



east renfrewshire  
**CULTURE  
and  
LEISURE**

# ANNUAL REPORT 2015/16

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**CULTURE  
and  
LEISURE**

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# Welcome from the Chair

On behalf of the trustees, I am delighted to present East Renfrewshire Culture and Leisure Trust's first annual report.

The Trust went live on July 2, 2015, as East Renfrewshire Council became the 26th of Scotland's 32 local authorities to start delivering their sports, leisure and culture services through a charitable trust.

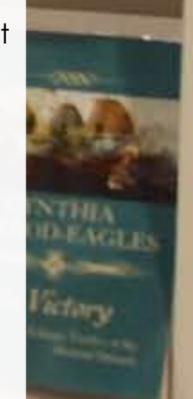
This first annual report is for the year ended March 31, 2016, an action-packed period for our new trust, perhaps appropriately for an organisation managing so many activities. We operate four sports centres with gyms, fitness suites and swimming pools; 10 libraries; 18 community centres and sports pavilions; a 330-seat theatre; and a range of sports, arts, heritage and cultural services. This report will also detail how we manage programmes and activities including the Active Schools programme for East Renfrewshire, funded by **sportscotland**; the school holidays' activity programme, and a wide range of arts, sports, library and heritage services.

The proper establishment of the Trust dominated our work in the first part of 2015 as we endeavoured to build the strongest foundations for future success. We established the legal framework and governance of the charity; enlisted an excellent team of non-executive directors bringing a range of skills and experience to the board; recruited a talented and experienced chief executive, passionate about delivering the best possible services to the people of East Renfrewshire; and began to define and shape our aims, ethos and working practices. Following many months of preparatory work, the formal launch of the Trust was an exciting and important milestone but only signalled the start of more hard work.

A primary aim of transferring culture and leisure services to a charitable trust is to deliver savings in non-domestic rates and VAT. For East Renfrewshire Council, these savings amount to £500,000 each year and, over the next three years, the creation of the trust will save the council £1.3million. The financial benefits in challenging times are clear but our priority is to maintain, and wherever possible, improve the sports, leisure and culture services provided to the people of East Renfrewshire. We are satisfied that we have made excellent progress in identifying savings while maintaining and improving our services.

The financial imperatives facing all local authorities, and the charitable trusts providing their services, are clearly challenging but we have endeavoured to remain focused on our core responsibility – helping and inspiring people in East Renfrewshire to become actively involved in sport, arts and culture. In partnership with the Council, we believe the quality of our services has been maintained and, often, improved during what has been a period of flux as the Trust found its feet.

Attendances at both leisure centres and libraries hit a five-year high reached, thanks in part to investment in award-winning facilities such as the Foundry, which opened in May 2016, and the strong partnerships between the Trust, The Council, the local



community, and our funders, partners and supporters. However, a huge amount of credit must go to our staff who have delivered incredible results, as well as managing a smooth transition of our activities into the Trust. I would like to pay tribute to the staff and their passion and dedication on behalf of myself and my fellow trustees.

Our sports development programmes built on the successes of 2014 and even grew by five per cent, which was a tremendous result. This was even more of an achievement coming, as it did, after 2014, the year of the Commonwealth Games, when sport and participation had a hugely increased profile, funding and impetus. We were also delighted that attendances were up over 13 per cent in our sports venues, year on year, and over eight per cent up on the previous record year in 2011/12.

Meanwhile, in our libraries, we attracted more over 1 million visitors, in person and on-line, for the first time. Our active library users are now almost one third of the East Renfrewshire population and almost 80% of adults rated the services as Excellent or Good. (Satisfaction amongst our young users was 99.1%.) These are remarkable achievement and our staff have been fundamental to that success. Their hard work and dedication was recognised with a prestigious Edge Award, a national award recognising particularly excellent service and previously awarded to large municipal authorities such as Manchester and Glasgow. The rise in attendances and national recognition underline our determination for our library service to be seen as a national benchmark for excellence.

I would like to take this opportunity to thank our partners and supporters, especially our principal partner East Renfrewshire Council. In a relatively short period of time, the trust and council have forged a robust and constructive partnership and are developing an ambitious shared vision for sport, leisure and culture services in East Renfrewshire. The Council's intention to invest to support and improve facilities is welcome and, coupled with the Trust's determination to provide first-class services, will only benefit the people of East Renfrewshire.

Building budgets for the first year of a new organisation was always going to present a special challenge. The task was made even harder because there were so many variables, making forecasting even more of a challenge as we brought services together from different parts of the council, many of them after reorganisation and restructuring. Given that initial period of flux, our income was marginally, but perhaps unsurprisingly, lower than forecast – albeit by less than one per cent. This was, however, more than offset by launch funding provided by the Council in anticipation of these factors and our focus on, and efficient management of costs.

After a challenging but exhilarating first year, we are satisfied the Trust has been built on strong foundations and is capable of continuing our mission to become the best-performing leisure trust in Scotland. The trustees are confident that we have in place the managers, staff, talent and determination to pursue the ambitious programme of modernisation, digitisation, and continuous improvement needed to achieve that goal.

The Trust moves into our second year with renewed confidence in our ability to improve the quality of our activities, enhance the experience of our customers, and build on the impressive growth in services delivered in our inaugural year.

**JIM WILSON**  
**ERCL CHAIRMAN**



## 2 Introduction from the Chief Executive

The Trust went live on July 2, 2015. This was the culmination of a huge legal and technical exercise, but it was also only the end of the beginning: it marked the start of the next phase in the organisation's development.

400 staff transferred to the new organisation, under new leadership. In creating the Trust we also had to establish new management and governance arrangements. These included the formation of new sub-committees, and new scrutiny, reporting and approvals procedures for Finance, Audit, Risk, Health and Safety, HR, Appeals, and the trading subsidiary of the Trust.

We also set out new and carefully defined interfaces with the Council and other partners, that recognise the Trust's status as a charity with new and different obligations and responsibilities. A full suite of new policies and procedures has been developed by the Trust Management Team in partnership with Council colleagues. In addition, 19 Service Level Agreements have been created, to manage the services between the Council and the Trust.

As well as the technical changes, a key part of the cultural and organisational change was defining a new Vision, Mission and Values, which were developed through all-staff sessions. These in turn informed the Trust's new Business Plan, approved by the Board and recommended to Council for agreement in February of 2016. The Trust agreed 5 strategic aims in our first Business Plan:-

1. a financially sustainable business model
2. an understanding of our customers and audiences, and an offer that attracts them
3. a strong, diverse, resilient and committed workforce
4. vibrant communities
5. resilient, dynamic and productive partnerships that are developed and nurtured

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. In addition, they support our principal partner ERC, in meeting its commitments as outlined in the Single Outcome Agreement (SOA) for East Renfrewshire.

40% of ERCL's turnover is through earned income, principally through the larger sports and leisure venues of Barrhead Foundry and Eastwood Park. Work has begun to identify the constraints on growing that income, and the best options for realising both increased commercial income whilst delivering savings to the tax payers of East Renfrewshire, and maintaining and improving the range, distribution and quality of services. For example, we will build on the 75.7% of our customers who rate our gyms as good or excellent. In our first year ambitious targets have been set, and plans developed for both growth, and for delivering efficiencies and savings. These include:-

- a new pricing structure for gyms and fitness, implemented in April 2016
- a new website, social media strategy, communications policies and associated training
- new online bookings processes and software to facilitate a programme of 'sales channel shift' begun in 2015
- a redesign of the library service, implemented 2016
- a new strategy for Eastwood Park Theatre, (2016 - 2021)
- a new PR strategy, implemented 2015
- a Business Support review, undertaken late 2015 and being implemented throughout 2016



Staff development and training programmes to facilitate much of this and continue the cultural and organisational change programmes have continued, working with the trade unions, and staff groups including the Staff Forum. A new appraisal process has been developed after consultation with staff, and leadership and a management training programmes are ongoing.

Work to improve performance continues, and the transformation of the different business elements that comprise the trust in terms of the customer journey is ongoing. Recent training and development work in Sports Venues has been successful, and is running in parallel with management training programmes including peer-led training, coaching and mentoring. This year 99% of our customers at our Community Facilities were satisfied with our services.

Sports venues will now move to undertake Customer Service Excellence, this year awarded to the libraries for the 8th year running, and with the best performance to date – a fantastic achievement, capping a year which saw the library at the Foundry secure the prestigious Edge Award for the first time, and Barrhead itself win a national award for regeneration. Over 2,000 people came to celebrate the Foundry's first year birthday at a special party, which together with the 350,000 who used the Foundry over the course of the year, pointed to its special place in the life of the community.

As well as the investment in the Foundry, 2015 saw the refurbishment of Clarkston Hall, and smaller upgrades to Eastwood Park Leisure Centre.

Our commitment to the strategic aims outlined above strengthens our understanding of the power of culture and sport to build sustainable economies; to strengthen community empowerment and to tackle inequalities. Examples of work we have pioneered this year that does just this are our disability swimming programme, which marked its first hugely successful year with an awards ceremony in March at Eastwood House.

Our *Tackling Summer Hunger* programme built on the work of our successful summer programme which for over a decade has provided healthy meals for vulnerable children out of term time. This year it included cookery masterclasses alongside professional chefs, and 86% of the eligible children in Barrhead took part.

We know there different people face different barriers to enjoying an active lifestyle, and part of our challenge is to devise ways of removing them. To be able to learn to swim is a skill most of us take for granted but for many people with particular religious or cultural beliefs, modesty issues and a lack of women-only sessions with female coaches and lifeguards, prevent them from enjoying swimming. This year we began our dedicated Black and Minority Ethnic Swimming sessions. The sessions have given some women an opportunity they have never had, and they were hugely successful. We will be expanding them in the coming months.

In sports centres, sports development and libraries attendances are at a five-year high, reflecting a lot of the changes and improvements made by front-line staff, supervisors, team leaders and managers in the first year of operation which are too numerous to detail, but which are underpinning a move to a culture of continuous improvement, the empowerment of staff and a drive to be not only improving, but competitive; efficient as well as effective.

The fact that the transition to the Trust has been so smooth is in no small part down to the professionalism, creativity, commitment and hard work of the staff, to which I have to pay tribute. Meanwhile, they have not lost focus on delivering excellent services for the people of East Renfrewshire, and some outstanding results – including achieving the best results in five years in key areas - speak for themselves. It has been a genuine pleasure working with colleagues in the Trust this year, and for that, as much as the success they are bringing to our work, I would like to say thank you.

**ANTHONY MCREAVY**  
**CHIEF EXECUTIVE**



# 3 Trustees Report

## Trustees Report for the period from 2 July 2015 to 31 March 2016

The Directors, who are the Trustees for the purposes of charity law, are pleased to present their annual report for the period ended 31 March 2016. East Renfrewshire Culture and Leisure Limited has been entered into the Scottish Charity Register and is entitled, in accordance with section 13(1) of the Charities and Trustees Investment (Scotland) Act to refer to itself as a charity registered in Scotland.

### Reference and administrative information

The trustees of the charity who were in office during the year and up to the date of the signing of the financial statements were:

*Trustees*

Jim Wilson (appointed 2 March 2015) (Chair)  
Mhairi Shaw (appointed 11 September 2014 - resigned 2 March 2015)  
Barbara Clark (appointed 11 September 2014 - resigned 2 March 2015)  
Provost Alistair Carmichael (appointed 2 March 2015)  
Brian Davidson (appointed 2 March 2015)  
Councillor Charles Gilbert (appointed 2 March 2015)  
Councillor Kenneth Hay (appointed 2 March 2015)  
Professor Grant Jarvie (appointed 2 March 2015)  
Steven Larkin (appointed 2 March 2015)  
Councillor Mary Montague (appointed 2 March 2015)  
Dr Ronald Culley (appointed 2 March 2015 – resigned 8 June 2015)

*Registered Office*

East Renfrewshire Culture & Leisure  
St Johns Annex  
18 Commercial Road  
Barrhead  
G78 1AJ

*Independent Auditors*

Wylie & Bisset LLP  
168 Bath Street  
Glasgow  
G2 4TP

*Solicitors*

Shepherd & Wedderburn  
191 West George Street  
Glasgow  
G2 2LB

*Bankers*

Clydesdale Bank  
30 St Vincent Street  
Glasgow  
G1 2HL

*Company number* SC486489 (registered in Scotland)

*Scottish Charity number* SC045726

East Renfrewshire Culture and Leisure is a company limited by guarantee and with charitable status and governed by its Articles of Association. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).

The company was incorporated on 14 September 2014 and started trading on 2 July 2015 and is responsible for the strategic and operational management of the East Renfrewshire Council's Arts and Culture, Sport and Leisure facilities, Community Facilities, Sports Development and Libraries.

### Trustees (Directors)

There are eight members of the company who act as trustees (nine allowed by the Articles of Association) comprising of:

- a maximum of four Council Trustees
- a maximum of four Independent Trustees
- a maximum of one Employee Representative Trustee

They have the ultimate control of the company subject to providing the services in accordance with the Legal Agreement reached with East Renfrewshire Council and provide strategic direction to the Chief Executive and his management team.

The list of current and former Trustees serving in the financial period 2015/16 is detailed below:

Name	Trustee (Director) Role	Appointed	Resigned
Mhairi Shaw	Council	11/09/2014	02/03/2015
Barbara Clark	Council	11/09/2014	02/03/2015
Jim Wilson	Independent (Chair)	02/03/2015	
Cllr. Mary Montague	Council (Deputy Chair)	02/03/2015	
Brian Davidson	Independent	02/03/2015	
Prof. Grant Jarvie	Independent	02/03/2015	
Provost Alistair Carmichael	Council	02/03/2015	
Cllr. Charles Gilbert	Council	02/03/2015	
Cllr. Kenneth Hay	Council	02/03/2015	
Steven Larkin	Employee Representative	02/03/2015	
Dr Ronald Culley	Independent	02/03/2015	08/06/2015

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## Recruitment and training of Trustees

### Recruitment

Authority and responsibility for the appointment of Partner Trustees sits with East Renfrewshire Council (ERC) who allocate this responsibility to the four ERC Councillors.

Authority and responsibility for the recruitment of Independent Trustees is delegated by the Board of Directors to the Nominations Committee. Dr Ronald Culley tendered his resignation on 8 June 2015 and has not been replaced as at the date of the signing of these financial statements.

Selection of the Employee Representative Trustee, who shall be agreed upon amongst Eligible Employee Representatives from time to time and is willing so to act as an Employee Representative Trustee.

### Policies and procedures for induction and training of trustees

An induction training process is in place for all new trustees, and this covers both the strategic and operational issues affecting the charity. The ongoing training needs of the directors are considered by the board and where appropriate internal and external training is provided.

## Statement of Trustees responsibilities

The Trustees (who are also directors of East Renfrewshire Culture and Leisure Trust for the purposes of company law) are responsible for preparing the Trustees Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards. (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which gives a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgments and estimates that are reasonable and prudent
- state whether applicable UK Accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements ; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustees Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006

(as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

## Statement to auditors

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

## Management arrangements

The Board meets quarterly to consider company business with decisions taken to set the overall strategy for the business as well as to monitor its activities. Management are charged with the task of implementing these decisions. The board can also refer decision making on Independent Directors, Chief Executive recruitment; overseeing of company finances; approving finance reports and disciplinary appeals to sub committees.

A Chief Executive is appointed by the Board to manage the day to day operations of the Company. To ensure that operations are carried out effectively, the Chief Executive has delegated authority within an approved scheme for matters including Personnel; Finance; Procurement; and Operations.

The full Board met 8 times during the period ended 31 March 2016. These meetings were held with management representatives to consider the business of the Company.

The Board met on the following dates

- 1 June 2015
- 8 June 2015
- 25 June 2015
- 12 August 2015
- 6 October 2015
- 30 November 2015
- 12 January 2016
- 29 February 2016

Board Committees met in the periods between the Board meetings to consider business and to make formal recommendations to the full Board of trustees.

Finance, Audit & Risk Committee - Responsible for monitoring the financial performance of the Trust; for the recruitment and appointment of an external auditor to audit the final accounts for submission to Companies House and OSCR; the review of any internal Audits; and monitoring the company's Risk Register.

Health & Safety, HR, Appeals & Appointments Committee – To act as the focal point for all matters relating to the management of Fire, Security and Health and Safety; responsible for hearing and determining appeals against dismissal and appeals against all disciplinary action taken by the Chief Executive and to consider and reach decisions on Stage 3 Grievances by employees in terms of the Trusts Grievance Procedure; responsible for recommending appropriate individuals for the appointment as Independent Trustees and Employee Representative to form the Board and responsible for the recruitment and appointment of the Chief Executive.

Trustee representation on Board Committees and dates committees were held:

Committee	Finance Audit & Risk	Health & Safety, HR, Appeals & Appointments
Members	Brian Davidson Cllr Mary Montague Prof. Grant Jarvie	Jim Wilson Cllr Kenny Hay Provost Alistair Carmichael
Dates	27 July 2015 14 September 2015 18 January 2016 15 February 2016 16 May 2016	

An update on all Committees in the previous quarter (including copies of the notes of the meeting) is presented by the Chief Executive at each Board Meeting.

## Risk management

There are many risks to the Trust's service delivery and these can affect our performance, our customers and members of the public.

Managing our risks effectively is essential in achieving our strategic outcomes and targets, creating confidence among service users and the public, and ensuring effective governance. Effective risk management also allows us to deliver service improvements taking account of the context and environmental factors.

As the culture and leisure business environment is customer driven and internal and external changes to that environment ultimately influence overall performance risk factors could have an impact on service delivery require to be identified on an annual basis with appropriate actions to minimise such risks.

Therefore the management team carries out an annual risk analysis and a Risk Register with appropriate actions is identified to minimise the impact on service delivery and overall performance. This register is reviewed on a six monthly basis and reported to the Finance Audit and Risk Committee who scrutinise the progress of the register and where appropriate report to the Board to assist in managing the risks to the Trust.

The main external risk to East Renfrewshire Culture and Leisure Trust is the continued funding required from East Renfrewshire Council to allow the trust to deliver services on the Council's behalf. The Board are delighted that the council committed over £3m over the first three years of the trust (2015-2018) to support and develop the culture and leisure portfolio and have also been supported by a capital programme to help enhance and improve both new and existing facilities.

In addition our insurance company, *Zurich*, review our insurance cover on an annual basis to highlight any uninsured risks and exposure elements of cover that require adjusting or deleting. Insurance cover based on this assessment is in place.

## 3.1 Financial review

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 year-end 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	6,571,706	6,547,435	24,271

### 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.

## 3.2 What we do

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East Renfrewshire Culture and Leisure is a charity with over 400 employees delivering sport, leisure, arts and culture services in East Renfrewshire. We operate 10 libraries, 4 sports centres with gyms and pools, a 330 seat theatre, 18 Community facilities incorporating a wide range of halls, social function and events venues, community centres and pavilions. We also manage the letting of 35 schools in the evenings and weekends.

We deliver a wide variety of programmes like sports development (including swimming lessons, sports coaching, Active Schools Programme), arts development (including classes and events), and library and literacy programmes (ranging from Bookbug to Book Week, authors' talks to book groups).

Our Community Facilities provide a vital network of centres across the authority and host a huge range of community and commercial activities, helping a wide array of groups to deliver services directly to the heart of communities in East Renfrewshire.

We exist to promote the health, fitness, personal development and wellbeing of the residents of East Renfrewshire (and beyond) by:-

- **encouraging** 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
- **supporting** people to be more creative and nurture potential for personal success and wellbeing through the provision of cultural facilities and resources
- **helping** individuals and community groups to benefit from social engagement, community interaction and volunteering
- **promoting** and making 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

## 3.3 Our mission, vision and values

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### Our Vision

**“To help and inspire people to be actively involved in sport, arts and culture”**

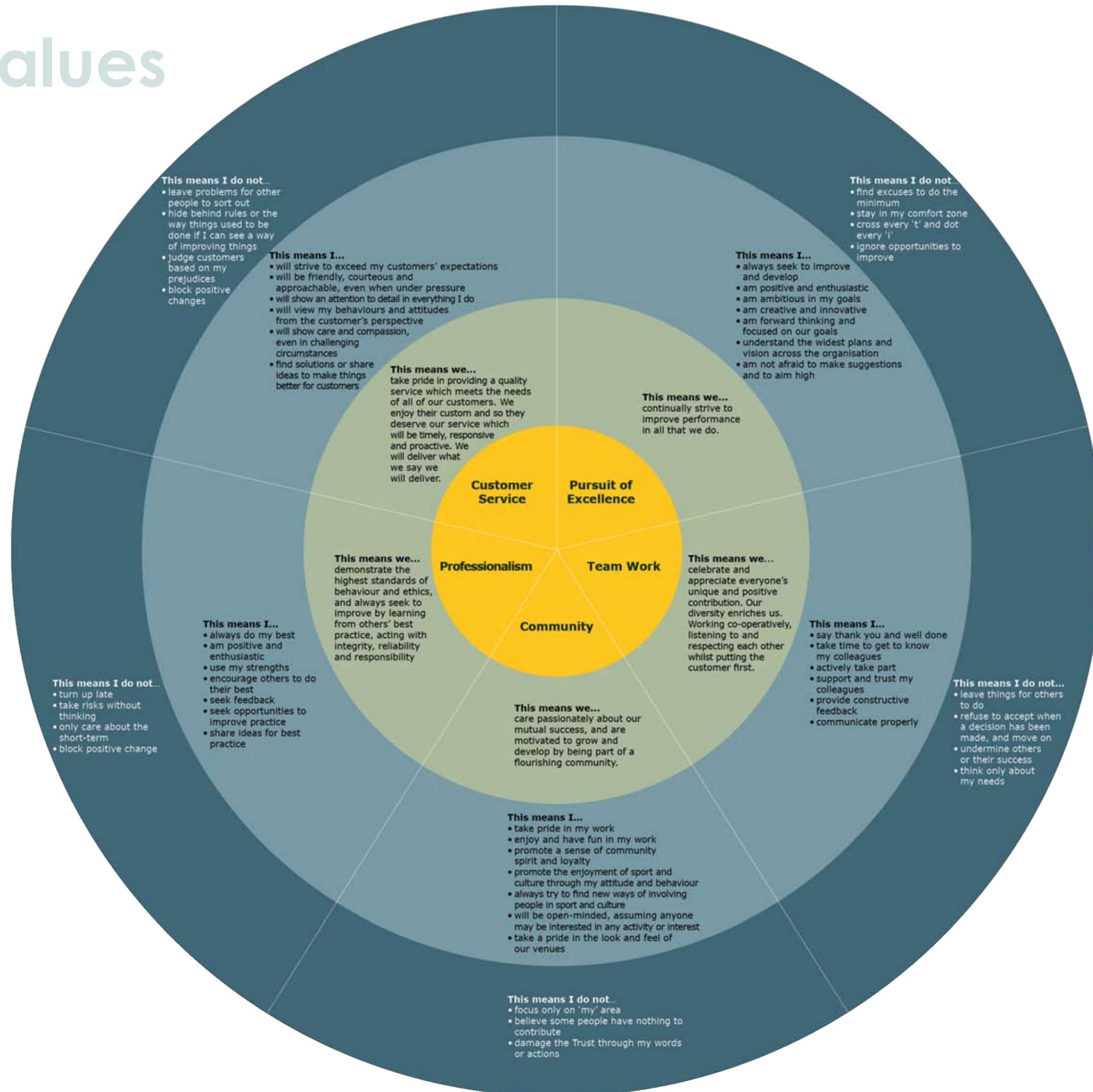
### Our Mission

**“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*



# Our Values



## 3.4 Our 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.

### 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:-

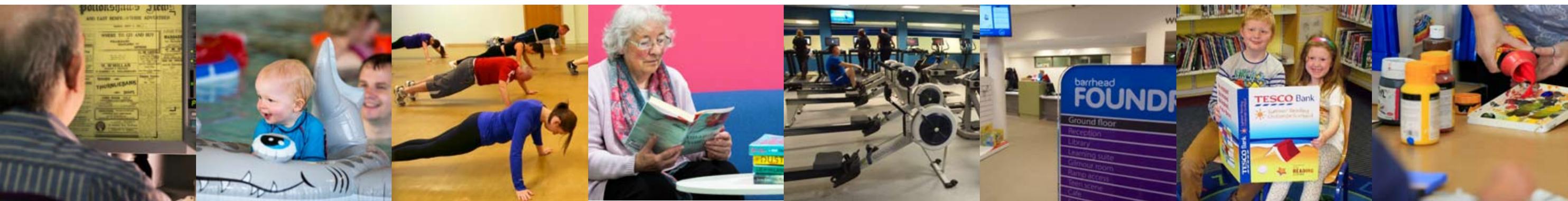
- Review business processes, administration and systems
- Implement succession and business continuity plans to address single points of failure
- Redesign sales and booking systems for Sports and Community Facilities to create convenient and personalised digital bookings facilities
- Remove avoidable contact and reduce costs from customer services
- Develop a commercialisation strategy that includes ancillary income streams
- Redesign 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

### 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:-

- Redesign our Library Services to implement a community hub model, with a greater degree of local control for each library cluster
- Redesign our fitness offer to include a simpler pricing model, more flexible packages and more customer friendly operating hours
- 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 encompassing website, social media, press and printed 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



## Strategic aim C - a strong, diverse, resilient and 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 and 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:-

- ◆ Develop the internal communications plans, including staff newsletter; intranet; staff-managers meetings and internal blogs
- ◆ Develop a People Strategy that includes training and development at corporate and service levels
- ◆ A staff benefit scheme, the implementation of Healthy Working Lives for ERCL, a revised and relaunched appraisal and CPD process and staff volunteering scheme
- ◆ Maintain the staff forum with regular meetings and revised terms of reference
- ◆ Implement a staff suggestions scheme
- ◆ Implement a staff recognition scheme and event to celebrate success

## 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
- ◆ 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

- ◆ 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 the community running of services or programmes
- ◆ Continue to develop the Sports Hub model with new Community Sports Hubs
- ◆ Look at a model for community arts and culture Hubs that reflects the Sports Hub model: providing opportunities through ERCL programme delivery working with clubs to create subsequent quality pathways for progression (i.e. accredited clubs and societies) work with those groups to provide paid for facilities and services to generate income to ERCL
- ◆ 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

## 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
- ◆ 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



## 3.5 Our plans

### 2016 / 2017

- A performance monitoring and review framework will operate that meets both the Board and the Council's requirements
- Our Board will be trained and have gained a good understanding of the Trust's operating environment and will be supporting organisational development
- A framework for collaboration and ongoing dialogue with Council colleagues at both strategic and operational levels will generate a shared approach
- Working with Council colleagues we will have reviewed and tested SLA performance and we will be clear how we intend to manage support services
- Our objectives will be fully communicated with our employees, stakeholders and customers
- Surveys will establish a baseline for monitoring customer and employee satisfaction
- We will have gained a better understanding of our customer segmentation and of our non-users
- We will have identified and prioritised external funding opportunities
- A dedicated website for the Trust will be operational
- Our Marketing Plan will be implemented
- A Commercialisation Strategy will be developed
- Our senior management team will be regularly meeting employees in their workplace
- Our employees will be contributing to a People Strategy that will be in place throughout the organisation
- Our Board will be active in reviewing and managing our Risk Register
- A review of external funding priorities will have produced a Funding Strategy and applications will have commenced
- The Business Plan will be reviewed at end of year
- Continue to support national initiatives
- Implementation of business process reforms to move customers to digital sales channels ("Join at Home" and "Learn2 " / web-based, mobile and/or automated portals)
- A review of our pricing and programming
- Detailed reporting on Support Services will be in place with a review of Support Services for September 2016
- New service strategies for Agreement by September 2016
- Undertake Healthy Working Lives Assessment
- Child and adult protection and safety policies will have been reviewed

### 2017 / 2018

- Capital project delivery in concert with ERC colleagues (e.g. Thorntree Hall, Foundry repairs, Eastwood Park Redevelopment, Balgray Reservoir)
- A Green Strategy Plan
- A Digital Strategy Plan
- A new identity will be developed with iterations across key platforms – web, mobile and print.
- Our People Strategy will be tested with an Engagement Survey to measure positive outcomes and increased satisfaction levels, along with a Well-being Survey
- This Business Plan will have been reviewed, utilising a self-assessment framework and updated
- Detailed facilities review with the Council will be completed to identify strategic planned maintenance issues, investment priorities and capital project planning needs
- An Asset Management Strategy will be in place
- A new Libraries Strategy will be in place
- A Community Engagement Strategy, encompassing the role of ERCL venues such as Community Facilities, will be in place

### 2018 / 2019

- Undertake Social Impact Assessment aligned with our charitable objectives
- A revised programme for our Performing Arts will be in place encompassing Eastwood Park Theatre and other venues
- Capital Programme at Eastwood Park (Arts Centre) will be live according to current ERC plans
- Development of a relocated Sports Centre as part of the above will be live



### 3.6 ERCL in numbers



**15,762**

TOTAL NUMBER OF ENQUIRIES



**2,175,627**

NUMBER OF VISITS TO ALL CENTRES AND VENUES

**0.75** PER 1000

COMPLAINTS RECEIVED BY ERCL

(down from 1.2 per 1000)



**689**

FACEBOOK LIKES



**601**

TWITTER FOLLOWERS

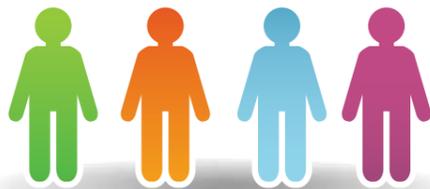


**628,182**

UNIQUE VISITS TO THE WEBSITE

**598,357**

VISITORS TO SCHOOLS (OUT-OF-HOURS)



**309,862**

VISITORS TO HALLS

**621,128**

VISITS TO LEISURE CENTRES



**17,620**

SWIMMING LESSONS DELIVERED



**99%**

COMMUNITY FACILITIES OVERALL SERVICE CUSTOMER SATISFACTION



**2,337**

GYM MEMBERS

5.5%

**29**

SPORTS HUB CLUBS

8



**7,203**

SPORTS HUB MEMBERS

0.4%



up 5,222  
**35,857**

BOOKBUG PARTICIPANTS (18,329 CHILDREN)

up 117  
**950**

BOOKBUG SESSIONS DELIVERED

**412,707**

BOOK ISSUES (INCLUDING ONLINE)



**1,608**

TOOK PART IN THE SUMMER READING CHALLENGE



**218**

SHOWS PRESENTED AT EASTWOOD PARK THEATRE



**46,765**

THEATRE ATTENDANCES

**16,185**

YOUNG PEOPLE ATTENDING SPORTS HOLIDAY PROGRAMME ACTIVITIES



**9**

ACTIVE SCHOOLS GOLD AWARD WINNERS



**5**

**1,009,843**

LIBRARY VISITS



**578,157**

PHYSICAL VISITS

**431,686**

VIRTUAL VISITS

# ARTS AND HERITAGE

## Highlights from 2015/2016

### july

The Early Years festival took place in Eastwood Park Theatre

### august

The Heritage Service published its first online teaching resource 'WW1 in East Renfrewshire: a toolkit for schools' which was made possible through a successful funding bid to SLIC

### september

ERCL joined the HSCP Arts and Environment Steering Group to contribute to the development of arts with health improvement colleagues

### october

Consultation began on a new strategy for Eastwood Theatre, working with partners such as the Theatre Users Group

### november

There was a great turnout for two Heritage events organised for Book Week Scotland. Unearthing Giffnock's History was a drop in event aimed at opening up access to our local collections and Renfrewshire's Lost Mansions was a fascinating talk by local author, historian and television presenter, Dan Sweeney

### december

- First sell out Panto; Aladdin by Inside Out Productions
- Working with the Health and Social Care Partnership we delivered a number of arts projects for the new Eastwood Health Centre

### january

- ERCL became a member of the Green Arts Initiative: Run by Creative Carbon Scotland, the Green Arts Initiative supports Scottish arts organisations to be at the forefront of growing an environmentally sustainable Scotland.
- A Creative Learning Network grant was successful resulting in a 3D printer project with St John's Primary pupils and ERCL artists.

### february

- ERCL awarded £10,000 by SLIC for a filmmaking project in libraries
- The first Arts and Heritage strategy was written: this plan sets out our ambitions for developing with more scope and scale
- The review of fees and charges for all services began, starting with benchmarking against other services and identifying commercial opportunities such as Arty Parties, festivals and events
- The launch of increased arts programming was provided within the Active Schools programme. A new joint swimming development and arts project: Swim Film was piloted

### march

- ERCL's first Artist in Residence programme began, in partnership with East Renfrewshire Council's Environment Department and Grow Scotland. Running until the end of 2016, the artist will be based at the Waterworks site, developing an identity for the site alongside community members.
- A Shanks exhibition at the Foundry attracted 200 visitors and developed much community engagement and reminiscence



Company Chordelia and Solar Bear  
**Lady Macbeth: unsex me here**  
performing at Eastwood Park Theatre 2016

# HALLS AND VENUES

## Highlights from 2015/2016

### july

- Early Years Festival held at Barrhead Foundry for the first time

### august

- East Renfrewshire Summer Holiday programme takes place at venues across the authority
- Refurbishment of changing rooms at Eastwood Park Leisure complete

### september

- *All Staff* training days are held at Eastwood Park Theatre for the first time

### october

- Meet the Manager events launched with venues managers
- Channel shift of ERCL customer transactions includes online booking of halls and schools

### november

- Barrhead Foundry welcomes its 250,000th visitor after reopening

### december

- This year's pantomime, *Aladdin*, is a sell-out at Eastwood Park Theatre, as is the *Vagina Monologues* in Carmichael Hall

### january

- The Black and Minority Ethnic Swimming programme is launched
- Clarkston Hall closes for refurbishment

### february

- The transformation of Business Support Services begins with a vision to improve the customer journey for all ERCL services

### march

- The car park is completed at Barrhead Foundry, increasing capacity to 94 bays



Detail of decorative bannister  
Eastwood House

## Highlights from 2015/2016

### august

- Trust staff participated in the annual Safety in the Park initiative. P7 children in all primaries attended over a two week period. Library staff led workshops on internet safety
- Edinburgh International Book Festival Outreach events once again took place in East Renfrewshire libraries

### september

- Summer Reading Challenge award ceremonies held. 998 children were presented with medals and certificates at special events in libraries
- *Every Child A Library Member* project started in Barrhead with the P1 pupils from St Johns and Carlbar Primary schools. Aim to register every child in P1 in both schools and for the children to become active library members by regularly borrowing books. Funding provided by Scottish Library and Information Council

### october

- Launch of the first ever Scottish Reading Strategy Day as part of the Scottish Reading Strategy for Public Libraries
- Libraries once again participated in the Scottish Mental Health Arts and Film Festival. 104 people attended two library events
- Libraries launch the next phase of digital services, with all customer notifications switching to email

### november

- Libraries hosted 14 events during Book Week Scotland with over 600 participants - highlights included Doug Allan, Dan Sweeney, Michael Malone, Craig Robertson and Ross McKenzie
- Extra special Bookbug sessions were delivered during Book Week Scotland with 736 people attending
- Library staff delivered P1 Bookbug packs to all P1 children in East Renfrewshire. 21 sessions took place in libraries with parent in attendance

### december

- Atomic Training, an online training package which gives library customers access to training on over 500 software applications, was launched

### january

- Read, Write, Count project funded by the Scottish government started in Barrhead, Neilston and Thornliebank libraries. This project encourages parents and families to include reading, writing and counting in their everyday activities

### february

- An American family donated paintings of their ancestors, who emigrated from Busby in the 19<sup>th</sup> century, to Busby library. The paintings were unveiled by a family member visiting from the USA
- Sunday Bookbug sessions, the first ever in Scotland, started in the Foundry.
- National Libraries Day events took place across libraries

### march

- The Foundry library won the Edge award. Previous winners were Glasgow and Manchester libraries
- Very successful Local History Week event in the Foundry. Exhibition on Shanks was well attended by local people and resulted in new information and donations being given to our Local Studies librarian



# SPORT AND FITNESS

## Highlights from 2015/2016

### July

Start of the Trusts first Summer Holiday Activity programme including the *Tackling Summer Hunger* catered camps which provide nutritious lunches for hundreds of children in receipt of free school meals throughout the summer school holidays. Over 650 children participated in our programmes

### August

*Determined to Succeed in Sport* schools programme launched aimed at including children from the most deprived households in out of school hour's sports clubs and activities within targeted schools in East Renfrewshire. Over 860 children and young people participated each week

### September

The start of the Disability Swimming Lesson programme in Eastwood High Sports Centre providing bespoke swimming lessons for disabled children and a fun family sessions to include parents and siblings

### October

Investment of £40,000 into our Community Sports Hubs from the sportscotland Lottery Fund to help local sports clubs increase participation and membership numbers.

### November

Our Football Development coach education academy programme launched at Eastwood High Sports Centre proving high quality education and training to improve the quality of football coaching within East Renfrewshire. Over 270 adults have undertaken training programmes within the Coaching Academy and are now coaching within community clubs

### December

The 12 Days of Fitness gym promotion saw over 100 new people join our gyms

### January

Launch of a new sports volunteer recruitment and retention programme. Designed to support parents, students, senior pupils or indeed anyone with an interest in sport, the new recruitment event attracted a range of interest with 7 new volunteers now actively involved in delivering activities

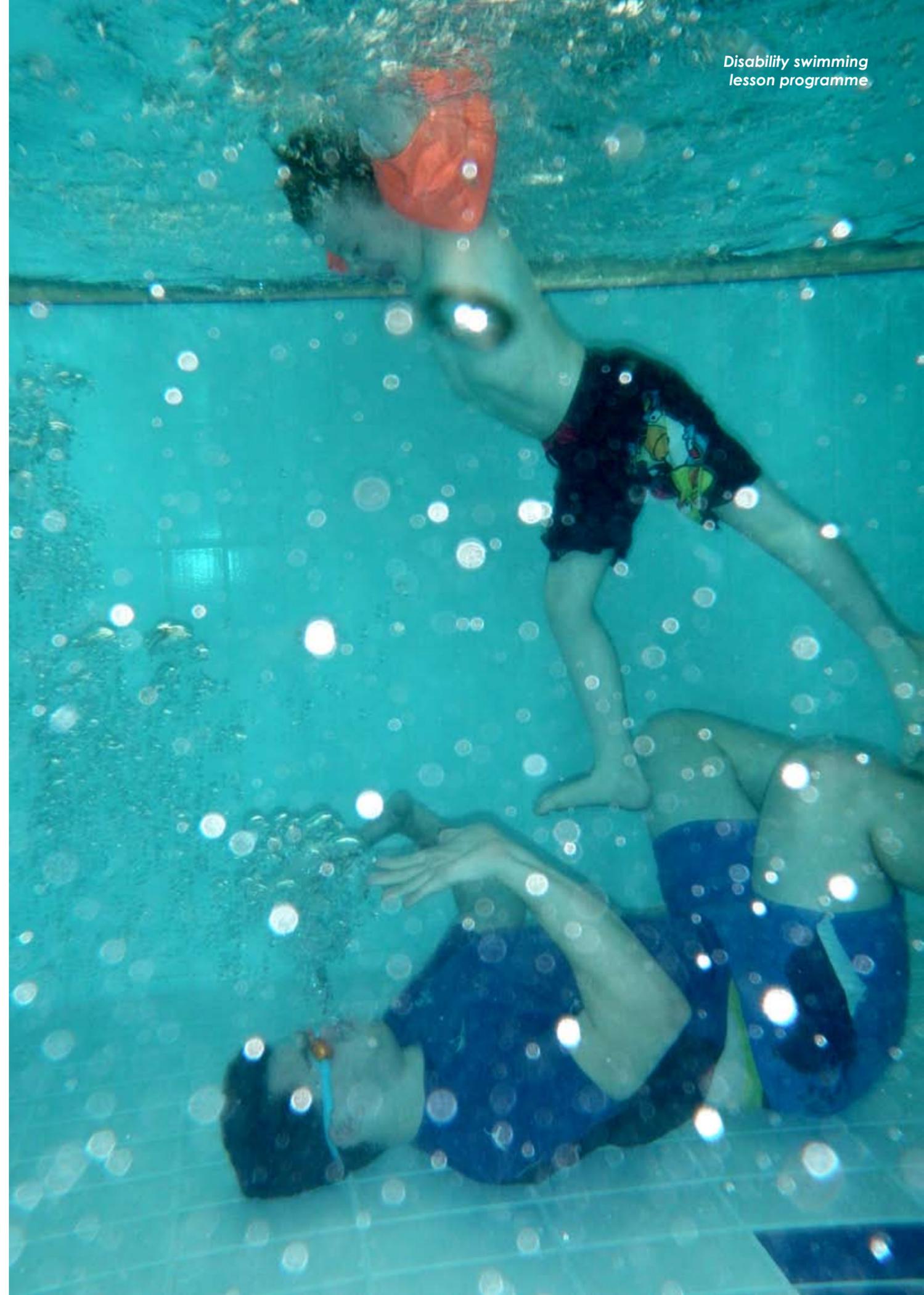
### February

Start of the new gymnastics programme catering for 330 children per week in introductory and intermediate gymnastics linked to the newly formed Flair Gymnastics Club operating out of Barrhead Foundry

### March

Launch of the new and improved Fitness Class programme providing over 100 classes per week including PIYO, Insanity, Metafit, Body Pump and Zumba in multiple sports, leisure and community venues throughout East Renfrewshire and catering for over 1,000 people per week

Disability swimming  
lesson programme



## 3.8 ERCL in the news

## 3.9 Key Partners - Thank You

**Foundry library wins top national award**

Accolade honours innovation and use of space

**New footy team for youngsters**

**Cut-price classes for southside residents**

**Awards for boosting sport**

**£1m boost to coffers for sports trust**

**Foundry splashes out on first birthday bash**

2,000 people turn out to discover fantastic activities

**Leisure Trust awards special achievements**

**ER library users asked to switch to email alerts**

**Eastwood panto is a must-see this Xmas**

**First Sunday Bookbugs a hit**

**Giving Shanks for all of the memories**

Exhibition celebrates Barrhead's famous exports

East Renfrewshire Council  
Other Local Authorities/Trusts  
Heritage Lottery Fund  
Uplawmoor Development Trust  
Neilston Development Trust  
Eaglesham and Waterfoot Development Trust  
Health and Social Care Partnership (HSCP)  
Renfrewshire Association for Mental Health (RAMH)  
THUGs (Theatre User Group)  
Amateur Theatre Companies  
Creative Scotland  
Barrhead and Neilston Historical Association  
Eaglesham Historical Association  
Scottish Libraries Information Council (SLIC)  
Scottish Book Trust  
Glasgow and Greater Clyde NHS Health Improvement Team  
Early Years Collaborative  
Mure Hall Committee  
University of West Scotland (UWS)  
WorkER  
Skills Development Scotland  
John Hamilton and L&C Brown  
Sportsmax  
Woodfarm Management Committee  
Beangrinder  
DiversityER  
Scottish sports governing bodies  
Scottish Football Association  
Sportscotland  
Sports Clubs  
Royal Lifesaving Society  
Ren '96  
Giffnock North Athletic Club  
Whitcraigs Rugby Club

## 3.10 What our customers say



### SUPERVISOR - BUSBY LIBRARY

"My wee boy has just been diagnosed with dyslexia and visual stress.

Without your encouragement in helping him pick some books that help with his reading we wouldn't be getting anywhere. You took the time to listen to my frustrations and to give me Dyslexia Scotland's number. You are an inspiration to others and always helpful.

From the bottom of my heart I thank you for helping me to help my boy."

St Thomas' Primary @St\_Thomas\_ERC  
May 25

P3 had a super morning at the Road to Rio Roadshow! Thanks @ERCL4



1 2

### LOCAL HISTORY – SHANKS & CO. EXHIBITION BARRHEAD FOUNDRY

"Found the whole Shanks exhibition very interesting, especially the film. Increased my local history knowledge."

"Very interesting, brought back a lot of old memories of my years in Shanks."

**StNiniansLib** It's amazing who you can meet on work experience with @stninianshigh school library. Hello local MP @kirstenoswald <https://t.co/ynlue69Syk> 2:45pm, Nov 11 from Twitter Web Client

**kirstenoswald** @StNiniansLib @stninianshigh That made my day! @EastRenLibrary staff are always lovely, and your tour sounded great too. 9:03pm, Nov 11 from Twitter for iPad

### NEILSTON LIBRARY

"A fantastic resource for my children and myself. The children were introduced through Bookbug at an early age and have enjoyed visiting the library ever since."

### BARRHEAD FOUNDRY

"This is an excellent service with excellent, friendly staff. Will use the library more as baby grows."

**Billy Joel Songbook** @BillyJoelSongbk  
Apr 28

Thank you Gaby & everyone @ERCL4 what a wonderfully run theatre, amazing job promoting @BillyJoelSongbk @eliopace see you next year! :)

4 5

### CLARKSTON LIBRARY

"Clarkston library has been immensely important to me over the last couple of months. I have used their services to help find a job at a difficult period when I had no home laptop.

The staff are very helpful and have guided me through working the computer & scanner and I now have a job thanks to them."

### CLARKSTON HALL

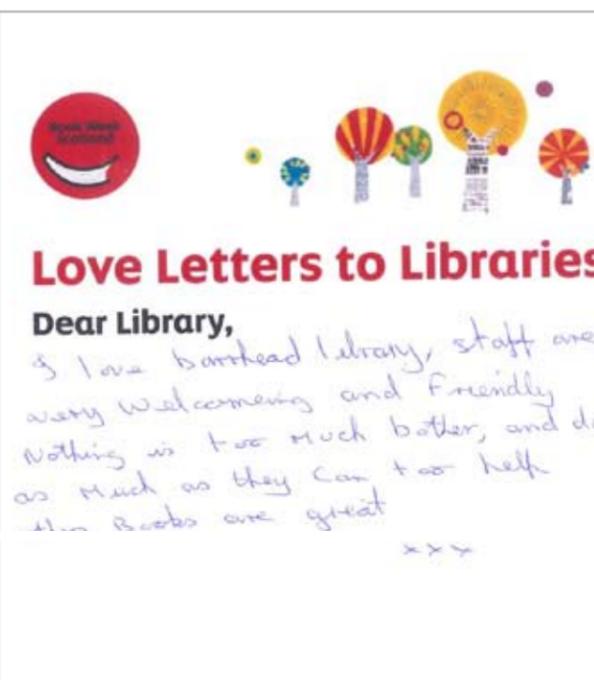
"Enjoy the class at Clarkston Hall very much. Lily is a great teacher. The staff here are very helpful and welcoming. More of the same please."

**EagleshamPS** @EagleshamPS  
Jun 8

P7 enjoying a great sports day @mearnshigh organised by @ERCL4



1 5



### ICT TASTER SESSION

"I have learned so much, mainly not having to gain info from phone calls, using telephone directories, using travel to get info - when all is available at home and at your fingertips; and also moving into the 21st century (as reminded to me by my children and grandchildren!)."

"Enjoyed learning about the library app. I am a regular reader and was pleased to find out that renewing books online was available - very helpful!"