan that you found useful?

Q9. Do you feel like there is anything missing from this draft Gaelic Language Plan 2023-2028

Q10. Do you have any other suggestions as to how our new Gaelic Language Plan could be improved in general?

A significant majority of comments left under these questions raised concerns about the need for Gaelic development in East Renfrewshire during a time where the local authority is operating with significant budget constraints. Through analysis of comments, it appears that respondents are not necessarily dissatisfied by the content or structure of the plan, but instead oppose ERC creating and implementing a plan that advances Gaelic in the area in general. This apprehension toward developing Gaelic in East Renfrewshire is further reflected in the negative sentiments returned in Q5, 6 and 7.

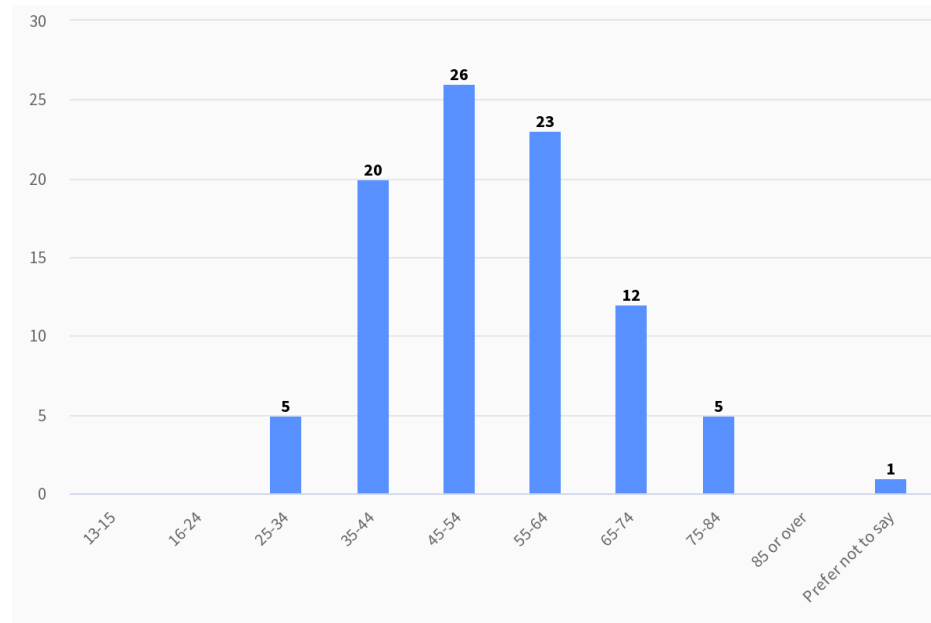
However, as per the advice issued by Bòrd na Gàidhlig around focussing on feedback on plans specifically as opposed to Gaelic overall, through analysis of responses, it was highlighted that the following points needed to be addressed in order to mitigate residents' concerns:

- More detail is needed around opportunities available for adults to learn Gaelic
- Need for a better understanding of why the plan is important and the history of Gaelic in East Renfrewshire
- More information about how the plan will be resourced and implemented

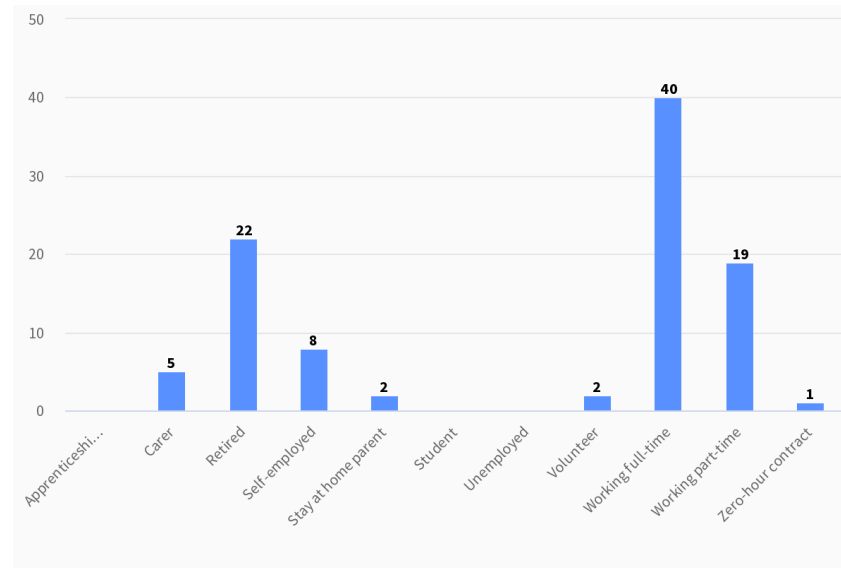
Demographic Information

Respondents were asked for information about themselves to help the Council improve its services in relation to Gaelic, however there was no obligation to complete this part of the survey.

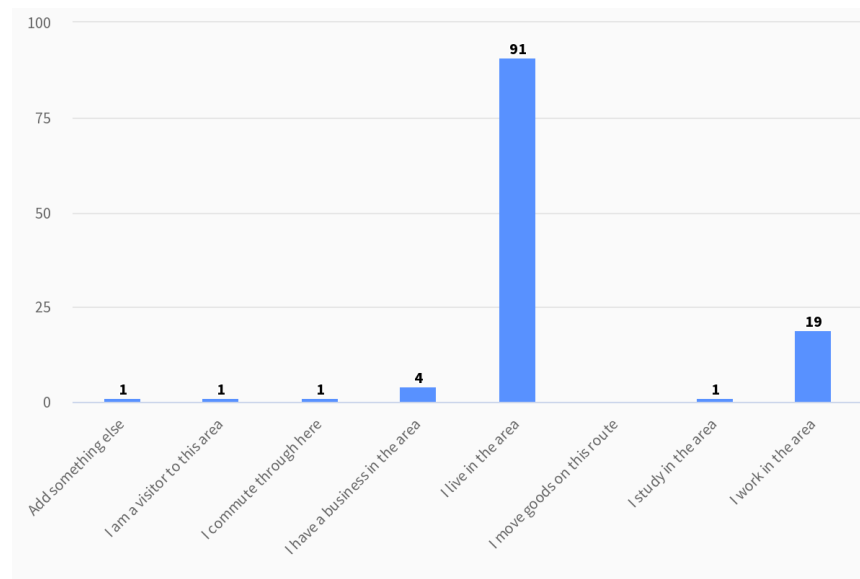
What is your age group?



What is your employment status?



What is your connection to the area?



EAST RENFREWSHIRE COUNCILCABINET7th September 2023Report by Director of Business Operations & PartnershipsBUSINESS OPERATIONS & PARTNERSHIPS DEPARTMENT
END YEAR PERFORMANCE REPORT 2022/23**PURPOSE OF REPORT**

1. The purpose of this report is to present a summary of the performance of the Business Operations & Partnerships Department in 2022/23. This is presented at Annex 1.

RECOMMENDATIONS

2. It is recommended that the Cabinet:

- a) Scrutinises the performance of the Business Operations and Partnerships Department; and
- b) Notes this report as a summary of the Business Operations and Partnerships End Year Performance for 2022/23 (Annex 1).

BACKGROUND

3. This report contains data on progress against the department's key performance targets, and updates on the main actions we are taking to contribute to the achievement of the Council's strategic outcomes. Annex 1 gives an overview of the performance of each of the main service areas.

4. The Business Operations and Partnerships Department, comprises the following functions:

- HR & Corporate Services
- ICT & Community Safety
- Communities & Transformation
- Revenues, Accounts Payable/Receivable & Business Support

5. A summary for each service is included in Annex 1.

6. Our priorities as a department each reflect our cross-council enabling role:

- **Efficient and effective business operations** – these are common across departments (e.g. ICT, HR/Payroll, payments, customer contact) and the goal is to maximise economies of scale and the use of digital technology to focus on meeting the needs of our customers (both internal and external) in the best way. In terms of staff and budgets, business operations are the most significant part of the department.

- **Council wide digital transformation** – this focuses on 3 digital priority areas: business systems & processes; customer experience and workforce productivity. As a department, we lead these programmes and manage a core group of experts who transfer their skills from project to project as required. We are also responsible for delivering a number of projects in our own services.
- **Effective community, partnership and strategy development** – the focus here is to ensure we take a long-term perspective for East Renfrewshire, which addresses the impact of the pandemic; digital opportunities; the impact of climate change; at a time of financial pressure. Our work on 'Vision for the Future', the Council's 10-15 year strategy, has been complemented by outstanding partnerships with communities and other public sector partners during the pandemic. Community Planning, participatory budgeting, community empowerment as well as robust evaluation of the effectiveness of our work all contribute to ensuring that we are delivering the best possible services for our residents. We advise Council and the Corporate Management Team and ensure the Council achieves its duties under Best Value.

7. In addition to a number of restructures and redesigns for budgetary and efficiency purposes, there have been a number of key changes in our department in 2022/23. These include:

- Restructure of roles following the appointment of the Director of Business Operations and Partnerships in January 2022. This led to recruitment of a new Head of Communities and Transformation with Jamie Reid the successful candidate, taking up post in November 2022.
- Retirement of the Council's long-standing Democratic Services Manager/Deputy Returning Officer, Eamonn Daly, in March 2023. Colin Sweeney has now been successful in recruitment to this position.
- Resignation of the Head of ICT & Community Safety, Murray Husband, led to a further reconfiguration of roles. Community Safety will now fall under the Head of Communities and Transformation and recruitment is underway for a new Head of ICT and Resilience which we hope to have in place by the end of 2023.
- Transfer of Licensing and Legal support from Business Support to the Chief Executive's Office, effective May 2023.

2022/23 PERFORMANCE

8. Annex 1 gives a summary of performance for each of the main services in the Business Operations & Partnerships Department across 2022/23.

9. For our HR & Payroll services it has been a busy year with increased workloads arising from several Chief Officer recruitments, industrial action and supporting departments with the HR implications of savings proposals and restructures. We have continued to work through an improvement plan to address HR/Payroll audit actions and ICT system and reporting issues. We have also had a renewed focus on employee wellbeing with launch of a staff wellbeing survey in April 2023 and action planning on the results is now underway.

10. The Customer First and Money Advice and Rights teams have experienced increased demand in 2022/23 due to customers struggling with cost of living challenges. We have seen an increase in length of calls due to complexity of cases and also a rise in face to face visits to Council offices. Good progress has been made in developing online services. There have

been challenges with recruitment, absence and the implications of budget targets which have been difficult to reconcile with the rising demand.

11. The Communications team have continued to grow our engagement reach through use of social media and new platforms such as 'Nextdoor'. There were also extensive campaigns for the council budget engagement; and including Warm and Welcome Spaces, Cost of Living and the Fostering Campaign. In addition, working with Democratic Services, we were pleased to see a return to face to face civic events including Remembrance Sunday, Holocaust Memorial Day and the official openings of Greenlaw Works and Cowan Park Community Enterprise. Significant work was also undertaken across the department to support the induction of new elected members following the elections in May 2022.

12. We have seen increased stability in the ICT network and launch of a new service desk portal which makes it easier for users to report faults or request a service. The team have supported a number of key projects this year and made good progress in rationalisation of ICT contracts for savings purposes. Like others, this service has experienced challenges with recruitment, turnover and the impact of budget reductions on capacity.

13. In addition to the successful implementation of the first phase of the analogue to digital telecare switchover, worked on with colleagues in ICT and HSCP, the Community Safety team has engaged in some excellent partnership working to improve our CCTV estate and to respond to an increase in anti-social behaviour. There were however delays in implementing savings, but this did not affect the department's overall position.

14. In the Communities and Transformation service, significant resources went into development of COVID reserve proposals, cost of living support, youth disorder response and building up our equalities networks both internally and externally. The digital transformation programme has also made good progress in developing online services and introducing automation – Cabinet considered a detailed report on this programme in June 2023.

15. The Revenues Service has seen a return to pre-pandemic performance results after a challenging couple of years due to increased COVID demand, new services and the changeover of a legacy ICT system. Good progress has been made on online services for Council Tax and Benefits which is improving automation, and there has been a significant rise in requests for Scottish Welfare Fund Crisis Grants. Again, this service has experienced pressures from staff absence, high demand and savings targets which have impacted staff resilience.

16. In 2022/23 the Business Operations & Partnerships Department dealt directly with 273 Freedom of Information requests of which 82.8% were responded to within the statutory timescale.

17. A total of 182 complaints were received by the Department in 2022/23. There were 165 complaints closed at frontline stage and 17 at investigation stage. The Department achieved the Scottish Public Services Ombudsman (SPSO) targets for responding to frontline complaints (5 days) recording an average 2.6 days and for investigation complaints (20 days) recording an average of 16.1 days.

18. Our department's invoice processing rate was 94.7% in 2022/23 compared with 96.1% in 2021/22. It is worth noting that the previous year's results included data on Covid hardship payments, low income pandemic payments and grants. The department continues to lead on improvements to the invoice payments process, providing greater financial control and assurance and automating processes wherever possible.

PRIORITIES FOR THE YEAR AHEAD

19. As with many services across the Council, Business Operations and Partnerships continue to balance business as usual, with increased post-pandemic demands, especially those related to the cost of living and reducing budgets. Given the pressures of the last 2-3 years, we are also keen to support employee health, wellbeing and resilience as we continue the transition to new ways of working and navigate the challenges of increased absence levels, skills shortages, particularly in frontline workers, and succession planning.

20. Supporting the successful induction of the new Chief Executive and recruiting and onboarding a new Head of ICT and Resilience are key priorities for the department, particularly given the significant enabling role that our services play to support the work of the broader organisation.

21. Following the report to Council in June, we will be pushing forward with our work on 'Vision for the Future', ensuring that this is shaped effectively by our local communities, partners, elected members and staff. We must also consider the context of the broader public sector landscape, including the Verity House Agreement between Scottish Government and CoSLA which prioritises child poverty, net zero and sustainable public services. There remains ongoing uncertainty around the National Care Service, and the potential implications for the Council and our own services. There will be significant work to identify the scale of the changes and plan accordingly.

22. We will also be concentrating on achieving benefits from our digital transformation programme including further focus on automation whilst carefully managing our ambition with the capacity of staff throughout the organisation and the resources available to drive and embed change. This will include encouraging customers to use our online services including the My East Ren portal and the new Benefits Online service; implementing our new telephony platform (Unified Communications); driving our HR/Payroll improvement plan including resolving ongoing system and reporting issues; continuing the transition from analogue to digital telecare; encouraging staff adoption of the new features available in Microsoft 365; and supporting the rationalisation, renewal and tendering of key contracts and the upgrades and integrations of key corporate ICT systems. There will also be challenges of information governance and security and a key focus will be to help the organisation prepare for the risks and opportunities that these present.

23. We will be working collaboratively to build the capacity of local communities, using data and insight to target partnership activity. This will include leading the Council's approach to child poverty; equalities; participatory budgeting and community planning, whilst working closely with colleagues in the Environment Department to shape approaches to community wealth building and local action planning. We are also working closely with colleagues in HSCP, Police and other services and partners to tackle pockets of anti-social behaviour in the local area and will be preparing for Community Council elections in the autumn.

24. Leading the organisation's response to Best Value will also be an important area, ensuring we have a robust approach to self-evaluation, with a strong foundation of service business planning. This will also help focus our efforts on workforce planning, which has been selected as the national Best Value theme for the next year's audit.

25. We continue to have significant concerns about impact of further cuts to services and staff that are already under pressure and essential to the running of the Council. We will be undertaking a number of restructures of our services to drive efficiencies and meet budget targets. Through 2022/23, despite the best efforts of our teams, we have seen a lack of resilience in our services leading to slower response times and staff wellbeing issues due to workload, uncertainty and temporary contracts. Our key business operations (e.g. ICT and

HR) will be engaging further with leadership teams across the Council to discuss how these services can manage business expectations with the resources available. As expected, successive years' savings have also had impact on our frontline services which is a real concern alongside the rising demands created by the cost-of-living crisis.

PUBLICATION OF END YEAR PERFORMANCE INFORMATION

26. This report and Annex will be posted on the Council's website.

FINANCE & EFFICIENCY

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

CONSULTATION

28. Between October and November 2022 we carried out the largest ever consultation on budget setting with residents. There was extensive use of engagement channels including an online public survey (1787 responses), face-to-face budget panel engagement events with 49 attendees and a further 332 responses through our Citizens Panel platform which is more demographically representative of the local population. There was also a significant social media campaign. A summary of the overall findings found that protecting our education services is a key area of concern for residents. Environmental services including roads, grass cutting, recycling and refuse collections and support to our most vulnerable residents were also priority areas for protection. There was a common acceptance of the likelihood of Council Tax increases.

29. In March, a community networking event for equality groups was held with an ask of what the Council could do to support under-represented groups. Ongoing facilitation and support was identified and we are currently exploring capacity-building support to achieve this. Throughout March and April, discussion groups were facilitated by Engage Scotland with a number of disabled residents which covered several themes including how people with disabilities can be more involved in decision making. We have also set up a community network for deaf residents with support from the British Deaf Association where discussions involve improvement in Council communications and more accessible services.

30. We continue to work closely with community partners including Linking Communities and VAER, to ensure residents can make decisions on how local community groups and activities are funded with £233k distributed to 87 local groups in 2022/2023. We have engaged with Community Councils to explore how participatory budgeting can benefit their local area. More face-to-face engagement has taken place with locality planning areas with Community Capacity staff having a more visible presence with local groups and planning events.

31. Working jointly with the Environment Department, we procured a new corporate online citizens' engagement tool – Commonplace - enhancing how we can engage digitally with more of our residents. Commonplace has already been used to consult with residents on a number of issues including the draft Gaelic Language Plan, Climate Change and the Local Development Plan.

32. Findings from our latest Citizens' Panel survey were reported in June 2023, Views were sought on local service provision, as part of monitoring service satisfaction levels, and gathering local perceptions on impact of cost-of-living crisis, climate change and digital inclusion. A 'you said we did' newsletter was issued to respondents demonstrating how we

are responding to feedback. Full results from the survey along with the newsletter can be accessed [here](#).

33. Staff engagement across the Council included completing a wellbeing survey in April 2023. The survey was based on the five Pillars of Wellbeing: Health, Financial, Working Environment, Purpose and Working Relationships identified by the Stevenson Farmer review. This UK Government commissioned review was to understand how employers can better support the mental health of all people currently in employment including those with mental health problems or poor wellbeing to remain in and thrive through work. One in four staff completed the survey and overall responses were positive – a staff satisfaction score of 72.85 /100 was recorded. Issues identified and resulting areas for action include more training, further range of well-being activities and financial support and advice. These are being incorporated into the Health and Wellbeing action plan.

34. We continue to engage widely with local communities and the voluntary sector and demonstrated this strongly through our winter response planning. We have started this planning process again inviting over 30 organisations and groups to an ideas session for winter planning and we continue to work with a number of organisations through our cost-of-living working group.

PARTNERSHIP WORKING

35. This report highlights the Business Operations & Partnership Department's contribution to the delivery of the partnership Community Plan and the Council's Outcome Delivery Plan. Whilst it focuses on the department's contribution, many of the results could not have been achieved without excellent partnership working across Council services and with partners. Relationships with Voluntary Action East Renfrewshire. Police and other third sector responders have noticeably strengthened since the onset of the pandemic and it will be important to build on these strong connections as we move forward with 'Vision for the Future'.

IMPLICATIONS OF REPORT

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

CONCLUSION

37. This report provides an overview of the Business Operations & Partnerships Department's performance at end year 2022/23.

38. The performance results outlined in this report demonstrate the huge variety of services, initiatives and support provided by the Department both to internal services and local communities. We continue to be very proud of our teams and grateful for the commitment and efforts they have shown throughout the year.

RECOMMENDATIONS

39. It is recommended that the Cabinet:

- a) Scrutinises the performance of the Business Operations and Partnerships Department; and
- b) Notes this report as a summary of the Business Operations and Partnerships End Year Performance for 2022/23 (Annex 1).

Director of Business Operations & Partnerships
August 2023

REPORT AUTHORS

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BACKGROUND PAPERS

- Strategic End-Year Performance Report and Annual Community Planning and Fairer East Ren Report for 2022/23, Council 28 June 2023.
- Local Child Poverty Action Report: Year 5 (2022/23), Council 28 June 2023
- Vision for the Future, Council 28 June 2023
- Changes to Organisational Structure, Council 28 June 2023
- Update on Digital Transformation Programme, Cabinet 19 June 2023
- COVID Reserve – Review of 2022/23 Allocation and Proposals for 2023/24, Cabinet 11 May 2023

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BUSINESS OPERATIONS & PARTNERSHIPS

YEAR END SUMMARY

2022 / 2023

Contents:

- HR & Corporate Services
(includes HR/Payroll, Communications, Democratic Services & Customer First)
- ICT & Community Safety
- Communities & Transformation
- Revenues Services, Accounts Payable/Receivable & Business Support

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Business Operations & Partnerships 2022/23
HR & Corporate Services

HR/Payroll

Summary	<p>HR & Payroll Budget £1.942M 39.0 FTE</p> <p><i>Increased workload from recruitments, industrial action, organisational change and savings plans. Challenging HR/Payroll system issues. Increased focus on employee wellbeing.</i></p>
Outcomes	
Efficiencies	<ul style="list-style-type: none"> • Implemented Multi-Factor Authentication for HR/Payroll (iTrent) system, improving security and streamlining logins. • Successful pilot of sickness absence logging by Schools, improving real-time sickness absence reporting. • Further development work is underway to improve sickness absence and workforce reporting and dashboards. • Improvement action plan in place for HR/Payroll to address system issues and audit actions. • Increase in number of CHAP payments for payroll from 250 to 279), but decrease in overpayments (from 246 to 220)
Customer	
People	<ul style="list-style-type: none"> • Reduction in number of posts advertised (558 from 668), but number of post-offers (865) highlights challenges in recruiting ‘first time’ given buoyant recruitment market. • Managed impact of industrial action across Schools and Neighbourhood Services • Resolution of a national insurance contribution issue linked to implementation of the iTrent system. • Supported organisational change activity to deliver budget savings • Completed bi-annual equality mainstreaming report employment section, with actions included in HR strategy. • Positive reduction in the gender pay gap from 5.71% to 4.65%. • Concern over increasing Local Govt. absence levels. Final year-end data still being collated. • Increase in number of complex absence cases and take-up of Occupational Health referrals. (Final absence data is still being validated) • Increase in sign-ups for employee benefit portal (from 1272 to 1536). • Launch of Health and Wellbeing strategy and action plan and appointment of a temporary Wellbeing Officer • Easter charity event raised more than £1,100 for Doing it for Daniel, the Council’s charity partner. • Significant increase in training courses attended (face to face 1355 up from 911 last year, and online 1686 up from 1430). • Staff Health and Wellbeing Survey developed (excluding HSCP) for launch in April 2023. • c.65% reduction in use of Kudos awards, where staff can celebrate success and recognise good work, and a reduction in nominations for the We Are East Ren staff awards (down from 93 to 77). • Reduction in formal staff mentoring from 10 to 2 relationships with no new applications in 2022/23. • The number of graduate apprenticeships remained static at 4 with no new applications in 2022/23. • Supported several Chief Officer recruitments – Chief Executive, Director of Environment, Head of Service – Children’s Services, Head of Service – Communities & Transformation and preparation for Head of ICT & Resilience.

Business Operations & Partnerships 2022/23
HR & Corporate Services

Customer First

Summary	<p>Customer First Budget £0.302M 30.8 FTE Money Advice & Rights Team Budget £0.960M 18.2 FTE Registrars Budget £0.162M 3.8 FTE</p> <p><i>Increased demand from customers struggling with cost of living. Good progress developing online services, but increase in face to face contacts and call times due to complex circumstances. Difficulties with recruitment, absence and managing savings against demand.</i></p>
Outcomes	
Efficiencies	<ul style="list-style-type: none"> • Introduced new online processes as part of Digital Customer Experience programme, including online birth registration appointments launched November 2022 (90% uptake) and development of online marriage appointments. • Money Advice & Rights Team (MART) joined a number of working groups, incl. Cost of Living and Suicide Prevention. • Configured new telephony platform, Unified Communications, which will launch later in 2023 with a focus on improved customer experience, improved data and streamlined processes for staff. • Embedded MART redesign to manage customer demand and provide an efficient service. • Led Health for Heroes Project which gives free gym and leisure passes to veterans who suffer with mental health issues.
Customers	<ul style="list-style-type: none"> • Significant increase in sign-ups to My East Ren customer portal – 15k customers now signed up compared to 374 this time last year. • Legislation passed to include remote registrations of births and deaths as an option across Scotland. Number of registrations slightly down on last year at 2914 compared to 3215, but with improved accuracy rate of 99.85%. • Increase in face to face contact (12% vs 7% last year, 25,591 visits) as more customers in crisis or vulnerable with complex enquiries. • Online continued to be popular (30% vs 34% last year, 31,907 contacts – decrease due to garden waste permits being later this year). • Decrease in phone contact (93,621, down 12,601). 79% of calls answered on first call (below 85% target), up from 73% last year, with average phone queuing time of 6 minutes. Calls impacted by complexity of topics, system issues, staff absence and high volumes driven by council tax and cost of living. • 40.9% increase in uptake of under 22 years National Entitlement Cards to 61.9%. • Supported new Administration through Education Placing Request Appeals, incl. training new members and clerking. • 37% increase in MART caseload (up from 2659 cases to 3643) and 47% increase in enquiries (5265 from 3604) but decrease in client financial gain (from £4.961m to £4.907m) due to increase in cases where clients are ineligible for financial supports. 94% of MART enquiries were contacted within 5 days. Increased training, outreach and networking to support the Cost of Living Crisis. MART Education Pilot now embedded in 4 Schools. MART Discretionary Fund provided £60k of payments to 154 residents. • Army covenant brought into law and training provided to HSCP, Education and Housing.
People	<ul style="list-style-type: none"> • Staff absence and vacant posts have impacted teams throughout year. • Retention of staff has been a challenge and we have had difficulty recruiting into temporary posts. • 60+ training & poverty awareness sessions delivered to a wide range of partners and residents, inc. NHS midwives, health visitors & GPs.

Business Operations & Partnerships 2022/23
HR & Corporate Services

Communications & Democratic Services

Summary	<p>Democratic Services (incl. Elections & Members' Expenses) Budget £1.723M 7.5 FTE Communications (incl. Print Room) Budget £0.608M 10.8 FTE</p> <p><i>Growing communication base via social media and successful budget engagement exercise and campaigns. Return to face to face civic events. On-boarding new elected members and overseeing an extensive Member Induction process.</i></p>
Outcomes	
Efficiencies	<ul style="list-style-type: none"> • Social media engagement continues to grow with the number of residents following our two main channels of Twitter and Facebook up 4% and 7% respectively (Twitter followers 29,846; Facebook 19,623). 24% increase in Instagram following (to a total of 1463 followers) opening up communication to a wider, younger audience and also using new engagement platform Nextdoor (currently 9271 households). • 22% reduction in Print Room recharges compared to pre-pandemic (2019/20), which has contributed towards budget savings, and ongoing work with schools to reduce print consumption. • 75% reduction in the department's printing with Council papers now online.
Customers	<ul style="list-style-type: none"> • Delivered internal and external communications campaigns to support Council Budget messaging • Secured significant media coverage of plan to sell historic council number plate. • Delivered comprehensive communications campaigns for Warm and Welcome Spaces, Gift Cards for Low-Income Households and Fostering Campaign. • Organised and supported Holocaust Memorial Day, Remembrance Sunday, official opening of Greenlaw Works and Cowan Park Community Enterprise.
People	<ul style="list-style-type: none"> • Supported Induction programme for new Elected Member and sourced external media training to meet demand

Business Operations & Partnerships 2022/23
ICT & Community Safety

ICT

Summary	<p>Budget £5.56M 51.9 FTE</p> <p><i>Greater stability in the ICT infrastructure and launch of new service desk portal. Progression of a number of key projects including Analogue to Digital Telecare and contract rationalisation. Challenges with recruitment, turnover and savings have impacted capacity.</i></p>
Outcomes	
Efficiencies	<ul style="list-style-type: none"> • Commenced programme of software rationalisation to simplify and reduce costs, with £250,000 of contract savings delivered by March 2023 for budget process • NHS Microsoft 365 federation now in place, giving NHS and council colleagues the opportunity to share calendars and Teams messaging. • Continued to support a number of critical projects including Analogue to Digital (A2D) Telecare programme, wider A2D project, the implementation of Unified Communications platform for Customer First, HSCP Carefirst replacement, ICON (payments system) upgrade, new Housing system and Digital Cemeteries project. • Immutable back-ups currently in implementation phase, as per SEPA recommendation - well progressed for our data backup platform, represents significant investment in data protection. • Rationalisation of digital defences product suite has delivered both efficiency and cost savings.
Customers	<ul style="list-style-type: none"> • ICT network available >98% of time • Website available >99% of time • One major incident experienced (Microsoft 365), down from 3 in previous period • New service desk platform launched in March 2023, following customer-led design, giving improved experience when reporting faults or seeking assistance • Public wi-fi implementation underway, due for completion in 2023, with reduced scope due to budget pressures • Full fibre roll-out commenced on council sites, inc. priority schools. Residents in completed areas now have access to super-fast broadband • Support to Digital Customer Experience programme has seen new internet sites launch including Private Sector Housing Short Term Lets and Birth Registration appointments.
People	<ul style="list-style-type: none"> • Staff turnover and recruitment challenges continue, but key Database Administrator recruitment now completed. • ICT restructure req'd to meet savings – expected to have a noticeable impact on the scope/responsiveness of the service. • Planning & preparation commenced for recruitment of new Head of ICT & Resilience, interviews in September 2023.

**Business Operations & Partnerships 2022/23
ICT & Community Safety**

Community Safety

Summary	<p>Budget £1.209M 28.2 FTE</p> <p><i>Excellent partnership working on anti-social behaviour and to improve the CCTV estate. Successful implementation of Analogue to Digital Telecare after challenging period of project team staffing issues. Delays implementing savings.</i></p>
Outcomes	<p>Strategic Outcomes - Outcome 4</p> <ul style="list-style-type: none"> • During Wardens responded to a total of 3,342 calls for service, 390 relating to noise and 175 for anti-social behaviour. Of the 175, 17 of the calls (9.7%) were from customers who had previously reported issues with their neighbours (down from 10.4% last year). • The cross-service/partner Safe East Ren Group continues to develop the strategic approach to this outcome. • There has been close working with Police to improve camera estate and enhance staff training. • Ongoing impact of anti-social behaviour in Barrhead – being taken forward by multi-agency/service group.
Efficiencies	<ul style="list-style-type: none"> • Successful implementation of Analogue to Digital Telecare (A2D) digital-ready Alarm Receiving Centre platform, one of the first in Scotland to be truly cloud-based, with no significant interruptions to the 24/7 life & limb service. Has significantly reduced calls through use of a mobile app which delivers calls and routing information direct to responders, freeing call handlers from manually calling round responders. • The service was unable to deliver a £100,000 security automation saving due to limitations in the electrical capacity at Thornliebank Depot. The saving was added to the Department's target for 2023/24 savings.
Customers	<ul style="list-style-type: none"> • Continue to support c.3000 Telecare clients with the total number of calls this year at 201,032, down from 242,485 in 2021/22. • Prevented false call-outs to Scottish Fire & Rescue Services, with only 158 call-outs required from 1,843 fire/smoke alarm activations, resulting in cost avoidance to SFRS of c.£291,505.
People	<ul style="list-style-type: none"> • The two Wardens that were dedicated to delivering and providing COVID isolation and support calls since autumn 2020 returned to the service and resumed normal duties. • Significant resourcing challenges in the Analogue to Digital Telecare project, with staff departures, were overcome and planning is now underway the next phases of the project which will replace the Warden Call System in sheltered housing complexes and the deploy 2500 digital alarm units. • There was a delay in implementation of the 2022/23 savings due to a redesign of the Warden Service which went live in June 2023.

**Business Operations & Partnerships 2022/23
Communities & Transformation**

<p>Summary</p>	<table border="0"> <tr> <td>Communities</td> <td>Budget £1.375M</td> <td>16.8 FTE</td> </tr> <tr> <td>Strategy Support & Insight</td> <td>Budget £0.580M</td> <td>8.4 FTE</td> </tr> <tr> <td>Transformation</td> <td>Budget £0.433M</td> <td>14.0 FTE</td> </tr> </table> <p><i>COVID reserve proposals, Cost of living support, Youth Disorder/Detached Work, Auchenback Resource Centre & Equalities issues have taken up significant resources in of Senior, Community Learning & Development (CLD) and Strategic Services staff. Good progress in developing online service and introducing automation.</i></p>	Communities	Budget £1.375M	16.8 FTE	Strategy Support & Insight	Budget £0.580M	8.4 FTE	Transformation	Budget £0.433M	14.0 FTE
Communities	Budget £1.375M	16.8 FTE								
Strategy Support & Insight	Budget £0.580M	8.4 FTE								
Transformation	Budget £0.433M	14.0 FTE								
<p>Outcomes</p>	<ul style="list-style-type: none"> • Developed £1.7m Covid Reserve & Cost of Living support package for communities. • Participatory Budgeting: Grant Making working well with £233k distributed to 87 local groups and projects. Delivered 0.34% (£733,728) against the national 1% mainstream PB target (£2.4M). • Published the Council's 2-year Equalities Outcomes Report demonstrating varied work underway to support communities. Significant work undertaken to re-engage and re-connect local equalities groups and communities. (18 community orgs. attended event in March). • Significant work undertaken to build post-pandemic relationships with new Community Planning Partners, particularly to support Vision for the Future and to revitalise the Community Planning Partnership (CPP). • Community Groups' capacity, resilience and relationships all showing negative impacts post pandemic. • Increased detached youth work (involving approx. 3,500 interactions with young people) and diversionary response work with a group of 200+ young people has slowed the return to wider CLD programmes. While diversionary response work has reduced the number of antisocial behaviour incidents in Barrhead it has meant that mainstream CLD programmes have only returned to 75-85% of their peak pre-pandemic performance, with 1178 individual young people (1594 registrations) achieving a range of 1400+ accredited awards/certificates through CLD programmes (68% of peak pre-pandemic performance). This is expected to improve to close to peak pre-pandemic levels in the 23/24 academic year (Aug 23 – July 24) 									
<p>Efficiencies</p>	<ul style="list-style-type: none"> • New online processes for Birth Registration Appointments & CLD Self-Registrations expected to save approx. 500 hours of staff time per year across the two teams. • 31 of top 100 Suppliers now on e-Invoicing with remaining using e-templates and automated processes • Replaced performance management system (Pentana) with in-house applications incl. Microsoft365 Power Apps & Business Objects • Implementing Multi-Factor Authentication - making systems and data more secure and streamlined 									
<p>Customers</p>	<ul style="list-style-type: none"> • Customer booking for birth registrations has shifted from 83% phone bookings to 93% online – increasing customer satisfaction with the service (Now rated 4.5/5 by customers) • We have improved customer service/journeys through new online processes for: Money Advice Referral Forms; Out of hours homelessness, additional payment functionality, such as bulky uplift additional payments; abandoned vehicles; short term lets; & business waste. • Biggest budget consultation exercise to-date with rapid analysis and reporting of results to elected members. 									

	<ul style="list-style-type: none"> • Increased customer involvement in the design and usability of online customer services. • However, challenges with key suppliers have negatively affected timelines for our customer projects. • Services across ERC struggling with capacity to engage with change projects while dealing with recovery, recruitment and budget pressures.
People	<ul style="list-style-type: none"> • Continue to see improving engagement with data protection through training and engagement. • Establishment of Staff equality network, with at least 51 staff signed up and c.30 attending a face-to-face meeting. • Significant challenges filling key roles – e.g. community planning to support strategy development and CPP

Business Operations & Partnerships 2022/23
Revenues Services, Accounts Payable/Receivable & Business Support 2022/23

Summary	<table border="0"> <tr> <td>Council Tax & NDR</td> <td>Budget £4.688M</td> <td>13.5 FTE</td> </tr> <tr> <td>Revenues, Benefits & Housing Benefit</td> <td>Budget £1.104M</td> <td>17.2 FTE</td> </tr> <tr> <td>Accounts Payable & Receivable</td> <td>Budget £0.592M</td> <td>9.5 FTE</td> </tr> <tr> <td>Business Support</td> <td>Budget £0.274M</td> <td>5.9 FTE</td> </tr> </table> <p><i>Return to pre-pandemic levels of performance after challenging couple of years due to COVID, increased demand and implementation of new ICT system. Good progress on online services for Council Tax and Benefits. Significant increases in demand for Scottish Welfare Fund Crisis Grants. Challenges of staff absence, high demand and savings targets impacting staff resilience.</i></p>	Council Tax & NDR	Budget £4.688M	13.5 FTE	Revenues, Benefits & Housing Benefit	Budget £1.104M	17.2 FTE	Accounts Payable & Receivable	Budget £0.592M	9.5 FTE	Business Support	Budget £0.274M	5.9 FTE
Council Tax & NDR	Budget £4.688M	13.5 FTE											
Revenues, Benefits & Housing Benefit	Budget £1.104M	17.2 FTE											
Accounts Payable & Receivable	Budget £0.592M	9.5 FTE											
Business Support	Budget £0.274M	5.9 FTE											
Outcomes													
Efficiencies	<ul style="list-style-type: none"> • Significant improvement on processing times compared to 2021/22, particularly for Housing Benefit (HB) & Council Tax Reduction (CTR). HB now tracking mid/upper quartile in Scotland for 2022/23. HB new claims averaged 20.8 days compared to 48.9 days last year and CTR new claims 35.2 days, improved from a challenging 88.2 days in the previous year. • Council Tax collections improved, back to pre-pandemic levels at 97.55% (96.76% 2021/22). £3.4m additional cash delivered • Debt recovery process effectiveness improved, customer changes approved at Council Dec 2022, Debt Recovery policy updated and approved at Cabinet March 2023 • Business Support restructure complete, all legal/licensing work moved to Chief Executive’s Office from 1 May 2023, will allow full end to end process and system review • Accounts Payable processing times improving, with 89.3% of invoices paid within 30 days. This is based on the new PI methodology reflecting the Local Government Benchmarking Framework guidance. Focus continues on automation and improvement. 												
Customers	<ul style="list-style-type: none"> • 18,000 cost of living grants delivered by Council Tax team in April 2022 at short notice from Scottish Government. Energy and Fuel Support payments delivered from February 2023 for UK Government - new process/systems with c.100 payments made to date • Council Tax online launched in May 2022, in conjunction with MyEastRen portal, using service design and user engagement techniques. Approx.6,000 sign ups to council tax online and e-billing. Around 40% of mail now being received electronically. • Education Benefits online live from July 2022, with all applications for Free School Meals and Clothing Grants processed online for this academic year (2213 CGs). Significant improvement in processing times and customer service. • Complaint volumes 5% lower in 2022/23 compared to 2021/22. • Demand for Scottish Welfare Fund continues to increase, team having to prioritise workload. 1409 Crisis Grant applications in 2022/23 compared with 1015 last year and 709 in 2020/21. Community Care Grants have remained more stable at 706 compared to 709 last year. Self-Isolation Support Grants (SISGs) scheme ended January 2023. 												
People	<ul style="list-style-type: none"> • Absence rate higher than prior years, with several long term sicknesses within the team. High demand for services and budgetary pressures mean there is continued pressure on the teams. Resilience and well-being of staff continues to be a high priority, with HR supporting long term absences and providing additional absence training to managers. 												

Business Operations & Partnerships 2022/23
Other Indicators

Absence

Final year 2022/23 data not yet available.

Payment of Invoices within 30 days

94.7% of invoices (5,131) were paid within 30 days, above the Council figure of 89.3% (51,471) and slightly below the department's 2021/22 figure of 96.1%.

Complaints

A total of 182 complaints were received by the Business Operations and Partnerships Department in 2022/23. 165 complaints closed at frontline stage and 17 at investigation stage. The Department achieved the Scottish Public Services Ombudsman (SPSO) targets for responding to frontline complaints (5 days) recording an average 2.6 days and for investigation complaints (20 days) recording an average of 16.1 days.

Information Provision

	FOI requests (Business Operations & Partnerships Department)
Volume	273
Proportion answered within statutory timescale	82.8% (226) <i>(N.B. 249, 91% were answered within hours or minutes of the deadline, but system counts very precisely)</i>

Efficiency Outcome Indicators

Local Government Benchmarking Framework (LGBF) indicators (latest data available provided):

Support Services as a percentage of total gross expenditure - the figure for 2021/22 was 4.5%, previously 4.83% in 2020/21. The 2022/23 figure will not be available until late October 2022.

Percentage of income due from council tax received by the end of the year - the figure for 2022/23 is 97.55%, previously 96.76% in 2021/22.

The percentage of the highest paid 5% employees who are women – the figure for 2022/23 is 62.57%, previously 61.90% in 2021/22.

The Gender Pay Gap - the figure for 2022/23 is 4.6%, previously 5.71% in 2021/22.

The cost per dwelling of collecting Council Tax – the figure for 21/22 was £17.89, previously £15.03 in 20/21. The 2022/23 figure will not be available until late October 2022.

Percentage of invoices sampled that were paid within 30 days - the figure for 2022/23 is 89.3% previously 86.65% in 2021/22.

EAST RENFREWSHIRE COUNCILCABINET7 September 2023Report by Director of EnvironmentLETTINGS POLICY REVIEW**PURPOSE OF REPORT**

1. The purpose of the report is to seek approval of updated letting targets for existing and new build council housing.

RECOMMENDATIONS

2. Cabinet are asked to
- a) Note the ongoing and unprecedented demand for council housing in East Renfrewshire Council, in particular the increase in homelessness; and
 - b) Approve the proposed letting targets for existing and new build council housing.

BACKGROUND

3. The existing Lettings Policy was reviewed and approved by the Cabinet in January 2023. The policy can be found in Appendix 1 of the report and can be found through the following link https://www.eastrenfrewshire.gov.uk/media/8625/Cabinet-item-09-26-January-2023/pdf/Cabinet_item_09_-_26_January_2023.pdf?m=638092075798570000

4. Members will note that proposals were approved until the end of Q1 2023/24 for the following allocation of accommodation for homeless households. This paper seeks approval to keep these targets in place:

- Increase the percentage of new build council homes allocated to homeless households from the existing target of 25% and change to "to up to 40%"; and
- Increase the percentage of existing council homes allocated to homeless households from the existing target of 55% and change to "to up to 70%"

5. The paper also noted the increase in homeless presentations that emerged during the COVID 19 pandemic had been sustained. Members will note from the table below that demand continues to exceed supply.

Year	No of homeless presentations	No of households who had the right to an offer permanent accommodation	No of empty homes becoming available for rent	No of new council homes available for rent
2018/19	308	251	264	19
2019/20	340	287	259	40
2020/21	372	301	222	0
2021/22	378	309	265	39
2022/23	446	392	215	94

6. The demand from homeless households is in addition to the general waiting list. On the general waiting list are households with various needs including medical needs, overcrowding and lodgers. The size of the general waiting list has increased from approximately 2800 in 2018/19 to over 6000 at the end of 2022/23.

7. Local Housing Associations operate their own waiting lists and also have a legal duty to assist with the housing of homeless households. However many are specialist providers and are rarely able to assist the needs of homeless households. As a mainstream landlord, Barrhead Housing Association (BHA) assist by allocating up to 40% of all their empty properties to homeless households.

REPORT

Choice Based Lettings

8. East Renfrewshire Council operate a Choice Based Lettings approach which is designed to allow the applicant to have an element of choice in where they would like to live. Applicants who are interested in a property can bid for it (similar to how an estate agent may currently work), provided it is open to their Priority Pass. The applicant with the earliest application date is then formally offered the property. A target is set for the percentage of empty properties that are allocated to each Priority Pass group and full details can be found in pages 8 & 28 of Appendix 1. A summary of the priority passes are as follows:

- Priority Pass A - Homeless or threatened with homelessness & Young Care Leavers
- Priority Pass B - Unsatisfactory housing, overcrowded, medical priority
- Priority Pass C - Need to give or receive support, downsizing, harassment, “sofa surfing”
- Priority Pass D - Private let, sharing amenities, relocating to ERC for work etc.
- Priority Pass E – If none of the above apply.

9. The lettings targets in place have been set to ensure that households with lower priority housing need are able to access council housing. Properties are open for bidding and can be either restricted to a set priority pass or to more than one priority pass. The successful applicant is the household in the highest priority group with the earliest application date. Therefore it can be hard to meet the exact target levels. For example, some of the council’s lower demand stock will be offered to all priority groups. This is in order to reduce void rent loss. In addition, due to the increasing demand from homeless households, almost all properties are targeted towards the priority A group to address this pressure and ensure targets are met. The tables below detail the performance against these targets for 2022/23 & quarter 1 of 2023/24.

- **2022/23**

	Existing ERC Homes		New Build homes	
	2022/23 Target	2022/23 Actual	2022/23 Target	2022/23 Actual
Priority A	70%	63%	40%	56%
Priority B	20%	20%	35%	24%
Priority C	5%	4%	20%	16%
Priority D	4%	4%	4%	0%
Priority E	1%	9%	1%	4%

- **2023/24 – Quarter 1**

	Existing ERC Homes		New Build homes	
	2023/24 Q1 Target	2023/24 Q1 Actual	2023/24 Q1 Target	2023/24 Q1 Actual
Priority A	70%	79%	40%	50%
Priority B	20%	6%	35%	33%
Priority C	5%	6%	20%	17%
Priority D	4%	6%	4%	0%
Priority E	1%	3%	1%	0%

10. Cabinet should note significant effort has been made to meet the 70% target in quarter 1 of 2023/24 in relation to existing council stock. The potential availability of attractive new council homes has meant that many priority A and B applicants were not bidding for mainstream housing. Housing Services have been actively working with homeless households encouraging them to bid on all available council accommodation. Members should note that the service adopts a person centred approach to homelessness in order to ensure that households' needs are sensitively addressed.

11. Members will note from the Cabinet paper of January 2023 that a review of homeless services was underway. During the first 6 months of 2023 this review has involved a full review of homeless procedures, documentation and updated staffing training. New processes have been put in place to focus on improved housing options to assist with homeless prevention. However as homeless numbers continue to increase more work is required to support homeless prevention, housing support services and increase the provision of temporary accommodation. This work is expected to be undertaken throughout the remainder of 2023/24.

12. It is proposed that the existing lettings targets remain in place but under regular review. Any future required changes to the Lettings Policy will be submitted to Cabinet for approval.

FINANCE AND EFFICIENCY

13. The introduction of Choice Based Lettings have helped to reduce areas of low demand for social housing and improve void rent loss targets. When Choice Based Letting was introduced, void rent loss was at 1.78% for the year 2019/20. For the year 2022/23, void rent loss is 0.95%.

14. Due to outdated ICT systems, the process of letting council homes can be extremely resource intensive. The Choice Based Letting system is substantially better for applicants but this has increased the administrative workload for the service. Housing Services have introduced a new ICT software system in May 2023. Ongoing development work is underway which should provide significant efficiencies and permit officers to allocate greater time to advice, information and homeless prevention services. This is estimated to be complete by the end of 2023.

CONSULTATION

15. Before seeking approval for the existing Lettings Policy in January 2023 Housing Services undertook a consultation process by writing directly to all applicants on the waiting list and this was promoted on the Council's social media platforms. This consultation included the lettings targets proposed in this paper. There were 191 survey responses, overall supportive of the suggested changes. However most respondents demonstrated frustration at the lack of social housing in East Renfrewshire.

16. A further consultation process will be undertaken before a new lettings policy is presented to Cabinet.

PARTNERSHIP WORKING

17. It is vital that all social landlords in East Renfrewshire contribute towards addressing housing need and homelessness. Housing Services engage with local Registered Social Landlords to ensure adequate referral & nomination agreements for the allocation of new and existing social housing.

IMPLICATIONS OF THE PROPOSALS

18. There are no implications with these proposals in terms of staffing, legal, property or sustainability.

19. An Equalities Impact Assessment has been carried out on the policy.

CONCLUSIONS

20. Demand for social housing, whilst always high in East Renfrewshire, has grown significantly in the past 3 years and is showing no signs of reducing.

21. Further demand is expected as a result of the cost of living crisis and ongoing UK and Scottish Government resettlement programmes.

RECOMMENDATIONS

22. Cabinet are asked to

- a) Note the ongoing and sustained demand for Council housing in East Renfrewshire Council, in particular the increase in homelessness; and
- b) Approve the proposed letting targets for existing and new build council housing.

Director of Environment

Further information can be obtained from: Phil Daws, Head of Environment (Housing, Property & Climate Change) phil.daws@eastrenfrewshire.gov.uk

August 2023

Appendix 1

**HOUSING
ALLOCATION POLICY**

September 2023

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1 Why we are changing the policy on letting our homes

- 1.1 East Renfrewshire has faced a shortage of affordable housing over a number of years. The local housing needs assessment shows that there are not enough homes available to rent and to buy locally.
- 1.2 As background, our current Local Housing Strategy has identified that we need more social rented homes of every size and type in Eastwood, with homes of certain types and sizes required in Levern Valley. There is a particular shortage of:
- one bedroom homes;
 - ground floor, accessible and adapted homes;
 - family sized homes to replace those sold through the Right to Buy;
 - temporary and permanent homes for homeless households;
 - mid-market rented homes and opportunities for low cost home ownership.
- 1.3 In addition, the proposed policy:
- Provides our customers with more choice from among our available homes;
 - Ensures that customers are aware of what homes are available across our area at any point in time;
 - Assists our customers in considering all suitable housing options in the area;
 - Is written in a way that makes our letting of our available homes easier for our customers to understand;
 - Simplifies the way we let our homes, making it more efficient and providing better value for money for our customers;
 - Helps us to make best use of our limited supply of homes by taking account of what types of housing need each home is most suitable for;
 - Assists in supporting successful tenancies;
 - Ensures that we are able to respond quickly to those in urgent housing need, e.g. by assisting people to keep their existing homes;
 - Makes the letting of our homes more transparent, reducing customer frustration.

2 Aim of this policy

- 2.1 We aim to let our homes in a fair, easy-to-understand way and help find suitable housing options for those in housing need.
- 2.2 We will do this by:
- Giving highest priority to those in greatest housing need;
 - Our priorities include those we have a legal duty to give “reasonable preference” to:
 - Those who are homeless or threatened with homelessness and who have housing needs that cannot be met through other housing options;
 - Those living in unsatisfactory housing conditions and who have housing needs that cannot be met through other housing options (see Annex C for a definition of this) ;
 - Existing social housing tenants who have more bedrooms than their household needs.

- Introducing a new way of letting our homes which allows you to see all of the homes that are available and to show an interest in those that meet your housing need;
- Providing personalised advice on housing options so that you can make informed decisions about which are right for you. This includes;
 - helping you to keep your existing home if you are at risk of losing it
 - if you need support to continue to live independently in your home, we will put you in touch with organisations who can provide the type of support you need, e.g. health and social care, welfare rights, debt and budgeting advice
- Providing support and advice to potential and new Council tenants.

2.3 We are committed to:

- Providing you with clear, open and honest information and advice about what we can and cannot do for you;
- Ensuring that you will not be treated unfairly because of age, physical ability or mental health, gender, marital status, race, colour, ethnic or national origin, language, religion, belief, sexual orientation, family circumstances, or employment status;
- Keeping your personal information safe and secure;
- Meeting all of the legal requirements in letting our homes and in assisting those who are homeless or about to be homeless;
- Meeting all of the requirements of the Scottish Social Housing Charter;
- Following Scottish Government guidance and good practice in letting our homes, providing advice and information and assisting those who are homeless or about to be homeless;
- Ensuring the promotion of equal opportunities by publishing information and documentation in different languages and other formats such as large print, tape, and braille, as required.

3 Service Standards

- 3.1 We aim to write to you confirming your registration and level of priority within twenty one days of receiving your completed registration, providing that we receive all of the information that we need in order to complete the process.
- 3.2 We aim to write to you within five days of the Assessment Panel making a decision about your medical/disability priority or considering your appeal about medical/disability priority.
- 3.3 We aim to contact you within two working days of the closing date if your bid for a home has been successful.
- 3.4 We will arrange for one of our Housing Officers to visit you within a month of your tenancy start date.

4 Information and advice

- 4.1 Before you register for housing with us, we will encourage you to read the Housing Options information on our website. We can provide assistance with this if you require it.
- 4.2 To book a housing options discussion with us, either in our offices or on the telephone, whichever you prefer. During the discussion, we will give you full information and advice on the practical housing options that are available to you, including your prospects of being offered a council house. We will also offer personalised advice on any support available that may enable you either to remain in your current home or to move on to a different home. We will make referrals on your behalf to agencies providing support that you tell us would be helpful to you. This information will help you to make decisions about which option(s) are most practical for you.
- 4.3 If you are about to lose your current home, we will assist you where possible to stay or delay leaving, e.g. by negotiating with your landlord or lender on your behalf and in getting specialist advice if you need it. If we are unable to help you to keep your existing home, we will assist you in making a homeless application and provide you with temporary accommodation if you have nowhere to stay whilst we are processing this.
- 4.4 If you are already homeless or under immediate threat of homelessness, please contact us without delay on 0141 577 3001 (during office hours) or 0800 052 0180 (evenings, weekends and public holidays).
- 4.5 If your current home is unsuitable for you due to illness and/or disability, or mobility issues, we will help you to organise an assessment to find out if it can be adapted to suit your needs or to find suitable alternative housing.
- 4.6 We will also assist you in getting support to allow you to continue to live in your current home, e.g. housing support, welfare benefits, budgeting and debt advice.
- 4.7 Our aim in a housing options discussion is to provide you with all of the advice and information you need to help you make an informed choice about the option or options that are right for you. Some of these options might include:
 - Mutual exchanges

If you are an existing tenant of either a Council or a housing association and want to swap homes with another council or housing association tenant in East Renfrewshire, or anywhere in the country, you should contact your landlord to discuss this. Both tenants must have permission from their landlord before actually swapping homes. East Renfrewshire Council holds a Mutual Exchange Register, so if you want to appear on the register or find out about suitable swaps, please call 0141 577 3001 and ask for a mutual exchange report. You may also wish to consider the Homeswapper scheme, which is run by a private company offering mutual exchange opportunities. You pay a small fee to register. You and your proposed swap will still need permission from your landlord before the swap can happen. More details are available here: www.homeswapper.co.uk
 - Nomination to a housing association

The Council has agreements with housing associations that have stock in East Renfrewshire that we can nominate people on our housing list for some of their properties, usually in new housing developments or in homes recently purchased but also some existing homes that have become available. Where we have the agreement of the housing association, we will include new homes available for nomination in our advertising of vacant homes and you will be able to bid for those that meet your need. We will nominate the bidders with the highest priority for each of the new homes available for nomination. Where we do not have the agreement of a housing association to advertise the homes available for nomination, we will make nominations directly to the housing association, taking account of the needs of those who have registered for housing and their relative priority on our register.

- Homeless Referrals

We can also refer to housing associations a proportion of homeless applicants to whom we have a legal duty to provide permanent accommodation. Where we have the agreement of the housing association, we will advertise the housing association homes that are available for homeless referrals so that those with Priority Pass A can make bids. Where we do not have the agreement of a housing association to advertise the homes available for homeless referral, we will make referrals directly to the housing association, taking account of homelessness dates and, where possible, area preferences

- Referrals to other agencies for support

We can also make referrals for you to seek advice and/or support from other agencies, e.g. with financial, health, employability issues.

4.8 After considering all of the advice and information we have provided, if you want to apply for one of our homes, then you will need to register with us.

5 Who can apply for our homes

5.1 Anyone can register for housing with us if you are aged 16 years or over, providing that you are not prevented from doing so by immigration or other relevant legislation.

5.2 East Renfrewshire Council may assist with re-housing households who have permanent leave to remain via government re-settlement programmes.

6 Registering for housing

6.1 The registration form should be completed on our website but our customer service and allocations staff can provide assistance if you ask for it.

6.2 We can provide an interpretation service if English is not your first language or assistance if you have a hearing or visual impairment.

Please ask a relative, friend or someone who is providing you with support to contact 0141 577 3001 to request assistance.

6.3 If you receive housing support or support from a statutory or voluntary agency, they will also be able to assist you and can contact us if they have any queries.

- 6.4 The form asks you for personal details about you and your housing circumstances, including about anyone you are currently living with and those you wish to be housed with you. However, you cannot include two or more people who are not relatives to be housed with you. If we rented a home to three or more unrelated persons, we would be creating a House of Multiple Occupation, which has to meet different legal rules.
- 6.5 Depending on the information provided by you, we may request further information whilst we are processing your registration. This may include either a character reference or a reference from a previous or current landlord, either during the registration process or when we are making you an offer of housing.

7 Assessing your need for housing

- 7.1 We will assess your need for housing and will let you know the level of priority pass that we have awarded. We will need to carry out a further assessment for some categories of housing need, e.g. those related to medical, disability or mental health need, or where you wish to move on from supported accommodation or are leaving care, or where you are subject to the Multi-Agency Public Protection Arrangements (MAPPA). We are reviewing our approach to medical and disability assessment to include consideration of mental health issues that could be improved by re-housing.
- 7.2 In the assessment of your need for housing, we will take account of:
- If you are being harassed or abused where you currently stay;
 - If you are homeless or about to be homeless;
 - If you currently live, or have recently lived, in East Renfrewshire, or
 - If you have a social or medical/disability need to move to East Renfrewshire;
 - If you are employed, or have been offered employment, in the area;
 - If you can show us that you are looking for employment in this area;
 - If you want to move into the area to avoid harassment or domestic abuse
 - If you want to move into the area to be near a relative or carer
 - If you or anyone who will be living with you own any property;
 - Age, if you need sheltered housing;
 - If you owe a landlord more than one-twelfth of your annual rent, have not made a repayment arrangement or have not made three monthly payments in line with any repayment arrangement;

- 7.3 In the assessment of your need for housing, by law we must ignore:
- The length of time you have lived in East Renfrewshire;
 - Any outstanding tenancy-related debt at a house where you were not a tenant;
 - Any tenancy-related debt that you have repaid;
 - Any tenancy-related debt that is less than one twelfth of the annual amount, or where you have an agreed repayment arrangement, have made at least three months' payments under the arrangement and are still keeping to the arrangement;
 - Any non-housing debt, e.g. Council Tax, owed by you or someone moving with you;
 - Your household income, including any welfare benefits;
 - Whether you are legally separated or divorced;
 - Who you are living with when you register for housing, e.g. you may still be living in the same house as an ex-partner.
- 7.4 We aim to write to you confirming your registration and level of priority within twenty one days of receiving your completed registration. This will be dependent upon us receiving all of the information that we need in order to complete the registration process.

8 Priority passes

8.1 There are five levels of priority passes, in recognition of the range of housing and other needs that exist in East Renfrewshire:

Priority Pass A (time limited to six months)

- You have been assessed as unintentionally homeless, including if you are at risk of harassment and abuse ;
- You have been assessed as unintentionally threatened with homelessness within two months and our intervention has failed to prevent imminent homelessness (including those at risk of harassment and abuse);
- You are living in our Connor Road Young Persons' Supported Accommodation or are a Care Experienced Young Person and have been assessed as ready to move on;

Priority Pass B

- You are homeless or about to be homeless and have been assessed as intentionally homeless [this priority level will be time limited to three months with a review after that];
- You have been assessed as unintentionally homeless but following the three month review, we have made you a direct offer which you have refused (this priority level will be time limited to three months with a review after that);
- You are currently living in East Renfrewshire or have a local connection ¹ and:
 - You are living in unsatisfactory housing (defined in Annex C) and have housing needs which are not capable of being met by the other housing options which are available; or
 - You are a social housing tenant and you have two or more bedrooms than you need in terms of our house size rules (see Annex A of this policy); or

¹ Definition of local connection:

- You are not currently living in East Renfrewshire but want to move to East Renfrewshire because:
 - You are working in East Renfrewshire;
 - You have been offered employment in East Renfrewshire;
 - You are looking for work in the area and can provide evidence of this;
 - You want to be near a relative or carer;
 - You have social or medical/disability/mental health reasons for requiring to be housed in the area;
 - You have a relative living in the area (blood relatives and relations through marriage/civil partnership, including parent, grandparent, child, adopted child, stepchild, grandchild, brother, sister, uncle, aunt, niece, nephew and any of those of your spouse);

- You are leaving the Armed Forces and have been issued with a cessation of entitlement to occupy Armed Forces accommodation; or
- Your existing home is unsuitable and is delaying your discharge from hospital; or
- Your existing home is significantly overcrowded and you need two or more additional bedrooms in line with our house size rules;
- You have been assessed by our assessment panel as:
 - having a severe or debilitating illness or disability and you require urgent rehousing as your home cannot be adapted;
 - having a medical/disability need and requiring to be re-housed quickly but not urgently;
 - having a non-serious medical/disability condition which may benefit from alternative suitable accommodation;
- You are living in one of our adapted homes and no longer require the adaptations.

Priority Pass C

- You need to move to provide or receive support and can provide sufficient confirmation to support this;
- You are living in East Renfrewshire or have a local connection and
 - You are currently sharing amenities with people who are not members of your household and do not have your own bed space, i.e. you are sleeping on a sofa or similar;
 - Your existing home is overcrowded and your household requires one more bedroom than you have in terms of our house size rules, excluding any lodgers;
 - You are a social housing tenant, you have one bedroom more than you need and you would like to move to a smaller home;
 - You are experiencing harassment in your current home but are safe to remain in your current home for a period, subject to regular review
- You are an existing ERC tenant and wish to combine households with another existing ERC tenant;

Priority Pass D

- You are currently living in East Renfrewshire or have a local connection and
 - You are currently sharing amenities with people who are not members of your household but you have your own bed space, i.e. you are not sleeping on a sofa or similar (an example of this would be where you and your children are living with your parent(s)); or
 - You have regular overnight access to children whose family home is elsewhere and do not have suitable accommodation, e.g. are sharing facilities or have insufficient bedrooms; or

- You are living in a private let and have a private residential tenancy agreement;
- You are not currently living in East Renfrewshire but want to move to East Renfrewshire because:
 - You are working in East Renfrewshire;
 - You have been offered employment in East Renfrewshire;
 - You are looking for work in the area and can provide evidence of this;
 - You want to be near a relative or carer;
 - You have social or medical/disability/mental health reasons for requiring to be housed in the area;
 - You have a relative living in the area (blood relatives and relations through marriage/civil partnership, including parent, grandparent, child, adopted child, stepchild, grandchild, brother, sister, uncle, aunt, niece, nephew and any of those of your spouse);

Priority Pass E

You will be awarded this if none of the circumstances in A-D above apply. Priority will be given to bidders who are already living in the area.

- 8.2 If your housing needs fall into more than one priority pass grouping, you will be awarded the highest priority that your needs fall into.
- 8.3 We will use percentage targets (or “quotas”) for each priority pass to ensure that we give relative priority both to the sets of circumstances that the law requires us to prioritise balanced with a percentage of lets to other priority passes. We will use a separate set of percentage targets for our new council properties. Both sets of percentage targets or “quotas” will be reviewed annually and published in an annual lettings plan.
- 8.4 The reason for the two sets of targets is to ensure that we recognise the diverse range of needs of existing tenants alongside the housing needs of others on the housing register. We will monitor the impact of the targets closely, reviewing the outcomes of both choice based lettings and direct matches

9 How we let our homes

- 9.1 .Each week, we will advertise on our website (and in local facilities, e.g. community facilities, libraries) the homes that are available to let, with a photograph of the outside of the building and a description of the key features, e.g. number and size of bedrooms, electric or gas heating and cooking, double glazing etc. Each available home will be labelled as to which priority pass (es) can “bid” for it. This will reflect the percentage targets that we have agreed and published in our annual lettings plan.
- 9.2 We use percentage targets (or “quotas”) for each priority pass to ensure that we give relative priority both to the sets of circumstances that the law requires us to prioritise balanced with a percentage of lets to other circumstances. We have two sets of percentage targets (or “quotas”) in our annual lettings plan. One set is used for homes being advertised for re-let following the departure of the current tenant. The other set is used for new East Renfrewshire Council homes being let for the first time, where, with the exception of the quota for homeless households, we will give first priority for 50% of the new homes to existing tenants. This does not mean that other applicants in the groups will be excluded from bidding for new council homes. We will ask for up to two references from all successful bidders for new council homes. The new Council homes will be advertised alongside all of the other available homes, including those from other social landlords with whom we have agreements to advertise a proportion of their new housing.
- 9.3 We will advertise vacant homes on a specified day each week with a closing date of one week later. If you have not heard from us within three days of the closing date, then you have been unsuccessful and should continue to bid for other homes.

- 9.4 The bidder with the highest priority and which will make best use of the home will be offered it. Where there are bidders of equal priority and who would all make best use of the home, the one with the earliest registration date will be offered it. The term “best use” means the match between your housing needs and the suitability of the home you are bidding for, e.g. ground floor homes are most needed by people with mobility or accessibility needs, the best use for an adapted home is for it to continue to be occupied by someone with similar needs, letting a smaller home to a household who have more bedrooms than they need frees up a larger home for a household in need of it.
- 9.5 We aim to contact you within two working days of the closing date if your bid for a home has been successful. If you have bid and do not hear from us, your bid has been unsuccessful and you should continue to make further bids.
- 9.6 We will publish the results on our website on a weekly basis so that it is easy for you see which priority groups the successful bidders were in and how many bids there were per available home. This will help your understanding of your likelihood of success in further bids and in time will give you information about which types of properties in which areas become available most often.
- 9.7 Circumstances where direct matches may be made, rather than bidding:
- Where the MAPPA have made a recommendation about accommodation and the Responsible Authorities have recommended a restriction of choice;
 - Where a Priority Pass A’s time limit has expired and we consider that poor use was made of the priority through the bidding process. Where this is the case, we will have a discussion with you about your bidding pattern prior to deciding whether or not to make a direct match. We will try to ensure that any direct match in these circumstances will be in the nearest geographical area to your preferred area, dependent upon availability;
 - Where you require a very specifically adapted property, we will work with the support you receive from Health and Social Care Teams to identify an appropriate match.
 - Where we require to use a property to temporarily house an existing tenant whose home is in need of major repair.

Sensitive lets

- 9.8 There are other circumstances (in addition to direct matching) where we may depart from the routine letting process. In some situations, instead of making an offer to the bidder at the top of the list, we may give consideration to the suitability of that bidder for a specific home, using documented information we have available about the bidder and our knowledge about the home, its location or neighbours. It is good practice for us to consider whether a particular home/location will be a stable and long term solution for the household. In some cases this may result in us by-passing the bidder at the top of the list. We may also ask for references stating your suitability as a tenant. We can give assurance that any such decisions will be based upon clear and accountable processes and their use will be carefully monitored.

Tenancy related debt

- 9.10 Where you have made a bid but have an outstanding tenancy related debt of more than one-twelfth of your annual rent which you have not agreed an arrangement to repay or have not maintained an arrangement for at least three months (this includes situations where your landlord has written off the debt so that it is no longer outstanding), we will not consider your bid. However, we will take into account the reason the debt has arisen and refer you to local advice services who can work with you to manage repayments. Your bids will be considered once you have maintained a repayment arrangement for at least three months.

10 Types and sizes of homes

- 10.1 You should be aware that, given the limited supply of social housing in East Renfrewshire, and particularly in the Eastwood area, you should try to be as realistic as possible in making your bids. The information we publish each week about available vacancies and about which priority passes were successful in bidding for each vacancy will assist you in developing an understanding of which types of home are vacant most often and in which areas.
- 10.2 If you have been assessed as unintentionally homeless or unintentionally about to be homeless within two months, then we would expect you to consider all property types and areas. However, you will be able to specify your preferred area choice for the first three months after you have been registered on the list. In very specific situations, we may agree to extending this period. .
- 10.3 Due to the limited supply of ERC homes available and the need for us to make best use of it, we cannot offer you any choice about the size of home you can bid for. Our rules about house sizes are summarised in Annex A of this policy. We may make exceptions to this e.g.
- Where there is limited demand for particular properties
 - Couples and single people may be able to bid on 2 bedroom properties where there is no demand
 - Where you have access to children who do not live with you on a full time basis,
 - Where you are a foster carer or have been approved to adopt,
 - where you need an extra bedroom due to a medical condition or disability,
 - Where you are pregnant and your midwife or doctor can confirm this,
 - Where there is low demand for the property
 - Exceptional circumstances e.g. you are in a witness protection programme.

11 Adapted homes

- 11.1 Adapted homes will be advertised alongside all other vacant homes and will be clearly labelled as suitable for those on the register awaiting the specified adaptations.

12 Sheltered homes

- 12.1 Sheltered homes will be advertised alongside all other empty homes and will be clearly labelled as suitable for those meeting the specific criteria for sheltered housing, e.g. that you are aged 60 years or over.
- 12.2 Where there is no demand for this accommodation these properties will be considered for applicants over 50 years. However all lets will be considered sensitive lets.

13 Urgent Re-Housing

- 13.1 In cases where there the applicants circumstances are such that they have an urgent and immediate need for re-housing and the Allocation Policy does not reflect this, the Senior Housing Manager may consider awarding a Priority A status for a time limited single offer of accommodation. Urgent re-housing status will only be considered where there is strong evidence is provided. Only 10 will be awarded each year.

14 Support for bidding

- 14.1 Support is available if you need help to make regular bids for vacant homes. A list of available sources of support is outlined in Annex D of this policy.

15 Offering you a home

- 15.1 If you have been successful in your bid for a home, we will be in contact with you shortly after the closing date to discuss your offer. Please be aware that, as we seek to advertise homes as soon as we know that they are going to be available, the existing tenant may not have moved out yet. Where this is the case, we will put the viewing on hold until the tenant has moved and until our staff inspect the home to see if any repairs are required. We will maintain contact with you so that you are updated on progress.
- 15.2 When viewing the property, you will be accompanied by a Housing Officer who will be able to answer any questions you may have. If you have a support worker, they will be invited to the viewing too. The Housing Officer will be able to provide you with details of local schools, transport availability and will also want to discuss with you the affordability of the home, i.e. not only the rent but also heating costs, travel costs etc. With your permission, the Housing Officer will arrange for an estimate to be made of the likelihood of you being entitled to help with your rent.
- 15.3 East Renfrewshire Council tenants who are re-housed because they have at least two bedrooms more than they need will be offered a £1000 disturbance allowance. However, if you have rent arrears or owe any other debt to Housing Services, the amount of the debt will be deducted from the disturbance payment. We would expect that, as you had a choice about which homes to bid for, that you will accept the offer following the viewing.

- 15.4 Following acceptance of the offer, you will be invited to a pre-sign up discussion (which may take place on the telephone). This will confirm that you have all of the information that you require and that you are clear about any actions that you need to take, e.g. redirecting your mail, contacting utility companies, applying for benefit etc. You will also be advised of any repairs that are still to be carried out.
- 15.5 When the home is ready for you to move in, you will be contacted to arrange to sign your tenancy agreement. At the sign up meeting, you will be advised which Housing Officer will be your main point of contact for all issues in the first month of your tenancy. Following this, the Housing Officer will be your main contact for issues such as estate management and neighbour disputes.
- 15.6 In the majority of cases, you will be offered a Scottish Secure Tenancy agreement. However, in the following circumstances, you may be offered a Short Scottish Secure Tenancy (SSST) agreement:
- In the last three years you have been evicted from a previous tenancy because of anti-social behaviour or you or anyone who member of your household has been served an anti-social behaviour order (ASBO) – including where we have a legal duty to house you because you are unintentionally homeless;
 - You are taking up employment in the area;
 - You need to move out of your current home temporarily and are unable to access other sources of temporary housing, e.g. while repairs are carried out to make your home safe or adaptations so that you can continue to live in your home independently;
 - You need extensive support to make a success of your tenancy (e.g. counselling, support from a statutory or voluntary agency, or debt and financial advice), which we want to monitor for a six month period before considering converting your tenancy to a Scottish Secure Tenancy; (In all of the above cases, you have a right of appeal to the Sheriff Court if you don't think you should have been offered an SSST).

16 Home visits

- 16.1 In some circumstances, a Housing Officer may visit you in your current home to verify details prior to you signing the tenancy for your new home.
- 16.2 Once you have moved in to your new home, a Housing Officer will visit you during the first month to find out if there are any issues you want to discuss. You will be able to arrange a suitable date for this when you are signing the tenancy agreement.

17 Refusal of offers

- 17.1 If you refuse an offer following a successful bid and have been assessed as unintentionally homeless or about to be homeless, we will want to discuss with you the reason(s) for your refusal and if we deem the reason(s) to be not valid, we may remove your priority pass from you and make you an offer of re-housing separate from the bidding system. If you refuse this offer, we will consider that we have met our legal obligations and you will be re-assessed as a Priority Pass B. If you refuse a property, you may appeal using our Complaints and Appeals procedure (see section 21 of this policy). If you are living in our temporary accommodation and we remove your Priority Pass, you will be given notice to leave.
- 17.2 If you have a non-time limited pass and have refused more than two offers, we will remove your pass and suspend you from making bids for a six month period. You may ask to be re-assessed at the end of the six month period.

18 Suspensions from bidding

- 18.1 In certain circumstances, which we have listed below, we may suspend you from being able to bid for homes once you have registered:
- Where we have evidence that, within the previous three years (or longer in exceptional circumstances), you or anyone who will be living with you has been evicted for antisocial behaviour or is currently, or has been, subject to an Antisocial Behaviour Order;
 - Where you have outstanding rent arrears for a previous tenancy than is more than one month's rent or there is no appropriate repayment arrangement in place which has been paid for at least the previous three months
 - Where you have knowingly or recklessly made a false statement on your registration form - we will take into account the extent to which you have misled in considering whether to impose a suspension and for how long
 - Where you have a non-time-limited pass and have unreasonably refused two previous offers of housing
- 18.2 We will not impose a suspension from bidding where we have assessed you as unintentionally homeless or threatened with homelessness, but we will offer you support to make suitable bids. If you continue to make poor use of your time limited Priority A Pass, we will make you one direct offer of housing, after which we will consider that we have discharged our duty to house you. If you refuse the direct offer unreasonably, you will lose your priority pass and we will re-assess you as Priority Pass B.
- 18.3 We will not suspend you from bidding if we have previously used the same evidence to suspend you or anyone who will be living with you.
- 18.4 In considering whether to suspend your ability to bid on the basis of antisocial behaviour, we will consider:
- The nature frequency and length of the conduct
 - The extent to which the conduct arises because of acts or omissions of people other than the tenant
 - The effect the conduct is having on other people
 - Any other action taken, or capable of being taken, by your existing landlord to address the conduct

- Whether there are any alternatives to imposing a suspension, e.g. by agreeing a support package and offering a Short Scottish Secure Tenancy for a minimum period of twelve months when you make a successful bid.

18.5 Where we have decided to suspend you from bidding for vacant homes, we will explain to you clearly in writing:

- why we are suspending you from bidding;
- what this means, e.g. you will not receive offers of housing;
- how long your suspension will last;
- what you have to do to have the suspension lifted; and
- your right to appeal.

18.6 We will monitor all suspensions on a regular basis to ensure that we are applying the policy fairly. We will contact you to confirm when your suspension has been lifted.

19 Reviewing the register

19.1 Please contact us immediately if anything you have stated on your registration form changes.

19.2 We will contact you once each year to check if your circumstances remain as stated and whether you wish to remain on the Register. If you do not respond by the deadline stated in your review letter, we will assume that you no longer wish to remain on the Register and we will cancel your application.

20 Cancelled Registrations

20.1 Your registration will also be cancelled when:

- You ask us in writing to do so because you no longer wish to remain on the Register;
- We receive notification from your next of kin that you are deceased;
- You fail to respond to a request from us for further information that we need to process your registration, assess your housing need or review your registration;
- We receive returned correspondence from your address stating that you no longer live there;
- You are rehoused by us, although you will be offered a new application form to complete during your tenancy sign –up. It is your choice about whether to complete a new application – if you do not, you will be asked to sign confirming that you were offered the opportunity to do so.

20.2 Where you contact us following your registration being cancelled, you will be able to re-register without completing a new form, providing that your circumstances are broadly the same. Your registration date will be from the date of the new registration being made.

20.3 Where your registration has been cancelled because you failed to respond to several requests from us for further information or to review your registration, we will give consideration to the reason for the failures and may agree to reinstate your original registration.

21 Complaints and appeals

- 21.1 East Renfrewshire Council is committed to providing high-quality customer services. However, we do understand that sometimes things can go wrong. We value complaints and use the information from them to help us improve our services. In 2013 we changed how we handled customer complaints. All Scottish councils now follow the same procedure to ensure that complaints are dealt with consistently.
- 21.2 We regard a complaint as any expression of dissatisfaction about our action or lack of action, or about the standard of service provided by us or on our behalf.
- 21.3 You can complain in person at any of our offices, by phone, in writing, email or via our online complaints form at www.eastrenfrewshire.gov.uk/complaints , where you can also download a helpful leaflet to assist you in making your complaint, which includes information about where you can get assistance in making your complaint. Copies of the leaflet are also available in any of our offices.
- 21.4 There are some things we can't deal with through our complaints handling procedure. This includes things that are covered by a right of appeal, e.g. if you are dissatisfied with the level of priority you have been given when registering for housing, you have the right to appeal against the decision.
- 21.5 We have an appeals process for you to use if you think that:
- the Priority Pass we have given you does not reflect the needs that you have described to us;
 - your Priority Pass has been removed and replaced with a lower one unfairly;
 - your registration has been suspended or cancelled unfairly;
 - the home you made a successful bid for is in an unacceptable letting condition;
 - where we have directly matched you to a property for any of the reasons covered by this policy, we have done so unfairly and without taking account of any specific valid location needs.
- 21.6 You should outline in writing the reason you want to appeal and send it to Housing Services at East Renfrewshire Council Offices, 211 Main St., Barrhead, G78 1SY within twenty one days of:
- Your priority pass being removed and replaced with a lower one;
 - Your registration having been suspended or cancelled;
 - Your viewing of the home that you have made a successful bid for;
 - Our notification to you that we have directly matched you to a home.
- 21.7 If you need help with preparing your appeal, support is available from the East Renfrewshire Citizens Advice Bureau, 216 Main Street, Barrhead, G78 1SN. Please telephone 0141 881 2032 to book an appointment.
- 21.8 If we cannot make a full response to you within five working days, we will send an acknowledgement of your appeal. You will receive a detailed response within fifteen working days of us receiving your appeal, outlining whether your appeal has been successful and, if not, the reasons why it has been unsuccessful.
- 21.9 If you are dissatisfied with the outcome of your appeal, you can request that the Senior Officer within Housing Services reviews your case. This is the second and final stage in the appeals process. You must notify us within seven working days of receiving the appeal decision that you wish a second stage review.

22 Monitoring arrangements

- 22.1 We will use a quarterly monitoring framework to track whether the new approach to lettings is delivering the expected outcomes for both you as the customer and for us in terms of increased efficiency and transparency in our lettings process. The information will inform future reviews of this policy.
- 22.2 The monitoring framework will include:
- Customer satisfaction
 - of successful bidders
 - of those who haven't been successful yet (ease of understanding, usefulness of published results)
 - of those who haven't submitted any bids yet (ease of understanding, any support needed)
 - Housing management performance;
 - Profile of those registering for housing;
 - Effectiveness of the support arrangements for bidding;
 - Patterns of bidding – including those not bidding and reasons for not doing so;
 - Proportion of lets going to each Priority Pass grouping;
 - Tenancy sustainment rates, i.e. is the new approach offering more choice resulting in improved tenancy sustainment.

23 Review of this policy

- 23.1 This policy will be reviewed regularly in consultation with those who have registered for housing, our tenants, registered tenants' organisations in the area, other housing providers and voluntary organisations operating in East Renfrewshire.

24 Contact information

- 24.1 For further advice, assistance or general information, please contact Customer First on 0141 577 3001 who can assist with
- General enquiries
 - Questions regarding this policy
 - Arrange an appointment to discuss your housing options

East Renfrewshire Council Website: www.eastrenfrewshire.gov.uk

24.2 If you require independent advice or assistance, you may wish to contact:

Citizen's Advice Bureau
216 Main Street
Barrhead
East Renfrewshire
Tel: 0141 881 2032

24.3 If you have exhausted our appeals process, you may wish to get advice from:

Scottish Public Service Ombudsman
4 Melville Street
Edinburgh
EH3 7NS
Tel: 0800 377 7330

Annex A: Number of bedrooms you will be considered for

Household Size	Number of bedrooms the household will be considered for					
	0 (bedsit)	1	2	3	4	5
Single Person	*	*	*			
Couple		*	*			
Two adults (not couple)			*			
Couple or single adult with one child			*			
Couple or single adult with two additional adults or dependant children						
Both under 10 (different gender)			*			
Both under 16 (same gender)			*			
Different gender, one child 10 or over				*		
Same gender, one child 16 or over				*		
Couple or single adult with three additional adults or dependent children						
All same gender and under 16				*		

All same gender and one 16 or over				*		
All same gender and two 16 or over					*	
All same gender and all 16 or over				*		
One gender over 10 and two remaining same gender and under 16					*	
Two same gender but one over 16, remaining child under 10					*	
Two same gender but one over 16 and remaining child 10 or over						

<p>Couple or single adult with three additional adults or dependent children</p> <p>All same gender and under 16</p> <p>All same gender but one 16 or over</p> <p>All same gender but two or more 16 or over</p> <p>Different genders but all under 10</p> <p>Different genders but one or more 10 or over</p>				<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>	<p>*</p> <p>*</p> <p>*</p> <p>*</p> <p>*</p>
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Annex B: Legal, regulatory and good practice requirements

Legal

This policy meets the requirements of the following legislation:

- Housing (Scotland) Act 1987
- Housing (Scotland) Act 2001
- Homelessness etc. (Scotland) Act 2003
- Housing (Scotland) Act 2006
- Housing (Scotland) Act 2010
- Housing (Scotland) Act 2014

In using this policy to let our homes, we will also take account of the following legislation:

- Matrimonial Homes (Family Protection) (Scotland) Act 1981
- Children Scotland Act 1995
- Protection from Harassment Act 1997
- Human Rights Act 1998
- Data Protection Act 1998
- Immigration and Asylum Act 1999
- Civil Partnership Act 2004
- Management of Offenders etc. (Scotland) Act 2005
- Adult Support and Protection (Scotland) Act 2007
- Equality Act 2010

Regulatory

The Scottish Housing Regulator checks the performance of social landlords against the standards and outcomes outlined in the Scottish Government's Scottish Social Housing Charter. The outcomes that this policy must meet are:

Outcome 1

Every tenant and other customer has their individual needs recognised, is treated fairly and with respect, and receives fair access to housing and housing services.

Outcome 2

Tenants and other customers find it easy to communicate with their landlord and get the information they need about their landlord, how and why it makes decisions and the services it provides.

Outcome 7

People looking for housing get information that helps them make informed choices

Outcome 8

Tenants and people on the housing list can review their housing options

Outcome 9

People at risk of losing their homes get advice on preventing homelessness

Outcome 10

People looking for housing find it easy to apply for the widest choice of social housing available and get the information they need on how the landlord allocates homes and their prospects of being housed.

Outcome 11

Tenants get the information they need on how to obtain support to remain in their home; and ensure suitable support is available, including services provided directly by the landlord and by other organisations.

Outcome 12

Homeless people get prompt and easy access to help and advice; are provided with suitable, good-quality temporary or emergency accommodation when this is needed; and are offered continuing support to help them get and keep the home they are entitled to.

Good Practice

Scottish Government

Guidance on the social housing provisions of the Housing (Scotland) Act 2014 (final drafts of various chapters published in November 2016 and November 2017)

*Housing Options Protocols for Care Leavers (October 2013)*²

Social Housing Allocations: A Practice Guide (March 2011)

COSLA/Scottish Government

Housing Options Guidance (March 2016)

² East Renfrewshire Council and Health and Social Care Partnership are signatories of the Scottish Care Leavers Covenant. This policy is informed by the Covenant and by these Protocols.

ANNEX C: Definition of unsatisfactory housing

Circumstances where we would view your home as being unsatisfactory include:

- Living in a home in poor physical condition e.g. if one or more of the following applies:
 - Is structurally unstable
 - Has rising or penetrating damp
 - Unsatisfactory provision of natural and artificial lighting, or for ventilation, or for heating
 - Inadequate piped supply of wholesome water available in the house
 - Unsatisfactory supply of both hot and cold water in the house
 - Lacks a WC for exclusive use of the household or is unsuitable located in the house
 - Lacks an effective system for drainage and disposal of foul and surface water
 - Unsatisfactory facilities for cooking
 - Unsatisfactory access to all external doors and outbuildings
 - Lack of a fixed bath or shower and wash basin, each provided with a satisfactory supply of both hot and cold water and suitably located in the house
 - Lacks satisfactory thermal insulation
 - Does not comply with relevant requirements for installation of electricity supply and is inadequate and unsafe to use
- Unsuitable due to a medical condition or disability in the household
- Unsatisfactory living arrangements, e.g. significant overcrowding and needing two or more additional bedrooms
- Significant problems with neighbours where intervention has failed

Annex D: Sources of support for bidding

1. If you do not have internet access at home, you can use a computer terminal in either our Barrhead or Eastwood Customer First offices:

Eastwood Park
Rouken Glen Road
Glasgow G46 6UG

211 Main Street
Barrhead
G78 1FY

2. Hard copies of the adverts for each week's vacant homes will be available in each of the above offices.
3. You can also access the internet in any of our libraries.
4. If you are living in our Connor Road supported accommodation, your support worker will have weekly conversations with you about the vacant homes available and will help you to make your bids.
5. If we have assessed you as unintentionally homeless or threatened with homelessness, our housing services staff will be in regular contact with you and will help you make bids.
6. If you are receiving support from a statutory or voluntary agency, you can ask them to help you with your weekly bids. We would be happy to talk them through the process, either on the telephone or online. We are alerting them in advance to our new approach and how it will work.
7. You can tell us that you have given permission to a specific friend or family member to bid on your behalf.
8. Information about available homes and assistance to bid will be available from our staff by telephone if you are experiencing difficulty using the online bidding system or if you have notified us that you have difficulty leaving home due to illness or disability and do not have a family member or friend whom you could nominate to bid on your behalf.

Annex E: Quotas to be applied to Priority Passes

Each year, Housing Services will publish a lettings plan outlining the percentage targets (or “quotas”) of available homes that will be allocated to each priority group. This will ensure that a variety of people are rehoused and a range of local needs met. There will be two sets of percentage targets, one for existing council homes becoming available for re-let and one for our new council homes. These will be reviewed annually and the outcomes monitored closely. The proposed lettings plan for the first year of the new allocations policy is:

New council homes	
Priority Pass	Proportion of annual lets
A	40%
B	35%
C	20%
D	4%
E	1%

The policy proposes to award 40% priority to Priority Pass A. Lets in the remaining priority pass will be split 50/50 between existing council tenants and non-council tenants.

If there are no bidders in the target priority pass groups who can provide up to two references, we will move on to the bidders from the next priority group.

Existing council homes	
Priority Pass	Proportion of lets
A	70%
B	20%
C	5%
D	4%
E	1%

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EAST RENFREWSHIRE COUNCILCABINET7 September 2023Report by Director of EnvironmentPROPOSED FLEET PURCHASING POLICY FOR GET TO ZERO**PURPOSE OF REPORT**

1. The purpose of this report is to seek approval for a new fleet purchasing policy which will support the ambitions set by the Scottish Government's Climate Change Plan 2020 and form part of the Council's Get to Zero Action Plan.

RECOMMENDATIONS

2. The Cabinet is recommended to approve the fleet purchasing policy which will see:
- a) An extension of the life and use of cars and vans due for renewal in 2025-27, unless they can be charged with the existing electric vehicle (EV) charging infrastructure at Thornliebank Depot;
 - b) No new internal combustion engine (ICE) cars or vans purchased in 2025/26 and 2026/27;
 - c) All new cars and vans purchased being EV from 2027/28;
 - d) All cars in operation being EVs by April 2027; and
 - e) All vans in operation being EVs by April 2030.

BACKGROUND

3. The Scottish Government's Climate Change Plan Update 2020 has made the following policy expectations for public sector fleet:
- a) After 2025, public bodies are expected to no longer operate cars with internal combustion engines (ICE). In practice this means all cars being used would be electric from 2025/26.
 - b) Between 2025 and 2030, public bodies are expected to have begun, and completed, ceasing the purchase of new ICE vans and light commercial vehicles (i.e. less than 3.5 tonnes).
 - c) By 2030, public bodies are expected to have plans in place that mean no new ICE heavy goods vehicles (e.g. bin lorries, gritting trucks, buses) are purchased.
4. This expectation has been re-iterated in a recent letter from the Cabinet Secretary but there is no legal requirement to fulfil this and no supporting funds from Scottish Government to assist with this transition. The Council must therefore configure their level of compliance against the cost and practicality of undertaking these commitments.

5. The Council currently has the following vehicles in its ICE fleet:
- a) 15 cars (e.g. HSCP rapid response cars (Category A of para 3)
 - b) 93 vans and other light vehicles (e.g. Housing repairs vans)(Category B of para 3)
 - c) 51 heavy goods vehicles (e.g. refuse/ gritter vehicles and buses)
 - d) 14 Other (e.g. tractor , JCB, quad bike, mini-excavator)
6. It is important to note that fuel from the Council's fleet accounts for approximately 8% of the Council's operational carbon emissions. The public sector is expected to take a leading role in the transition away from ICE vehicles as part of Climate Change plans.
7. Thornliebank Depot is the main base for the majority of council vehicles but at present it does not have sufficient power to accept a future fleet of EVs. The depot is currently utilising 98% of the available electrical capacity supplied via the national grid. £400,000 has been included in 2024/25 capital programme for the installation of a sub-station which will better meet current power requirements which are constrained and improve the depot's resilience to support future EV plans.
8. Lessons learned from other projects that have begun the transition to EVs, such as First Bus Glasgow, have demonstrated that securing the electrical power requirements for charging vehicles is vital prior to purchasing any new EVs. There is a high risk that any EVs that are purchased before addressing the lack of power and charging infrastructure will not be able to be fully utilised. This is a major constraint on the rollout of EVs across the council fleet.
9. There is limited public electric vehicle charging infrastructure in East Renfrewshire, and limited commercial charging infrastructure locally. As part of partnership work at Glasgow City Region level work is on-going to develop a business case to secure investment in an accessible, reliable and affordable public EV Charging network across the region. The business case considers the requirement for Electric Vehicle Charging Infrastructure (EVCI) across all eight of its member Local Authorities. However, there is likely to be a continued reliance on the depot or Council-owned properties to charge the Council's fleet.
10. Most of the council cars are used for the HSCP rapid response service which operates on varying shift patterns providing 24-hour cover. The lack of EV charging points and the complexity of charging vehicles between shifts will make the achievement of having solely EVs for this service difficult by 2025, in line with the Scottish Government policy expectation.

REPORT

11. Several factors were taken into consideration to reach the recommendation for the proposed fleet purchasing policy. The key factors were logistical constraints, particularly for HSCP and the consideration of the electrical power, space, garaging and workshop requirements for Thornliebank Depot.
12. The proposed fleet purchasing policy provides the most practical approach yet strives to meet Scottish Government targets. The approach is as follows
- a) Where current depot charging **can** accommodate them, ICE cars will be replaced by EVs at end of their current life;
 - b) Where current depot charging **cannot** accommodate them, the life and use of current ICE cars will be extended in 2025/26 and 2026/27 to accommodate the time for a new charging facility being secured;

- c) From 2027/28 all cars operating will be EVs which is dependent on the successful installation of a sub-station and EV charging points;
- d) The life of current ICE vans will be extended in 2025/26 and 2026/27 to accommodate the time for a new charging facility being secured; and
- e) All vans purchased from April 2027 will be EVs. ICE vans can continue to be used until the end of their life (assumed 5 years) until April 2030.

13. The proposed policy applies to cars and vans only. The policy for purchasing heavy good vehicles (HGV) will be considered in advance of the requirements to cease purchasing ICE HGV from 2030. It is anticipated that this will be brought forward for consideration circa 2026.

14. If the proposal is agreed by Cabinet, the next stages will provide a plan for each fleet-user service, with updated capital cost projections. This is expected to be completed by early 2024. Space, garaging, workshop and charging requirements for Thornliebank Depot, and any ancillary locations that may be needed to accommodate the future fleet needs, will also be assessed. This is expected to be completed by summer 2024. Following on from this, a detailed implementation plan with more accurate capital and revenue costs will be developed and subject of a future report to Cabinet.

FINANCE AND EFFICIENCY

15. Replacing cars and vans with ICE vehicles, as is current practice, is estimated to cost approximately £4.7m in the period 2023/24 to 2034/35 (i.e. 11 years). Adopting the proposed policy would cost an estimated £7m in the same period which is £2.3m more than the status quo.

16. The cost forecasts presented here are based on current capital replacement costs. It should be highlighted that costs are fluctuating, and the estimates provided are based on current framework prices, which are regularly reviewed. The costs are based on like-for-like replacement. When the detailed assessment of operational requirements is undertaken, a better understanding of any reduction or increase in vehicle numbers will be gained.

17. Capital costs presented for EVs are likely to decrease as the market for these vehicles matures. The revenue costs for EVs could be lower but there is insufficient evidence to state that vehicles will last any longer or the maintenance costs will be lower. The maintenance requirements are likely to be less given fewer parts (e.g. exhaust, clutch, gears, brakes) compared to ICE vehicles but there are shortages in skilled labour and workshop facilities for EVs that mean costs are not typically lower at present.

18. If the proposed approach is agreed, detailed budget forecasting and implementation planning will be undertaken. The Council should anticipate an uplift in the Capital Investment Strategy for fleet purchases if this proposal is approved. In 2025/26 and 2026/27 the costs could increase for maintenance of the ICE vehicles being retained longer than usual. Maintenance costs are recharged to the fleet service users and therefore increased costs will be borne by each service i.e. HSCP, Education, Roads, Housing etc.

19. The Head of Accountancy annually considers the Council's policy on purchase of fleet, which currently is to purchase through capital, outright. However with an increasing EV fleet, there may be efficiencies to be gained through leasing. This approach can be considered in a future update of the Capital Investment Strategy.

20. For operational reasons, some services are leasing vehicles. The increase in revenue costs for new leased EVs has not been included in the initial cost estimate as this is not collated centrally. The detailed budget forecasting and implementation planning exercise that is to be undertaken will provide further detail on revenue uplift.

21. The Scottish Government has not made specific funding available to accommodate this uplift in capital costs.

CONSULTATION AND PARTNERSHIP WORKING

22. Consultation has been undertaken through the established Vehicle Users' Group which comprises officers from each service with fleet vehicles (i.e. Education, Housing, Roads, Neighbourhood Services and HSCP). This group will continue to be engaged throughout the development of a practical and detailed implementation plan. The Head of Accountancy has also been consulted.

23. The policy requirements covered by this paper have been discussed with relevant council officers from Renfrewshire, West Dunbartonshire, and East Dunbartonshire, and via national Fleet Managers' fora. The challenges faced in East Renfrewshire (i.e. power and space for charging vehicles) are similar to those faced elsewhere and it has been indicated that several other councils will take similar action to the approach proposed in this paper.

IMPLICATIONS OF THE PROPOSALS

24. Retaining the 'status quo' purchasing policy is not considered feasible on the basis of achieving the Council's target for net zero carbon emissions by 2045.

25. By operating ICE cars beyond March 2025, the proposed policy means that the Council would not fully meet the Scottish Government policy expectation but puts the Council in a good position to meet targets in future years, when technology is better developed and costs are expected to reduce. The differences between full and partial compliance are set out in Appendix A, Tables 1 and 2. In order to ensure that no new ICE cars or vans are purchased after March 2025, the purchasing policy set out in this report would need to be agreed in principle by October 2023, allowing for the 18-month lead time for vehicle procurement. There are no legal, equalities, IT or HR implications from this proposal. To date, there has not been any indication that the Scottish Government will turn the policy expectations into a statutory obligation for public bodies.

26. There will be an impact on staff from across the fleet users' group, who will be required to engage with a consultant and provide operational/logistical information. It is estimated that this would be around 2-3 days input from each service area using council vehicles.

27. A Climate Change Impact Assessment was completed for this proposal. This proposal will have a moderate positive impact on council operations achieving net zero. Full adoption of the Scottish Government policy would achieve the final impact more quickly. However, given fleet accounts for only 8% of the Council's operational carbon emissions, the delays are not likely to significantly impact on the achievement of the 2045 target for net zero.

CONCLUSIONS

28. The Scottish Government expects public bodies to stop operating internal combustion engine (ICE) cars by 2025, and transition away from ICE vans from 2025-2030.

29. In response, a new fleet purchasing policy for cars and vans is proposed. The proposal acknowledges various constraints and provides the most practical approach to achieving the 2045 net zero target. If approved, the Council will stop operating from ICE cars from April 2027 and ICE vans will be phased out by 2030. Adoption of the proposed fleet purchasing policy will cost an estimated £2.3m more in capital costs in the period 2023/24 to 2034/35 (i.e. 11 years).

30. Further work is required to complete a detailed implementation plan for each fleet-user service and to better understand options for charging, garaging and workshop requirements for the future fleet. Detailed and accurate costs can only be provided on completion of this work. A proposal for HGVs will be considered in time and in advance of the Scottish Government policy to cease purchasing ICE HGVs by 2030.

RECOMMENDATIONS

31. Cabinet is recommended to approve the fleet purchasing policy which will see:
- a) An extension of the life and use of cars and vans due for renewal in 2025-27, unless they can be charged with the existing electric vehicle EV charging infrastructure at Thornliebank Depot;
 - b) No new internal combustion engine (ICE) cars or vans purchased in 2025/26 and 2026/27;
 - c) All new cars and vans purchased being EV from 2027/28;
 - d) All cars in operation being EVs by April 2027; and
 - e) All vans in operation being EVs by April 2030.

Director of Environment

For further information contact:

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August 2023

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APPENDIX A – SUMMARY OPTIONS APPRAISAL

1. Table 1 summarises the options that have been subject to a high-level appraisal.

	Title	Implications for East Renfrewshire Council
Option 1	Full adoption of Scottish Government policy expectations	<ul style="list-style-type: none"> ▪ Only EV cars in operation beyond April 2025 ▪ No purchase of ICE vans from April 2025. Use of ICE vans continues until end-of-life, then replaced with EVs. ▪ No purchase of ICE heavy/specialist vehicles beyond April 2030. Use of ICE vehicles continues until end-of-life beyond this date.
Option 2 (Recommended option)	Most practical adoption of Scottish Government policy expectations	<ul style="list-style-type: none"> ▪ Cars to be retained longer than normal in 2025/26 and 2026/27 to accommodate new depot/sub-station being secured. Alternative will be to replace these with EVs where they can be charged. ▪ Vans to be retained longer than normal in 2025/26 and 2026/27 to accommodate new depot/sub-station being secured. ▪ ICE vans replaced with EVs at end of life from 2027/28. ▪ Heavy/specialist vehicles as Option 1

Table 1

2. The options were assessed against criteria to determine the best practicable option. This is summarised in Table 2.

	Alignment with SG Policy	Practicality for implementation in East Renfrewshire	Get to Zero Impact	Cost impact	Operational impact
Option 1	Full	Least practical	Fastest	Very significant additional cost	Very significant
Option 2 (Recommended option)	Delayed but achieved	Best	Slowest	Significant additional cost	Significant

Table 2

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EAST RENFREWSHIRE COUNCILCABINET7 September 2023Report by Director of EnvironmentENVIRONMENT DEPARTMENT PERFORMANCE REPORT 2022-23**PURPOSE OF REPORT**

1. The purpose of this report is to provide Cabinet with a summary of the 2022/23 performance for the Environment Department.

RECOMMENDATIONS

2. It is recommended that the Cabinet scrutinise and provide comment on the Environment Department's performance for 2022/23.

BACKGROUND

3. This report sets out a summary of performance against the department's key performance targets for 2022/23 and updates on its contribution to the Council's strategic outcomes. A performance summary for each of the department's services is included in Annex 1. Below are a selection of the Environment Department's performance highlights and issues for 2022/23.

REPORT**2022/23 PERFORMANCE**

- East Renfrewshire has maintained its position as the top recycling council in Scotland with 58.1% of all municipal waste being recycled (Scottish Local Authority average 42.7% for 2021/22).
- In the summer of 2022 events such as the Foodies' Festival and the ER Beer Festival were hosted in Rouken Glen Park and were well-attended.
- Citizens' Panel results in 2022 showed an improvement in street cleaning and litter patrol with 65% of respondents rating them good/very good (52% 2019).
- During 2022/23, Prevention Services returned to undertaking its vital work in keeping children and families safe with 1,100 Child Safety in the Home Packs (provided to every new parent in East Renfrewshire).
- A new initiative called "Building Consumer Confidence" was launched and supported by the employment of a Doorstep Fraud Prevention Officer (Local Authority Covid-19 Economic Recovery funding for 2 years). The team's scam prevention work has been recognised nationally as "best practice".
- The Roads Service replaced 2,138 street lighting lanterns with LEDs this year which means that over 85% of lanterns are LEDs (13,186 of 15,419 total

lighting units). This has reduced energy consumption by almost 16% compared with last year.

- Fifty-one carriageway and 13 footway resurfacing schemes were completed. In addition, 6 new footway links were installed. Four new footway 'build-outs' into the carriageway to narrow the road and one pedestrian refuge (a raised section between two lanes of traffic to create safe place for pedestrians to cross) were also completed. Improvement works aim to encourage sustainable travel within the authority.
- The Planning Service has been significantly affected by staff vacancies and constraints caused by the pandemic. During 2022/23, vacancies were filled which will have a positive impact on performance going forward. In 2022/23, 19% (123 of 654) of planning applications were determined within timescale and 91.5% (602 of 654) of applications were approved.
- Performance in the Building Standards team has dipped slightly with 76% (742 of 976) of building warrants issuing a first report within 20 working days (80% in 2021/22). However, the percentage of building warrants and amendments issued within 10 days from receipt of all satisfactory information remained at 96% (944 of 982 total received).
- The Greenlaw Works opened in September 2022 and is currently operating at 85% occupancy. This represents use by 27 businesses across a diverse range of sectors. The £5m workspace was developed as part of the Glasgow City Region Deal in response to a local demand for high quality, flexible accommodation.
- The Whitelee and Dams to Darnley countryside rangers have resumed to a full programme of events. During 2022/23, 185 events were delivered engaging 5,870 participants. 27% of these were educational visits with 1,700 participants.
- During 2022/23, 71 new and existing businesses were supported through the provision of grants and advice and 220 people were supported into employment.
- The long-term vacant and derelict Cowan Park Gate Lodge has been brought back into use following the successful attraction of government funding. The building is being used as a new social enterprise hub to serve the local community and visitors to the park.
- 132 new, affordable homes have been built during 2022/23. This includes 94 council-owned homes in Maidenhill and Balgraystone.
- Due to investment in improved processes and considerable effort to turn repairs and lettings around efficiently, rent lost through empty homes has reduced from 1.4% in 2021/22 to 0.96% in 2022/23.
- The Housing Service continues to face unprecedented demand for housing from both the general waiting list and homeless households. In 2018/19 the general waiting list was around 2,800 and currently sits at over 6,000.
- The Council has exceeded its 4% target for reducing council-controlled carbon emissions with a 9.9% reduction from baseline year 2019/20 to 2021/22.
- The Environment Department received 547 complaints in 2022/23. The data shows we have achieved the 5 working day target to respond to frontline complaints with an average time of 4.39 days. The average time to respond to investigation complaints was 18.36 days, keeping within the statutory target of 20 working days.*
- During 2022/23, the department dealt with 510 Freedom of Information requests (519 in 2021/22), 95% of which were responded to within the statutory 20 working day timescale. This represents an improvement on the previous two years of 87% (2021/22) and 76% (2020/21).

- The department's invoice processing rate has declined slightly from 86.1% in 2021/22 to 81.8% in 2022/23 (17,515 invoices with 14,331 paid within 30 days). The department continues to support development of the invoice payments process, through systems interfaces and improvement activity which has allowed for better financial control.

*As reported in the [Strategic End-Year Performance Report and Annual Community Planning and Fairer East Ren Report for 2022-2023](#) submitted to Full Council on 28 June 2023, comparative complaints performance data has not been provided as work is ongoing to amalgamate figures from the Council's previous CRM system, Lagan. This work is expected to be completed in September 2023.

Publication of Performance Information

4. The Environment Department's report and annex will be posted on the Council's website so the public can view the Department's performance for 2022/23.

FINANCE AND EFFICIENCY

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

PARTNERSHIP WORKING

6. This report focuses on the Environment Department's contribution to the delivery of the Council's Outcome Delivery Plan. Many of the Department's results could not have been achieved without excellent partnership working across the Council and with external partners.

IMPLICATIONS OF REPORT

7. There are no implications in terms of staffing, property, legal, IT, equalities or sustainability.

CONCLUSIONS

8. This report summarises a high level overview of the Environment Department's performance in 2022/23.

RECOMMENDATIONS

9. It is recommended that the Cabinet scrutinise and provide comment on the Environment Department's performance in 2022/23.

Director of Environment

Head of Environment (Strategic Services), Head of Environment (Operations), Head of Environment (Head of Place)

For further information contact Phil Daws, Head of Environment (Strategic Services)
phil.daws@eastrenfrewshire.gov.uk

August 2023

ENVIRONMENT DEPARTMENT

YEAR END SUMMARY

2022-23

Contents:

- Neighbourhood Services
- Environmental Health
- Trading Standards
- Resilience
- Roads & Transportation
- Planning & Building Standards
- City Deal & Infrastructure
- Economic Development
- Housing
- Change, Business Intelligence & Digital
- Get To Zero
- Refugee Resettlement
- Major Capital Projects
- CHSU
- Property Services & Technical Services

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Environment Department – Neighbourhood Services 2022-23

Summary	<p>Neighbourhood Services is an integrated suite of service areas comprising: Cleansing and Recycling, Parks and Open Spaces, Cemeteries, Street Cleaning and Fleet/Transport. Throughout 2022/23, the service continued to maintain the delivery of essential frontline services to all residents in the areas of Cleansing and Recycling. There was significant financial investment in Parks and Open Space assets across the district and the scores in the recent Citizens' Panel Survey 2022 remained high with the majority of respondents rating services positively. In addition, the Service was recognised nationally as the UK's Most Improved Service for Vehicle Maintenance and nominated in Most Improved for Street Cleaning Category by the Association of Public Service Excellence (APSE).</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 2</u></p> <ul style="list-style-type: none"> • Four play park upgrades, replacement synthetic pitch at Mearns Castle and improved lighting and fencing. <p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • Continued high standard of maintenance in parks and open space and an improvement in street sweeping satisfaction (65% Citizens Panel 2022, 52% in 2019). • Green flag and 4* tourist attraction (Visit Scotland) status maintained for Rouken Glen Park. • Many more events facilitated for public including Foodies Festival, Rouken Glen Beer Festival and Remembrance Services. • Returned to top of the recycling league table for Scottish local Authorities (58.1%, national average 42.7%). • Continued working with Clyde Valley Partnership to maximise recycling/reuse and minimise the need for landfill.
Efficiency	<ul style="list-style-type: none"> • Overall budgets were on target but waste processing costs are escalating and proving to be challenging. • Neighbourhood Services integrated model has had its first year without Covid-19 disruption and the multi-skilling of workforce is now progressing. • The digitisation of many processes are working well and reducing the need for paperwork. • APSE Performance Network Most Improved Service winner for Vehicle Maintenance. • APSE Performance Network Most Improved Service nominee for Street Cleaning.
Customer	<ul style="list-style-type: none"> • Citizens Panel scores remain high across all services with the majority of respondents rating them positively. • Undertaking school & nursery presentations on issues such as litter and recycling. These had been well received pre-Covid and education establishments are delighted to have them resumed. • 41 community litter picks took place by local established community groups such as Boys Brigade and Beautiful Busby Village. The creation of an online form to request equipment has made community litter picks more accessible for all residents and groups.
People	<ul style="list-style-type: none"> • Post-Covid investment in staff training with more training being provided by external contractors and a focus on staff become multi-skilled.

- Movement of several staff to promoted posts as per the succession planning model for Neighbourhood Services.

Environment Department – Prevention Services 2022-23

Summary	Throughout 2022/23 Trading Standards continued to lead nationally on scam prevention to keep residents and businesses safe. This complements statutory weights and measure inspections and enforcement work with partners such as Police Scotland. The service also responded as required by Animal and Plant Health Agency to issues surrounding avian influenza and locally to any other animal health concerns.
Outcomes	<p><u>Strategic Outcomes - Outcome 1</u></p> <ul style="list-style-type: none"> • Approx. 1,100 Child Safety in the Home Packs issued. Interest from Scottish Government related to Safety at Home project (Keeping Infants Safe). <p><u>Strategic Outcomes - Outcome 4</u></p> <ul style="list-style-type: none"> • New initiative “Building Consumer Confidence” launched. A Doorstep Fraud Prevention Officer was employed via Local Authority Covid-19 Economic Recovery (LACER) funding for 2 years. This is to help protect residents from doorstep fraud via doorstep patrols, identifying fraudsters and supporting genuine traders. • Developed Doorstep Cameras Prevention project to protect vulnerable residents from doorstep fraud – 100 were procured in 22/23. • Reached over 1 million nuisance and scam calls blocked. • Scam prevention work recognised nationally as “best practice”. Trading Standards contacted by several local authorities across the UK looking for advice on adopting similar approach.
Efficiency	<ul style="list-style-type: none"> • Supported petrol measures and pricing checks and engaged with wider departmental plans to ensure fair and accurate eco-deals and sales pitches are being offered to our residents. • Attracted external funding totalling £160k to develop prevention projects and fund posts. • Cost-benefit savings for Call Blockers estimated at £10-£45 saved for every £1 spent (True Call Toolkit Calculator). • 3 Prevention Posts are externally funded.
Customer	<ul style="list-style-type: none"> • Joint report submitted to Procurator Fiscal with Police Scotland related to home maintenance fraud (6 accused). Detailed advice to customers, prevention talks and events attended plus online advice and signposting updated. • 90% of residents reported that the ‘Confidence at Home’ pack and call blockers helped them to stay safe and independent at home. 97 additional call blocker units were fitted in 22/23 the total estimated cost benefit was £627,369 in the financial year. Over 1 million nuisance and scam calls have been blocked as a result of the project. • 49 doorstep cameras were fitted in 22/23. Vulnerable residents reported an average 60% increase in how safe they feel at home following the installations.

	<ul style="list-style-type: none">• Every new born baby in East Renfrewshire given a 'Child Safety' pack and 15 safety gates were fitted to homes. Our Safety at Home projects have been highlighted at a national level and are being introduced by numerous other local authorities as best practice.• Completed Bikeability programme for 2022/23.
People	<ul style="list-style-type: none">• New intelligence database (IDB) is operational and staff fully trained in its use.

Environment Department – Roads and Transportation 2022-23

Summary	<p>During 2022/23 the Roads Service delivered a £3.35m revenue programme of routine and structural maintenance and a £4.87 capital programme of work. Work continued to replace street lighting lanterns with more energy efficient LEDs and grant funding from Sustainable Transport Scotland (Sustrans) and Strathclyde Partnership for Transport (SPT) allowed the delivery of active and sustainable travel improvements across the network. The new asset management system went live along with mobile working for staff. Work progressed on the Local Transport Strategy and with City Region partners to develop an Electric Vehicle Charging Strategy.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 51 carriageway and 13 footway resurfacing schemes completed – schemes continue to be prioritised based on agreed criteria. • Overall condition of the road network which should be considered for treatment improved from 37.3% in 21/22 to 35.4% in 22/23. • 6 new footway links were installed along with 4 new footway build outs and 1 pedestrian refuge to encourage sustainable travel. • 18 bus shelters were improved with 8 real time passenger information units installed and solar illumination being retrofitted to 10 shelters. • Grant funding was used to provide a new 650m length of shared footway/cycleway at the south end of Ayr Road and design and construction of Phase 2 of this project is well underway. A 700m length of widened footway was also provided on Waterfoot Road. • A total of 6,810 potholes were repaired - 98% of road defects were repaired within target times (100% of Cat 1). 116 lighting columns were replaced. • Work progressed with City Region partner authorities to develop a strategy for the expansion of the EV charging network. • The development of the new Local Transport Strategy progressed with public consultation now due to start in June 2023. • Successful with Sustrans funding bids for feasibility/concept design of active travel route improvements on Ayr Road/Fenwick Road, Clarkston Road and Davieland Road.
Efficiency	<ul style="list-style-type: none"> • 2,138 street lighting lanterns were replaced with LEDs in 22/23, now over 85% of lanterns are LEDs. Energy consumption has reduced by almost 16% compared with last year. • The new asset management system (WDM) went live in April 2022 with mobile working technology working well for both manual and office based staff, providing smarter working and better data recording and reporting. • The new interface between Integra and Profess (the Roads costing system) is working well and has reduced double-handling of most purchase orders and invoices. • The newly optimised winter treatment routes working well - driver familiarisation continues with minor route adjustments to ensure target response times are met.
Customer	<ul style="list-style-type: none"> • Work is ongoing with IT to develop an interface between GOSS (the customer relationship management system) and WDM to help improve customer feedback in response to fault reporting.

	<ul style="list-style-type: none">• A Best Practice Guide for Residential Roads was approved by Cabinet and issued to developers – work has progressed on a Good Practice Guide for Roads Construction Consents which will provide further advice in respect of construction specifications and details
People	<ul style="list-style-type: none">• Two roadworkers gained their HGV licences allowing them to carry out winter maintenance driving duties.• Two office-based staff continued their day release HNC and Degree level training.

Environment Department – Planning & Building Standards 2022-23

Summary	The Planning team delivered key areas of work to support the creation of thriving, attractive and sustainable places and neighbourhoods. This has been achieved through the adoption of Local Development Plan2, which seeks to provide a range of housing, improved connectivity, new infrastructure, jobs and investment and a move towards a low carbon place and economy.
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 132 new build affordable housing units added to the supply in 2022/23. • National Planning Framework 4 (NPF4) adopted and is now a critical document in shaping the spatial strategy for Scotland over the next 20+years and East Renfrewshire’s emerging Local Development Plan 3. • £4,134,173.52 in development contributions were brought in during 2022/23 for education, community facilities, parks and open space, roads and transportation, paths and access and green network (Dams to Darnley Country Park). • Preparation of the Local Heat and Energy Efficiency Strategy (LHEES) is underway. • Preparation of the Council’s Food Growing Strategy is also underway and identifies reasonable steps to provide sufficient land for food growing purposes.
Efficiency	<ul style="list-style-type: none"> • Procedures put in place to enable discretionary charging for pre-application planning advice, non-material variations and discharge of conditions from 1st April 23. • A reduced schedule of Planning Application Committee meetings has released officers to undertake other duties. • Ongoing collaboration in relation to Scottish Government’s transformational Digital Planning Programme which will improve online Planning and Building Standards systems, customer experience, access to data and greater opportunities for collaboration and engagement.
Customer	<ul style="list-style-type: none"> • Consultation undertaken on LDP2 Supplementary Guidance -Development Contributions, Affordable Housing, Green Network & Householder Design Guidance. • Preparatory work undertaken to establish how communities and other stakeholders want to engage on LDP3 preparation. The responses received to these surveys will help inform the 'Development Plan Scheme and Participation Statement'. • Building Standards were appointed as a building standards verifier for a 6 year period until 2029. Scottish Government acknowledged the improvements that the Building Standards team has made in relation to performance, investment in staff and IT and customer satisfaction. • Building Standards provide a 365 days out of hours emergency call-out service • Planning and Building Standards provide a Duty Officer 5 days per week and access to officers can be via email, telephone, MSTeams and face to face. • The time taken to process planning applications and building warrants has been impacted by high volumes of applications and significant resourcing issues.

	<ul style="list-style-type: none">• Determination periods are longer than in previous years, however, replacement staff are now in place and a review of processes and protocols is currently underway. This will seek to improve efficiency and the overall customer experience through improved access to information e.g. web-based, availability of pre application advice.
People	<ul style="list-style-type: none">• Posts have now been filled across the service which has had a positive impact on performance. 1 vacancy remains within the Strategy Team and the appointment of specialist support to address the requirements of NPF4 and other elements of the 2019 Planning Act is being investigated.• Internal information sessions programmed to be delivered across the service to allow a fuller understanding of the work of other colleagues e.g. City Deal, Get To Zero.• 4 Elected Member information sessions on Planning and the Role of Elected Members, the Local Development Plan, Affordable Housing, Development Contributions and Education were delivered

Environment Department – City Deal and Infrastructure 2022-23

Summary	The City Deal and Infrastructure team lead the development and delivery of major regeneration and infrastructure projects for ERC over the next 5-10 years.
Outcomes	<p><u>Strategic Outcomes – Outcome 3</u></p> <ul style="list-style-type: none"> • New Rail Station at Barrhead South: Transport Scotland endorsed the detailed Scottish Transport Appraisal Guidance (STAG) in February. Commenced preparation of Outline Business Case for approval by Glasgow City Region Cabinet in August 2023. • Aurs Road Realignment: Land deals and leases completed. Tender prepared. Commenced preparation of Full Business Case for sign off by Glasgow City Region Chief Executives' Group in October 2023. • The Greenlaw Works: First tenants moved in August 2022 and currently 85+% occupied. Proposals for co-working and incubation facilities are progressing. • Crossmill: new retail park in development with 6 major retailers. • Completed third party land deals required to progress the £44million City Deal Fund for ERC. • Delivered the £2.6m Levern Water Restoration project in Carlibar Park.
Efficiency	<ul style="list-style-type: none"> • Two team members successfully completed training in NEC4 contracts which will improve efficiency in managing on-site contracts.
Customer	<ul style="list-style-type: none"> • Land value uplift in Barrhead South as a direct result of completed and ongoing City Deal & ERC funded projects. • New Barrhead retail park expected to boost economic growth and provide in the region of 150-200 jobs. • Private land deals and leases agreed will enable works to improve access to Dams to Darnley Country Park including a new promenade on Balgray Reservoir, new active travel routes and other visitor facilities. • Whitelee and Dams to Darnley park delivered 185 events with over 5,870 participants, 27% of these were educational visits with 1,700 participants.
People	<ul style="list-style-type: none"> • Monthly team meeting, weekly review meetings for each project, monthly review meetings with Whitelee and Dams to Darnley park managers. • Successfully recruited two Park Rangers to replace staff who had moved on. • Two unsuccessful attempts to recruit Project Manager.

Environment Department – Economic Development 2022-23

Summary	<p>People, Place and Business teams continue to work with a wide range of stakeholders.: People – The team provides employment support to local residents and young people, helping them move from unemployment into vocational training, employment and self-employment through joined-up support. Place – The team supported the delivery and official opening of the Cowan Park Gate Lodge, a community enterprise hub in April 2023 and the ongoing development of Local Action Plans. These will inform the transformation of towns and neighbourhoods across the authority. Business –Grant offering to local businesses was increased, including provision of support to business to progress towards net-zero targets. A focused client management approach with Scottish Enterprise in supporting local businesses to grow is being developed.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 2</u></p> <ul style="list-style-type: none"> • 220 people supported into work by Work EastRen. • Work EastRen have also been engaging with a wider range of partners to promote services including ongoing pre-employability support and accredited training to local residents and the Syrian and Ukrainian communities. 23 people were supported into employment, 2 were in FE/HE, 6 passed accredited training and 1 was in a short-term work placement. • Successful delivery of No One Left Behind (NOLB) Programmes to priority groups including job creation programme for Long Term Unemployed (LTU) across a range of partners. 148 people have moved into employment across the NOLB programme. For the LTU programme, 29 placements were created. • The team has also worked with businesses at the new Glasgow Road Retail Park in Barrhead to secure jobs for local residents. To date, 36 Work EastRen clients have secured work with 4 employers. <p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 193 business start-ups were supported. • The Scotland Loves Local card was rolled out. This supported over 4,500 residents and brought in £450,000 spend to the local economy. • One local business was provided with dedicated procurement support to help win a contract worth £300,000. • Grant provision to local businesses was increased, including support for climate action activities. 8 businesses were supported with a total value of £54,350 in grant funding. • Completion and opening of Cowan Park Enterprise and Community Hub • Successful delivery of Placed Based Investment Programme 2022/23 which supported a wide range of local initiatives including Cowan Park bandstand refurbishment, Busby play park and Town Centre digital signs. The programme supported 8 projects with a total value of £553,000. • East Renfrewshire was promoted via Shop Local campaigns.
Efficiency	<ul style="list-style-type: none"> • Community benefits from Heron Bros. at Neilston Learning Campus provided 8 new jobs, 4 modern apprenticeships, 1 foundation apprenticeship and over £5,000 in community donations

	<ul style="list-style-type: none"> £2.7m was secured from UK Shared Prosperity Fund programme to support employability, business and place regeneration; £760,000 was awarded for NOLB activities and £551,100 was awarded through Place Based Investment Programme
Customer	<ul style="list-style-type: none"> Ongoing delivery of Local Action Plans & engaging with wider stakeholders to gather their views on what capital regeneration improvements can be made to their town centres/neighbourhoods Increased outreach work in Dunterlie and opening of employability suite at Dunterlie Resource Centre Newton Mearns Town Centre improvements stakeholder engagements
People	<ul style="list-style-type: none"> Delivery of service via hybrid model. Staff have attended wide range of training including Delivering an Inclusive Transition towards Net Zero, HM Treasury Green Book, Bidding for UK Shared Prosperity Fund.

Environment Department – Housing Services 2022-23

Summary	<p>At the end of 2022/23 the housing management system went live with a new core IT system (NEC Housing). This project has been delivered successfully as a result of dedication and hard work by staff at all levels of the service. The new system provides a modern, efficient system for staff and a better digital offering for customers. The next phase of development will enhance performance reporting capability for the service, self-serve facilities for customers and interfaces to other corporate systems.</p> <p>Housing stock remains in a good condition in compliance with national standards, and with a robust investment plan to deliver capital works year on year. New build housing is adding much needed homes to council stock. However, the service continues to face unprecedented demand for settled and temporary housing both from the general waiting list and homeless households. The general waiting list had around 2,800 households in 2018/19 and now sits at over 6,000, while around 440 homeless applications were made.</p>
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • 132 new affordable homes have been delivered with partners during 2022/23, a total of 344 against the strategic target of 270 affordable homes from 2017-23. • 94 (71%) of these have been via the Council New Build Programme, a mix of 1-4 bedroom homes, including wheelchair and ground level accessible homes, meeting a range of needs amongst very significant demand and a shortfall of affordable homes to meet resident's needs. • £5 million of investment was made in capital improvements for tenants in 2022/23, covering a range of works including new kitchens and heating systems upgrades. <p><u>Strategic Outcomes - Outcome 4</u></p> <ul style="list-style-type: none"> • 13% of new affordable homes in 2022/23 were designed for wheelchair users or are adaptable for a range of needs, against an annual target of 10%. All social rented homes are also built to Housing for Varying Needs Standards.
Efficiency	<ul style="list-style-type: none"> • Rent lost through empty homes (between tenancies) was 0.96% of rent due in 22/23 - down from 1.4% in 21/22 and 1.7% in 20/21. These results were from considerable effort sustained this year to turn repairs and lettings around efficiently, a key focus of improvement for the service to provide value for tenants' rent money. • Gross rent arrears reduced to 7.36% of rent due from 9.95% in 2021/22. The development of detailed performance data and targets at local neighbourhood patch level have supported post-pandemic improvements in rent collection. Some tenants have received cost of living support which in turn also positively impacts rent payment.
Customer	<ul style="list-style-type: none"> • 103 families experiencing hardship (i.e. choosing rent, heating or eating) were assisted using £127,200 of LACER funding, which provided rent relief over winter to ensure homes could be kept warm to those suffering real poverty such as students with young children and working families just over the threshold for benefits. • A regular schedule of Neighbourhood Inspections has been reinstated, whilst also trialling local housing "surgeries". The creation of a new patch team of 10 Neighbourhood Housing Officers means that local presence and ease of access is being prioritised in order to better support tenants' need.

	<ul style="list-style-type: none">• The Home Energy Saver Scheme was introduced over winter to provide free and practical assistance to residents struggling with the cost of living, and looking to reduce energy bills. 173 households received a home energy check, while 69 others received advice and works via Care and Repair's Winter Initiative.
People	<ul style="list-style-type: none">• Training on the management of dampness and condensation with Chartered Institute of Housing was delivered as part of staff professional development, following a high profile national case of a young child's death due to respiratory illness caused by the conditions of his home. This focused on practical advice and solutions, and staff confidence in supporting tenants living with excess condensation in the home, in many cases exacerbated by the cost of living crisis.

Environment Department – Change and Governance 2022-23

Summary	The Change, Business Intelligence & Digital teams continue to support key customer and process improvement projects across the Environment Department. The Customer Relations team continue to support services with FOI requests/complaints management and monitoring, driving down response timescales and handling multi-service and complex FOI requests/complaints.
Outcomes	
Efficiency	<ul style="list-style-type: none"> • Implemented Phase 1 of new NEC Housing Management System. • Implemented new pitch bookings system. • Implemented new digital cemeteries management system, using existing software to provide a full suite of administration for burial records & management, including tople-testing. • Built an issues reporting system for Neighbourhood Services operatives and created a ‘missed bin’ dashboard to identify hot-spots/recurring problems to address. • Created a roads/pavements faults dashboard to provide easily accessible information to customers/officers. • Implemented a short-term lets management system to meet new legislative requirement. • Successful upgrades including: Idox Document Management System bringing enhanced functionality to Planning and Building Standards sections and various server upgrades supported, in conjunction with ICT.
Customer	<ul style="list-style-type: none"> • 100% of all internal service requesters who returned satisfaction survey said that they were either satisfied or very satisfied with the four development stages: initial contact, planning, build and implementation stages. • The Environment Department received 547 complaints in 2022/23. The data shows we have achieved the 5 working day target to respond to frontline complaints with an average time of 4.39 days. The average time to respond to investigation complaints was 18.36 days, within the statutory target of 20 working days. • During 2022/23, the department dealt with 510 Freedom of Information requests (519 in 2021/22), 95% of which were responded to within the statutory 20 working day timescale, an improvement on the previous two years of 87% (2021/22) and 76% (2020/21).
People	<ul style="list-style-type: none"> • Digital and BI teams have provided full user training for a number of systems implementations and upgrades. • Training to support a Complaint Process Improvement Plan” provided to Customer Relations team by Scottish Public Service Ombudsman (SPSO). Plain English training was also delivered to key staff involved in customer responses. • Stage 1 of cross-skilling Business Intelligence team to reduce single points of failure has been completed. ERSI and Idox/Uniform systems now have basic system support provided by at least two people.

Environment Department – Get to Zero 2022-23

Summary	The Get to Zero team leads and coordinates the Council's endeavour to meet the national target of 'net-zero' greenhouse gas emissions by 2045. The new team, formed in 2021/22, has supported services from across the Council in development of actions to contribute to the Council's overall Get to Zero Action Plan, targeted for publication in 2023/24. Carbon reduction actions are currently underway across a variety of services and the GTZ team's role is to support, track and report carbon emissions as per the Scottish Government's Climate Change Duties of Public Bodies Reporting Requirements.
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> Reduction in Council operational carbon emissions - 9.9% reduction from baseline year 2019/20 to 2021/22 (emissions reporting is a year in arrears).
Efficiency	
Customer	<ul style="list-style-type: none"> 2022 Citizens' Panel Survey: 75% feel that climate change is an urgent and immediate problem; 64% of respondents indicated that they are more concerned about climate change now than was the case 12 months ago; 85% report having made changes in the last 2 years to reduce their climate impact and feel able to make changes over the next 12 months.
People	<ul style="list-style-type: none"> Recruited 6-month intern (now extended for 6 months) Carbon Data Project Officer.

Environment Department – Refugee Resettlement 2022-23

Summary	<p>The Resettlement Team was established to provide resettlement and integration services to the significant numbers of Ukrainians arriving in East Renfrewshire, as a result of fleeing the war in Ukraine. The small team also supports local residents that are hosting Ukrainians in their homes and in the latter half of the year, has assisted many Ukrainian guests to move on from hosted arrangements into social housing and private lets. The team also supports Unaccompanied Asylum Seeking Children and the UK Government's Afghan Relocation schemes. Refugees require support from key council services and the Resettlement Team provides a coordinating role in ensuring that refugees arriving in the area are able to access services from education to employability, from money advice to healthcare.</p>
Outcomes	<p>Strategic Outcomes- Outcome 3</p> <ul style="list-style-type: none"> • All refugee arrivals under government resettlement schemes have been assigned with a case worker to help with integration into the local community. Arrivals under family visas have been able to access services when they have made contact with the team. • All Ukrainian refugees being hosted in private homes have benefitted from safety and suitability checks being undertaken. • All hosts of Ukrainians have been provided with support from the Resettlement Team.
Efficiency	<ul style="list-style-type: none"> • Implemented case management system to allow for efficient management of clients and support SG and Home Office reporting processes.
Customer	<ul style="list-style-type: none"> • 104 Ukrainians (56 families) & 53 hosts have been provided with support since April 2022. 76 individuals (42 families) still living in the area. • Supported 27 families to move on from hosted or temporary accommodation. • First Afghan family arrived in November 2022. • 206 background/police checks and over 100 property checks undertaken to ensure safety/suitability for Ukrainians in hosted accommodation. • All refugees registered with key services required including NHS, ESOL, Universal Credit with several clients supported into jobs, training and college courses.
People	<ul style="list-style-type: none"> • The Resettlement Team is funded by The Home Office and Scottish Government over a two year period, now in its second year. A priority for the team is to secure future funding for ongoing support for refugees settled in the area. • The Resettlement Programme Manager leads a Resettlement Working Group, including colleagues from Housing, Education, HSCP, Adult Learning Services, Employability, MART, Environmental Health and Voluntary Action.

Environment Department – Major Capital Projects 2022-23

Summary	During 2022-23 the Major Capital Projects team continued to provide effective support to council services including Education and the East Renfrewshire Culture and Leisure Trust (ERCLT) to develop physical assets that enable services to deliver better outcomes for all customers and residents. This work includes new schools e.g. Neilston Learning Campus, which will replace the Madras Family Centre, Neilston Primary and St Thomas' Primary Schools; and new leisure facilities e.g. the proposed new Neilston Leisure Centre.
Outcomes	<p><u>Strategic Outcomes - Outcome 2</u></p> <ul style="list-style-type: none"> • Continued the development and implementation of the new and proposed schools for Education including the ongoing construction of the Neilston Learning Campus, with phase one (occupation) on target for completion prior to Christmas 2023, with final completion of external works due in August 2024. • Development of projects to enable applications to the third round of the Learning Estate Investment Plan to The Scottish Future Trust. • Current projects for ERCLT include the re-design of proposals for the Eastwood Leisure Centre and consideration and feasibility of options for improved leisure facilities in Neilston. <p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • Working with the Get to Zero team and Property Services on the implementation of sustainable technologies within current and future projects.
Efficiency	<ul style="list-style-type: none"> • Undertaken careful management of inflationary pressures on construction costs. For example, in our current active contract for Neilston Primary Schools and Nursery this is managed to the contract value by the contractor, inflation being the contractor's risk. In addition, a number of items supplied by ERC were assessed to take inflation into account at project start. With regard to projects under consideration, an appropriate allowance is made for inflation in budget costs and regularly updated.
Customer	<ul style="list-style-type: none"> • Staff and pupils from both Neilston's current primary schools were closely involved in the design process and continue to be involved through visits and a live connection to on-site cameras to watch the building take shape.
People	<ul style="list-style-type: none"> • Low absence levels within the team.

Environment Department – Health and Safety 2022-23

Summary	During 2022/23 the Corporate Health & Safety Unit (CHSU) supported staff from across the council with advice and training. A considerable amount of training was delivered by the team to address the backlog of training requirements resulting from Covid-19 disruption. The team reinstated the Council's audit and inspection programme (also disrupted by Covid-19) and continued to develop a new digital H&S management system.
Outcomes	
Efficiency	<ul style="list-style-type: none"> • The new digital H&S system which was implemented April 2021 continues to be developed by the CHSU. This system is used by CHSU to monitor the live position of health and safety arrangements within departments. 2022/23 saw the completion of the task to add all ERC Departmental Health and Safety Risk assessments to the system, replacing legacy paper processes. • CHSU team work on a hybrid basis conducting necessary site visits from home-base in the main, with short periods of office based work. • Reinstated the council's audit and inspection programme after the break due to Covid, completing 29 audits and 29 inspections across council property. • Delivered the fire risk assessment programme for council property and services with 26 fire risk assessments of council occupied buildings and 7 fire risk assessments of leased council property completed.
Customer	<ul style="list-style-type: none"> • Worked with the Council's occupational health provider to deliver screening services including audio and hand/arm vibration testing to ensure the health of service employees is monitored. • Delivered 91 face-to-face training requested by departments to deal with the backlog of needs created by the pandemic. • Ensured that every council property and where applicable service has an up to date first aid assessment in place. • Provided up to date health and safety advice for all council services. • Deliver the vibration management plan for relevant council services. • Delivered an upgrade to the council's lone worker device solution and trained all necessary staff in its use. • Provided a health and safety training matrix for every service of the council identifying staff health and safety training needs and refresher period requirements to ensure compliance with health and safety legislation. • Identified all services without risk assessment on the health and safety system and targeted those services with support to deliver compliance with the councils risk assessment policy arrangement.
People	<ul style="list-style-type: none"> • Supported council employees and others affected by their work activity to be safe and healthy through provision of training. • Conducted a survey which identified the location of all defibrillators and their status in council properties.

Environment Department – Property and Technical Services 2022-23

Summary	Property and Technical Services continued to support and maintain the Council's 160 assets, despite material shortages and contractor delivery challenges. The Property Team provides maintenance of buildings to ensure they are safe and compliant, Technical Services deliver refurbishment projects across the council estate, including school extensions.
Outcomes	<p><u>Strategic Outcomes - Outcome 3</u></p> <ul style="list-style-type: none"> • Major ventilation works were completed at St Luke's High School which will improve air quality for occupants. • 765 new Co2 and temperature monitors were installed in non-teaching areas within our schools. This assists with air quality management. Temperature data will be vital for future heating assessments required to inform energy efficiency improvement and low/zero carbon heating installations to meet net-zero targets. • Statutory compliance checks completed for all ERC properties ensure that all buildings are safe
Efficiency	<ul style="list-style-type: none"> • . • Corporate Asset Management Plan (CAMP), Open Space Asset Management Plan (OSAMP) and Fleet Asset Management Plan (FAMP) approved. Work continues on finalising remaining Asset Management Plans with finalisation of Property Asset Management Plan (PAMP) expected end September 2023. These plans guide, prioritise and communicate actions that will be undertaken. • Finalised concept proposals for refurbished Barrhead Offices were approved in February 2023 with a project budget of £1.8m. with expected start on site date of January 2024 and completion scheduled for June 2024. • Gas infrastructure for buildings was surveyed and improvements targeted which will produce savings over next 2 years. • New IT equipment configured and delivered for Technical Services. • The vacant and derelict Cowan Park Gate Lodge was refurbished using external funding and passed to a local social enterprise to manage and provide a hub to serve the community. • The Dickie building is in process of being let to ERCLT after being empty for 7 years.
Customer	<ul style="list-style-type: none"> • The requirement to provide extended free school meals means that enhancements to school kitchens are required. Programme planning is progressing well despite timescale and budget challenges with the first project completed. • Working with Scottish Government to improve understanding of how to achieve better ventilation in schools? • The summer capital programme of work for Education was completed successfully. This comprised 35 projects to be undertaken over the 8 week period of school closure and included fire door upgrades, window renewals, roof replacements and a synthetic pitch upgrade. • The refurbishment of St. Andrews' House to improve client consultation/treatment areas was completed. • Scottish Government core facts completed and uploaded for Education properties.
People	<ul style="list-style-type: none"> • Construction Design and Management Regulation Refresher Training undertaken by relevant staff.

	<ul style="list-style-type: none">• Fire Safety Audit training undertaken to supplement extant skills and enable higher safety standards to be implemented.• The teams continue to be challenged by labour market shortages, staff vacancies and this is resulting in limited training time and opportunities for exiting staff. Despite this a new Principal Officer, Team leader and Asbestos Compliance Officer for Property were recruited.
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EAST RENFREWSHIRE COUNCILCABINET7 September 2023Report by Director of EnvironmentDECRIMINALISED PARKING ENFORCEMENT – PROPOSED INCREASE IN PENALTY
CHARGE NOTICE CHARGES**PURPOSE OF REPORT**

1. The purpose of this report is to outline the justification for increasing the charges for Penalty Charge Notices (PCNs) for parking contraventions, under the Decriminalised Parking Enforcement (DPE) scheme.

RECOMMENDATIONS

2. The Cabinet is asked to:
- a) Approve the increased charges for PCNs in East Renfrewshire that may be charged to a motorist parking in contravention of restrictions to £100, reduced to £50 if paid within the first 14 days; and
 - b) Approve the reduction of the observation period for loading and unloading activities, before a PCN can be issued, from 10 minutes to 5 minutes.

BACKGROUND

3. The Road Traffic Act 1991 introduced provisions enabling the decriminalisation of most enforceable parking offences in London, and permitted similar arrangements to be introduced elsewhere in the UK by secondary legislation, under the DPE scheme.

4. The DPE scheme enables a local authority to enforce its own parking policies, including the issuing of PCNs to motorists breaching parking controls in specified areas. Delegated powers for DPE were adopted in East Renfrewshire in April 2013.

5. Under Section 74 of the Road Traffic Act 1991, local authorities operating DPE should follow guidance issued by Scottish Ministers in respect of the levels of charges. The objective of the DPE scheme is to achieve 100% compliance with parking controls, and as a result no penalty charges.

Current Position

6. The current charges for PCNs are aligned with guidance issued by Scottish Ministers in 2001, which are £60 for parking in contravention of restrictions and £30 if paid within the first 14 days.

7. In August 2021, the Scottish Government undertook a public consultation which considered the level of charges associated with PCNs, and published the [analysis of responses](#) report in September 2022. Of the 18 local authorities that responded, all were in support of the increase in PCN charges. However, the report stated that a rise in charges was not appropriate at the time due to the cost of living crisis.

8. Local authorities have raised concerns about the viability of the service with the current level of charges, which have not increased since 2001, due to increasing operating and staff costs.

9. In light of this, on 17th February 2023, the Scottish Ministers issued a revised guidance to local authorities in Scotland, notifying them of revised permitted PCN charges. These revised permitted charges were provided at a lower level of £80 (reduced to £40 if paid within 14 days) and a higher level of £100 (reduced to £50 if paid within 14 days), and have been allowed to be implemented since the 1st April 2023.

REPORT

10. It is proposed that East Renfrewshire Council (ERC) increase the charge that may be imposed on a motorist parking in contravention of restrictions to the higher level of PCN of £100 (reduced to £50 if paid within 14 days).

11. The increase would deter more motorists and reoffenders, improving road safety and the local environment.

12. As shown in Table 1, 3,614 PCNs were issued in 2019/20 (pre-Covid-19 restrictions). Whilst the number of PCNs issued reduced in 2020/21 to 77 as a direct result of Covid-19 restrictions, the number has since increased as restrictions have eased towards pre-Covid-19 restriction levels.

Table 1: PCNs Issued in East Renfrewshire

Local Authority	2019/20	2020/21	2021/22	2022/23
East Renfrewshire	3,614	77	721	2,117

13. ERC's DPE service has been operating at a loss, with a deficit of £87,224, £138,672 and £71,122 in the financial years 2019/20, 2020/21 and 2021/22 respectively. These losses are due to a combination of rising staff and operational costs and a reduced number of PCNs issued during Covid-19 restrictions.

14. As stated in ERC's Local Transport Strategy Case for Change Report (section 7.5), this presents a budgetary issue, as the deficit accrued by ERC must be made good out of general funds. Implementing the higher level of PCNs could assist with reducing the financial losses, in turn reducing the burden of ERC's budgets and improving ERC's ability to deliver, sustain or improve local transport provision. In addition, under Section 55 of the Road Traffic Act 1984, surplus income can be used for other parking, public transport, and roads improvement activities.

15. Adopting the higher level of PCNs now would eliminate the need to increase the charges again, until the next guidance release.

16. As stated in point 8, the current rate of £60 has not been revised since 2001. This is equivalent to approximately £107 in 2023, as calculated using Bank of England's Consumer Price Index Inflation Calculator.

17. The back-office function for processing PCNs and appeals in East Renfrewshire is managed by Glasgow City Council (GCC), on ERC's behalf. GCC also manages the back-office function for East Dunbartonshire Council (EDC), and North Lanarkshire Council (NLC). Together, all four local authorities have formed a local DPE collaboration group.

18. From discussions with GCC, it is necessary for the DPE collaboration group to all have the same PCN charges, to ensure that payments and appeals can be processed efficiently, through GCC's back-office system.

19. The local DPE collaboration group have expressed their commitment to adopt the higher level of PCN charges, with GCC having publicly announced their plans in March 2023. In addition, other local authorities across Scotland have also expressed the same commitment. These include Aberdeen Council, Angus Council, Argyll and Bute Council, City of Edinburgh Council, East Ayrshire, East Lothian Council, Perth and Kinross Council, and South Ayrshire

20. It is desirable for the local DPE collaboration group to introduce the increased PCN charges at the same time. This will enable a consistent approach to enforcement across the four local authorities. The implementation date is anticipated to be in October 2023.

21. At present, the observation period required before a PCN can be issued for contravening loading restrictions is 10 minutes, as stipulated by the current waiting and loading Traffic Regulation Order (TRO). This means that a parking enforcement officer has to observe if a vehicle is undertaking any form of loading or unloading for 10 minutes before a PCN can be issued, if restrictions have been contravened.

22. This significantly hinders parking enforcement officer's ability to effectively enforce loading restrictions, particularly around schools and shops. Additionally, it is not appropriate use of a parking enforcement officer's time to be observing a vehicle for 10 minutes before being able to issue a PCN. Other councils, including Glasgow City Council and the City of Edinburgh Council, are in the process of reducing their observation period to 5 minutes.

23. Where there is a loading restriction, a PCN can be issued immediately without an observation period.

FINANCE AND EFFICIENCY

24. The proposed increase in PCN charges, and proposed reduction of the observation period for loading and unloading activities, may result in additional and higher-value PCNs being issued, thus increasing the income generated through PCNs.

25. However, this must be considered alongside the possibility that these changes will foster more respect for restrictions among road users, thus decreasing the income generated through PCNs. The financial impact of the proposed changes therefore cannot be confidently predicted at the moment.

26. It is expected that the proposed reduction of the observation period for loading and unloading activities will enable parking enforcement officers to make more efficient use of their time, by reducing the period for which they are required to remain in a single location in order to issue a PCN.

CONSULTATION

27. Consultation has been undertaken with the local DPE collaboration group to discuss the process for implementing the proposed PCN charges. Works required include, but not limited to, IT, banking/payment facilities and processing, and printing of new PCNs with the new charge stated. Consultation has also been undertaken with the Business Operations and Partnerships service, who employ parking enforcement officers in East Renfrewshire, and with Legal Services, who advised on the legal implications of altering the PCN charges and observation periods.

PARTNERSHIP WORKING

28. Partnership working has taken place with members of the local DPE collaboration group, which comprises East Renfrewshire Council, East Dunbartonshire Council, North Lanarkshire Council, and Glasgow City Council. The latter authority processes PCNs and appeals for all authorities within the group.

IMPLICATIONS OF THE PROPOSALS

Resource

29. Financial: The primary objective of the increased charges is to deter parking contravention, thus 100% compliance with parking restrictions would result in no penalty charges. However, any income from the increased PCNs charges could help with reducing the current financial losses and can be reinvested as per point 16.

30. Legal: Beyond the statutory requirements for revising the waiting and loading TRO to reduce the observation period from 10 minutes to 5 minutes, there are no legal implications with increasing the rate of PCNs.

31. Personnel: The PCN back-office function, which manages payment and appeals, is managed by GCC on behalf of ERC. This can be managed with existing resources.

33. Procurement: No procurement implications

Council Strategic Plan

34. This work will support the East Renfrewshire Local Transport Strategy, which is currently in development. As identified in the [Local Transport Strategy Case for Change](#) section 7.5, the DPE operation is currently presenting a budgetary issue and at the moment is being made good out of general funds.

Equality Fairness & Rights Impact Assessment

36. An Equalities Fairness & Rights Impact Assessment was completed as part of these proposals (included in Appendix A), and concluded that a full assessment is not required.

37. The rising cost of living should not be a barrier to increasing the PCN charges, as the proposal only affect those that contravene parking restrictions.

Climate Change Impact Assessment

38. The Climate Change Impact Assessment has been completed, and this initiative has been found to have no relevant impacts (positive or negative).

CONCLUSIONS

39. This report sets out the proposed higher level of PCN charges to be adopted in East Renfrewshire. The report also sets out the proposed reduction of the observation period, before a PCN can be issued, from 10 minutes to 5 minutes.

40. If approved, the plans to increase the PCN charges will be announced to the public via Council communication channels at least 4 weeks in advance of them going live. The implementation date is still to be confirmed with the DPE collaboration group, but is anticipated to be in October 2023.

RECOMMENDATIONS

41. The Cabinet is asked to:

- a) Approve the increased charges for PCNs in East Renfrewshire that may be charged to a motorist parking in contravention of restrictions to £100, reduced to £50 if paid within the first 14 days; and
- b) Approve the reduction of the observation period for loading and unloading activities, before a PCN can be issued, from 10 minutes to 5 minutes.

Director of Environment

Further information can be obtained from Gillian McCarney Head of Place, 0141 577 3116, Gillian.McCarney@eastrenfrewshire.gov.uk

September 2023

BACKGROUND PAPERS

- a) [Decriminalised Parking Enforcement – Local Authorities’ Income and Expenditure: 2020 to 2021](#), Transport Scotland, December 2021
- b) [Penalty Charge Notices for Parking Enforcement – Consultation Analysis Report](#), Transport Scotland, September 2022
- c) [East Renfrewshire Local Transport Strategy Case For Change Report](#), East Renfrewshire Council, September 2022

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APPENDIX A - Equality, Fairness and Rights Impact Assessment (EFRIA)



Equality, Fairness and Rights Impact Assessment (EFRIA)

The Equality, Fairness and Rights Impact Assessment (EFRIA) is one of our specific duties to [assess the impact](#) of applying a new or revised policy or practice against the needs of the General Equality Duty. This means East Renfrewshire Council must be mindful when assessing impact against these needs to:

- ensure the policy does not discriminate unlawfully
- consider how the policy might better advance equality of opportunity
- consider whether the policy will affect good relations between different groups

The Fairer Scotland Duty places a legal responsibility on particular public bodies in Scotland to actively consider ('pay due regard' to) how they can reduce inequalities of outcome caused by socioeconomic disadvantage, when making strategic decisions. The UN Convention of the Rights of the Child (UNCRC) is an international human rights treaty which sets out the rights every child has. The Scottish Government is currently seeking to incorporate the UNCRC into Scot's law

The Equality, Fairness and Rights Impact assessment considers how a policy* could impact on the needs of individuals protected by the [Public Sector Equality Duty](#), [the Fairer Scotland Duty](#) and the [UN Convention of the Rights of the Child](#).

Name of policy*:	DECRIMINALISED PARKING ENFORCEMENT – PROPOSED INCREASE IN PENTALY CHARGE NOTICE CHARGES
Description of policy:	Proposal to increase the charges associated with penalty charge notices (PCNs)
Why is the policy required?	To increase the PCN charges as per the latest guidance from the Scottish Ministers, issued on 17 th February 2023
Date EFIRA completed:	02/08/2023
Completed by:	Laurence Liu
Lead officer for policy:	Richard Hughes
Department:	Roads Traffic & Lighting

*The term 'policy' covers any work or function of East Renfrewshire Council i.e. customer and service delivery, staffing, criteria, practices, proposals, activities and decision-making

Guidance – please read**Section 1**

This section enables you to determine if a full assessment is required. If a full assessment is not required, this must be clearly stated in **Section 9** of the form.

Section **2-8** is the full assessment covering the sections listed below:

2	Engagement and Consultation Give details of how different groups have been consulted about the policy.
3	Impact on individuals or groups with protected characteristics How will the policy impact individuals or groups who fall under one of the nine protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation?
4	Impact on socio-economic disadvantage How will the policy impact individuals or groups disadvantaged by poverty, low income, homelessness or lack of or low-level educational qualifications?
5	Impact on Children and Young People How will the policy impact on the rights and needs of children and young people?
6	Contractors and suppliers Will the policy be delivered by any contractors or suppliers in full or partially?

7	<p>Outcome of assessment and action plan</p> <p>What is your decision based on the assessment and are there any mitigations or actions that need to be addressed?</p>
8	<p>Approval</p> <p>Details of when and who approved the policy.</p>

Section 9 should only be completed where the screening shows no assessment is required. When completing the assessment you must consider relevant evidence, including information received from equality groups. This evidence should inform the result of your impact assessment. You're required to take action to address any issues identified, such as removing or mitigating any negative impacts, where possible, and enhancing any potential for positive impact. If any adverse impact could result in unlawful discrimination, the policy must be fully reviewed and amended.

All impact assessments will be published on the Council website

1. Screening

This section should be completed to establish if a full assessment is required.

<p>1.1 What is the nature of the work or activity?</p> <p>Select a category from below that explains the work or activity you are doing.</p>

<input checked="" type="checkbox"/> Policy or Strategy <input type="checkbox"/> Programme or Plan <input type="checkbox"/> Project delivery <input type="checkbox"/> Service or Function <input type="checkbox"/> Budget proposal <input type="checkbox"/> Other please state: Click or tap here to enter text.	Is this work or activity? <input type="checkbox"/> New <input checked="" type="checkbox"/> Change or review of existing <input type="checkbox"/> Other- Please state: Click or tap here to enter text.
1.2 What will happen as a result of this policy?	
What changes will come about for individuals and groups through this policy?- Select all that apply	
<input checked="" type="checkbox"/> Change to Council, Trust or HSCP charging arrangements (including introduction, removal, increase or decrease) <input type="checkbox"/> Change to how a service is delivered (including addition, change or removal of practices/procedures/processes) <input type="checkbox"/> Change to provision of services or staffing <input type="checkbox"/> Change to entitlement or eligibility for service delivery or welfare/benefit access <input type="checkbox"/> Other. Please state: Click or tap here to enter text.	
1.3 Is there any indication or evidence the policy will discriminate unlawfully; affect equality of opportunity for different groups or affect good relations between different groups?	
Will any individuals be treated less fairly than others if this policy is implemented? This includes employees, residents, community groups and visitors to the area.	
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> Don't Know	
1.4 What groups of individuals are likely to be impacted by this policy? Select which groups of individuals are likely to be impacted positively or negatively if this policy is implemented.	

- The policy has potential to impact **individuals with protected characteristics***
- The policy has potential to impact **socioeconomic disadvantage** for individuals**
- The policy has potential to impact **children and young people up to the age of 18**
- The policy has no impact on individuals

***Protected Characteristics** are age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

****Socio-economic disadvantage** is where an individual is disadvantaged by poverty, low income, homelessness or lack of or low-level educational qualifications

1.5 What individuals will be affected?

Tick all that apply

- East Renfrewshire Council employees
- Organisations or individuals carrying out a service on behalf of the Council
- Voluntary sector groups/organisations
- People living in a specific area of East Renfrewshire. Please state: [Click or tap here to enter text.](#)
- Everyone living in East Renfrewshire
- People working, studying or volunteering in East Renfrewshire
- Visitors to East Renfrewshire
- A group of people with a shared interest:
- Experiencing socioeconomic disadvantage (this includes low/no wealth, low income, area deprivation or material deprivation)
- Being in a particular age category
- Being from a black or minority ethnic group e.g. Gypsy/Travellers
- Speaking a language other than English
- Women/girls
- Identifying as Lesbian, Gay Bisexual or Transgender
- Belonging to a particular religion or belief

- Pregnant women or those on maternity/paternity leave
- Having a long term limiting health condition or disability
- Providing unpaid care for others
- Another group e.g. those experiencing homelessness, offenders/ex-offenders. Please detail: Click or tap here to enter text.
- Children and young people living in East Renfrewshire
- Children and young people using East Renfrewshire Council services
- Children and young people visiting East Renfrewshire
- None of the above

Review your answers above.

- If the policy has **no impact on individuals**, and you have selected 'no' to section 1.3, an impact assessment is not required. **GO TO SECTION 9**
- If the policy will have an impact on individuals and/or you have selected 'yes or don't know' to section 1.3, complete the full assessment. **GO TO SECTION 2**

2. Engagement and Consultation

This section will assess how the policy is being communicated to certain groups and how you have consulted them.

2.1 How have individuals (incl. children & young people) who might be affected by the policy been consulted or involved?

This can include a summary of findings from recent consultations, surveys, user research or customer testing that has been carried out. Include dates and information.

2.2 How will you communicate information about this policy to individuals who have: hearing and/or sight loss; English as an additional language; are digitally excluded; have literacy/numeracy barriers?

Think about how you will communicate information about the policy to the above individuals. This may include printed materials being accessible in other formats, e.g. Braille, easy to read, translated in other languages. More information can be found [here](#).

3. Impact on groups with protected characteristics

This section will assess if the policy has potential to impact individuals with protected characteristics. You should consider any evidence or information you have on how it will affect different groups of individuals, both positively and negatively.

Below is a suggested list of sources:

- Input from local Councillors
- Findings from engagement exercise and consultations.
- Information or feedback from groups of individuals, such as equality interest organisations or groups who speak on behalf of others
- National, regional or local statistics
- Analysis of enquiries or complaints from customers
- Recommendations from inspections or audits
- National or regional research to identify similar issues
- Comparisons with similar policies in other departments or authorities to identify similar issues

You may want to consider collecting new evidence that you don't have but think will be relevant. For example: setting up meetings or focus groups, carrying out user research.

3.1 Are there known inequalities within the policy?

For example: barriers to transport for some groups; opening hours and location, organisational pay, terms or conditions; how public information is provided?

3.2 Use the table below to consider how the policy may impact on a particular group with protected characteristics through reviewing the evidence, experience and needs of this group

Characteristics/circumstances	Evidence, experience and needs- outline any data or research that shows how this group may be impacted (include sources)	Will the impact on this group be positive, neutral or negative and why?
Age		
Disability or long term health condition		
Race		
Sex		
Gender reassignment		

Marriage/Civil Partnership (only applicable to Council employment policy)		
Pregnancy / Maternity		
Religion / Belief		
Sexual orientation		
Providing unpaid care		
Any other relevant groups e.g. unemployed people, people experiencing homelessness, care leavers, people involved in the criminal justice system, people with literacy/numeracy barriers, people living in rural communities.		

3.3 In what ways, if any, would this policy help to eliminate discrimination or undermine it?

Discrimination means treating individuals differently from others. For example, not recruiting someone as they are deemed too old/young; or a support group running on an upper floor with no lift access will discriminate against people with mobility issues or wheelchair users

3.4 In what ways, if any, would this policy advance or undermine equality of opportunity?

This is when individuals from different backgrounds are treated fairly through providing an equal footing or level playfield to achieve outcomes For example, children who have additional support needs are provided with teaching support to fully participate in the school curriculum or a deaf BSL user is provided with a BSL interpreter at health appointments.

3.5 In what ways, if any, would this policy foster or undermine good relations between groups of individuals?

Consider aspects that may tackle prejudice or promote understanding between different groups. For example, ensuring new arrivals and refugees are given supports to integrate within local communities or an LGBTQI+ youth group provide training on LGBTQI+ experiences to a local faith group

4. Impact on socio-economic disadvantage

This section will assess how the policy may impact socio-economic disadvantage for individuals.

Socio-economic disadvantage is where an individual is disadvantaged by poverty, low income, homelessness or lack of or low-level educational qualifications. Socio-economic disadvantage can be experienced in both geographical communities and communities of interest i.e. a group that share a common characteristic or circumstance. In East Renfrewshire there are a number of communities, known as locality planning areas, where people are at greater risk of experiencing socio-economic disadvantage including,

- Barrhead – Dunterlie, East Arthurlie and Dovecothall
- Auchenback
- Neilston
- Thornliebank

Consider the policy itself and the way it will be implemented. How will this deliver different experiences for individuals in East Renfrewshire?

4.1 In the section below consider how the policy may impact socio-economic disadvantage through reviewing the evidence, experience and needs of this group

Characteristics/circumstances	Evidence, experience and needs- outline any data or research that shows how this group may be impacted (include sources)	Will the impact on this group be positive, neutral or negative and why?
Socio-economic		

4.2 Consider the impact outline in section 4.1, In what way would the policy alleviate or increase inequalities in socio-economic disadvantage?

Consider common inequalities such as poorer skills and attainment; lower paid and less secure work; greater chance of being a victim of crime; less chance of being treated with dignity and respect; lower healthy life expectancy; lower feeling of control over decisions that affect you.

4.3 What opportunities are there within this policy and the way it will be implemented to promote inclusion, participation, dignity and empowerment of people experiencing socio-economic disadvantage?

For example, a new health centre is being built and considers affordability of public transport options for residents.

4.4 Is there anything in particular that will be done to address the multiple inequalities experienced by some people in Auchenback, Barrhead, Neilston and Thornliebank?

5. Impact on Children and Young People

This section must be completed if any potential impact on children and young individuals up to the age of 18 have been identified in sections 1-4.

5.1 Are there known impacts on children and young people within the subject matter of the policy?

For example, changes to out-of-school services, employment support for parents, play parks.

If there is no impact on children and young people GO TO SECTION 6

5.2 In the section below outline the UN Convention on the Rights of the Child (UNCRC) General principle that is relevant, the particular groups of children that will be affected and how this will impact them		
Which General Principles of UNCRC are relevant to this policy/measure? Tick all that apply		Which particular groups of children and young people are affected by this policy? (e.g. young children, children with disabilities, children living in poverty, children in care, young people who offend).
Article 2 Non-discrimination Children should not be discriminated against in the enjoyment of their rights. No child should be discriminated against because of the situation or status of their parent/carer(s).	<input type="checkbox"/>	
Article 3 Best interests of the child Every decision and action taken relating to a child must be in their best interests. Governments must take all appropriate legislative and administrative measures to ensure that children have the protection and care necessary for their wellbeing - and that the institutions, services and facilities responsible for their care and protection conform with established standards.	<input type="checkbox"/>	
Article 6	<input type="checkbox"/>	

Life, survival and development Every child has a right to life and to develop to their full potential.		
Article 12 Respect for the views of the child Every child has a right to express their views and have them given due weight in accordance with their age and maturity. Children should be provided with the opportunity to be heard, either directly or through a representative or appropriate body.	<input type="checkbox"/>	
Which <u>additional articles</u> are relevant to this policy/measure? List all that apply		

In relation to the articles identified above, explain how the impact will be positive, negative or neutral.

Relevant identified Article of UNCRC	Impact category (Positive/Negative/Neutral)	Assessment of impact (including consideration of whether the policy might impact different groups of children and young people in any other way).

5.3 What opportunities are there within this policy to advance or undermine the rights of children and young people?

Explain how the policy can strengthen or weaken the rights of children and young individuals

5.4 What opportunities are there within this policy to protect and promote the wellbeing of children and young people?

For example promoting physical activity and healthy eating.

6. Contractors and suppliers

6.1 Will the policy be carried out by contractors or suppliers?

This includes fully or partially. If yes, how will you incorporate equality expectations into the contract?

7. Outcome of assessment and action plan

You have completed sections 1-6 above and assessed the impact of the policy on individuals with protected characteristics, those experiencing socio-economic disadvantage and children and young people. The following section outlines your decision based on this assessment, mitigations and actions that can be taken to reduce any negative impacts.

7.1 Having assessed the impact of the policy under sections 3,4 and 5 select the most appropriate outcome

Which option below best describes your next steps?

- Continue the policy as is
- Adjust the policy
- Stop the policy

7.2 Are there any significant and relevant information gaps that have not been filled during the development of this policy and how do you plan to address these during the life of the policy?

7.3 Briefly summarise how your evidence and assessment demonstrates any potential impacts, both positive and negative, on groups with protected characteristics from this policy?

7.4 Briefly summarise how your evidence and assessment demonstrates any potential impact, both positive and negative, on individuals and communities experiencing socio-economic disadvantage from this policy?

7.5 Briefly summarise how your evidence and assessment demonstrates any potential impacts, both positive and negative, on the rights of children and young people from this policy?

7.6 How long will this policy be in place and when is it scheduled for review?

Is this a temporary or permanent change and are there plans to review the policy?

<p>7.7 Based on the findings from this impact assessment, outline any mitigating actions that will reduce the impact caused by the policy on individuals, including children and young people. The actions should also outline the communication and implementation of the policy.</p>			
Identified adverse impact	Mitigating actions	Timeline	Responsible person

8. Approval

If the full impact assessment has been completed, complete below.

Name of policy:	
Date approved:	
Approved by:	

(Head of Service/Director level)	
Department:	

9. No assessment required

If the screening has indicated a full assessment is not required, complete below.

Policy/Decision Title	DECRIMINALISED PARKING ENFORCEMENT – PROPOSED INCREASE IN PENTALY CHARGE NOTICE CHARGES
Department/ Service	Environment
Responsible officer for taking decision	Gillian McCarney
Rationale for decision	The proposed increase of PCN Charges only affect those that contravene parking restrictions. Therefore, this does not affect anyone, including people with protected characteristics that abide the rules. Additional this does not impact on human rights or socio-economic inequalities.

Declaration:

I confirm the decision not to carry out an Equality, Fairness and Rights Impact Assessment has been authorised by:

Name and Job Title: Gillian McCarney Head of Place

Date Authorisation given: 17/08/23

Version Control

Date of change	Amendment	Owner
Feb 2021	First publication	C Coburn
June 2023	Introduction and Guidance sections added Formatting changes throughout	C Coburn

EAST RENFREWSHIRE COUNCILCABINET7th September 2023Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE END-YEAR REPORT 2022-2023**PURPOSE OF REPORT**

1. The purpose of this report is to inform the Cabinet of the end year performance of East Renfrewshire Culture and Leisure (ERCL) for 2022-23. The report is based on performance indicators and activities in the Outcome Delivery Plan (ODP) and ERCL business plan. Detailed performance results prepared by the Trust's Chief Executive are attached in Appendix A.

RECOMMENDATION

2. It is recommended that the Cabinet scrutinise and comment on the summary of ERCL end year performance for 2022-23.

BACKGROUND

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

4. On an annual basis a performance report is submitted by each department to the relevant committee or Cabinet. For ERCL, the Director of Education submits a report giving his opinion on the performance of ERCL along with a report prepared by the Chief Executive of ERCL.

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

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

REPORT

6. This report (see Appendix A) sets out a high level summary of the performance of ERCL in 2022–23 for arts, sports, libraries and community facilities. The report also includes performance information relating to the ODP. This report has been prepared by the Trust's Chief Executive, based on their performance monitoring and was presented to and discussed at the last meeting of the ERCL Board on 30 May 2023.

7. Last year's report to Cabinet on the performance of the services delivered by ERCL commented on the ongoing improvements in recovery as a result of Covid-19 that had been seen. ERCL has continued to build on this recovery and this report highlights the strong progress ERCL has made in recovering customers across all the business streams despite a challenging background with the cost of living crisis.

8. Achievements in 2022-23 include:

- Overall library visits have increased by 43% finishing the year at 66% of the 2019/20 baseline. In-person visits were at 243.4k (50.1% of 2019/20), however virtual visits surpassed 2019/20 levels by 3.7k attendances (101.7% of visits in 2019/20);
- Warm and Welcome through libraries supported 415 library-supported events, over 2,000 cups of tea, coffee and hot chocolate and 900 board games played by families;
- Libraries saw an increase of 50% to the Children & Family Learning Activities with 12,326 attendances by children and their accompanying adults ;
- Gym memberships were at a record level of 3,173 an increase of 9% over the previous high of 2,910 achieved at year end 2019/20. This year's target of 2,465 memberships was exceeded by 28.7%;
- 7 volunteers have been taken through their induction and are now actively deployed assisting Community Sports Development staff with delivery of programmes;
- The Active School Co-ordinators worked alongside schools to provide access to range of extra-curricular opportunities with over 4,000 pupils taking part in a range of programmes and over 200 volunteers involved in delivering the extra-curricular programme;
- The theatre continued to build its reputation and profile and broke all its box office records in 2022-23 with ticket sales of £640k in 2022-23 compared to £204k in 2021-22;
- A reduction in the number of complaints from the previous year; and,
- Successful implementation of Gladstone Pay to support e-commerce and recurring card payment functionality resulting in significant improvement to the customer journey.

9. Areas where further improvement work is required include:

- Recovering swimming lesson programmes following the closure of the wetside and gym facilities at Eastwood High Sports Centre which continued to the end of 2022/23 due to refurbishment of the changing facilities and pool hall;

- Increasing the number of physical library visits; and,
- The number of Full Time Equivalent staff continued at 208 – 13% below target with 15% of posts not filled.

10. The vision for ERCL “is to be the highest-performing Leisure Trust in Scotland”. Action continues to be taken to improve performance further and modernise service delivery including:

- Fully implement the transfer the remaining sports and leisure facilities into the inclusion of ERCL’s management contract, following the transfer on 11 August, in order to allow for a co-ordinated modernisation of outdoor facilities-usage focused on improved customer journey;
- Develop and implement a Sports and Physical Activity Strategy and Arts and Heritage Strategy;
- Investment in digital capability transforming operational platform to drive customer shift to digital channel; and,
- Revisit the People Strategy to promote initiatives which support diversity of staff, and as a provider of public services work with the community to ensure programming is inclusive, with a focus on widening participation.

FINANCE & EFFICIENCY IMPLICATIONS

11. There are no specific financial implications arising from this report. However, in order for ERCL to achieve the strategic aim of creating “*a financially sustainable business model, balancing strong ambitions with commercial viability*” they must address and reduce the operating deficit, i.e. the difference between the income generated from commercial activities and grants and the total operating expenditure. In planning for the period 2023-24 ERCL need to continue the excellent progress in recovering as fast and efficiently as possible, and identify ways of mitigating projected losses.

12. During 2022-23 East Renfrewshire Culture and Leisure Trust income exceeded budget which resulted in a significant improvement to the anticipated loss of £1,521k that was predicted for 2022-23, and a reversal of the loss to make a trading surplus for the year. Operating income was favourable to budget by £777k, primarily due to Sports and Theatre income. Total income was further increased by unbudgeted income from the Mass Vaccination Centre (MVC) of £614k. As a result of increased income and reduced expenditure the unaudited operating surplus for 2022-23 of £193k was up £1,714k on the full year budget. The final financial position was improved from the forecast and allowed for a prudent level of reserves to be retained.

13. East Renfrewshire Culture & Leisure Trust Best Value Review was considered in June 2020 by the Audit and Scrutiny Committee. The Director of Education, in consultation with the Chief Executive of the East Renfrewshire Culture and Leisure Trust, reviewed the recommendations within the Report and the relevant recommendations have been incorporated into a Joint Action Plan to address recommendations of Finance and Business Review and Best Value Review. Due to the progress made in the subsequent joint Trust / Council action plan, it was agreed at the 21 May ERCL Board Meeting that the joint action plan should be closed. Business will continue to be overseen by the Director of Education, the Trust’s Board and its Chief Executive.

CONSULTATION

14. ERCL's Business Plan calls for the development of "*An understanding of our customers and audiences, and an offer that attracts and inspires them.*" In support of this, customers are consulted through surveys and social media feedback to gain a better understanding of requirements post pandemic.

15. In line with ERCL's people strategy, staff are regularly consulted on key areas eg. senior managers hosted a budget briefing for staff covering the impact of Scottish Government plans and the impact of these on East Renfrewshire Council and East Renfrewshire Culture and Leisure.

PARTNERSHIP WORKING

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

CONCLUSION

17. This report provides a high level summary of performance of ERCL at 2022-23 year - end. Whilst the continued recovery from the impact of Covid-19 had some impact on the financials for the Trust, ERCL should be commended for their pace of recovery, careful planning and management of resources which resulted an end of year balance surplus of £193k.

18. The Director of Education is confident that ERCL is well placed to continue to make positive contributions to the CPP's Community Plan and will work to achieve the targets set out in the Council's ODP. ERCL will continue to self-evaluate its performance and take the necessary steps in partnership with the Council, to build on areas identified for improvement through its quality assurance processes as part of its business planning process.

19. East Renfrewshire Culture and Leisure Trust has recovered well from the challenges that have arisen due to the Covid-19 Pandemic, it has continued strive towards improving customer experiences, meeting its charitable objectives and is contributing to the health and wellbeing of the residents of East Renfrewshire. ERCL operated with a net income in relation to the budget for 2022-23 and has still continued to deliver £420k of net base savings on NDR and VAT since 2016-17. As such, ERCL is supporting the Council to improve outcomes and secure best value in delivery of services.

RECOMMENDATION

20. Cabinet is asked to comment on and approve this report as a summary of East Renfrewshire Culture and Leisure end-year performance for 2022-23.

Mark Ratter
Director of Education
24 August 2023

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Appendix

A. ERCL - Year End Summary Report 2022/23

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**CULTURE
& LEISURE**

**Balanced Scorecard &
Business Performance Overview**
For the quarter ended 31 March 2023

East Renfrewshire Culture & Leisure Board

30 May 2023

East Renfrewshire Culture & Leisure Limited
Balanced Scorecard

East Renfrewshire Culture & Leisure Limited
 Balance Scorecard - Key Performance Indicators
 For the quarter ended 31-Mar-23

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

PERFORMANCE	
Leisure Centre Attendances	-
Libraries - Total Attendances	-
Community Facilities - Total Bookings	▼
Theatre - Professional Programme % Target	-
Swimming Lesson Participants	▼
Gym Membership Numbers	-
Public Swimming	-
Community Sports Courses - % Capacity	▲

CUSTOMER / PROCESS	
Customer Complaints	-
SIB Action Plan Progress	-
Operational Projects	-
Unplanned Closures / Events	-
Audit Recommendations	-
Communications / Marketing Activity	-
ERC SLA Services	-

PEOPLE	
FTEs	-
Recruitment - vacancy lead time	-
Recruitment - % of posts unfilled	-
Staff Absence	-
Disciplinarys / Grievances	-
Training & Development	-
Leadership	-
Staff Engagement	-

FINANCIALS	
Net Income / (Expenditure)	-
Income	-
Expenses	▲
Cost / Income Ratio	-
Average Swimming Income	-
Average Gym Membership	▼
Unplanned events / closures - Financial Impact	-

East Renfrewshire Culture & Leisure Limited

Balance Scorecard - Tolerances

For the quarter ended 31-Mar-23

PERFORMANCE				CUSTOMER / PROCESS			
Leisure Centres - Cumulative total attendances across all centres (inc. outdoors)	<95%	>95%	>100%	Customer Complaints - Number of complaints through the Customer Comments system compared with the same quarter last year.	>120%	<120%	<100%
Libraries - Total Attendances - Cumulative total 'in person' and 'virtual' visits	<95%	>95%	>100%	Solace in Business Action Plan Progress - Tracking progress of SiB action plan against planned dates	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Community Facilities - Bookings - Cumulative total bookings processed for halls, community centres, pavilions and out of school after 6pm	<95%	>95%	>100%	Operational Projects - Tracking progress of Operational Projects	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Theatre Professional Programme % Target - Percentage of target Professional Programme tickets sold (cumulative)	<95%	>95%	>100%	Unplanned closures / Events - Unplanned closures leading to a claim against ERC	Any	n/a	-
Swimming Lesson Participants - Participants registered at close of Quarter.	<95%	>95%	>100%	Audit Recommendations - Progress against internal and external audit recommendations	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Gym Membership Numbers - Total direct debit members at close of Quarter	<95%	>95%	>100%	Communications / Marketing Activity	Based on activity during Quarter		
Public Swimming Attendances - Total cumulative attendances for casual swimming, themed activities and free swims	<95%	>95%	>100%	ERC SLA Services - General assessment of current SLA services and progress to close gaps	>2 Ambers / Any Red	<3 Ambers	<2 Ambers
Community Sports Bookable Courses - % Capacity - Percent of spaces on bookable Sports Development courses filled	<95%	>95%	>100%				
PEOPLE				FINANCIALS			
FTEs - No. of Full-Time Equivalent staff contracted, including O/T & Add Basic	<90%	>110%	>105%	Net Income / (Expenditure)	<95%	>95%	>100%
Recruitment - Vacancy Lead Time - Average time to fill a vacancy (Request to offer)	>60	>55	<55	Income - Year to Date total income as per current Period financials	<95%	>95%	>100%
Recruitment - Percentage of Posts Unfilled - % of posts advertised in previous Quarter still unfilled	>15%	>10%	<10%	Expenses - Year to Date total expenses as per current Period financials	>100%	>95%	<95%
Staff Attendance - Cumulative No. of FTE sick days per FTE staff	<95%	>95%	>100%	Cost / Income Ratio - Expenses YTD / Income YTD - based on actual %	>110%	<110%	<100%
Disciplinarys / Grievances - No. of staff discipline / grievances cases live at quarter close	>1	n/a	-	Average Monthly Swimming Income - YTD income / average members during period	<95%	>95%	>100%
Training & Development	Based on activity during Quarter			Average Monthly Gym Membership - YTD membership BACS income / average participants during period	<95%	>95%	>100%
Leadership	Based on activity during Quarter			Unplanned closures / Events - Financial Impact - Base estimate of lost income / additional expenditure from unplanned closures as per "Customer / Process" above	>£5k	n/a	<£5k
Staff Engagement	Based on activity during Quarter						

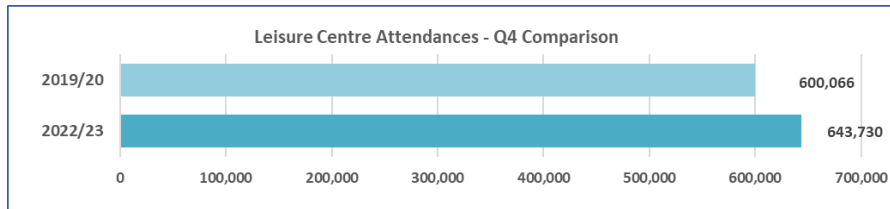
**East Renfrewshire Culture & Leisure Limited
Business Performance Update**

Performance

Attendances		Q4 2022/23	Q4 2019/20	Var.
Leisure Centres <i>- Total attendances across all centres (inc. outdoors)</i>	#	643,730	600,066	43,664
Libraries - Physical <i>- Total "in person" attendances across all libraries</i>	#	243,403	485,399	(241,996)
Libraries - Virtual <i>- Total virtual visits where these replace "in person" visits (both years revised to meet new national guidelines)</i>	#	218,918	215,184	3,734
Community Facilities - Schools Out-of-Hours <i>- Total user attendances in schools after 18:00</i>	#	432,895	659,687	(226,792)
Community Facilities - Halls & Pavilions <i>- Total attendances in halls, community centres & pavilions</i>	#	197,582	265,630	(68,048)
Professional Theatre Programme Attendances <i>- Total tickets sold for professional productions (exc.events streamed to customers' homes)</i>	#	30,477	23,693	6,784

Leisure Centres

The closure of wetside and gym facilities at Eastwood High Sports Centre continued to the end of 2022/23. Despite this, overall leisure centre attendances were 107.3% of full year levels in 2019/20 (+43.7k).



Overall final attendance figures for the two years were the result of two factors. The closure of facilities on 23rd March 2020 due to COVID-19 would have resulted in losses somewhere in the region of 15,000 attendances,

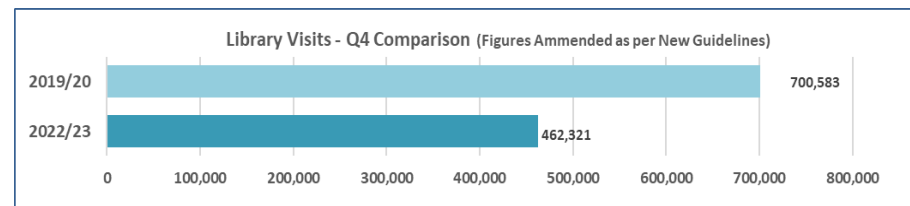
possibly slightly more given that Q4 tends to be the 2nd highest Quarter.

On top of this however, comparing Q1-3 attendances for both years suggests that key programme attendances in 2022/23 – gyms, fitness, community sports, swimming lessons and public swimming – were already outstripping 2019/20 results by an additional 7.3% (+23.8k attendances).

Although 2019/20 might have ended with total attendances closer to 615k, significant increases in 2022/23 key programmes were already pushing overall numbers beyond this level.

Libraries

Overall library visits increased by 43% (+138k visits) finishing the year at 66% of the 2019/20 baseline. In-person visits were at 243.4k (50.1% of 2019/20), however virtual visits surpassed 2019/20 levels by 3.7k attendances (101.7% of visits in 2019/20).



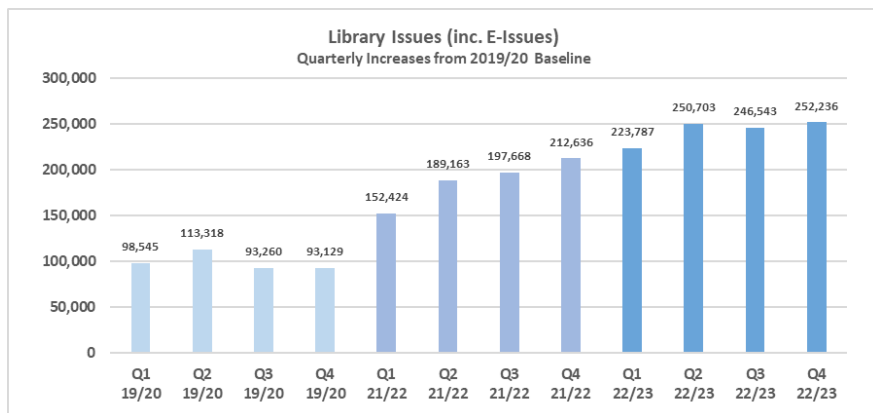
Customer borrowing continued to increase in Quarter 4 with the year finishing with a total of 973.3k issues – the highest level on record. By the end of 2022/23, the total level of issues - including adult and young peoples’ books and audio materials, as well as e-issues - was 2.4 times higher than in 2019/20 (973.3 issues cf 398.3 in 19/20) and 1.3 times higher than in 2021/22.

A number of factors have contributed to the increases. One was the need to use the Library system’s automatic renewal function to avoid penalties in the event of customers being unable to renew borrowed items. This will

East Renfrewshire Culture & Leisure Limited Business Performance Update

have had the effect of creating additional issues, however the main driver was most likely the change to a new digital magazine supplier in 2021/22.

Between the greater range and quality of magazines available, and the fact that restrictions still place in 2021/22 could have made online borrowing more convenient, accessing of digital items increased by more than 16 times compared to 2019/20 (32.9k up to 537.1k in 2021/22). 2022/23 saw a further 4.8% increase to 562.9k.



Aside from the aforementioned, 2022/23 saw a substantial increase in issues to children and young people coming through and out of the COVID-19 pandemic. 2022/23 issues to younger borrowers increased by 55% over 2019/20 levels – an increase of 83.1k issues.

Library Community Initiatives & Programmes

Warm and Welcome Spaces

Funding for the *Warm and Welcome Spaces* initiative wrapped up at the end of Quarter 4.

Between January and March the funds enabled our libraries to deliver:

- 415 library-supported events
- Over 2,000 cups of tea, coffee and hot chocolate
- 900 board games played by families

We also introduced a “*Stay and Play*” initiative encouraging families attending *Bookbug* sessions to stay on and experience the other opportunities libraries have to offer.

To mark *National Fairy Tale Day* in February, *The Village Storytellers*, accompanied by *Folks' Music Project*, entertained families with interactive fairy tales and music at Clarkston and Barrhead Foundry Libraries.

Local company *TotNosh* ran two creative family cookery courses at Barrhead Foundry Library and *Folks' Music* project returned to Neilston Library to give more families an opportunity to enjoy and have a go at playing traditional folk instruments.

Children & Family Learning Activities

Over the course of Quarter 4 there were 12,326 attendances by children and their accompanying adults through our Children & Family Learning Activities – an increase of 50% (+4,099 attendances compared with Q3).

The breakdown by activity was:

- Bookbug - 7,461 attendances (3,950 children/3,511 adults)
 - Learning Activity - 4,865 attendances (3,555 children/1,310 adults)
- *Learning Activities includes Class Visits*

Digital Participation Team

Libraries' Digital Participation Team engaged with 162 individual learners and delivered 262 learning sessions (1-on-1 and 1-on-2).

From December to March the team also worked in partnership with Cosgrove Care's Walton Community Care Centre in Giffnock supporting their *Warm and Welcome Spaces* programme by delivering a series of 8 virtual reality sessions on Sunday afternoons.

Recorded benefits included:

- Reminiscence of experiences for those with memory issues
- Gentle movement exercise for health & wellbeing
- Talking points to support interaction & reduce social isolation
- Raising awareness of Library services

East Renfrewshire Culture & Leisure Limited Business Performance Update

Gyms & Fitness

2022/23 closed with our gym memberships at a record level of 3,173 - an increase of 9% (+263 memberships) over the previous high of 2,910 achieved at year end 2019/20. As a result, income for March was £102.6k (£31.5k over plan), with the full year coming in at £207k ahead of budget.

The year end membership attrition rate was 3.6% against a 4.0% forecast - our best year end rate on record.

Our March Net Promoter Score (NPS) was 30, which was 8 points below the benchmark for other similar facilities.

Customer insights for March included:

- Comments on staff - 41 positive / 0 negative
- Comments on facilities – 11 positive / 1 negative
- Comments on fitness classes – 2 positive / 1 negative
- Comments on booking system – 0 positive / 1 negative

Overall this feedback is on a par with on Q3. Staff continue to follow up on comments with customers to understand the issues and take any remedial action needed.

Swimming Lesson Programme

Issues affecting work on wetside facilities in Eastwood High Leisure Centre are now not likely to be complete until early summer. This continues to make achieving our Swimming Lesson targets more of a challenge.

At close of Quarter 4 however, registrations were up again - 2,355 participants against a target of 2,428. This narrowed the gap between target and actual down to 73 compared to 169 in Q3. Looking at pre-COVID registration levels, with Eastwood High numbers stripped out of the equation, final participant numbers are 695 ahead of where we were in March 2019/20.

The percentage of class capacity filled for all centres was down by 1% - 93% occupancy cf. 94% in the previous Quarter. By centre performance was:

- Eastwood Park – 94% (down 1%)
- Barrhead Foundry – 92% (down 1%)
- Neilston Leisure Centre – 92% (up 1%)

The level of monthly swimming participants paying by Direct Debit is now at 48%.

Swimming Lesson – Participant Progression

Staff are working on an initiative to improve participant progression through the levels of our Swimming Lesson programme. Participants in the two initial levels – SS1 & SSF – can take longer to progress through these, sometimes as much as 12 months. This can create a situation where although there are spaces in the upper levels of the programme, the entry levels are fully booked. Staff have been working to identify participants who have been in any level for 12 months or more. Completion of all levels will take more time.

The intention is to run monthly reports to identify participants who have spent 11 months in a level. These participants can then be assessed or otherwise supported to help them progress further.

Schools Swimming Lessons

An evaluation of the Autumn 2022 Schools Swimming Lessons initiative was undertaken in Q4. 16 schools took part with results suggesting that overall it was a valuable experience from which pupils benefitted on a number of levels.

Outcomes for all, or almost all, participants included:

- Improved understanding of water safety
- Improved water confidence
- Learned new skills
- Enjoyed themselves and had fun

East Renfrewshire Culture & Leisure Limited Business Performance Update

Some schools reported issues with indirect programme costs, especially those who required pupils to be taken to leisure centres by bus. Inflation on fuel costs at the time would have been a significant factor.

Plans are in place to repeat the programme next year.

Community Sports

Community Sports - Coached Programmes (Nov – Mar Block)

Capacity Booked 81% (1,560 of 1,929 places available)

Block Average Booked 73% (1,406 participants)

Growth 26% (1,238 to 1,560 participants from weeks 1-12)

The November to March block saw strong performance and recovery from pre-COVID levels by week 12. The number of participants attending reached 101% of March 2019 levels with 1,560 booked and attending regularly.

Growth was driven by a record 770 gymnasts registered by week 12 – a 22% cf increase compared to the previous high of 634 in November 2019.

Overall, the average number of participants grew by 3% compared to the previous block, from 1,361 to 1,406.

This block saw an average occupancy of 73% which was in line with the previous block. However, it must be noted that the capacity of the programme had been increased compared to the previous block due to development of our athletics pathway in Barrhead and demand for gymnastics.

Overall, this block and performance was delivered with 17 fewer sessions, compared to the programme delivered in March.

Volunteering in Sport

In January we reintroduced our volunteering programme for young people. 7 participants have been taken through their induction and are now

actively deployed assisting Community Sports Development staff with delivering our programmes.

Additional Support Needs Sports Programme

Our Community Sports and Football Development teams have been working closely with colleagues in the HSCP's Inclusive Support Team to reinstate our football and multisport clubs. It has also resulted in a block of basketball for children and young people who attend supERkids, a local charity that provides children in East Renfrewshire with additional support needs with weekly club activities. In total 60 children and young people attend these programmes on a weekly basis.

Run, Jump and Throw

Throughout January to March the Community Sports team delivered an introductory athletics programme for primary schools in Barrhead. The aim was to create a pathway leading on to participation in our Athletics programmes operating from Barrhead High School and the athletics track at Cowan Park. A total of 195 pupils took advantage of the opportunity with 40 then going on to try athletics as part of our Community Sports athletics programme.

Spar Future Stars Tournament

Community Sports' Football Development Team, supported by Active Schools, brought together all East Renfrewshire high schools to participate in a local football tournament for girls. Schools fielded teams of S1/S2 and S3/S4 pupils with a total of 110 players competing. Williamwood's S1/S2 and S3/S4 teams, St. Ninian's S1/S2 team, and Woodfarm's S3/S4 team progressed to a regional tournament held at Toryglen Regional Football Centre.

The aim of the programme funded in partnership with Spar and the Scottish FA, was to increase the participation of girls playing football whilst providing a fun, competitive environment for players of all abilities.

East Renfrewshire Culture & Leisure Limited Business Performance Update

Active Schools

Extra-Curricular Activities (Jan – Apr)

The Active School Co-ordinators worked alongside schools to provide access to range of extra-curricular opportunities. More than 4,000 pupils took part in a range of programmes over 200 volunteers involved in delivering the extra-curricular programme.

Competitions

Over the course of Q4 our Active Schools Team worked with schools to organise range of intra- and inter-school competitions and festivals for both primary and secondary pupils:

- Basketball – Jnr NBA competition with 11 primary schools and over 100 pupils participating
- ERC Dance Competition (2 shows – Primary & Secondary) with 335 pupils and 14 schools taking part. 350 spectators attended.
- East Renfrewshire Cross Country Race – with 650 Primary and Secondary pupils participating.
- Netball Finals - 7 schools (one from each cluster totalling 70 pupils)
- Football Festivals - 2 Primary school festivals took place at Barrhead High School with over 150 P4 – P7 pupils taking part and 20 pupils from St. Luke’s and Barrhead High officiating.
- Badminton – Pupils from St. Cadoc’s Primary and Williamwood High School represented East Renfrewshire in the Scottish Schools Badminton Finals. St Cadoc’s finished in a close 2nd place, with Williamwood Juniors crowned champions. Williamwood Seniors placed 4th in their category.

International Women’s Day

To celebrate International Women’s Day, St Luke’s Cluster hosted a day of girl’s sport. S1-S6 pupils attended the PE department at lunchtime and afterschool to take part in a range of sports led by female teachers and senior pupils.

Afterwards, they were joined by 50, P5-P7 pupils from St Thomas’s, St Mark’s and St John’s Primary Schools. Over the course of the day, the girls participated in trampolining, gymnastics, netball, basketball, football and badminton.

University of the West of Scotland Student Placements

23 UWS students in their 2nd and 3rd years have been working with our Active Schools Team as part of their placement modules. Students have been involved in after school delivery, targeted programmes and competitions and have added a substantial value to our Active Schools programmes.

We estimate that they have contributed more than 550 hours of programme delivery benefitting over 200 young people.

Continuous Professional Development

In January Active Schools staff facilitated a tennis delivery course at Carlibar Primary for 15 teachers.

The course, led by Tennis Scotland, gave teachers the knowledge and resources to help them deliver tennis in their school including a £250 voucher towards equipment or coaching.

East Renfrewshire Culture & Leisure Limited Business Performance Update

Active Health & Wellbeing

Live Active & Vitality

Live Active and Vitality attendances continued to improve through Q4 with a total of 2,129 attendances and with increased attendance reported in all 12 scheduled classes. This represents a 55% increase on Quarter 3. Apart from City of Glasgow, these are the highest attendances recorded across Greater Glasgow & Clyde area. Our team was praised by NHSGG&C for their hard work in facilitating the return to activity for residents who often have complex needs.

HSCP has funded ERCL to offer all Vitality level 1 & 2 classes free, with advance booking no longer required, for one year, as a test of change to improve attendance and adherence. As a result, January to March saw increases in occupancy of 140% at Level 1 and 72% at Level 2, with 73 new participants across our Vitality programme – a 58% increase on Q3.

The team delivered 700 Live Active client contacts – a 20% increase on Q3 – and welcomed 114 new clients to the programme (+19% on Q3) Live Active supervised gym sessions increased to 217 attendances - a 32% increase on Q3.

“... after a year off with a broken neck and then a TIA, it is wonderful that I have this class to attend, get my movement back and make me feel good and alert...” - Vitality participant

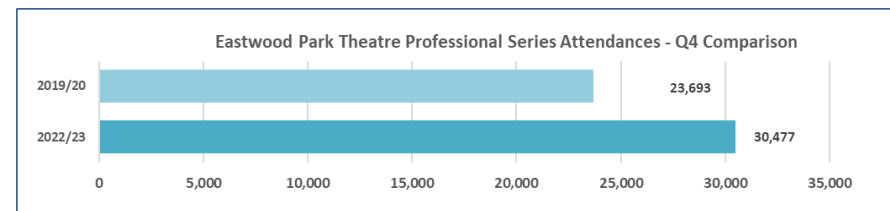
Arts & Heritage

Eastwood Park Theatre - Professional Performing Arts

Quarter 4 was particularly strong for the theatre, with 10 sold out performances in a number of different genres (drama, comedy, sport and theatre screenings). To kick off our 50th anniversary year, we welcomed Scottish football legend Gordon Strachan for the first time, who entertained a sold-out crowd with stories of his managerial and playing career.

Family performances did particularly well as we hosted three shows from Artie of *The Singing Kettle*, *The McDougalls*, *Peter and the Wolf*, and two shows from *CBeebies* star Nick Cope - all of which sold out.

Support from Creative Scotland’s *Touring Fund* meant we were able to bring several shows from the physical theatre troupe *Adrenalism* to Eastwood Park. The weather may not have been kind but the sold out audience loved the shows and Easter egg hunt! By popular demand we will be bringing them back in summer 2023.



Our partnership work with BSL theatre makers *Solar Bear* continued, with Clarkston Hall hosting the first 2 shows of the tour *“The Third Sister”*, a raucous punk comedy/drama performed in English and BSL. We will be hosting several shows from them later in the year.

Term-time Visual Art Classes

The number of term-time Visual Arts classes offered remained the same - 6 for adults / 7 for children.

Due to decreased availability of the art therapist who had been delivering our children’s Art & Wellbeing class we have had to drop this class. However, the class tutor has provided recommendations for taking the class forward.

A new *Open Studios* class was developed and launched for children aged 11-14 years, creating a progression pathway for older children attending our other term-time classes, and allowing us to free up places in other classes for new children to attend.

East Renfrewshire Culture & Leisure Limited Business Performance Update

Children's class numbers stayed the same as Q3 with 105 participants, however as the Open Studios class has double the capacity of the Art & Wellbeing class, overall class occupancy for children's classes is now at 94%. Adult art class occupancy remains the same as Q3 (55 participants).

Development staff were involved in preparing for spring holiday camps and working on developing new programmes for Q1 of 2023/4, including one for a new summer camp product.

We carried out a significant benchmarking exercise in relation to increasing freelance tutor's rates of pay, which have remained the same since 2015. This drew on considerations including the existing rates, current class charges and overheads, service provision across the organisation and information from other local authorities and cultural organisations. It is intended that the new rate of pay will be approved within Q1 of 2023/24.

Heritage Centre

The core service saw 11 two-hour research sessions booked in Q4 – the same level of provision as Q3.

Heritage Walks & Classes

A new set of heritage classes/walks was developed and delivered, based around the Busby area:

- Busby: Eight mills, 4 parishes & a railway (class) – 11/12 sold (92%)
- Busby: Reeling & Spinning (walk) – 12/12 sold – (100%)
- Busby: Stamping & Printing – 10/12 sold – (83%)

Year of 2022: Beyond 2020: Community Reflections This joint Arts & Heritage/Libraries initiative encouraged local residents to share their experience of life during the Covid-19 pandemic through oral history interviews, photographic portraiture and creative writing.

During Q4 the touring exhibition continued to travel around ERCL venues, specifically Mearns, Clarkston and Giffnock Libraries.

A larger gallery exhibition was launched on Saturday 28th January with the event attended by over 50 invited guests. This included the project participants and volunteers who were able to invite their family and friends to see their contribution. The exhibition is still on display and can be visited any time during building opening hours. Our touring exhibition is on display at Giffnock Library. The online exhibition is also available to view at: <https://www.ercultureandleisure.org/beyond-2020-homepage/>.

The project was featured in the Scotland in Stories blog for being one of the most inspiring Community Stories Programme projects and our Local Studies Librarian, Amanda Robb, was interviewed about the exhibition for Radio Scotland's "Morning Show".

A full project report was written and submitted to Museums Galleries Scotland at the end of February. We hope the success of the project will lead to future funding opportunities.

- "Brilliant exhibition. These stories brought back many memories I could relate to. Loved the creative writing. You must be all so proud for all the work you put into this. Thank you." – Exhibition attendee

Warm Spaces - The Warm HE ♥ARTs Hub

After a successful bid to the *Warm Spaces Fund*, the Arts & Heritage Team delivered this initiative every Tuesday at Thorntree Hall, providing a warm space, hot drinks and soup along with a range of optional art and heritage activities. In total there were 144 attendances.

As the *Warm Spaces Fund* drew to a close at the end of March, development staff contributed to an end of project review with ERC to evaluate the programme and provide feedback for future similar funding opportunities.

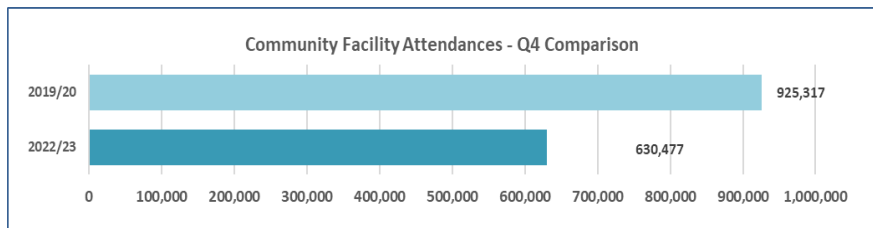
"I have met local people and can say hello when I see them in the street"
"It got me out of the house which helps me with my depression/anxiety..."
- Programme Participants

East Renfrewshire Culture & Leisure Limited Business Performance Update

Community Facilities

Attendances through halls and schools increased by an additional 45% (+203k) as of the close of year. Activities in schools out-of-hours continued to generate the highest levels of attendance, increasing by 50% (+144k attendances). Attendances through community halls increased by +65% (+54.8 attendances).

Total attendance numbers as of close of Quarter 3 stood at 62% of Q3 2019/20 levels.



As of close of Quarter 4 our Business Support Team had processed 19,894 facility bookings – up by 15% (+2,666) compared to Q3 23/23 and down by 14% (-3,372) bookings) compared to year end in 2019-20.

In addition to the above, Community Facilities and Business Support have managed the following over the course of 2022/23:

Community Facilities	
Community Facility E-mails Handled	6,842
Cleaning Inspections Undertaken	80

Sports Memberships & Registrations	
Manual Gym Memberships Processed	745
Gym Membership E-mails Managed	4,438
Swim Lesson Direct Debits Processed	1,145
Swim Lesson E-mails Managed	1,185
Sports Development Registrations Processed	61,238
Direct Debit Accuracy	100%

Finance	
Purchase Orders Processed	836
Invoices Processed	1,760
Enquiries Processed via Business Support Mailbox	5,499
Debtor Invoices Issued	1,907

CUSTOMER / PROCESS

Customer Comments

12 customers lodged complaints in Quarter 4 compared with 14 in the same quarter in 2019/20.

A total of 10 individual issues were raised, the ones cited most being:

- Alleged bias at ERC dance competition - 17% of complaints
- Barrhead Foundry changing area not clean due to allowing outdoor shoes - 17% of complaints
- State of repair – changing rooms and showers at Eastwood Park Leisure – 17% of complaints

All complaints were managed by Business Support staff who worked with colleagues to ensure SPSO mandated response times were met.

Process Improvement

Gladstone Pay

Successful implementation of Gladstone Pay – an integrated payment solution to support e-commerce and recurring card payment functionality. This has provided a significant improvement to the customer journey, enabling customers to book and pay for leisure activities in one seamless online transaction.

Swimming Lessons Direct Debit

The rollout of Direct Debit online sign-up for swimming lessons continued in Q4 with Barrhead Foundry and Eastwood Park Leisure Centre added. Eastwood High School will follow before re-opening in Q1.

East Renfrewshire Culture & Leisure Limited Business Performance Update

Open+ System

Soft launch of the Open+ System at Clarkston Library – allowing existing customers to access Clarkston Library outwith normal operating hours. Full launch planned for Q1.

Venue Access

A project commenced with the aim of improving the customer journey through leisure centres and enhancing the overall customer experience. Focusing on the introduction of RFID technology, digital screens at doors, and operationalising entry barriers at Barrhead Foundry and Eastwood Park Leisure. Procurement is expected to be completed in Q4.

WiFi Spark

Migration of existing Virgin Media public network to new WiFi Spark solution - modernising infrastructure, upgrading hardware, increasing coverage, and improving the customer experience. All leisure centres and libraries plus Eastwood House are in scope for Phase 1. The contract was awarded Q4 with implementation due to commence in Q1.

Marketing & Communications Activity

Gyms, Fitness and Swimming

Campaigns to recruit new gyms, fitness and swimming membership customers ran through the Q4. *'Join today pay nothing till Feb'* in January, *'No Joining Fee'* in February and *'£7 for 7 days'* in March. Over 730 new members joined in the quarter with *Club Live* membership hitting 3,000 members for the first time. The campaigns promoted health and wellbeing and the range of gym and fitness activities available to members from personal fitness programmes and gym challenges to aqua fitness and yoga. Our social media campaign *'Customer Stories'*, where customers share their experiences, received high engagement and positive feedback. We encouraged customers to try new fitness classes with a Les Mills taster evening and launched new health and wellbeing classes with Pilates and meditation.

Theatre

Marketing campaigns promoted theatre performances through the quarter including live music, comedy, drama, children's and drama and opera screenings. We continued to grow our customer database to develop our audience and increase the reach of our customer communications. Sales were strong with sell out shows from Artie's Singing Kettle (3 shows), The McDougalls, The Legends of American Country, Gordon Strachan, Nick Cope (2 shows) and Peter and the Wolf. Strong ticket sales in the year with ticket sales of £640k in 2022-23 compared to £204k in 2021-22.

Sports, Arts, Swimming

Marketing campaigns delivered for term-time sports and arts classes, including taster sessions to encourage new customers to join. Campaigns promoted Holiday Camps, Intensive Swimming Lessons and library activities for children during the spring school holidays. Campaigns for our sell out Heritage Walks and our Beyond 2020: Community Reflections' exhibition. We joined the national campaign *Big Swim Day* in February, encouraging use of local swimming pools and the promoting the benefits of swimming.

Libraries

A new social media strategy for libraries was introduced to increase participation in library events including as Rise and Shine Storytime, ReadWriteCount, Share A Song & Sing Along, Family Fun sessions and World Book Day.

Unplanned Closures / Events

There were 3 unplanned closures during Q4, all linked to pools.

- Neilston Leisure Centre - Pool contamination on 14-Jan (1.5 hours)
- Fire alarm evacuation on 26-Jan (1.5 hours)
- Eastwood Park Leisure - Drainage issue on 25-Mar (2.5 hours)

East Renfrewshire Culture & Leisure Limited Business Performance Update

The ongoing closure of Eastwood High School for the changing village development continued through Q4. Wetside and gym facilities are now unlikely to re-open before early summer 2023/24. Claims in relation to the closure of Eastwood High School cannot be formally calculated or agreed with ERC until a re-opening timescale is agreed.

ERC SLA Services

The ICT SLA Review is included in the Board papers. The PaTS SLA Review is underway and will be presented at the next Board meeting. The output of this work is aligned to the actions included within the Joint Action Plan created following the Solace in Business and Best Value Reviews.

ERC-ERCL (SIB) Joint Action Plan / Best Value Review

Progress is being made on the actions on the updated Joint Action Plan. The updated plan will be presented at the next Board meeting.

PEOPLE

The number of *Full Time Equivalent* staff continued at 208 – 13% below plan. The KPI for FTEs continues to be noted as red, due to the number of vacancies being carried and the impact this is having on service delivery.

The average time to fill a vacancy from request to offer had improved to 71 days in Q3, however Q4 saw lead time increase again to 82 days – 27 days off target. The percentage of posts unfilled remained at 15%, still above the agreed target of 10%.

Quarter 3 Staff Absence levels (*Full Time Equivalent sick days per Full Time Equivalent Staff*) saw further improvement – down to 2.8 from 3.7 days in Q3. Due to the implementation of COVID-19 closure at the end of March 2020, no staff absence data is available for Q4 2019/20..

Disciplinary actions against staff were at 2 for the third Quarter in a row.

Staff Engagement

Our Senior Management Team hosted a budget briefing for members of our Extended Management Team at The Foundry on 9th March covering the impact of Scottish Government plans and the impact of these on East Renfrewshire Council and East Renfrewshire Culture and Leisure.

Monthly staff newsletters have continued to go out from our Marketing Team.

Training and Development

Live Active

In Q4 there was a focus on staff training to build skills, capacity and knowledge to ensure we meet our clients' growing complexity of needs:

- *Live Active* staff took part in *Scotland's Mental Health First Aid* training to support growing number of clients with mental health issues.
- Two additional staff are now trained in high level supervision of cardiac rehab clients.
- Four staff - including two from the Gym Team - are undertaking training in supporting people with long term medical conditions

Community Facilities

Between January and March Community Facilities worked with ERC's Corporate Health and Safety Unit to provide bespoke training for our Facility Officers.

Five courses were delivered:

- Fire Safety Awareness (4 staff)
- Fire Extinguishers (14)
- COSHH (4 staff)
- Conflict Management (17 staff)
- Manual Handling (4 staff)

East Renfrewshire Culture & Leisure Limited Business Performance Update

In addition to the above, 4 members of the team attended *Emergency First Aid at Work* delivered by an external training provider.

All facility officers have now attended or are booked to attend health and safety training, ensuring our staff are competent in health and safety to fulfil their job requirements whilst meeting our customer needs

Capital Programmes

A verbal update of the capital programme will be provided at the meeting, including progress in relation to:

- Eastwood Leisure Centre and Eastwood Park Masterplan Working Group
- Neilston Joint Campus development
- Eastwood High School Changing Village
- Maintenance works at Mearns Library