

EAST RENFREWSHIRE COUNCIL14 DECEMBER 2016Report by Director of EducationEAST RENFREWSHIRE CULTURE AND LEISURE TRUST 2017/18 BUSINESS PLAN**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council Approval for the East Renfrewshire Culture and Leisure Trust (ERCL) 2017/18 Business Plan.

RECOMMENDATIONS

2. It is recommended that the Council approves the proposed Business Plan for 2017/18, subject to budget to be confirmed at a full Council meeting on 9 February 2017.

BACKGROUND

3. East Renfrewshire Culture and Leisure Trust was established as an independent charity, registered with the Office of the Scottish Charity Regulator (OSCR) on 1 July 2015. The Charitable objectives of the Trust are laid out in the *Articles of Association*:

The Company will promote, advance and further Charitable Purposes and activities through the provision of services which enhance and contribute to the health, fitness, personal development and wellbeing of the residents of East Renfrewshire (and beyond) including, but not limited to, educational, sporting, culture and heritage based and community activities.

4. A business planning process was outlined in the Services Agreement between the Trust and the Council that vested the Trust with the assets to deliver culture and leisure services on behalf of the Council. This agreement determined that:

- An annual business plan is to be presented to the Council not less than three months before the beginning of the financial year;
- The plan is to identify the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services and complying with its contractual obligations to East Renfrewshire Council;
- In relation to the facilities occupied by the Company under licence from the Council, the plan identify any provision required by the Council under its capital programme, or through Council revenue budgets to meet planned or remedial maintenance requirements in any of these facilities; and,
- The plan details a list of any new items of equipment that were required to deliver the contracted services in the forthcoming financial year, together with a budgeted cost for the same to be procured by the Council and/or remain the property of the Council, in accordance with charity law.

5. It was agreed at the date of Transfer that the Trust would submit their first Business Plan and Budget in February 2016, in recognition of the fact that they were constituted in July 2015. The Business Plan for 2017 / 18 (Appendix 1) is presented to Council for approval, subject to budget, to meet the timescales set out in Para. 4 above as discussed at Council in February 2016.

REPORT

6. This Business Plan identifies:-

- the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services and complying with its' contractual obligations to East Renfrewshire Council (ERC);
- in relation to the facilities occupied by the Company under licence from the Council, the Council's capital programme building spend, and the Council's property maintenance budget;
- a list of New Moveable Assets which the Trust anticipates needs to be purchased in the forthcoming financial year, and a budgeted cost for the same;
- The Trust's proposal for the next Annual Service Payment

7. Through consultation with staff, board and stakeholders, the business plan was developed to plan strategically how East Renfrewshire Culture and Leisure (ERCL) would deliver quality services, whilst building its resilience and sustainability. The vision, mission and values were considered and developed to draw on the best of the organisation's track record, skills and experiences whilst setting out a blueprint for a flourishing and entrepreneurial model for the delivery of culture, sports and leisure opportunities in East Renfrewshire.

8. The following strategic aims have been identified:

- Create a financially sustainable business model;
- Develop an understanding of customers and audiences and an offer that attracts them;
- Develop a strong, diverse, resilient and committed workforce;
- Establishing East Renfrewshire Culture and Leisure's role at the heart of Vibrant Communities; and,
- Developing resilient, dynamic and productive partnerships that are developed and nurtured.

9. These themes all support the Trust's charitable objectives and its plans for ongoing organisational development and service improvement, and reflect a shared ambition to grow culture and leisure services in East Renfrewshire, in terms of quality, range and scope. In addition, they specifically support the Council in meeting its commitments outlined in its Single Outcome Agreement (SOA).

FINANCE AND EFFICIENCY

10. The Council budget for 2017/18 will be agreed in February 2017; as such the Trust Business Plan and associated proposed budget are offered for approval subject to final agreement with the Council.

11. Enhanced income generation is one of the principal aims of the Trust and the plan details a number of initiatives to maximise the income that the Trust can generate and so reduce its financial reliance on the Council to support its activities. Effective and efficient partnership with the Council is crucial in achieving this, especially with regard to the condition, maintenance, enhancement, refurbishment or replacement of facilities.

12. Reviews of pricing are ongoing in order that the Trust's commercial activities remain competitive. Last year a lower pricing structure was introduced for gyms and fitness. This year the Business Plan includes a review of charges for the hire of spaces and facilities, and of the concessions policy.

13. As part of the transfer of activities to the Trust there were initial savings of £1.3m identified in its first three years of operation, and the Trust is on target to achieve these savings.

14. The Trust has reviewed targets for 2015/16. The Trust is currently performing ahead of previous years' performance, but down against some budgeted figures, and there has been some adjustment of income targets to reflect actual performance and changes to the market.

15. The Business Plan is intended to provide a surplus and the Business Plan and Budget will be aligned with the Service Payment to be agreed between the Trust and Council, and provide for reserves as per the Trust's Reserves Policy.

CONSULTATION

16. The plan has been developed through consultation with staff, the board and stakeholders, including governing bodies, and national associations. It also responds to extensive feedback from both customers and non-users of the services.

PARTNERSHIP WORKING

17. The Partners involved in the various aspects of the Trust's activities are detailed at Section 4 of the Business Plan and working with them is included as one of the key strategic aims in Section 5.

IMPLICATIONS OF THE PROPOSALS

18. The approval of the Business Plan and the Budget, when confirmed, together with the revised Management Fee will allow the Trust to establish a stable and sustainable operating model which reflects the operating costs of East Renfrewshire's Sports, Libraries, Arts, Culture and Community Facilities. There are no other ICT, staffing or sustainability implications associated with this report.

CONCLUSIONS

19. The second East Renfrewshire Culture and Leisure Trust Business Plan gives a clear strategic direction that is in accordance with the Council's strategies and is supported by detailed operational plans which deliver the Council's objectives under the SOA and will guide the work of the Trust and its staff to deliver high quality services to the residents and communities of East Renfrewshire.

RECOMMENDATIONS

20. It is recommended that the Council approves the proposed Business Plan for 2017/18, subject to budget to be confirmed at a full Council meeting on 9 February 2017.

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Background Papers

1. East Renfrewshire Culture and Leisure Trust, paper to Council, 24 June 2015
2. East Renfrewshire Culture and Leisure Trust 2016/17 Business Plan 2016/17, paper to Council, 11 February 2016

East Renfrewshire Culture & Leisure Business Plan

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1. Executive Summary

We are committed to the preparation of an annual Business Plan, created through a business planning process outlined in the Services Agreement at the Trust's establishment in July 2015. This is to be presented to the Council not less than three months before the beginning of the financial year.

This Business Plan identifies:-

- the projected resources and/or expenditure of the Trust during each Financial Year in performing the Services and complying with its' contractual obligations to East Renfrewshire Council (ERC);
- in relation to the facilities occupied by the Company under licence from the Council, the Council's capital programme building spend, and the Council's property maintenance budget;
- a list of New Moveable Assets which the Trust anticipates needs to be purchased in the forthcoming financial year, and a budgeted cost for the same;
- The Trust's proposal for the next Annual Service Payment (except in relation to the Annual Service Payment for the first three Financial Years which are set out in Schedule Part 2 of the Transfer Agreement).

However, effective planning requires both annual agreements and longer-term planning. This plan seeks to reflect both of those, with both Strategic Themes and their underlying and underlining service developments and improvements. The medium term Strategic Themes are covered in this plan, and the (annual) Operational Plans are included as a table.

Through consultation with staff, board and stakeholders, our business plan was developed to strategically plan how East Renfrewshire Culture and Leisure (ERCL) would deliver quality services, whilst building its resilience and sustainability. The vision, mission and values were considered and developed to draw on the best of the organisation's track record, skills and experiences whilst setting out a blueprint for a flourishing and entrepreneurial model for the delivery of culture, sports and leisure opportunities in East Renfrewshire.

The following strategic aims have been identified:

Create a financially sustainable business model, balancing strong ambitions with commercial viability

Develop an understanding of our customers and audiences and an offer that attracts them, working in partnership with organisations across the region to remove barriers to participation

Develop a strong, diverse, resilient and committed workforce, building on our commitment to growing people and ideas

Establishing East Renfrewshire Culture and Leisure's role at the heart of Vibrant Communities through the services we deliver, the opportunities we provide and the support we offer.

Developing resilient, dynamic and productive partnerships that are developed and nurtured to grow our business and maximise the impact we have in our communities.

These aims support our charitable objectives and our plans for ongoing organisational development and reflect our ambition to grow our services. They reflect our commitment to ongoing service improvement, a number of which are outlined in this plan. In addition, they support our principal partner ERC, in meeting its commitments as outlined in the Single Outcome Agreement (SOA).

It is clear that there are a number of related but separate measures of success for ERCL as a whole, but ultimately success will be measured against our charitable purposes, and the impact we make on our communities; the outcomes we deliver for our partners; and the effect this has on the charity itself. We will consider the questions all charities should ask of themselves, namely:-

- Who are our users, and how many do we have?
- What is their experience of our services?
- How effective are we in achieving our charitable objectives?
- Are we doing the right things, are we delivering the right services?
- Can we deliver services better by working in partnership, or are we duplicating services?

To achieve the Strategic Aims will require improved data capture, benchmarking, summative, formative evaluation and use of measures and research. Some Performance Measurement tools such as the *How Good is Our Culture and Sport?* improvement framework developed by government and colleagues across the sector that can be utilised far more than they have to date.

There is a recognition that the establishment of ERCL on the one hand offers a huge opportunity to improve cross-service collaboration, but on the other that there are some distinct differences between the services (including both challenges and strengths) that need to be acknowledged.

These have a number of co-dependencies. Some service improvements require the modernisation of our business or new initiatives, whilst others are related to capital expenditure. The majority of these will be in partnership with ERC. Their management, delivery and subsequent operation may fall within this year's plan or subsequent ones.

This, our second Business Plan, for 2017/18 builds upon a successful first year of operations, and set out our plans for the coming year, and in some cases, beyond.

2. Introduction

The purpose of this business plan is to strategically plan how ERCL will deliver a quality and exciting portfolio of culture and leisure programmes whilst building its resilience, sustainability and brand.

These programmes are in sports, leisure, social and community activities; libraries, information services and learning; arts and heritage.

The key purpose of the plan is to:-

- A) Develop ERCL's vision and mission to ensure it is representative of our future goals and aspirations and those of our key partners
- B) Develop the business model to enable the Trust to become resilient and sustainable
- C) Review the resources required to deliver the business
- D) Establish the sustainability of ERCL by developing a robust financial plan and sound management
- E) Identify the strategic aims and objectives which will support delivery of the plan.
- F) Develop staffing, management and governance structures to deliver our objectives
- G) Contribute to East Renfrewshire Council goals and SOA objectives

3. The Vision for East Renfrewshire Culture and Leisure

3.1 Purpose (i.e. Charitable Objectives)

The Charitable objectives of the Trust are laid out in the *Articles of Association*:-

The Company will promote, advance and further Charitable Purposes and activities through the provision of services which enhance and contribute to the health, fitness, personal development and wellbeing of the residents of East Renfrewshire (and beyond) including, but not limited to, educational, sporting, culture and heritage based and community activities.

In promoting, advancing and furthering Charitable Purposes and activities the Company seeks to:-

- *encourage the population of the East Renfrewshire area to be more active in promoting and supporting the development of sporting and health and fitness opportunities that are accessible for everyone;*
- *support people to be more creative and nurture potential for personal success and wellbeing through the provision of cultural facilities and resources;*
- *help individuals and community groups to benefit from social engagement, community interaction and volunteering; and*
- *promote and make available lifelong learning opportunities, including the promotion of literacy and digital inclusion and stemming from these opportunities make a social and economic contribution to society.*

For the purposes of the Charities Act the following Charitable Purposes are relevant and have been identified as applicable from section 7 of the Charities Act:-

- the advancement of education;
- the advancement of the arts, heritage or culture;
- the advancement of public participation in sport; and
- the provision of recreational facilities, or the organisation of recreational activities, with the object of improving the condition of life for the persons from whom the facilities or activities are primarily intended.

3.2 Vision

“Our vision is to help and inspire people to be actively involved in sport, arts and culture.”

3.2.1 Realising our Vision Through Partnership

East Renfrewshire Council is our principal partner, and whilst we have others, the quality of our relationship is critical. There are a number of co-dependencies, many of which are so significant as to be determinants of our successes: the quality of the estate and the buildings we operate under licence; the support services provided by the council; our delivery of services which not only fulfil council statutory obligations, but contribute to wider health, education, inequality, or economic sustainability aims.

Our partnership also reflects the wider commitment to partnership working to deliver services to our communities which underpins the Community Planning Partnership of which we are part. Furthermore, we are still to meet the challenge of the Christie Report. *The Commission on the Future Delivery of Public Services* (2011) tasked the public sector with realigning public services to deliver better outcomes, and to do so more effectively as well as more efficiently. This demands collaborative working with clear goals, a shared vision and a commitment to our communities above everything.

Developing a Shared Vision with East Renfrewshire Council, and delineating that beyond the life of each successive Business Plan is critical, ongoing but pressing. Key elements of that shared vision will include the level of public subsidy culture and leisure services in East Renfrewshire need, (and the aspirations in relation to the cost of those services to the public purse); and the quality of the facilities, services and infrastructure in the authority needed to deliver those services at the right level or quality; and the extent to which we can work collaboratively to realise mutually held goals best. Key topics being explored are:-

- Our **ability to earn commercial income**, and the constraints upon that, or the enablers of it – principally the mix of culture and leisure facilities in the authority, the distribution of those geographically; the disposition of them operationally between ERCL and ERC; their quality and level of maintenance
- Our **joint commitment to service improvement**
- Our **commitment to supporting or sustaining growth** and development, not just within our organisation, but in the region as a whole in support of the Local Development Plan
- **Prognoses public funding** for public services generally and culture and leisure services in particular
- The scale of our **charitable and/or non-income generating activities**
- Our **partnership and collaboration with colleagues in other fields**

3.3 Mission

Our mission is to be the highest-performing Leisure Trust in Scotland.

We take this to mean that we will not only be more efficient and achieve more from our resources, but that we will grow with a view to becoming self-sufficient.

3.3.1 The Development of ERCL

In order to deliver against our vision we need to develop ERCL to the point that it can provide a sustainable, high-quality service that is responsive to the changing needs of the residents of East Renfrewshire, and the visitors to it.

This will require ERCL to work with its partners, especially ERC, to establish and maintain our portfolio of services. In particular, three areas are key:--

➤ **Infrastructure**

- we have facilities in the right places to cater for the population;
- that they are the right kinds of facilities, and they support us increasing participation
- they are maintained as fit for purpose and developed so as to attract customers

➤ **Services**

- we have the right programmes in place
- we have the right communication and evaluation programmes in place to respond to demand and feedback

➤ **Business Structure**

- we have the right level of integration or articulation between services
- to grow participation by cross-promotion
- we can respond to the complex inter-relationship between health and wellbeing and culture and leisure activity in its widest sense.

We should be looking at our existing programmes and where they are delivered, but also the associated elements of a successful, efficiently integrated and fully-mature culture and leisure service. This will involve consideration of the relationship between ERCL and key related services in areas such as Tourism, Outdoors and Events, Young People's Services, Community Learning and Development, as well as the relationship with health care partners and third sector organisations working to improve health and wellbeing. Partnership will be particularly important in these key areas:

- Sports Pitches
- Tourism & Events, including banqueting and corporate events
- Parks and Ranger Services
- Outdoor sports and leisure facilities
- Walking and cycling programmes

3.4 Values

We are a charitable social enterprise, which means we work for the benefit of everyone: the public, the communities we work in, the environment, our staff and our partners.

These are our values:-

3.4.1 Community

*This means **we** care passionately about our mutual success, and are motivated to grow and develop by being part of a flourishing community*

This means I...

- *Take pride in my work*
- *Enjoy and have fun in my work*
- *Promote the enjoyment of sport and culture through my attitude and behaviour*
- *Promote a sense of community spirit and loyalty*
- *Always try to find new ways of involving people in sport and culture*
- *Take a pride in the look and feel of our venues*
- *Will be open minded - assuming anyone may be interested in any activity or interest*

This means I do not...

- *Focus only on 'my' area*
- *Believe some people have nothing to contribute*
- *Damage the Trust through my words or actions*

3.4.2 Pursuit of Excellence

*This means **we** continually strive to improve performance in all that we do.*

This means I...

- *Always seek to improve and develop*
- *Am positive and enthusiastic*
- *Am ambitious in my goals*
- *Am creative and innovative*
- *Am forward thinking and focussed on our goals*
- *Understand the widest plans and vision across the organisation*
- *Am not afraid to make suggestions and to aim high*

This means I do not....

- *Find excuses to do the minimum*
- *Stay in my comfort zone*
- *Cross every 't' and dot every 'i'*
- *Ignore opportunities to improve*

3.4.3 Customer Service

*This means **we** take pride in providing a quality service which meets the needs of all of our customers. We enjoy their custom and so they deserve our service which will be timely, responsive and proactive. We will deliver what we say we will deliver.*

This means I...

- *Will strive to exceed my customers' expectations*
- *Will be friendly, courteous and approachable, even when under pressure.*
- *Will show an attention to detail in everything I do*
- *Will view my behaviours and attitudes from the customers' perspective*
- *Will show care and compassion, even in challenging circumstances*
- *Find solutions or share ideas to make things better for customers*

This means I will not...

- *Leave problems for other people to sort out*
- *Hide behind rules or the way things used to be done if I can see a way of improving things*
- *Judge customers based on my prejudices*
- *Block positive changes*

3.4.4 Teamwork

*This means **we** celebrate and appreciate everyone's unique and positive contribution. Our diversity enriches us. Working co-operatively, listening to and respecting each other whilst putting the customer first.*

This means I...

- *Say thank you and well done*
- *Take time to get to know my colleagues*
- *Actively take part*
- *Support and trust my colleagues*
- *Provide constructive feedback*
- *Communicate properly*

This means I do not...

- *Leave things for others to do*
- *Refuse to accept when a decision has been made, and move on*
- *Undermine others or their success*
- *Think only about my needs*

3.4.5 Professionalism

This means we demonstrate the highest standards of behaviour and ethics, and always seek to improve by learning from others' best practice. Acting with integrity, reliability and responsibly.

This means I...

- *Always do my best*
- *Am positive and enthusiastic*
- *Use my strengths*
- *Encourage others to do their best*
- *Seek feedback*
- *Seek and give opportunities to improve practice*
- *Share ideas for best practice*

This means I do not...

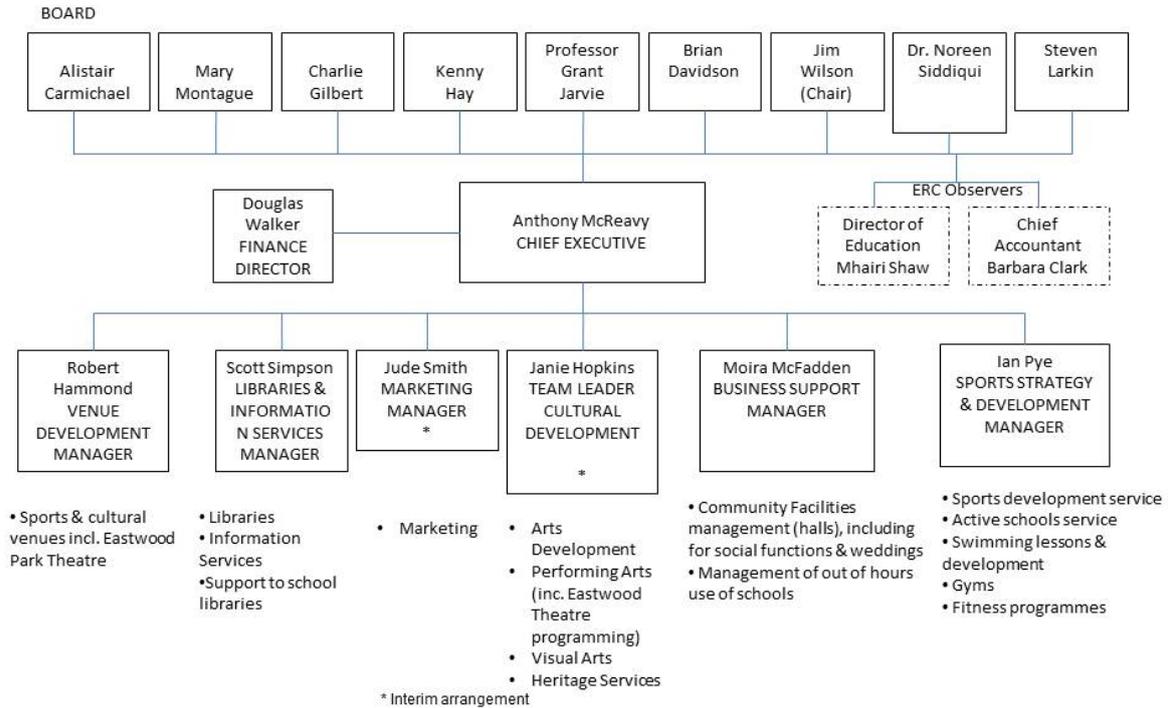
- *Turn up late*
- *Take risks without thinking*
- *Only care about the short-term*
- *Block positive change*

3.5 The Board, Management and Staff

The Board of ERCL agreed, prior to the Trust going live in July 2015, a governance framework in line with best practice, including a Code of Conduct. The role of the board members as Charity Trustees is outlined in the code of conduct but is, in summary, to review management activities; scrutinise management performance; revise management proposals; and provide both support and challenge to management.

The governance structure provided for the establishment of the necessary sub committees, and the board agreed these committees at the meeting on the 27th April 2015, and agreed their membership at a subsequent meeting on the 20th May. The organisational structure of ERCL is shown below:-

East Renfrewshire Culture & Leisure Limited



The nine who comprise the Board have the responsibility to hold executive management to account in its' leadership of the organisation and have ultimate responsibility for oversight of the delivery of the objectives outlined in this plan and agreed with ERC. They also have responsibility for the Trust's compliance with OSCR regulations and the terms of the agreement(s) with ERC. The nine Trustees (four Elected Members nominated by ERC, and five Independent Members are joined by two Observers, both senior officers of ERC, but without voting rights. The role of the board members as Charity Trustees is outlined in the ERCL's Code of Conduct.

The remit, role, composition and purpose of each of these bodies are as follows:-

3.5.1 The Board

The Board meets quarterly to provide direction, guidance and oversight to the Trust's Executive. They are responsible for:-

- determining the direction of the Trust by agreeing plans and objectives;
- governing the Trust by establishing broad policies and overseeing their implementation.
- selecting, appointing, supporting and reviewing the performance of the chief executive;
- establishing the availability of adequate financial resources, including approving annual budgets
- accounting to the stakeholders for the Trust's performance.

Membership:-

Alistair Carmichael (ERC Nominee)
Brian Davidson (Independent)
Charlie Gilbert (ERC Nominee)
Kenny Hay (ERC Nominee)
Professor Grant Jarvie (Independent)
Steven Larkin (Independent)
Mary Montague (Depute Chair, ERC Nominee)
Jim Wilson (Chair, Independent)
Dr. Noreen Siddiqui (Independent)

3.5.2 The Trading Company Board (ERCLT Ltd) (a company registered in Scotland with number SC486591)

The Board of the trading company, ERCLT Ltd, meets quarterly and is responsible for the direction, guidance and oversight of the Trust's subsidiary trading company, and its activities. Members are appointed by the ERCL board but can include representatives who are independent of it.

Membership:-

Chair to be elected
Brian Davison
Councillor Kenny Hay
Jim Wilson

3.5.3 The Finance, Audit and Risk Committee (FAR)

The FAR Committee meets quarterly to oversee and scrutinise internal controls, management accounts/budgets/cash flows etc.

- External audit
- Internal audit and controls
- Risk Register and Mitigation Actions
- Annual Financial Statements and Accounts

The FAR Committee are all appointed by the board. All members are non-executive board members of the company; at least one member has recent and relevant financial experience (BD, Chair); the secretary of the committee will be the company secretary in due course.

At least (part of) one meeting per year should will be between the Committee and the internal and external auditors *without* executives in attendance.

Membership:-

Brian Davidson (Chair)
Professor Grant Jarvie
Charlie Gilbert
Dr. Noreen Siddiqui

3.5.4 The HR, Health and Safety and Appeals Committee. (HRHSA)

The HRHSA Committee meets twice yearly to oversee and scrutinise HR issues and Health & Safety performance, and to hear appeals.

Membership:-

Provost Alistair Carmichael
Councillor Kenny Hay
Jim Wilson (Chair)

3.6 An Entrepreneurial Business Model

Planning for the launch of ERCL identified opportunities for refreshed service delivery including:-

- more effective and professional promotion and marketing of services;
- opportunities to improve service by strengthened partnership working;
- use of data/trends to develop programmes and services that increase visits and participation;
- development of Leadership and empowerment of existing staff will provide opportunity to improve service without capital investment;
- new approach to staff training – cross service training and multi–skilling for core staff;
- joint programming and shared events management leading to opportunities for larger scale events to raise profile;
- the ability to promote activity and services in a coordinated approach – cross selling more effectively in order to generate more income and promote services

Recent work across the services prior to the launch of the Trust focussed on the Customer Experience, and drove a number of service improvements such as the transformation programme in Sports and the development of local venue management teams, or the implementation of Customer Service Excellence in Libraries.

3.6.1 Customer Journey

As well as continuing these initiatives, and implementing lessons learned across all of the services areas, the next stage is to look at the Customer Journey. This has highlighted a number of areas that need addressing:-

- Poor online presence in terms of both marketing/communications, and bookings/sales.
- High levels of bureaucracy in processes causing 'friction' for customers and high-workload for staff.
- Processes that are inefficient
- High-levels of face-to-face contact between staff and customers are required to make payments or bookings
- High levels of telephone contact required, with limited ability to process payments over the phone
- High costs per £ earned
- Lack of clarity around actual costs of service delivery
- An increasing gulf between customer behaviours and expectation (online payments, smart-phone and mobile app transactions) and service design (face-to-face payment through particular channels / sites).

In addressing these issues we will provide a better customer experience; increase our sales and retention; remove costs by removing avoidable and expensive contact and shift customers to more convenient and cost-effective sales channels whilst streamlining our processes.

3.6.2 Commercialism

Similarly an understanding of the true costs of the business through greater scrutiny and control along with increased transparency in costs shared with partners such as ERC will allow us to be more commercial, and more responsive to challenges This will include:-

- Flexible provision of services (including charging)
- The commercialisation of services where appropriate to maximise revenue streams or remove extraneous costs

- A strategic approach to procurement of supplies and services
- Working with ERC colleagues to deliver efficiencies in asset usage and operation
- Identifying ancillary income streams that can augment our core business

3.6.3 Community

If we are to be truly innovative in line with our avowed aspiration *to be the highest performing Leisure Trust* in Scotland we should be learning from best practice in other authorities.

Key areas for development include partnership working; community involvement in the planning and improvement of services; volunteering; and working with ERC to find innovative ways to deliver services.

CUSTOMER	COMMERCIALISM	COMMUNITY
Avoidable Contact	Flexible Charging	Capacity Building
Channel Shift	Commercialise Services	Community Ownership
Customer Journeys	Strategic Procurement	Delegate Functions
Transactional Cost Transfer	Asset Usage	Transfer Assets
Efficiencies	Fundraising	Voluntary Organisations
Rationalisation	Planned Developments	Volunteering & Leadership

4 Context

4.1 Leisure and Culture in East Renfrewshire

Before setting out the vision and objectives of the Trust it is important to consider the specific needs and requirements of East Renfrewshire as a local authority area. This sub section describes some of the individual factors that differentiate East Renfrewshire from neighbouring local authorities.

4.2 Single Outcome Agreement

The Single Outcome Agreement (SOA) is East Renfrewshire Community Planning Partnership's (CPP) commitment to working together to deliver a range of outcomes for the benefit local people. Its key focus is to improve the lives of the people of East Renfrewshire and promote equality and fairness. There are 5 key SOA outcomes. For the purposes of the Trust, some of these outcomes and objectives are particularly relevant:

SOA

SOA 1 – All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.

SOA 2 - East Renfrewshire residents are fit and active and have the skills for learning, life and work.

SOA 3 – East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses to grow.

SOA 4 - East Renfrewshire residents are safe and supported in their communities and homes.

SOA 5 – Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

Objective

1.2 – Our young children are healthy, active and included.

2.1 - Children are effective learners and their wellbeing is safeguarded

2.2. - Children and young people raise their educational attainment and achievement, developing the skills they need during their school years and into adulthood.

2.3 - Residents have the skills to maximise employment opportunities

2.4 - Residents are active and optimise their health and well-being

3.3 – Our greenspace is maintained and enhanced and our environmental impact minimised.

4.2 Residents live in communities that are strong, self-sufficient, resilient and supportive

4.4 Residents are protected from harm and abuse and their dignity and human rights are respected.

5.1 – Older people are able to live as safely and independently as possible in the community and have control over their care and support.

5.2 Older people and people with long term conditions are supported to improve or maintain their quality of life.

5.2 Older people and people with long term conditions are able to live as independently as possible in the community and have control over their care and support.

4.3 The Local Outcome Improvement Plan

Throughout 2017 the Community Planning Partnerships will replace the Single Outcome Agreements with Local Outcome Improvement Plans (LOIP). These will include specific Local Action Plans targeting particular geographical areas identified as deserving particular attention, accompanied by thematic plans. We will work with ERC to develop the LOIP for East Renfrewshire.

4.4 The Local Development Plan for East Renfrewshire, 2016-2020

The First Local Development Plan for East Renfrewshire envisaged delivering growth for the authority, attracting people to live and work in the authority. A measure of success is the extent to which East Renfrewshire has established itself as one of the most desirable places to live in Scotland. The challenge now is to sustain that growth, and satisfy the needs of those people attracted to live and work in the area. The second plan, published in 2015, aims to do that, “to maintain and build on the areas’ qualities”.

A key challenge for us is ensuring that the infrastructure, services and facilities we need to deliver the right level of culture and leisure services can be put in place. As the plans states, new facilities will be required:

Growth will lead to an increased demand for school places and new community (including religious), leisure and educational facilities. It is necessary to ensure future needs are met by ensuring that new facilities are integrated and accessible to local communities, which will help to establish sustainable, healthy and well-connected communities.¹

This will require:-

- Revision of the planned maintenance regime in facilities to achieve investment in them to be fit for purpose, (as envisaged by ERC’s proposed Corporate Landlord model)
- Upgrading of facilities through targeted capital planning
- Plans to develop facilities in existing communities which are not catered for
- Plans to accommodate the demand arising from planned housing developments
- Plans to meet existing demand which our existing facilities do not cater for

4.5 Current Delivery Structure

ERCL is currently structured around operational services, headed by managers. These differ in size, and have slightly different management arrangements. These are:

- Venues (Sports and Cultural Venues comprising Eastwood Park, The Foundry, Eastwood High School and Neilston Leisure Centre)
- Sports Development (Sports Development, Active Schools, Swimming lessons, Gyms and Fitness)
- Libraries, Arts & Heritage (10 Libraries; Arts Development, including Performing Arts; Heritage Service).
- Community Facilities (18 Community Facilities and Pavilions; evening and weekend school lets).

Work is underway to review the management arrangements, (some of which are temporary and were put in place before the Trust was launched).

4.6 Strategic Frameworks

This business plan, the strategic aims it outlines, and the operational plans which are structured to deliver them has been developed to be consistent with the strategies for sport and physical activity, libraries and arts developed by ERC (by current ERCL employees prior to the launch of the Trust); and the strategic frameworks created by the two networks groups for culture and leisure services in Scotland: VOCAL Scotland (The Voice for Chief Offices for Culture and Leisure), and Sporta Scotland (the national membership body for social enterprises in culture and leisure).

Sporta Scotland's vision for a more active Scotland is underpinned by six strategic aims, which this plan accords with:-

1. We Encourage and Enable the Inactive to be More Active
2. We Encourage and Enable the Active to Stay Active Throughout Life
3. We Develop Physical Confidence and Competence From the Earliest Age
4. We Improve Our Active Infrastructure – People and Places
5. We Support Wellbeing and Resilience in Communities Through Physical Activity and Sport
6. We Improve Opportunities to Participate, Progress and Achieve in Sport. ²

² *The Role of Scotland's Trusts in Health Improvement, Sporta, 2016*

VOCAL Scotland's Vision sets out the argument of how to make use of the power of culture and sport services as a meaningful way of tackling the most entrenched social and economic challenges of our time. It also argues that services should be aligned more clearly with local and national priorities, not least to secure the most effective and efficient outcomes in these areas:

1. A sustainable Economy (developing skills for employability; building a resilient and creative workforce, strengthening identity for inward investment and regeneration, achieving impact both directly and indirectly through tourism)
2. Tackling Inequalities
3. Physical and mental health and wellbeing
4. Empowering Communities.³

Both VOCAL and Sport Scotland articulate a common vision which involves a move away from seeing culture and sport provision primarily as one of service delivery, to one where the outcomes secured through active participation in culture and leisure can be considered as a far more effective return on investment in meeting a range of social economic, health and wellbeing objectives. In this context, they also serve as a prospectus for investment in culture and leisure, when programmes, used as early intervention, can reduce demand on other core services.

The National Library Strategy – *Ambition and Opportunity: A Strategy for Public Libraries 2015-2020*⁴ outlines six strategic aims (including one on which ERCL staff lead). Our vision for libraries and information services is entirely consistent with these aims, which are:-

1. Promotion of reading, literacy and learning
2. Promotion of digital inclusion
3. Promotion of economic well-being
4. Promotion of social wellbeing
5. Promotion of culture & creativity
6. Libraries as excellent public services

4.7 Our Partners

4.7.1 East Renfrewshire Council

East Renfrewshire Council established ERCL and our success is of primary importance to the Council. A Services Agreement provides for a large part of the

³ *Making a Difference: Culture and Leisure Services in Scotland*, VOCAL, 2012; *The Future of Culture and Sport in Scotland*, VOCAL, 2015; <http://www.vocalscotland.org.uk/wp-content/uploads/vocal-online2.pdf>

⁴ <http://scottishlibraries.org/wp-content/uploads/2015/01/Strategy.pdf>

culture and leisure services, which ERC is statutorily obliged to provide, to be delivered by ERCL, and how those services are to be paid for. In addition, under a Support Services Agreement and for a minimum of the initial period of three years, the Council will provide support services such as Finance, Legal and HR Services (plus 16 other services) through Service Level Agreements (SLAs).

For ERCL to deliver maximum benefit to the people of the East Renfrewshire area it must continue to work in partnership with ERC to ensure that shared objectives and priorities are achieved.

4.7.2 Other Key Partners

The list below is not exhaustive but serves to give an indication of our key partners. Partnership working is largely undertaken on an informal basis; however some formal agreements are in place

Partner	Relationship
General	
Other Local Authorities/Trusts	Working together on cross boundary programmes
Heritage Lottery Fund	Funder of projects and programmes
Uplawmoor Development Trust	Support and advice for projects within Uplawmoor
Neilston Development Trust	Support and advice for projects within Neilston
Eaglesham and Waterfoot Development Trust	Support and advice for projects within Eaglesham
Health and Social Care Partnership (HSCP)	Community Health Partner
Renfrewshire Association for Mental Health (RAMH)	Community Health Partner
Culture	
THUGs (Theatre User Group) / Amateur Theatre Companies	Theatre Hire and long-term 'resident' arts companies
Creative Scotland	Funder of programmes, buildings and marketing
Barrhead and Neilston Historical Association	Support and advice for heritage queries and projects in Neilston
Eaglesham Historical Association	Support and advice for heritage queries and projects in Eaglesham
Scottish Libraries Information Council (SLIC)	Local Authority Library network and funding
Scottish Book Trust	Support for literature development and funding
Glasgow and Greater Clyde NHS Health Improvement Team	Support for health information and health literacy programmes
Early Years Collaborative	Support and advocacy for work with young children and their families
Mure Hall Committee	Library is based in Mure Hall. The committee have management responsibility for building
Venues	
University of West Scotland (UWS)	Foundry potential tenant
WorkER	Foundry tenant
Skills Development Scotland	Foundry tenant
John Hamilton and L&C Brown	Caterer, Barrhead Foundry
Sportsmax	Licensed retailer
Woodfarm Management Committee	The committee have management responsibility for the building

Beangrinder	Caterer, Eastwood Park
DiversityER	Partner in delivering BME Swimming programmes
Sports	
Scottish sports governing bodies	Funding and programme development
Sport Scotland	Funding and programme development
Sports Clubs	Programme collaboration
Royal Lifesaving Society	Accreditation and training partner
Ren '96	Barracudas Development Group (Swimming Club partnership)

5 Strategic Aims

Reflecting our vision and objectives we have identified activity priorities which go beyond the life of this Business Plan. We feel it is important from the outset to be looking forwards and to articulate how we intend the organisation to develop within its governance framework, operating environment and partnerships. Priority outcomes for the first four years are outlined below and in Section 8, firstly by theme and secondly as time-bound programmes for implementation over the next three years.

5.1 Themes

5.1.1 Strategic Aim A - A Financially Sustainable Business Model

We will be realistic and aware of our how best we can and will use our assets to generate earned income and reduce expenditure. We will develop a collective responsibility for the financial stability of the organisation and we will be meticulous in our tight financial control. We will balance strong cultural and sporting ambitions with commercial viability. Our Board will be engaged, proactive and trained, capable of strong oversight and able to support the Executive Team in the achievement of the organisation's strategic and artistic ambitions.

We will:-

- Optimise our business processes through the implementation of the Business Support Review undertaken in 2015/16.
- Maintain succession and business continuity plans, and review them at regular intervals
- Continue the shift of sales and bookings to digital channels begun with Learn 2 in 2016
- Remove avoidable contact and reduce costs from customer services
- Develop a Commercialisation Strategy that includes ancillary income streams
- Review and refine our Service Level Agreements with partners
- Take a strategic approach to procurement of goods and services, with revised processes and procedures
- Work with ERC to develop an Asset Management Plan for ERCL licensed properties.
- Work with ERC to develop appropriate infrastructure to give us competitive advantage

5.1.2 Strategic Aim B - An Understanding of our Customers and Audiences, and an Offer that Attracts and Inspires Them

We will develop an understanding of who uses and who does not use our facilities and services. We will work in partnership with sporting, cultural, civic and community organisations at a national, regional and local level to deliver a multi-layered approach to increasing attendances, particularly by people currently least engaged in sports, arts and culture. We recognise the different barriers to access of different demographic groups and will create targeted initiatives to remove these barriers. We will redesign our business to align our business processes to the needs of our customers to enable us to be efficient, responsive, competitive and always focused on a quality experience for our customers. Our vision for ERCL is customer focused

and aims to increase the breadth, depth and quality of experiences for audiences and participants. Connecting people with each other and with their communities will mean we will be a hub for the regions residents and visitors.

We will:-

- Continue to develop the Community Hub model in Library Services, with a greater degree of local control for each library cluster
- Redesign our services to include a simpler pricing model, a streamlined Concessions Policy, more flexible packages and more customer friendly operating hours
- Explore how we meet the challenges of sustaining growth within East Renfrewshire, in particular how our venues relate to the growing population, new housing or rising aspirations for East Renfrewshire as a place to live and work
- Develop a Marketing and Communications Strategy which includes
 - a) an Engagement Plan for engagement with Customers, Funders, Partners, Stakeholders, Communities and groups
 - b) a Marketing plan that reviews and optimises our marketing activities and collateral between printed and digital media.
 - c) an internal communications plan that will allow all staff to become ambassadors and cross promote and sell services.
- Implement Customer Service Excellence in Sports (Venues and Development)
- Plan, develop and test new products to enrich the ERCL offering.
- Review our Venue Programming and Pricing to create a clear and coherent approach, including a comprehensive review and harmonisation of our lettings policy and pricing

5.1.3 Strategic Aim C - A Strong, Diverse, Resilient & Committed Workforce

We will have an open and honest approach to providing opportunities for people and ideas to grow within the organisation. We will share one vision, our brand and our values across all areas of operations. We will utilise talent and create a team which is flexible, responsive and welcoming to a mix of voices & cultures. We will create a culture of continuous improvement; quality services and team working. We will create increased expectations of performance and empower staff to meet these.

We will:-

- Maintain the internal communications, including staff newsletter; intranet; staff-managers meetings and internal blogs.
- Develop a People Strategy that includes training and development at Corporate and Service Levels;
- Develop a Staff Benefit Scheme, the implementation of Healthy Working Lives for ERCL,
- Review the revised and relaunched appraisal process
- Develop a staff volunteering scheme.
- Maintain the Staff Forum with regular meetings and revised terms of reference
-

5.1.4 Strategic Aim D - Vibrant Communities

ERCL seeks an East Renfrewshire where sport, art and cultural community participation is a way of life for everyone; where it is at the heart of our communities and makes a positive impact on everyone's lives.

We will take a considered approach to the range and scope of our services, working with communities to identify need, and the best ways of meeting it. We will consider our facilities and programmes in the widest terms so as to consider not just direct outcomes (e.g. participation and consequent benefits), but indirect ones such as Social Isolation. We will support the development of the physical, economic, cultural and human assets of the communities we serve.

We will:-

- Look at the balance and distribution of our services, facilities and programmes geographically, demographically and by sector
- Explore the use and non-use of our facilities and how we can best programme or utilise them, for example by working with colleagues in Health and Social Care to use our facilities for more coherently tackling social isolation or access to mainstream services.
- Develop coherent capital plans for the upgrading of existing buildings, or the development of new facilities in line with the Local Development Plan, and wider market challenges.
- Align resources from all our partners both locally and nationally bringing together the expertise, investment and information to effectively join up the different parts of culture and leisure systems
- Work with ERC on the development of the Local Outcome Improvement Plan to replace the SOA; any attendant Local Improvement Plans for targeted areas; and action plans in relevant areas such as health and wellbeing
- Focus time, expertise and governance, embedding a positive culture and developing clear and measurable goals by making better use of evidence and information to support planning and improve services and accessibility.
- Work with ERC on any proposals for Asset Transfer or under the Community Empowerment Act.
- Continue to develop the Sports Hub model with new Community Sports Hubs
- Working with colleagues in ERC and other community partners, develop out of school activities in sport and culture, with a clear focus on educational attainment, social and emotional development and participation in culture and sport
- Look at ways to learn and share knowledge within the region or within the sector to create areas of best practice and innovation
- Identify new opportunities within ERCL through volunteering, internships or placements
- Support community capacity building through education, training and professional staff engagement and intervention

- Identify new opportunities to facilitate CPD for external organisations, including external training through Trust staff and team expertise i.e. training packages on community capacity building, community engagement, wellbeing indicators

5.1.5 Strategic Aim E - Resilient, Dynamic and Productive Partnerships that are Developed and Nurtured

We will work to develop effective and meaningful partnerships that will support our work; help achieve best value in the provision of our services and programmes; and maximise returns on our investments both financially and in terms of impact. We will look for partnerships – including commercial ones – which demonstrate our ability and desire to work with (commercial) partners to support them and broaden our profile.

We will:-

- Develop a Partnership Strategy that outlines the priorities for assessing any partnership, be they help in achieving market share, brand awareness, participation or affinity
- Continue to explore how we can realign our services or assist partners in doing so, so as to achieve the most effective returns for our collective resources
- Develop a Sponsorship policy that is clear about recognition and association, and creates a framework and guidelines for assessing the ethical and value-fit of any potential partnership

6.0 Marketing

6.1 Context

The value and popularity of local authority provided culture and leisure services, including those provided via leisure trusts and other arms-length organisations has remained strong in recent years, despite various pressures.

- Attendances at local authority leisure services have increased 35% since 2008/09.⁵
- Around nine in ten (92 per cent) adults were culturally engaged in 2015, either by **attending** or visiting a cultural event or place or by **participating** in a cultural activity. The level of cultural engagement in Scotland has increased by around 5 percentage points since it was first recorded in 2007.⁶ A large majority of adults (80%) participated in sport (including recreational walking) in the last four weeks in

⁵ Numbers of attendances per 1000 population at leisure facilities in Scotland. Audit Scotland, <http://gov.scot.Topics/ArtsCultureSport/MajorEvents/Glasgow-2014/Commonwealth-games/indicators/A15>

⁶ Scotland's People Annual Report: Results from 2015 Scottish Household Survey, Scottish Government, 2016.

2015. This is a small increase from 2014 and is largely a result of an increase in recreational walking participation.

- Walking for 30 minutes (for recreational purposes) was by far the most common activity with 69 per cent of adults having done this. This compares to 64 per cent in 2014.
- When walking was excluded, 52 per cent had undertaken at least one of the remaining sport and exercise activities in the last four weeks. Participation in sport and exercise (excluding walking) has remained largely unchanged over the period 2007 to 2015.⁷
- Participation in the previous four weeks was lowest (72 per cent) among those in the 20 per cent most deprived areas of Scotland, compared with 88 per cent in the 20 per cent least deprived areas, as measured by the Scottish Index of Multiple Deprivation
- Cultural services achieve some of the highest levels of satisfaction of any local authority services.⁸
- Those living in the 20 per cent least deprived areas of Scotland were more likely to attend cultural events or places than those living in the most deprived areas (91 per cent compared to 72 per cent). In all quintiles, attendance increased by between 2 and 6 per cent between 2012 and 2015.
- Cultural attendance was lower for those with a long-term physical or mental health condition, especially if the condition caused a major reduction in daily capacity (54 per cent, compared with 88 per cent for those with no such condition).
- Levels of volunteering have remained relatively stable over the last 5 years, with around three in ten adults providing unpaid help to organisations or groups. In 2015, 27 per cent of adults provided unpaid help to organisations or groups in the last 12 months.⁹
- Local authorities invest approximately 90% of the total spend for sport in Scotland.¹⁰ There are 11,000 sports facilities in Scotland, two thirds of which are provided by local authorities.
- There are 31.7 million visits to the 545 public libraries in Scotland. Libraries provide nearly 9 million hours of internet access.¹¹
- Scotland's local authorities spend 4.9% of their total budgets on culture and leisure services. This works out at a very cost effective 32 pence per person per day for every library, park and open space, museum, gallery, sports and community centre.¹²
- Adults (including non-users) were generally more satisfied with local authority services provision in 2015 than they were in 2007. Library services saw a decline in reported satisfaction during this period (6 percentage points, from 55 per cent in 2007 to 49 per cent in 2015).

⁷ Ibid

⁸ Ibid

⁹ Ibid

¹⁰ SPICe Briefing: Community Sport, SPICe Information Centre, Scottish Parliament, 2012: 30.

¹¹ CIPFA Cultural Statistics in Scotland, 2011, CIPFA, 2012.

¹² CIPFA Rating Review: 2010-11 Estimates.

- In 2015, around nine in ten adults who had used these services were very or fairly satisfied with each provision. This is particularly true for libraries which have the highest satisfaction rate among users (92 per cent)

6.2 The Market

6.1.1 Demographics in East Renfrewshire

East Renfrewshire is situated to the south of the city of Glasgow. It covers an area of 17,400 hectares; 85% of which is rural land. The town of Barrhead lies to the west of the authority with Newton Mearns, Clarkston, Giffnock, Thornliebank and Busby located in the east. There are also three villages: Neilston, Uplawmoor and Eaglesham, and two smaller settlements: Waterfoot and Shillford. The area is divided into ten community council areas.

In 2011 the population of East Renfrewshire was 90,574, an increase of 1.4% since 2001. The East Renfrewshire population is estimated to grow by a further 5.4 per cent by 2025. The older population is expected to increase with the proportion of those over 65 predicted to account for 28.7% of the population of East Renfrewshire by 2035, and equate to 25,600 people.

Working age people living in East Renfrewshire is expected to fall from 64% to 59%. The proportion of young people under 15 is expected to fall slightly by 0.3% over the next decade (to 2021).

Of the 37,225 households in East Renfrewshire, married or same-sex couple families (either with or without children) were the most common household type at 34%. This was followed by households with one person aged under 65 living alone or with one person aged 65 or over living alone. Lone parent families accounted for 10% of all households. ERC is higher than the Scottish average in households with married / civil partners with dependent children (21.1 %).

East Renfrewshire is one of the most ethnically and culturally diverse areas in Scotland, with significant Jewish and Muslim communities. The number of residents from an ethnic minority background in East Renfrewshire increased from 3,436 in 2001 to 5,363 in 2011, an increase of 56%. In 2011, ethnic minority residents accounted for 5.9% of East Renfrewshire's population compared to 4% in Scotland. The most prominent among minority ethnic groups in East Renfrewshire are Pakistani Scottish / British and Indian Scottish/British.

16.7% of East Renfrewshire's population self-report to have a long term health condition which has an impact upon their routine daily activities; this is slightly below levels experienced in all of Scotland – 19.6%. Barrhead is notable among East Renfrewshire's communities in that it experiences a higher level of limiting and long-term health conditions - 21.8%- compared to Scotland as a whole.

6.3 Competitors

6.3.1 Sports

21% of ERCL's earned income is through the Active Zone Gym Memberships. This amounts to £990,000 budgeted for 2017/18. Growing this successfully is critical to the success of the Trust.

In the sports and leisure sector, the gym market is currently divided into three segments:

- a) low-cost, with monthly membership fees below £20
- b) mid-market, with fees below £40 and
- c) premium.

There are a number of issues which threaten our competitiveness in the market. Some are illustrated in the recent survey of cancelled gym members.¹³

The market is extremely competitive. ERCL faces competition from direct and indirect competitors:-

- budget gym operators in our catchment area, poaching customers from mid-market operations such as ours¹⁴
- mid-market (private) operators in our catchment offering better cost and/or value propositions
- neighbouring public-sector operators (leisure trusts) enticing East Renfrewshire staff and public on the basis of cost and/or quality

Coached activities are less susceptible to direct competition, though local club activities, managed through the Sports Hubs Models to offer some potential competition.

Swimming lessons are primarily susceptible to competition from other local authority or leisure trust providers. Whilst locality / proximity are the main determinants in customer's choices, the repeated closure of pools for any period during swimming lesson blocks displaces customers to other providers. Whilst data is patchy it seems to support the idea that once lost, these customers stay with their new lesson providers for the duration of the child(ren)'s learning.

6.3.2 Community Facilities

Community Halls provide valuable meeting and social space for a wide variety of customers to gather, learn, play, socialise and celebrate family and "life" events. Community Halls become hubs providing shelter and information at times of emergency for local communities. The strength of community halls lies not only in their location at the heart of communities but in their versatility, multi- purpose space

¹³ ERCLT Gyms - Cancelled Memberships Survey, August-September 2015

¹⁴ Strategic insight reports such as "Oxygen Consulting" predict that National chains of low-cost, self-service gyms are set for accelerated growth in 2015/16 introducing new nationwide brands to the high street, bringing down monthly membership fees across the industry, grabbing market share and further squeezing established middle market gym providers. *2014 Review of the UK Health and Fitness Industry and Outlook for 2015* Ray Algar, Oxygen Consulting, 2015

that can be set to facilitate hundreds of activities reflecting the diversity of community and customer base. Despite the uniqueness of this service there is still external competition from various charitable and commercial operations e.g. church halls, pubs offering free social function space, coffee shops, and internally from ERCL libraries (this will be addressed as part of our letting policy review). It is hoped that future development in our bookings system will allow us to identify “last minute” availability to generate additional income at no additional cost.

The cost of hall hire for regular weekly bookings, commercial activity and social functions is at the upper end when benchmarked with similar providers and in order to sustain a continued increase in charges there would be a need to invest and raise the condition of halls across our portfolio. (This is not accommodated with core budgets.) Community and non-commercial bookings partially recover the cost. However in recent years, social function and commercial booking charges have been increased to move to full cost recovery/modest profit across the service as a whole.

In order to maximise income to ERCL consideration should be given to responding to specific demand made of us in the wedding and conference market. However, we are not currently able to offer a “full package” i.e. a package including catering and events planner (cited as the main reason for customers choosing other providers). This would need to be addressed as part of the Commercialisation Strategy.

There is currently no advertising budget associated with Community Halls and current demand matches current staffing levels. The Wedding income we generate from Eastwood House for example is generated from onward customer recommendation and our existing website. Currently we host around 40 weddings per year, down from around 5 times that number in the last decade.

6.3.3 Arts

Competitors in arts, heritage and theatre are out-with the area, although there is increasing interest from external organisations to develop offerings in our market as they see the scale of the untapped market and seek to build on previous successes.

6.3.3.1 Visual Arts

Classes have little competition in the area and there is scope for development, particularly across the region into many other venues and facilities. East Renfrewshire Council Departments and Health and Social Care Partnership (HSCP) have commissioned external artists for large scale projects recently, many of which have not involved ERCL. Therefore we require to raise our profile and partnerships potential by communicating our services and increasing reputation.

6.3.3.2 Performing Arts

Other than one national theatre company providing youth training within the area and two on bordering local authority areas, there is potential for developing youth theatre and educational links. Competition in programming comes from Glasgow based

theatres, although smarter programming and a better customer theatre experience could eliminate this competition.

There is a considerable market for dance, especially performance and rehearsal spaces with sprung floors, which is not provided for in the area.

6.3.3.3 Heritage

Other than some small occasional projects there is little competition and much opportunity, particularly for grant-funded projects. Demand for Heritage Services has in recent years outstripped the limited provision afforded by one part-time Heritage Office. This is being addressed.

6.3.4 Libraries

There is little direct competition for most library services, though more generally consumer habits and technology are bringing increased demands on library service to compete more effectively in the digital space:-

- Book lending in public libraries has dropped over 20% in 4 years
- 16% of us now have an e-reader, and sales of e-books are rising, as are e-book loans from libraries.
- Four in ten households have a tablet and a majority have smart phones.

There has been an explosion of Massive Open Online Courses (MOOCs) making access to knowledge within easy reach of everyone with a computer and broadband connection.

Some products or services will need to be phased out as technology and customer preferences change. DVD rental, for example, in the past has accounted for as much as 20% of libraries earned income, but this has halved in recent years and continues to fall.

6.3.4.1 Reader Development

This has been increasing competition in this area with other organisations looking at preventative approaches through literacy and literature. However, our infrastructure in libraries is well-developed, offering potential to increase our activity, mobilise better, and develop stronger partnerships.

6.4 Pricing

Across most of the ERCL's business pricing is towards the upper end of the range, and will need to be reviewed in 2016:-

- Sportscotland review of sports charging identifies pricing at ERCL Leisure Centres at the top end of charging scale.
- Pricing for arts development classes are at the higher end when compared to other local providers.

- Theatre charges have increased over the last 36 months with no impact on number of hires - demand continues to exceed capacity, in part due to the fact hire charges are still below benchmark venues.
- In Community Facilities charges are currently mid-to-high dependent on customer. Commercial and social function income is at the high end in comparison to competitors. The first of two price increases agreed by Council prior to the launch of the Trust was implemented in 2016 with a further scheduled for April 2017.

The review of our letting policy across ERCL is a complex project since many of the individual services have different and sometimes competing drivers. It has begun and will be completed in early 2017, followed by a review of our concession policy and the role of the All Access Card and the National Entitlement Card.

6.5 Product Development

A number of new products or programmes are planned for the forthcoming financial year together with a review of programming in venues to maximise the efficient use of spaces, reduce programming conflicts, and 'sweat' the available assets more effectively. These are detailed in the individual plans at Section 8 below. They include a number of new sports and arts classes and programmes, together with extensions to currently successful (paid-for) activities such as Gymnastics or Arts Classes. Pilots of projects aimed at current non-users or hard to reach audiences, such as the development of culturally sensitive BME swimming programmes, have the potential to grow audiences and income but also to widen participation in significant ways.

A new commercialisation strategy will look at ancillary income streams (some of which will be new) in addition to the more effective marketing and development of existing activities.

7.0 Financial Analysis

7.1 2015/16 Review

7.1.1 Financial Summary 2015/16

The Trust is pleased to report that we have operated at a surplus in our first period of trading allowing us to start building reserves in line with our reserves policy.

In summary, the financial position during 2015/16 is noted below:

	Unrestricted/ Restricted Fund	Restricted Funds	Total Fund
Total Income	6,318,921	281,055	6,599,974
Net movement in Funds	(2,097,071)	1,547	(2,095,525)
Actuarial Gains	2,118,000		2,118,000
Net movement in Funds (after retirement benefit scheme loss)	20,929	1,547	22,475

Funds held @ 31 March 2016:

	31 March 2016
Total Funds	22,475

The unrestricted surplus at the end of the year was £324,474 but the multi-employer defined benefit pension scheme is in deficit by £302,000 and therefore the net surplus is £22,475

Our first period of trading has helped us to meet our charitable aims and objectives. Our yearend financial position provides a sound platform from which we can continue to meet our commitments.

The principle funding sources are a combination of income generated through a level of sales, fees and charges for our charitable activities £3,000,451, as well as income from East Renfrewshire Council (Management Fee) £3,420,953 for our work in managing the Leisure, Library, Arts and Community facilities within the local area.

The principle sources of expenditure remain within staffing £4,429,976 with elements of spend on property £390,715, and Supplies and Services £646,824

The financial activity during the year within each of the charitable areas can be summarised:

	Income	Expenditure	Surplus/(Deficit)
Arts & Culture	96,916	138,608	(41,692)
Community Facilities	433,496	1,056,460	(622,964)
Libraries	279,376	1,555,203	(1,275,827)
Sports & Leisure	2,190,663	3,797,164	(1,606,501)

Other Grants	150,302		150,302
Management Fee	3,571,255		3,571,255
Total	6571706	6,547,435	24,271

7.2 Reserves Policy

During 2015/16 the Trust agreed to build reserves over the first three years to a level of £250,000 to enable the Trust to manage financial risk and help deliver the Trusts commitments. It was recognised that this was our initial target and would therefore be regularly monitored and reviewed annually by the Finance Audit and Risk committee.

Investment Policy

East Renfrewshire Council manage investments on behalf of the Trust, following their own organisational investment policy, primarily aimed at mitigating risk associated with safeguarding funds, ensuring liquidity of these funds and finally investment returns. As a result the policy aims to invest cash and cash-like investments up to a maximum level on acceptable counterparties. Activity is monitored regularly and the policy is reviewed annually.

Due to the limited current level of surplus funds any funds held by the trust are invested in an interest bearing account held with our bankers, the Clydesdale Bank.

Fixed assets

The trust has a maintenance lease agreement with East Renfrewshire Council for the use of the buildings and equipment linked with the charitable activities and as such these assets do not belong to the Trust.

7.3 Budget 2017/18 – to be agreed

8.0 Plans 2017-2020

The first year's business plan included a detailed operational plan organised by department or business units, with over 140 actions. This was a useful first exercise in capturing service team's aspirations and the corporate plans for the initial years.

This year the planning was re-orientated. For the first time inter-departmental and inter-disciplinary teams were brought together with a Senior Manager as Champion to review and re-cast the operational programmes, with a particular focus on change programmes, distinguished from day-to-day operations. They were drawn from across the organisation's staff groups at various levels to undertake a 'logic-modelling' approach, mapping the relationships between the resources, activities,

outputs and outcomes needed to deliver against our 5 strategic aims, with each strategic outcome shown with its' underlying intermediate and service-level outcomes, necessary actions, and indicators. (In the process it was agreed that whilst improved and stronger partnerships (Strategic Aim E) were an objective in themselves, they were more particularly a means to the successful realisation of the other strategic aims, so attention focussed on these.

These operational plans with their measures and noted champions are included as an appendix, together with the more detailed 'driver diagrams' from which the plans are drawn.

It was agreed that these planning groups would meet quarterly to review each of the driver diagrams and action plans, and their progress in delivering the strategic outcomes.

9 Key Performance Measures

9.1 Reporting

A framework for reporting was laid out in the Transfer Agreement that addressed the co-dependent nature of many of the issues around service delivery: buildings maintenance, investment, support services, operational management etc.

- *The Council shall provide to the Company at regular intervals (as a minimum on a monthly basis), and when reasonably requested by the Company, reports containing management information, current levels of expenditure, available budget, potential target areas for works at the Facilities and any other information reasonably requested by the Company.*
- *At the end of each Financial Year the Council shall seek feedback from the Company, which shall include feedback from the Company's individual building managers on the Council's and/or PATS' performance. The Company shall provide feedback and comments within one calendar month of the end of each Financial Year.*
- *Following receipt of the Company's comments and feedback the Parties shall arrange to meet within a reasonable period of time undertake a consultation and review process to identify improvements to be made in delivery of the services outlined in Clause 11.10.*

- *On an annual basis the Council shall provide a report to the Company setting out in sufficient detail the proportion of the budget that is allocated to service contracts, measured term contracts and the amount that is available for spend on planned or reactive maintenance at the Facilities.*

These Performance Reports will comprise reports against a suite of performance indicators, including those required by the Scottish Government; those required by the Council; and those required by the ERCL Executive and Board.

9.1.1 Non Statutory Performance Reporting

East Renfrewshire Culture & Leisure will report on, or develop systems for reporting on, the following non statutory performance indicators on a quarterly basis (unless otherwise stated):

Absence:-

The average number of days lost due to staff absence during the year, per employee and as a total number of days lost.

Customer Comments:-

- The total number of comments received, also expressed per 1000 population.
- The total number of complaints received, also expressed per 1000 population

Targeted Participation:-

We will also report on the percentage usage rates of key equality groups, and a methodology for doing this will be developed in concert with ERC.

Health and Safety:-

We will provide an annual Health and Safety report, with a mid-year interim report, detailing the number of reportable injuries; the number of serious reportable injuries, also expressed as a Reportable Injury Rate per 1000.

Performance Indicators

The Performance Indicators for the Trust as a whole relate to statutory, non-statutory, industry bench-marking or funding partner requirements, and can differ between service areas due to the nature of the services, and the reporting standards or conventions in different sectors. Many have evolved over time to allow national benchmarking, for example. For each of ERCL's service areas they are as follows:

9.2 Libraries

Section	Libraries
Aims	<ul style="list-style-type: none"> • To provide a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand • To provide access to information and promote and support digital inclusion • To promote social well-being by providing space, resources and activities for the community • To promote culture and creativity and increase cultural engagement through a program of events and activities • To promote economic wellbeing by supporting customers through 'digital by default' and Universal Credit
Indicators	<ul style="list-style-type: none"> • Number of Active Borrowers per 1,000 population • Number of Active Borrowers aged 8 or under per 1,000 population • Number of physical visits per 1,000 population • Number of virtual visits per 1,000 population • Cost per Visitor • Total library issues per 1,000 population • Total PC sessions (including Wi-Fi) per 1,000 population • Total additions to stock per 1,000 population • Total expenditure on stock per 1,000 population • Fines and Hires income • Number of events and attendees • Total enquiries per 1,000 population • Average time for supply of requests • Summer reading challenge participants • Bookbug participants • Number of adult learning sessions • Number of adult learners

9.3 Arts, Culture & Heritage

Section	Cultural Development
Aims	<ul style="list-style-type: none"> • To develop a new team comprising of arts, heritage and reader development focusing on hubs, venues and outreach. • To identify, build and provide a range of activities that meet local demand • To provide a range of activities and tools to understand the outcomes of participation on people and places • To provide equity and access to cultural opportunities for the people of East Renfrewshire • Provide targeted preventative programmes • Provide enjoyable leisure activities
Indicators	<ul style="list-style-type: none"> • Cost per visit across arts facilities • Attendance all arts venues / activities • Percentage of users rate the theatre as v good / good • No. of attendances per 1000 population at Eastwood Park Theatre • Number of visits to www.ercultureandleisure.com • Total staff cost as % total cost • Cultural revenue and grant funds applied for (number / value £) • Cultural revenue and grant funds secured (number / value £) • Class and theatre retention rates increased • Theatre and arts class attendances increased

9.4 Sports Development

Section	Sports Development
Aims	<ul style="list-style-type: none"> • To provide a range of activities within facilities that meet local demand • To provide a range of activities that meet the sporting, play, social and educational aspirations of individuals, organisations and communities • To provide access to sports opportunities for the people of East Renfrewshire • Support the delivery of a balanced and wide-ranging extra-curricular programme of sports activities within schools • Provide education, training and leadership opportunities for coaches, volunteers and officials • Support the development of local sports clubs and pathways
Indicators	<ul style="list-style-type: none"> • Gym Membership per 1,000 population • Gym membership retention rates • Gym membership revenue • Active Zone membership numbers • Active Zone retention rates • Fitness Class attendances • Fitness Class revenue • Swimming lesson attendances • Swimming lesson revenue • Community Sports coaching class attendance • Coach Education attendances

	<ul style="list-style-type: none"> • Community Sports Hub club membership numbers • Sports Hall Attendance • Sports Hall usage • %age of the ER adult population participating in any sporting activity including walking. • The number of pupils participating in sports leadership programmes • The number of pupils participating the extra-curricular clubs • Holiday Programme Participation per 1,000 population • %age of free placed pupils participating in our Holiday Activity Camps • The number of sports participant sessions • The number of sports activity sessions • The number of volunteers delivering sports activities • Total staff cost as % total cost • Percentage of users rate the service as v good / good
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9.5 Venues

Section	Venues
Aims	<ul style="list-style-type: none"> • To manage and maintain a range of community venues including sports, theatre and educational facilities • To provide a range of activities within facilities that meet local demand
Indicators	<ul style="list-style-type: none"> • Venue attendance • Venue Revenue • Cost per visit • Attendance at Indoor sport & leisure facilities (excluding pools) per 1000 population • Percentage of users rate the service as v good / good • Swimming Pool attendance Eastwood Park Leisure Centre, Neilston, The Foundry & Eastwood High School • Sports Hall Attendance per 1000 of population • Sports Hall usage • Total staff cost as % total Operational costs

9.6 Community Halls and School Letting

Section	Community Halls and School Letting
Aims	<ul style="list-style-type: none"> • To provide warm, welcoming facilities to groups, individuals and communities to come together and undertake activities that enrich their lives and contribute to their wellbeing • To provide facilities that support the aims and objective of services being delivered by the ERCL • To provide facilities that allow the ERCL to generate income
Indicators	<ul style="list-style-type: none"> • Percentage of customers very satisfied/satisfied with Community Facilities • %age of booking enquiries responded to within 3 working days • % of halls/schools accessible at booked times • % of customers who think charges represent "good value" • Total number of booking forms processed per annum • Total number of visitors to halls • Total number of visitors to schools • % usage rates of key equalities groups using halls(BME, disabled, Older people) • % usage rates of key equalities groups using schools(BME, disabled, Older people) • Value of debt over 90 days in current financial year • Income • Total staff cost as % total Operational costs

10 Risks

A detailed Risk Register is presented to the Board on a 6 monthly basis. Following consideration by the Finance, Audit and Risk Committee, and abstract highlighting the top five risks at any given point is considered by the Board. However, some key risks are worth highlighting here.

10.1 Budget

There is a need to realign the budgets to the operational reality of key areas. In terms of income this is particularly in relation to Sports and Libraries. Some assumptions made by the Council at the point of the establishment of the Trust in the creation of income targets in particular have been found to be unrealistic in the light of known actual past performance. These are being reviewed and discussed with the Council.

10.2 Vision and Ambition for ERCL

A single agreed ambition or vision for ERCL needs to be articulated and agreed by and with ERCL and ERC and its constituent departments. This will inform new developments - both capital and revenue by ERCL and ERC.

10.3 Property and Maintenance

The ability of ERC to maintain the ERCL operated buildings is a key area of concern closures – especially in relation to the sports centres – immediately impacting upon ERCL bottom line.

Anticipated closures to the Foundry and Neilston in the coming period(s), and the likelihood of closures to Eastwood Park, are the areas of most concern.

10.3 SLAs

A number of key support services are provided to ERCL by ERC under Service Level Agreements. These are currently being revised but it has been recognised that internal customer service with attendance KPIs and mechanisms for service improvement, are a major developmental need across ERC generally and not just in relation to the services delivered to ERCL.

STRATEGIC OUTCOME: A/ WE DELIVER OUR SERVICES AND PRODUCTS THROUGH A FINANCIALLY SUSTAINABLE BUSINESS MODEL.																
Intermediate Outcome: 1/ We create greater financial independence through sound business decisions.																
Intermediate Outcome: 1/ We use our assets creatively and effectively to develop successful new products and services.																
Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)											
					2017/18				2018/19				2019/20			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A-1.1.1	Create a development framework for planning and introducing new products and services.	Chief Executive	Marketing Officer			✓										
A-1.1.2	Undertake an evaluation of existing marketing activity	Chief Executive	Marketing Officer			✓										
A-1.1.3	Develop a Commercialisation and Ancillary Income Strategy	Chief Executive	Director of Finance	Accountancy ERC Legal			✓									
A-1.1.4	Undertake an evaluation of services and operations at Eastwood House to maximise financial return	Community Facilities	Business Support Manager			✓										
A-1.1.5	Implement the revised Letting Policy covering all lettable spaces managed by ERCL	Community Facilities	Business Support Manager		✓											

STRATEGIC OUTCOME: A/ WE DELIVER OUR SERVICES AND PRODUCTS THROUGH A FINANCIALLY SUSTAINABLE BUSINESS MODEL.																
Intermediate Outcome: 1/ We create greater financial independence through sound business decisions.																
Intermediate Outcome: 2/ We have a clear understanding of the cost of delivering services and use this to develop more cost effective ways of operating.																
Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)											
					2017/18				2018/19				2019/20			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A-1.2.1	Complete the identification of the true costs of individual business units.	Chief Exec	Director of Finance	ERC Accountancy						✓						
A-1.2.2	Develop and implement a project planning framework across all Services.	Chief Exec	Performance & Quality Officer					✓								
A-1.2.3	Support the development of a national procurement framework for E-book provision to reduce costs.	Library & Information Services	Library & Information Services Manager	Scotland Excel / Aberdeen City Council			✓									
A-1.2.4	Work with a national consortium of library services to jointly renegotiate the contract with the library management system supplier	Library & Information Services	Library & Information Services Manager	ERC IT Services / Scottish LMS consortium								✓				
A-1.2.5	Community Facilities and Cultural Services will undertake a joint exercise to maximise cost effectiveness of facility bookings.	Community Facilities Cultural	Business Support Manager					✓								
A-1.2.6	Conduct an evaluation of the management arrangements for all of our facilities.	All	Chief Executive					✓								
A-1.2.7	Across our Services, optimise business processes following on from the 2016/17 process mapping exercise.	All	Director of Finance / Business Support Manager						✓							
A-1.2.8	Conduct a costing exercise in partnership with ERC on our 5 key Service Level Agreement areas, beginning with defining the standards required to run our business and leading to an understanding of the true costs involved.	Chief Executive	Director of Finance	ERC Accountancy ERC Education				✓								
A-1.2.9	Create an Asset Management Plan covering all facilities operated by ERCL.	Community Facilities/ Venues/ Library &	Venues Development Manager	ERC Property & Technical Services	✓											
A-1.2.10	Revise the format of periodic Service Level Agreement reviews to include a report on the volume of services used by ERCL	Chief Executive	Director of Finance	ERC Accountancy		✓										

STRATEGIC OUTCOME: A/ WE DELIVER OUR SERVICES AND PRODUCTS THROUGH A FINANCIALLY SUSTAINABLE BUSINESS MODEL.

Intermediate Outcome: 1/ We create greater financial independence through sound business decisions.

Intermediate Outcome: 3/ Our staff hold a shared accountability for the financial success and stability of our organisation.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
A-1.3.1	In conjunction with Service staff, review and improve the processes for managing the Library Resource Budget.	Library & Information Services	Library & Information Services Manager		✓												
A-1.3.2	Implement systems to monitor ongoing revenue and expenditure associated with performance at Eastwood Park Theatre.	Cultural Services Venues	Performance & Quality Officer	ERC Accountancy				✓									

STRATEGIC OUTCOME: A/ WE DELIVER OUR SERVICES AND PRODUCTS THROUGH A FINANCIALLY SUSTAINABLE BUSINESS MODEL.

Intermediate Outcome: 2/ Our Board and Senior Management Team provide responsible, capable and proactive leadership.

Intermediate Outcome: 1/ Our Board and Senior Management Team have an appropriate mix of skills and experience to support the long-term viability of our organisation.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
A-2.1.1	Review and revise the Senior Management Team structure in line with the needs of the organisation.	All	Chief Executive	ERC Human Resources				✓									
A-2.1.2	Review and update the Board training and development plan for 2017/18 following on from the self evaluation exercise in	Board	Board & Chief Executive		✓												

STRATEGIC OUTCOME: A/ WE DELIVER OUR SERVICES AND PRODUCTS THROUGH A FINANCIALLY SUSTAINABLE BUSINESS MODEL.

Intermediate Outcome: 2/ Our Board and Senior Management Team provide responsible, capable and proactive leadership.

Intermediate Outcome: 2/ Our Board and Senior Management Team have a clear understanding of key political, social, financial and environmental issues affecting the organisation.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
A-2.2.1	Arrange for ongoing and timely briefing of ERC Convenors aligned to the meeting schedule for COSLA working groups.	Senior Management Team	Chief Executive		✓												
A-2.2.2	Develop a strategy for public libraries in East Renfrewshire.	Library & Information Services	Library & Information Services Manager							✓							

STRATEGIC OUTCOME: A/ WE DELIVER OUR SERVICES AND PRODUCTS THROUGH A FINANCIALLY SUSTAINABLE BUSINESS MODEL.																
Intermediate Outcome: 2/ Our Board and Senior Management Team provide responsible, capable and proactive leadership.																
Intermediate Outcome: 3/ Our Board and Senior Management Team work together to set the tone for the organisation in terms of leadership, ethos and overall direction.																
Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)											
					2017/18				2018/19				2019/20			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A-2.3.1	Develop and implement a schedule of Board & Senior Management planning "away days".	Board & Senior Management Team	Chief Executive		✓											
STRATEGIC OUTCOME: A/ WE DELIVER OUR SERVICES AND PRODUCTS THROUGH A FINANCIALLY SUSTAINABLE BUSINESS MODEL.																
Intermediate Outcome: 2/ Our Board and Senior Management Team provide responsible, capable and proactive leadership.																
Intermediate Outcome: 4/ Robust and sound governance arrangements are in place to ensure the overall effectiveness of the organisation and achievement of key outcomes.																
Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)											
					2017/18				2018/19				2019/20			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A-2.4.1	Develop a training package to support the roll out of our Health & Safety Policy, including updated Normal Operating Procedures and Emergency Action Plans.	All	Venues Development Manager	ERC Corporate Health & Safety			✓									
A-2.4.2	Develop and implement a Policy for Protection of Vulnerable Groups.	All	Business Support Manager	ERC HSCP	✓											
A-2.4.3	Develop and implement an Acceptable Behaviour Policy to protect our staff and manage the behaviour of a minority of customers.	All	Venues Development Manager	ERC Corporate Health & Safety	✓											
A-2.4.4	Update systems and procedures across ERCL to ensure Payment Card Industry compliance in partnership with ERC. Implement annual Payment Card Industry compliance	All	Director of Finance	ERC IT Services		✓										
A-2.4.5	Develop a Green Policy to ensure environmentally sustainable operations.	All	Venues Development Manager	ERC Environment								✓				

STRATEGIC OUTCOME: B/ A SOUND AND COMPREHENSIVE UNDERSTANDING OF THE COMMUNITY'S NEEDS, ASPIRATIONS AND PREFERENCES ENSURES THAT OUR SERVICES

Intermediate Outcome: 1/ Service development and delivery is informed by regularly and consistently gathered market research.

Intermediate Outcome: 1/ We maintain an up to date awareness and understanding of new developments in customer service and the culture and leisure industry.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)											
					2017/18				2018/19				2019/20			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
B-1.1.1	Become full participants in the Local Government Benchmarking Framework groups for Libraries and Sports Facilities.	Library & Information Services	Library & Information Services Manager/ Venues Development Manager	Improvement Service SLIC		✓										
B-1.1.2	Community Facilities will look to formalise benchmarking arrangements with similar organisations.	Community Facilities	Business Support Manager					✓								

STRATEGIC OUTCOME: B/ A SOUND AND COMPREHENSIVE UNDERSTANDING OF THE COMMUNITY'S NEEDS, ASPIRATIONS AND PREFERENCES ENSURES THAT OUR SERVICES

Intermediate Outcome: 1/ Service development and delivery is informed by regularly and consistently gathered market research.

Intermediate Outcome: 2/ An up to date and effective performance management framework tracks service uptake and customer usage patterns.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)											
					2017/18				2018/19				2019/20			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
B-1.2.1	Develop our capacity to understand customer behaviour through a review and relaunch of the ALL Access Card system or the creation of other mechanisms to achieve the same result.	Chief Executive	Performance & Quality Officer / Marketing Officer					✓								
B-1.2.2	Undertake a review of the MRM+2 system in preparation for updating the configuration of the system to allow for more effective performance reporting.	Chief Executive							✓							
B-1.2.3	Improve gym member retention by introducing The Retention Package software in all gym facilities.	Sports Development	Sports Strategy & Development Manager	ERC IT Services			✓									
B-1.2.4	Review Community Facilities' gathering and use of performance management data. Upgrade systems to make them easier to use.	Community Facilities	Business Support Manager/ Performance &			✓										
B-1.2.5	Train key staff across all Services in use of an appropriate evaluation framework (HGIOCS2, HGIOPLS, etc.) and provide them with the opportunity to experience evaluating service provision.	All	Performance & Quality Officer	VOCAL, Education Scotland						✓						

STRATEGIC OUTCOME: B/ A SOUND AND COMPREHENSIVE UNDERSTANDING OF THE COMMUNITY'S NEEDS, ASPIRATIONS AND PREFERENCES ENSURES THAT OUR SERVICE

Intermediate Outcome: 1/ Service development and delivery is informed by regularly and consistently gathered market research.

Intermediate Outcome: 4/ We use an appropriate range of tools and approaches to ensure that our understanding of our community is comprehensive and accurate.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
B-1.4.1	Libraries & Information Services will re-run their bi-annual customer survey for adults, children and young people. Introduce collection of learner feedback on ICT / digital learning.	Library & Information Services	Performance & Quality Officer / Library & Information Services Manager				✓									✓	
B-1.4.2	Undertake a community-wide study to identify elements of our community not engaged with our Services.	All	Performance & Quality Officer							✓							
B-1.4.3	Revise the approach to gathering performance information in Cultural Development to include more information on the impact of services.	Cultural Development	Performance & Quality Officer / Cultural Development Team Leader		✓												
B-1.4.4	Evaluate and update the annual and ongoing customer feedback surveys in Community Facilities, in particular to gain a better understanding of the impact on users and communities.	Community Facilities	Performance & Quality Officer / Business Support Manager			✓											
B-1.4.5	Evaluate our Customer Comments system to ensure compliance with the Scottish Public Service Ombudsman's requirements and that information is driving improvements.	Chief Executive	Performance & Quality Officer / Business Support Manager		✓												

STRATEGIC OUTCOME: B/ A SOUND AND COMPREHENSIVE UNDERSTANDING OF THE COMMUNITY'S NEEDS, ASPIRATIONS AND PREFERENCES ENSURES THAT OUR SERVICE

Intermediate Outcome: 2/ Service quality is high and consistently meets or exceeds customer expectations.

Intermediate Outcome: 1/ Customers are able to influence the design and delivery of services.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)													
					2017/18				2018/19				2019/20					
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
B-2.1.1	Develop systems for reporting back to customers and other stakeholders on the impact of their feedback using our website, social media, annual reports and other methods.	Chief Executive	Digital Communications Officer/ Performance & Quality Officer		✓													

STRATEGIC OUTCOME: B/ A SOUND AND COMPREHENSIVE UNDERSTANDING OF THE COMMUNITY'S NEEDS, ASPIRATIONS AND PREFERENCES ENSURES THAT OUR SERVICE

Intermediate Outcome: 2/ Service quality is high and consistently meets or exceeds customer expectations.

Intermediate Outcome: 2/ Quality standards for Services have been developed and implemented and are actively monitored.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)													
					2017/18				2018/19				2019/20					
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
B-2.2.1	Develop an ERCL wide Customer Charter spelling out the level of service customers can expect, supported by a communications campaign to maximise awareness.	Chief Executive	Performance & Quality Officer/ Marketing Officer					✓										
B-2.2.2	Develop cross-service teams to monitor and evaluate performance against quality standards across our organisation.	Chief Executive	Performance & Quality Officer				✓											
B-2.2.3	Support all staff to undertake training in a customer service package over 3 years.	Chief Executive	Performance & Quality Officer															✓
B-2.2.4	Libraries and Information Services will renew its Customer Service Excellence accreditation (17/18 Q1). Venues will gain Customer Service Excellence (17/18 Q4).	Library & Information Services Venues	Library & Information Services Manager Venues Development Manager		✓			✓										
B-2.2.6	Within Venues, explore the use of Leisure Shield software to monitor quality standards.	Venues	Venues Development Manager			✓												

STRATEGIC OUTCOME: B/ A SOUND AND COMPREHENSIVE UNDERSTANDING OF THE COMMUNITY'S NEEDS, ASPIRATIONS AND PREFERENCES ENSURES THAT OUR SERVICE

Intermediate Outcome: 2/ Service quality is high and consistently meets or exceeds customer expectations.

Intermediate Outcome: 3/ The community and our partners recognise our brand and associate it with high quality and value for money.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
B-2.3.1	Develop an overall marketing strategy for ERCL.	Chief Executive	Marketing Officer			✓											
B-2.3.2	Review and market test our pricing structures.	Chief Executive	Marketing Officer		✓												

STRATEGIC OUTCOME: C/ EVERYTHING WE DO IS DELIVERED BY AN INSPIRED, SKILLED AND MOTIVATED TEAM.

Intermediate Outcome: 1/ Our team has the capacity and skills to deliver our strategic aims.

Intermediate Outcome: 1/ Teams are planned to ensure that we have the right resources in the right places.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
C-1.1.1	Deliver the recommendations from the Business Support Review.	All	Business Support Manager							✓							
C-1.1.2	Develop our ability to gather and interpret customer usage data to improve staff scheduling.	Venues	Venues Development Manager			✓											
C-1.1.3	Undertake a training needs analysis across our organisation. Explore options for managing training requirements across ERCL, including current ERC systems or other database solutions.	All	Sports Strategy & Development Manager							✓							

STRATEGIC OUTCOME: C/ EVERYTHING WE DO IS DELIVERED BY AN INSPIRED, SKILLED AND MOTIVATED TEAM.

Intermediate Outcome: 1/ Our team has the capacity and skills to deliver our strategic aims.

Intermediate Outcome: 2/ Peoples' skills and potential are maximised.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
C-1.2.1	Develop and implement a training programme to increase the ability of front line staff to cross-sell, introducing customers to opportunities in other Services which may interest them.	All	Library & Information Services Manager							✓							
C-1.2.2	Explore the idea of a "skills bank" of staff's out-of-work expertise which they may be willing to share to improve the organisation.	All	Business Support Manager									✓					

STRATEGIC OUTCOME: C/ EVERYTHING WE DO IS DELIVERED BY AN INSPIRED, SKILLED AND MOTIVATED TEAM.

Intermediate Outcome: 1/ Our team has the capacity and skills to deliver our strategic aims.

Intermediate Outcome: 3/ Staff are active partners in their own personal development, identifying skills gaps and opportunities for improvement, and engaging positively in training.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
C-1.3.1	Map out existing potential pathways for career progression and review these regularly with staff as part of the Performance Appraisal process.	All	Chief Executive / Performance & Quality Officer					✓									
C-1.3.2	Develop and implement a mentoring scheme to support staff development where appropriate, drawing on resources such as our Board, Senior Management Team and partners.	All	Chief Executive					✓									
C-1.3.3	Library and Information Services will facilitate ERCL wide staff training opportunities linked to the Training New Technologies (Moodles) project.	Library & Information Services	Library & Information Services Manager	Scottish Libraries Information Council		✓											
C-1.3.4	Explore the interest in and feasibility of developing a corporate volunteering scheme.	All	Sports Strategy & Development Manager			✓											

STRATEGIC OUTCOME: C/ EVERYTHING WE DO IS DELIVERED BY AN INSPIRED, SKILLED AND MOTIVATED TEAM.

Intermediate Outcome: 2/ Our team is creative, motivated and empowered.

Intermediate Outcome: 1/ Everyone understands and is committed to our values, and moves together to create a stronger East Renfrewshire Culture and Leisure.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
C-2.1.1	Develop and implement an internal communications plan to ensure that key messages are delivered to all levels of our organisation.	All	Digital Communications Officer		✓												
C-2.1.2	Create cross-service teams to develop ideas for implementing each of the 5 Values	All	Chief Executive		✓												

STRATEGIC OUTCOME: C/ EVERYTHING WE DO IS DELIVERED BY AN INSPIRED, SKILLED AND MOTIVATED TEAM.

Intermediate Outcome: 2/ Our team is creative, motivated and empowered.

Intermediate Outcome: 2/ Staff are encouraged to use their understanding, experience and input to further the development of the organisation.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
C-2.2.1	Develop cross-service teams meeting quarterly to evaluate progress on achieving our Strategic Outcomes and to contribute more widely to the Business Planning process.	Chief Executive	Chief Executive / Performance & Quality Officer		✓												

STRATEGIC OUTCOME: C/ EVERYTHING WE DO IS DELIVERED BY AN INSPIRED, SKILLED AND MOTIVATED TEAM.

Intermediate Outcome: 2/ Our team is creative, motivated and empowered.

Intermediate Outcome: 3/ Staff feel supported and valued in a culture where dedication and achievement are recognised and successes are celebrated.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
C-2.3.1	Undertake a staff wellbeing and engagement survey	Chief Executive	Performance & Quality Officer	ERC Human Resources			✓										

STRATEGIC OUTCOME: C/ EVERYTHING WE DO IS DELIVERED BY AN INSPIRED, SKILLED AND MOTIVATED TEAM.

Intermediate Outcome: 3/ An equalities culture is embedded in which a diversity of cultures, abilities and viewpoints are valued and reflected in our work.

Intermediate Outcome: 1/ Our organisation reflects the diversity of the community we serve. 2/ There is a shared ethos of mutual respect and tolerance.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
C-2.1.1	Undertake a staff equalities survey	Chief Executive	Performance & Quality Officer		✓												
C-2.1.2	Develop a Diversity Action Plan base on National guidance and tested annually against the Staff Equalities Survey	Chief Executive	Performance & Quality Officer					✓									

STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.**Intermediate Outcome: 1/ People in our communities improve their well-being, fitness and health through opportunities to participate in culture and sport activities.**

Intermediate Outcome: 1/ Planning and development of our services is outcome focused and based on an understanding of our community's needs and preferences.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
D-1.1.1	Audit the Library Resource Budget to align spending more closely with community needs and Service priorities.	Library & Information Services	Library & Information Services Manager		✓												
D-1.1.2	Redesign the online Library catalogue.	Library & Information Services	Library & Information Services Manager	Capita			✓										
D-1.1.3	Develop and pilot creative writing and children's crafts sessions linked to reading.	Library & Information Services	Library & Information Services Manager				✓										
D-1.1.4	Trial new Library programmes for young people on digital inclusion theme (Coding Clubs, 3D Printing, etc.)	Library & Information Services	Library & Information Services Manager		✓												
D-1.1.5	Review the new gym facilities in Neilston Leisure Centre and Eastwood High School Sports Centre and a new Spin studio at Barrhead Foundry.	Sports Development	Sports Strategy & Development Manager					✓									
D-1.1.6	Introduce a Personal Training option for all gym facilities in response to customer interest.	Sports Development	Sports Strategy & Development Manager			✓											
D-1.1.7	Refurbish the gym changing room and shower facilities in Barrhead Foundry.	Venues	Venues Development Manager				✓										
D-1.1.8	Pool refurbishment at Barrhead Foundry?	Venues	Venues Development Manager				✓										
D-1.1.9	Plan for the development of a new sports facility in Newton Mearns.	Venues	Venues Development Manager		✓												
D-1.1.10	Implement the master planning for Eastwood Park and its refurbishment (17/18). Complete project (19/20)	Venues	Venues Development Manager		✓												✓

STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.																
Intermediate Outcome: 1/ People in our communities improve their well-being, fitness and health through opportunities to participate in culture and sport activities.																
Intermediate Outcome: 2/ A strong and confident independent sector delivers a wide range of opportunities to participate in culture and sport activities.																
Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)											
					2017/18				2018/19				2019/20			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
D-1.2.1	Develop and launch a new Community Sport Hub in Neilston.	Sports Development	Sports Strategy & Development Manager	SportScotland		✓										
D-1.2.2	Develop the overall programme at Eastwood Park Theatre to achieve an optimum balance between community presentations and professional programming.	Venues Cultural Development	Cultural Development Team Leader	THUGs					✓							
D-1.2.3	Develop customer surveys and regular focus groups to obtain feedback from leisure centre hirers to drive improvements.	Venues	Venues Development Manager				✓									
D-1.2.4	Support the roll out of the Accreditation Scheme for members of Community Sport Hubs.	Sports Development	Sports Strategy & Development Manager	SportScotland								✓				

STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.

Intermediate Outcome: 2/ People have an enhanced sense of community through participation in community-focused initiatives.

Intermediate Outcome: 1/ People contribute to their communities and are able to identify and influence the development of priorities affecting them.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
D-2.1.1	Implement the Community Conversations initiative in Libraries in partnership with the HSCP	Library & Information Services	Library & Information Services Manager	HSCP			✓										
D-2.1.2	Develop liaison arrangements between ERCL and Community Councils	Chief Executive	Performance & Quality Officer	Community Councils	✓												

STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.

Intermediate Outcome: 2/ People have an enhanced sense of community through participation in community-focused initiatives.

Intermediate Outcome: 2/ Communities understand their strengths and challenges. They have a stronger sense of identity and are increasingly valued by their members.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
D-2.2.1	Work with ERC Environment to further the community arts input to Barrhead Waterworks Park project.	Cultural Development	Cultural Development Team Leader	ERC Environment				✓									
D-2.2.2	Evaluate sports volunteer recognition in consultation with community groups to agree the most appropriate approach	Sports Development	Sports Strategy & Development Manager / Performance & Quality Officer	Community Sports Groups				✓									



STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.																
Intermediate Outcome: 2/ People have an enhanced sense of community through participation in community-focused initiatives.																
Intermediate Outcome: 3/ People in our communities form and enhance bonds and partnerships with each other through opportunities to meet, learn and work together.																
Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)											
					2017/18				2018/19				2019/20			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
D-2.3.1	Manage the redevelopment of Thorntree Hall.	Community Facilities Library &	Library & Information Services Manager	ERC Environment				✓								
D-2.3.2	Work in partnership with ERC Education to progress the joint campus centre proposal in Neilston.	All	Chief Executive	ERC Environment ERC Education						✓						

STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.

Intermediate Outcome: 3/ All people in our community - in particular those from underrepresented or disadvantaged communities - are able to access culture and sport opportunities easily and are motivated to take part.

Intermediate Outcome: 1/ People have an understanding of the benefits of participation. They are aware of the opportunities available to them and are motivated to take part.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)													
					2017/18				2018/19				2019/20					
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
D-3.1.1	Develop our capacity for digital communication with customers through our management systems such as Spektrix, MRM and the Library Management System.	All	Digital Communications Officer				✓											

STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.

Intermediate Outcome: 3/ All people in our community - in particular those from underrepresented or disadvantaged communities - are able to access culture and sport opportunities easily and are motivated to take part.

Intermediate Outcome: 2/ People are inspired and supported to identify opportunities, aims and ambitions and to work towards these.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)													
					2017/18				2018/19				2019/20					
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
D-3.2.1	Evaluate the outcome of the "Every Child a Library Member" pilot and if successful roll out across other libraries.	Library & Information Services	Library & Information Services Manager	Scottish Libraries Information Council	✓													
D-3.2.2	Develop and implement an ERC inter schools sports competition framework and intra school sports events in partnership with ERC Education.	Sports Development	Sports Strategy & Development Manager	ERC Education	✓													
D-3.2.3	Develop a more mentoring approach to Sports volunteer development to enhance the level of feedback to participants.	Sports Development	Sports Strategy & Development Manager			✓												
D-3.2.4	Support all ERC schools to register for the Schools Sports Award scheme.	Sports Development	Sports Strategy & Development Manager	ERC Education			✓											
D-3.2.5	Support all ERC primary schools to register for and participate in the First Minister's Reading Challenge.	Library & Information Services	Library & Information Services Manager			✓												

STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.																
Intermediate Outcome: 3/ All people in our community - in particular those from underrepresented or disadvantaged communities - are able to access culture and sport opportunities easily and are motivated to take part.																
Intermediate Outcome: 3/ Sectors of our community which are underrepresented in our customer base have been identified. Their needs and their barriers to participation are understood.																
Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)											
					2017/18				2018/19				2019/20			
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
D-3.3.1	Pilot the delivery of an integrated "Stay Active" programme in Clarkston Halls.	All	Sports Strategy & Development Manager		✓											
D-3.3.2	Develop an integrated approach to health promotion and activities to reduce health inequalities in partnership with the HSCP	Sports Development	Sports Strategy & Development Manager	HSCP				✓								
D-3.3.3	Develop an integrated programme to help close the attainment gap for disadvantaged young people in partnership with ERC Education.	Sports Development	Sports Strategy & Development Manager	ERC Education			✓									
D-3.3.4	Develop and offer programmes reaching out to excluded groups, including Carers' Reading Groups and a Peer Mentoring project with Renfrewshire Area Mental Health.	Library & Information Services	Library & Information Services Manager	RAMH	✓											
D-3.3.5	Review and update our programme of ICT / Digital skills learning opportunities to improve digital inclusion, employability and confidence.	Library & Information Services	Library & Information Services Manager	ERC Education (Adult Learning)				✓								
D-3.3.6	Cultural Development will develop initiatives to improve participation and outcomes for underrepresented groups.	Cultural Development	Cultural Development Team Leader				✓									
D-3.3.7	Pilot the "Open Plus" library access arrangements in Clarkston Library, and if successful, submit a subsequent CPA bid.	Library & Information Services	Library & Information Services Manager	ERC IT / Bibliotheca		✓										
D-3.3.8	Evaluate and improve arrangements for people with support needs accessing our Services.	All	Cultural Development Team Leader				✓									
D-3.3.9	In partnership with the local community, undertake a feasibility study for redeveloping leisure facilities and services in Dunterlie	Sports Development	Sports Strategy & Development Manager	Community Planning Partnership / Local Community				✓								

STRATEGIC OUTCOME: D/ MEMBERS OF OUR COMMUNITY LEAD HEALTHY AND FULFILLING LIVES.

Intermediate Outcome: 3/ All people in our community - in particular those from underrepresented or disadvantaged communities - are able to access culture and sport opportunities easily and are motivated to take part.

Intermediate Outcome: 4/ Processes for accessing culture and sport services are easy to understand, convenient and efficient.

Ref. No.	Action	Services	Management / Lead Staff	Key Partners	Timescale (Completion by)												
					2017/18				2018/19				2019/20				
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
D-3.4.1	Review how we support the community to use IT to access our services and implement a Digital Strategy.	Library & Information Services	Library & Information Services Manager			✓											
D-3.4.2	In consultation with customers, investigate options to improve fee payment processes for Swimming Development.	Sports Development	Sports Strategy & Development Manager					✓									
D-3.4.3	Refresh the self service hardware in Libraries	Library & Information Services	Library & Information Services Manager	Procurement / Bibliotheca			✓				✓					✓	



Appendices

1. Budget and Notes
2. Action Plans, 2017-20
3. Strategic Driver Diagrams
4. Reserves Policy

Glossary

All Access Card	East Renfrewshire Culture and Leisure's existing concessions scheme
Avoidable Contact	any contact with a customer that takes up the time and resources of both customer and Trust and could be avoided because they are seeking unnecessary clarification; it has arisen out of poor signposting or contact information; customers are being repeatedly asked for the same information by the same or different departments; it is a repeat contact due to the premature closure of an earlier contact; they are chasing progress in relation to a previous contact.
BME	Black Minority Ethnic
Book Week Scotland	a weekly celebration of books and reading run by national charity the Scottish Book Trust
Channel Shift	the creation and/or utilisation of the most effective and efficient channels through which our customers and we conduct our business transactions
COSHH	Control of Substances Hazardous to Health
Civil Contingencies	the preparation for emergencies, especially the pre-emergency elements such as anticipation, assessment, prevention and preparation, as detailed in the <i>Civil Contingencies Act</i> legislation.
Customer Journey	or Customer Experience, or the measure of the individual customer's experience during all points of contact with the organisation, from initial attraction, and awareness, through discovery, cultivation, advocacy and the consequent purchase and use of a service.
CPD	Continued Professional Development
CPP	Community Planning Partnership
Community Sports Hub	sportscotland's framework for bringing local people together to provide a home for local clubs and sports organisations, providing information, support and advice on a wide range of sports and physical activities to make it easier for local people to get

	involved and engage in a more active and healthier lifestyle. They can be located in a range of different facilities including schools, community centres, pavilions and sports centres.
Cross-Fit	a proprietary strength and conditioning program consisting mainly of a mix of aerobic exercise, calisthenics (body weight exercises), and Olympic weightlifting
CSE	<i>Customer Service Excellence</i> , a nationally recognised accreditation scheme, primarily aimed at public and third-sector customer services
Demand Analysis	an assessment of the particular services, transactions or interactions most sought by our customers
Determined To Succeed	Education Scotland's strategy to develop the enterprise and employability skills of young people in Scotland
ERCL	East Renfrewshire Culture and Leisure Trust
ERC	East Renfrewshire Council
Every Child a Member	the national drive to enlist children as library users, sponsored by the Chartered Institute of Library and Information Professionals and the Scottish Library Information Council.
FAR	Finance, Audit and Risk Committee
H&S	Health and Safety
HSCP	Health and Social Care Partnership
HGIOCS	<i>How Good is Our Culture and Sport?</i> Is a quality improvement tool developed for public services by the Scottish Government
Healthy Working Lives	the scheme developed by NHS Scotland to support employers and employees in achieving health benefits through practical changes to their organisations culture, practices or environment.
Join at Home	a proprietary software package allied to our booking system allowing customers to buy memberships, establish direct debit payments or register details remotely.

Learn 2	a proprietary software package allied to our booking system providing a course management tool allowing for accurate administration, course co-ordination and customer interaction
IIP	<i>Investors In People</i> , an international accreditation scheme for people management
Maker Space	a social workspace or community workshop to promote creativity and enterprise in a wide range of the creative industries.
MOOC	Massive Open Online Course, an online course aimed at unlimited participation and open access via the web.
Marketing Collateral	all marketing materials used to support the sales of goods or services
PATs	ERC Property and Technical Services Department
REN'96	Renfrewshire Swimming Club
SOA	Single Outcome Agreement or the agreement between a Community Planning Partnership (CPP) and Scottish Government which sets the priority outcomes for each local authority area, and how the CPP will work towards achieving them. It also shows how the local priorities contribute to the national priorities
Social Impact Assessment	an exercise for analysing, monitoring and managing the intended and unintended social consequences, both positive and negative, of planned interventions (policies, programs, plans, projects) and any social change processes invoked by those interventions.
SFA	Scottish Football Association
SLA	Service Level Agreement
SLIC	Scottish Libraries Information Council
Spin Studio	a training suite featuring specialised exercise cycles for cardio-vascular training.
Staff Forum	ERCL's staff forum, comprising nominated representatives of all services and departments.
THUGs	Theatre Users Group based at Eastwood Park Theatre

Transactional Cost Transfer

the moving of the cost burden arising from making purchases of goods or services from the supplier to the customer

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