

Shared risk assessment: Assurance and improvement plan 2010–13

East Renfrewshire Council



social work
inspection agency



THE SCOTTISH
HOUSING
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1. Introduction

Background

1. The Assurance and Improvement Plan (AIP) sets out the planned scrutiny activity for East Renfrewshire Council for the period 1 April 2010 to 31 March 2013. It explains the basis of our risk assessment of the council, and outlines the scrutiny response which is proportionate to the assessed risks.
2. This AIP is the product of a collaborative approach adopted by the following scrutiny bodies operating in East Renfrewshire Council:
 - Audit Scotland
 - Care Commission
 - HM Inspectorate of Education (HMIE)
 - Scottish Housing Regulator (SHR)
 - Social Work Inspection Agency (SWIA)
3. The overall objectives of this collaborative approach are to maximise the efficiency and effectiveness of scrutiny work and minimise the impact of scrutiny activity on the council. This will be achieved by:
 - Coordinating the timing and approach of our risk assessment work.
 - Helping to identify and monitor key risks through the sharing of intelligence and information.
 - Building on each other's work to maximise its value.
 - Drawing on, and taking account of each other's work and avoiding duplication of effort.
4. The AIP draws on a number of sources of information, including:
 - risk assessment work carried out by inspectorates and the council's external auditor
 - the audit of Best Value and Community Planning in East Renfrewshire Council¹
 - the annual audit report to the Controller of Audit and elected members for 2008/09²
 - the council's own self-evaluation and supporting evidence
 - reports and data from Audit Scotland, HMIE, SWIA, SHR and the CC (including published inspection reports and other supporting evidence).

¹ [East Renfrewshire Council - The Audit of Best Value and Community Planning, October 2005](#)

² [East Renfrewshire Council - Report to Members and the Controller of Audit](#)

What do we mean by a scrutiny risk?

5. All local government scrutiny bodies have agreed the definition of shared risk assessment as:

'A joint approach using key information about local government to plan scrutiny activity that is proportionate and based on risk'

6. In assessing risk we consider the scale or impact/seriousness of an issue and the likelihood of its occurrence. A serious issue, well managed by the council may not represent a high risk. We also identify areas of uncertainty where insufficient evidence is available to make a judgement, where the evidence is unclear or where the impact of any action taken by a council to address an area of concern is unclear.

7. Serious concerns identified through the shared risk assessment may include areas where the available evidence indicates that:

- Performance is poor, slipping or not improving.
- Service or outcome standards are unacceptable.
- Improvement is not on track to achieve a target.
- Locally agreed priorities do not reflect evident and pressing need.
- Insufficient account is being taken of inequality.
- Insufficient account is being taken of people whose circumstances make them vulnerable or who are at risk of avoidable harm.
- There are question marks about the sustainability of current performance or the achievement of improvements.
- Processes to support continuous improvement are not well established or are ineffective.

8. We recognise that risk levels will change as significant events occur and as councils take action to address identified risks. Scrutiny bodies, through local area network (LAN) contacts, will maintain awareness of activity, including unit level inspection. As new information comes to light the LAN lead, in consultation with other LAN members will update the AIP as appropriate. LAN members will draw any significant matters to the attention of the LAN lead as they arise. The LAN lead will determine what action should be taken in terms of initiating contact with other LAN members.

9. The council is expected to initiate contact with the LAN lead where significant events occur that are likely to influence scrutiny activity. Councils are encouraged to maintain contact with LAN leads to discuss any concerns arising from the AIP or any joint scrutiny activity.

What does proportionate scrutiny mean?

10. When considering the appropriate level of scrutiny activity for each council we consider the following points to ensure that is proportionate:
 - Is scrutiny activity the best driver for improvement?
 - If so, how can we tailor that activity to the areas where it will have the most impact?
 - How can we tailor that activity in terms of its frequency, intensity and scope?
 - What is the minimum level of scrutiny is required to provide assurance to the public?
 - How can we work together to minimise the impact of the scrutiny activity on the council?
11. The overall objectives of this collaborative approach are to maximise the efficiency and effectiveness of scrutiny work and minimise the impact of scrutiny activity on the council. This will be achieved by:
 - Coordinating the timing and approach of our risk assessment work.
 - Helping to identify and monitor key risks through the sharing of intelligence and information.
 - Building on each other's work to maximise its value.
 - Drawing on, and taking account of each other's work.
 - Avoiding duplication of effort.

Baseline scrutiny activity

12. The focus of the AIP is strategic scrutiny activity, that is scrutiny activity which is focused at corporate or whole service level, but there will also be baseline scrutiny activity at unit level ongoing throughout the period of the AIP. This will include, for example, school and residential home inspections. In many cases, identified risks or uncertainties will trigger scrutiny work that is simply a continuation of the link/district inspector or auditor's role in monitoring improvement actions or in providing assistance and support. However, in other cases the identified risks or uncertainties will trigger more focussed scrutiny work as highlighted at Appendix 2.
13. In order to minimise the burden on councils of inspection activities, care has been taken to identify areas where joint scrutiny can be undertaken. Use will also be made of the council's own self evaluation activities and these will be drawn on as part on normal scrutiny monitoring. Link inspectors will continue to visit the council as part of their ongoing liaison. Additionally, scrutiny bodies reserve the right to make unannounced scrutiny visits. These will generally be made in relation to care services for vulnerable client groups. The annual audit of local government financial statements by Audit Scotland comprises part of the baseline activity for all councils as does work required to complete the audit of housing and council tax benefit arrangements.

Planned joint scrutiny activities

14. The LAN is committed to working together to deliver a reduced inspection footprint to the council through the AIP process. We have identified a number of areas where combining our expertise will minimise inspection activity at the council through joint planning and shared reliance on scrutiny findings. For the period covered in this AIP these include:

- Housing issues – SHR, Audit Scotland
- Best Value audit of Strathclyde Police – HMICS, Audit Scotland – (included for completeness)
- Commissioning social care – SWIA, Audit Scotland
- People management – SWIA, Audit Scotland

We also plan to develop our arrangements to share information to support our future risks assessments and inform future scrutiny activities.

2. Summary

The overall assessment of risk for East Renfrewshire Council is “no significant risks”. As a result, the level of scrutiny activity is currently assessed as low with no significant scrutiny activity planned at present.

15. The council has many strengths particularly in the manner in which it provides education, support and care to young people and adults. A number of aspects of performance in these areas have been commended by HMIE and SWIA. The standard of scrutiny exercised by the council’s audit committee is also of a high standard. Examples of best practice within East Renfrewshire Council are considered to be:
- The operation of the council’s political management arrangements and in particular the audit committee.
 - Leadership for learning in curriculum for excellence through collaborative working.
 - Quality assurance arrangements for services provided to children in the council’s care.
16. Proposed scrutiny activity will be targeted in those areas assessed as highest risk and these are set out in the remainder of this AIP. The AIP gives an overview of the information that informed the risk assessment and shows how this links to the proposed scrutiny response.

National risk priorities

17. A number of core national risk priorities will be applied to all 32 councils. Evidence to support comments on these matters is included in the overall assessment of risk.
18. **The protection and welfare of vulnerable people, including access to opportunities.** No significant risks regarding children services. The impact of the recession and demographic changes creates uncertainty for older people. This area is encapsulated in the council’s defined outcomes and CHCP service area. The LAN has identified that this a low scrutiny risk area for children and subject to the national inspection of children services (HMIE), the fostering and adoption inspection (CC) and the national inspection of Education Psychology Services (HMIE), no additional scrutiny work is planned. The older population within the council area however is predicted to rise by 32 per cent by 2031. The council commissions a proportion of its care and support services from the voluntary and private sector and in partnership with neighbouring authorities. The CHCP has developed regular performance reporting to the CHCP Committee, the Adult Support and Protection Committee and the Child Protection Committee. The CHCP is developing outcome-focused performance reports following early implementation of the national community care outcomes framework. We propose this area will be followed up by SWIA with possible scope for joint working with Audit Scotland.
19. **Assuring public money is being used properly.** No significant risks. This aim forms a key strand of the council’s approach to excellence and as a result we identify this as an area of low scrutiny risk and

propose no specific scrutiny response. Coverage of this area forms a routine element of the annual audit activity.

20. **The impact of the greater financial pressure faced by councils associated with the current economic climate.** This is an area of uncertainty for the local government sector. The council has clear plans in place to manage council funding reductions and mitigate the effects on the local economy (as described in the outcomes and corporate assessment sections). However significant uncertainty exists over the impact of funding constraints on the quality and level of service provided to residents against the need to maintain an adequate level of unallocated reserves. Areas which will present a challenge to the council include the potential for capital slippage and the subsequent impact on service improvements, optimising the use of assets and the effectiveness of workforce planning arrangements. Ongoing audit activity by Audit Scotland will address financial and asset management issues. Proposed scrutiny action on how procurement matters can improve will focus on commissioning social care and progress on refining procurement practices within the council in line with the recent procurement capability assessment.

Local risks priorities

21. **Sustainable transport and road condition.** No significant risks regarding sustainable transport. The AIP has identified a significant risk regarding the condition of the local road network. While poor road condition is not unique to East Renfrewshire and that the council has approved an additional £500,000 contribution from reserves for road maintenance, in our opinion there is significance to the issue as:

- The council has a high ratio of commuters in the local population.
- The council's rating on the SPI on the percentage of the road network that should be considered for maintenance has been poor.
- Repair costs are likely to increase if annual maintenance is not adequate.
- Roads consistently feature as one of the top priorities in citizen's panel consultations.
- The condition of the roads has been exacerbated by the recent extreme weather conditions.

Audit Scotland undertook a national study on roads maintenance in 2004 which is to be followed up in the autumn 2010. This follow up will examine the extent to which road condition and the size of the maintenance backlog have changed as well as the extent to which recommendations aimed at improving value for money and reporting performance have been implemented. At a local level, given the recent increased profile of road maintenance issues across Scotland and the issues highlighted above, proposed scrutiny action will consist of monitoring the council's self evaluation data and performance indicators. The results of the national study will inform our work going forward.

22. **Housing stock.** Significant risks identified. The council faces a potential challenge in ensuring that its existing house stock meets the Scottish Housing Quality Standard by 2015. There is also a high demand for affordable housing within the area which the council is finding challenging to satisfy,

although recent data shows a total of 309 units provided against the 2012 target of 346. Both aspects will be monitored through a phased scrutiny response with scope for joint working between the SHR and Audit Scotland.

23. **Homelessness.** Area of uncertainty. The Homelessness etc (Scotland) Act 2003 introduced a target that all unintentionally homeless households would be entitled to settled accommodation by 2012. A recent review by the Scottish Government has highlighted a number of local authorities where progress has been limited and there is an emerging risk that they may fail to fulfil their obligations outlined in the Act. Over 2010/11, the SHR will meet with the local authorities concerned, including East Renfrewshire Council, to verify progress and seek assurance that plans are in place to ensure that they fulfil their statutory obligations by the specified deadline. This may involve some form of self evaluation by the councils and potentially, on-site enquiry where it is considered that this would inform Ministers and assist the local authority involved.

Past Best Value reviews and inspection activities

24. A Best Value audit of East Renfrewshire Council was reported in October 2005. The report highlighted six key issues for improvement, including the need to:
- further develop community involvement
 - change the focus on performance management from target setting to assessing the impact in improving the quality of service delivery
 - further develop the level of challenge by members on the work of the council
 - develop a more challenging approach to option appraisal
 - develop clear priorities and measurable targets for the social, economic and environmental sustainability of East Renfrewshire
 - develop a corporate and departmental approach to public performance reporting.

Progress against these issues was examined by Audit Scotland in April 2007 and found that all agreed actions had been addressed.

25. While the shared risk assessment is a new approach to scrutiny, a number of the risks referred to in this AIP have already been drawn to the council's attention through past scrutiny action. Previous year's Strategic Audit Risk Assessments and Annual Reports to Members have indicated the significance of the council taking steps to react to the financial pressures facing all local authorities. Similarly, concerns over housing matters have been expressed. The council has also been advised of the importance of taking steps to improve procurement, workforce planning and asset management practices.

3. The council's context

General

26. Situated to the south of Glasgow, East Renfrewshire has a population of just under 90,000 occupying an area of 67 square miles. Around 18 per cent of the population is aged over 65 years and this age group is projected to increase by almost 25 per cent by the year 2021, a rate that is significantly above the national average.
27. The local authority is in a generally prosperous area, with the January 2010 claimant unemployment rate at 2.7 per cent, below the national average of 4.1 per cent. There are, however, pockets of significant deprivation with ten per cent of the population living in one of the 25 per cent most deprived areas in Scotland. There are also marked health inequalities across the area including variations in life expectancy and levels of long term limiting illness.
28. Over two-thirds of the working population commute to jobs outside the area, mainly in Glasgow, and small enterprises account for more than 90 per cent of the businesses in East Renfrewshire. There is a high level of car ownership and the extensive level of through traffic puts pressure on the roads network.
29. The council is governed by a coalition comprising Labour, SNP, Liberal and independent councillors. The council has aligned its strategic priorities to meet the key challenges of the area. The regeneration of deprived areas, sustaining the local economy, reducing health inequalities and providing integrated services to meet the care and support needs of vulnerable residents are some of the key objectives on which the council's system of outcome based planning focuses.

Self-evaluation

30. The council recognises the necessity of ensuring that each area of the council has a successful self-assessment framework in place in order to drive change, efficiency and innovation in the improvement of services.
31. The council has implemented an electronic performance management system, which allows directors, the chief executive and others to review service performance information. Each service is responsible for contributing to a rolling three year Outcome Delivery Plan. This takes account of the financial and employee resources likely to be available and progress against outcomes and targets is self assessed at regular intervals.
32. In 2009, the council ran two pilots of the national Public Service Improvement Framework (PSIF) self-assessment model (Planning and IT). These pilots have informed a programme of light touch self-assessments prioritising services which have no other assessment frameworks in place. The PSIF programme adopts the "How Good is our Service" brand, which uses criteria consistent with How

Good is our School, How Good is our Community Learning and Development and the SWIA performance improvement model. The self-assessment programme also incorporates ongoing lean system review work which focuses on improved customer service, increased efficiency and decreasing unit cost. Progress is evaluated as part of the periodic reporting of the Public Service Excellence (PSE) programme to Cabinet and Members.

33. The council's audit committee is supported by an active internal audit section which submits regular reports on a range of topics including performance. The audit committee is also proactive in the council's self-assessment framework, requesting presentations from service heads and conducting its own investigations. In particular, the committee's 2008 investigation of service standards prompted a review which led to a more focused set of performance standards and it has recently considered a renewal of council-wide standards for customer contact. The committee also considers exception reports highlighting service areas where the minimum levels of performance have not been achieved.
34. In 2009/10, the council is required to report 25 statutory performance indicators (SPIs) as well as a selection of key indicators it uses to monitor performance. Internal audit performs an annual assessment of the reliability of PI data.
35. The council has a Citizens Panel of 1,200 people who complete an annual survey on the council's performance and provides input into service delivery and community engagement issues. The council is considering increasing the frequency of Citizens Panel consultation to twice yearly.
36. Within their service plan, the CHCP has identified the need to carry out a self-evaluation of their commissioning of care services. The council will be supported throughout this process using the collective knowledge and expertise of SWIA, the Care Commission and Audit Scotland, as appropriate.

In light of the above, scrutiny bodies can place a high reliance on self-evaluation information provided by the council, and thus reduce the need for external scrutiny.

4. Delivering outcomes for communities

Strategic priorities

37. The council has displayed a clear commitment to secure continuous improvement in the services to the people of East Renfrewshire and strives to maintain its reputation as a top performing council. In most instances we have assessed the council as having no significant scrutiny risks however a small number of areas of uncertainty and significant risks have been identified. Any additional scrutiny work required will be limited to these areas.

To enable children and young people to achieve their maximum potential in terms of educational attainment, taking up training and employment opportunities and ensuring their overall development and wellbeing

38. No significant risks identified for this strategic priority. Evidence from HMIE inspections of schools and pre-five centres indicates that the authority supports the needs of learners very well. East Renfrewshire is above national and comparator authority averages in almost all measures. In 2009, the authority had its best performance to date at three or more Highers in 5th year and 1 or more Advanced Highers. This year also shows some improvement in the performance of the lowest attaining group. HMIE inspectors have recognised that the council's can demonstrate best practice through its cluster working across schools and pre-five centres which is characterised by a collaborative approach aimed at improving the learning experiences of children and young people.

To improve the health of local people, reduce health inequalities, promote healthy lifestyles and improve access to integrated locally based health and care services.

39. No significant risks identified for this strategic priority. All schools provide young people with two hours of quality physical education each week and all schools and pre-five centres in the authority area have achieved health promoting status. Attendance at leisure centres is increasing and health performance indicators are largely on target. There are however areas of marked health inequalities which have specific social challenges which might be masked by reporting performance on a council wide basis. The CHCP recognises that there will be an increase in demand for services in response to the trend increase in the level of drug and alcohol misuse.

To support a caring community where partner organisations work together to provide integrated services that promote independence and meet the care and support needs of residents- in particular vulnerable children and adults.

Childrens' services

40. No significant risks identified for this aspect of the strategic priority. The council has a good record for stability of placements of children looked after away from home. In March 2008, HMIE Child Protection Inspection reported very positively on the child protection service and the leadership and direction provided by the Child Protection Committee. SWIA have also recognised the high standard of council services to children in care.

Community care services

41. Areas of uncertainty identified for this aspect of the strategic priority. The council is developing a strategy to meet the needs of older people which recognises the need to shift resources to reflect the demography in East Renfrewshire and support more people at home. There is a changing picture for older people's services in shifting the balance of care with a decreasing care home population but a corresponding increase in people receiving home care. We want to investigate further whether the change results from a more targeted approach and earlier intervention. Improvement actions are underway across the CHCP to improve support to people living in the community which have shown a reduction in the number of people aged over 65 being readmitted as an emergency to acute specialties.

To ensure people are safe in their own homes and communities by tackling crime and anti-social behaviour

42. No significant risks identified for this strategic priority. Crime rates in East Renfrewshire are below expected levels with crime rates falling. The Citizens Panel rate crime, anti-social behaviour and personal safety as top priorities for the council and say that the 'safe, clean environment' is one of the main reasons they live in East Renfrewshire (35 per cent in 2008; 38 per cent in 2009 & 2010). The council has introduced community wardens to deal with graffiti, crime reduction and anti-social behaviour.

To improve the condition of our existing road network and encourage the use of other types of more sustainable transport such as public transport, cycling and walking.

Sustainable transport

43. No significant risks identified for this aspect of the strategic priority. The council has actioned sustainable bus projects to improve bus links from Barrhead to the centre of Glasgow, provided cycle lanes and invested in a "Safer Routes to School" initiative. The Citizens Panel reported that nearly half of respondents rarely or never use public transport. 86 per cent of residents have access to at least one car compared to 67 per cent nationally. The council's Local Transport Strategy recognises a number of issues including the high ratio of commuters, road congestion associated with schools and rail and bus service difficulties.

Road condition

44. Significant risks were identified for this strategic priority. Roads feature highly on every survey of the citizen's panel. East Renfrewshire Council is one of the lowest performing authorities on the SPI on the percentage of the network that should be considered for road maintenance, although there has been some improvement during 2008/09. The effects of a recent severe winter have increased the challenge of improving the condition of the road network.

To regenerate deprived areas by strengthening the local economy, improving housing conditions and enabling affordable housing, as well supporting local businesses and increasing opportunities for training and employment.

Economy

45. No significant risks identified for this strategic priority. Although the council faces significant uncertainty on the impact of the recession on local businesses etc, it has plans and has taken action to mitigate risks. The council has a 2008-2013 Economic Development Strategy with supporting strategies and operational plans including employability, local tourism, and rural development. In 2009, the council implemented a range of actions under its Economic Downturn Action Plan including a review of the local plan, the promotion of the business skill subsidy, refocusing of the Jobs Action Team and the council's training teams and improving the payment time for local suppliers. At present, the council has an SOA target to create 90 net new businesses by 2010/11. Only 50 have been created to March 2009 which may make this target unachievable. No direct target exists on job creation within East Renfrewshire. 2.7 per cent of residents currently claim unemployment related benefits which exceeds the 2010/11 target of two per cent.

Housing

46. Significant risks were identified for this strategic priority. The council is carrying out its first full housing stock condition survey since 2001 although this is significantly behind schedule. The results will determine the extent and costs of improvement work which need to be carried out to meet the Scottish Housing Quality Standard (SHQS) by 2015. Until the results are available, the council is unable to accurately quantify the work required, the associated costs and the proposed funding sources in order that its housing stock meets the SHQS by 2015.
47. The council has a small stock of council houses totalling approx 3,000. The cumulative total of new affordable housing delivered between 2008 and January 2010 was 134 units. In addition, a further 175 units are on site and in the process of being constructed. This gives a total of 309 units, against the council's 2012 target of 346. In addition, over £218,000 in commuted sums have been collected with a further £370,000 expected. These funds will be utilised to support the delivery of further affordable housing units. Housing lists are not always recognised as a sound indicator of housing demand. As a general indication however, in May 2008 the council had 2,680 applicants on the housing list with an average re-let of 250 properties per year. Included within this are 1,070 tenants who have requested a move but on average only 40 tenants per year are granted a move.
48. The Homelessness etc (Scotland) Act 2003 introduced a target that all unintentionally homeless households would be entitled to settled accommodation by 2012. The % of unintentionally homeless households in priority need placed in permanent accommodation is 65 per cent for the half year 2009/10. The target for 2010/11 is 90 per cent. There is little current evidence of the council's ability to meet the 2012 statutory target. A recent review by Scottish Government has highlighted a number of local authorities where progress has been limited and there is an emerging risk that they may fail to fulfil their obligations outlined in the Act.

To improve the natural and built environment, promote awareness of sustainable development, and reduce the council's carbon emissions.

49. No significant risks identified for this strategic priority. The council reported a six per cent reduction in the amount of carbon emissions produced directly by its own operations in 2007/08, mainly through investing in energy efficiency in schools and council buildings. The target is to achieve a further 19 per cent reduction by 2012/13. Actions to achieve this have been set out but actual levels of CO2 reductions to satisfy this target have not been quantified. Almost all schools and nurseries have “ECO” awards. The council is on course to satisfy its target to recycle or compost 43 per cent of waste by 2010/11. Whitelees Windfarm, one of the largest windfarms in Europe, lies within the council area and Scottish Power has recently opened a visitor centre at the site.

To build on our position as one of the best councils in Scotland, driving change, efficiency and innovation- transforming services to meet citizens needs now and plan for the future.

50. No significant risks identified for this strategic priority. In February 2009, the council launched its PSE concept as the catch-all heading for the council's change and efficiency agendas. PSE work is focused through the Change and Improvement Action Plan, encompassing 31 key priorities for improving outcomes. Achievements arising from the Change and Improvement Plan include a revised HR structure, a streamlined printing service, a significant shift to internet and automated telephone payments, a new e-planning service and increased resources to Customer First. There is a risk that significant funding reductions in future years will dictate accelerated action by the council and that this will overtake the more measured evaluations of the PSE programme or that PSE initiatives will be delayed due to limited staffing resource.

Services

51. East Renfrewshire Council has five departments all with responsibility for delivering front line services, three of which also have some responsibility for support services. Performance in these areas varies from being assessed as being one of the best in Scotland to having areas where significant challenges are faced. Further information in support of these assessments is included in Appendix 1.

Education

52. No significant risks identified for this service. This is widely regarded as being the council's flagship service. HMIE have rated both corporate education and individual learning establishments very highly and East Renfrewshire consistently outperforms most other authorities in academic attainment. The council has developed such a strong reputation in this area that demand for places is continually rising and a number of the schools are operating at or over capacity which the council is addressing through new and extended schools.

CHCP

53. No significant risks identified for this service as a whole. The council delivers its social care responsibilities through the Community Health and Care Partnership in conjunction with NHS Greater Glasgow and Clyde. Overall the social work services are among the better performing in Scotland. For children's services, the council operates an early intervention approach and HMIE Child Protection have assessed them as being in the top three in Scotland in this area. Further detail on the council's

approach to caring for children is included in section 3 of Appendix 1. However, older people's services is considered to be an area where further work is required to ensure that the council continues to meet the needs of its older people. Issues such as an increasing older population and difficulty in recruiting skilled home care workers support our "areas of uncertainty" assessment in this area.

Environment

54. Significant risks were identified for this service. The council's environment department is responsible for a number of areas including housing, roads and planning and building control. A number of issues have been highlighted in some of these areas including a poor track record as one of the lowest performing councils in Scotland on the SPI on the percentage of the road network that should be considered for maintenance. A rise in homelessness during 2008/09 has also contributed to our assessment in this area as "significant risks identified".

Implications for scrutiny activity

55. The local area network has identified a number of areas for scrutiny including collaborative work between the scrutiny bodies. Scrutiny activities marked * are more monitoring in nature and will not involve significant input from council staff.

Road maintenance: AS monitoring of the action taken by the council*.

Housing stock and homelessness issues: Phased scrutiny response with scope for joint working with SHR and Audit Scotland (2010-11 and 2011-12). Review will also verify progress and seek assurance that plans are in place to ensure that by 2012 the council can fulfil the entitlement of all unintentionally homeless households to settled accommodation. This may involve some form of self evaluation by the council and potentially, on-site enquiry where it is considered that this would inform Ministers and assist the local authority involved.

CHCP: SWIA ISLA follow-up (2010-11). This scrutiny activity is the lowest category of follow up (eight half day sessions focussing on engagement with service users etc).

SWIA to monitor the development and implementation of the Older People Strategy (2012-13).

56. Where the LAN's consideration of strategic priorities and service departments does not identify any additional scrutiny activity, ongoing monitoring will be performed drawing significantly on the council's own self assessment processes.

5. Corporate assessment

Corporate assessment

Vision/governance

57. No significant risks identified for this area. The council benefits from experienced senior staff that, along with Members, provide clear leadership, demonstrate a common purpose and strive for continual improvement in services. Clear linkage exists between the council's key strategic documents and the council's single outcome agreement which is used as the key strategic document for work with its various partners. Evidence exists of a culture of constructive challenge amongst Members and general governance arrangements have been assessed as sound. Audit Scotland has recognised that the council's Audit Committee demonstrates best practice by being particularly active and engaged in addition to undertaking its own programme of investigations.

Performance management

58. No significant risks identified for this area. The development of outcome-focused performance reporting in the CHCP is at an advanced stage and has built on the work undertaken as an early implementer site for community care outcomes.

Partnership arrangements/community engagement

59. No significant risks identified for this area. Partnership arrangements are well developed with particular positive emphasis on developing the voluntary sector. The council is proactive in working within the framework of the Clyde Valley group of councils. The standard of community engagement is assessed as good with use of local area forums and citizen panel feedback. Mechanisms exist for members of the public to comment on services and results are well publicised.

Use of resources - impact of the recession

60. This is an area of uncertainty for the local government sector. Councils generally are facing severe financial constraints in the coming years which will severely impact on their ability to deliver services at current levels. Active management and decisive action are critical at this time to ensure that services are re-designed and streamlined to drive out any inefficiencies. East Renfrewshire Council has fully briefed members on the seriousness of the situation and has taken a range of measures to maintain the integrity of budgets. Financial planning has been enhanced and action has been taken to make realistic assumptions on sources of finance to maintain the capital programme. The level of future efficiency gains is however considered by the council to be limited and reliance is being placed on the success of the council's Public Service Excellence programme. A programme of staff reductions has been approved and further staff reductions are planned.

Use of resources - Asset management, people management and procurement

61. Areas of uncertainty identified. Arrangements are in their infancy across the council and against the uncertainty of future funding settlements, the impact of smaller budgets on the level and quality of service provision and maintenance of assets is uncertain. The council's procurement activities compare favourably against the standards found in local government generally however more work is required to improve performance and drive out savings from procurement activities across services. A key area for proposed scrutiny activity is the council's commissioning of social care. SWIA, the Care Commission and Audit Scotland will support the council's planned self-evaluation in this area. Council progress in general procurement matters will be monitored by Audit Scotland.

Equality and sustainability

62. No significant risks identified for these areas. The council is developing its commitment to equality and requires equality issues to be embedded in council plans and strategies. Additional scrutiny work on how comprehensive and effective its arrangements are will be required in the future but this is not seen as an immediate requirement. The council has taken action to reduce its carbon footprint and has taken several measures to address more general environmental issues. Social and economic sustainability issues such as the pressure of demographic changes on services is recognised and monitored through departmental service plans etc.

Implications for scrutiny activity

63. The local area network has identified a number of areas for scrutiny including collaborative work between the scrutiny bodies. Scrutiny activities marked * are more monitoring in nature and will not involve significant input from council staff.

Performance management and improvement:

SWIA ISLA follow-up (2010-11).

Procurement:

Review of social care commissioning (SWIA, AS) (2011-12).

Monitoring progress of the procurement capability assessment findings (AS)*.

People management:

Review the adequacy and effectiveness of people management arrangements (SWIA, AS) (2012-13).

Sustainability:

General monitoring through the normal audit process of social economic sustainability factors (AS)*.

64. Where the LAN's consideration of strategic priorities and service departments does not identify any additional scrutiny activity, ongoing monitoring will be performed drawing significantly on the council's own self assessment processes.

6. Next Steps

65. The overall assessment for East Renfrewshire Council is “no significant risks”. As a result, the level of scrutiny activity is proportionate to the level of risk identified and the need to respond to Ministerial direction. No significant scrutiny activity is planned at present. The proposed limited activity is targeted in those areas assessed as having the highest risk. Scrutiny planned over the longer term will be subject to annual review in future Assurance and Improvement Plans.

Appendix 1

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL			
Strategic Priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>1. To enable children and young people to achieve their maximum potential in terms of educational attainment, taking up training and employment opportunities and ensuring their overall development and wellbeing</p>	<p>No significant risks identified</p>	<p>East Renfrewshire Council has a clear focus on services to support them in achieving their corporate objective of ensuring children and young people reach their full potential. This is a strong area for the council as their education and child protection services have been assessed as being among the best in Scotland. A number of factors are available to support our “no significant risks” assessment in this area, a selection of these are shown below:</p> <ul style="list-style-type: none"> ▪ Evidence from HMIE inspections of schools and pre-five centres indicates that the authority supports the needs of learners very well. ▪ Improved exam performance across the council area in 2009 including the lowest attaining group. ▪ The Care Commission reports that all daycare of children services perform to a good to excellent standard. ▪ HMIE inspections indicate a performance improvement culture. ▪ Proactive approach to maximising opportunities for young people in the council area through approval to build the Community College and Library. ▪ A series of measures in place to support young people through promoting positive destinations when leaving school. ▪ WORKer initiative to provide services and opportunities to local residents to assist them in securing employment. <p><i>Sources : HMIE inspections, Care Commission inspections, Audit Scotland (AS) Cumulative Audit Knowledge and Experience (CAKE), East Renfrewshire Council (ERC) website</i></p>	<p>No additional scrutiny.</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Strategic Priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>2. To improve the health of local people, reduce health inequalities, promote healthy lifestyles and improve access to integrated locally based health and care services.</p>	<p>No significant risks identified</p>	<p>This is another strong area for the council which is achieved through improved education, an integrated approach to service delivery and the priority the council gives to children in the area. The following factors have contributed to our “no significant risks” assessment:</p> <ul style="list-style-type: none"> ▪ Positive culture in schools in promoting health and well being evidenced by HMIE inspections. ▪ All schools provide young people with two hours of high quality physical education each week. ▪ All schools and pre-five centres in the authority have achieved health promoting status. ▪ The implementation of activities to encourage young people to adopt healthy lifestyles. ▪ Attendance at leisure facilities is increasing to the extent that the council is reliant on the school estate facilities to satisfy current demand. ▪ The council and its partners launched a Joint Alcohol Policy Statement 2008-2011 in October 2008 to progress coordinated action on health and social objectives relating to alcohol use. ▪ Health performance indicators are largely on target. There are local pockets with specific social challenges which reporting performance on a council wide basis might mask. <p><i>Sources : HMIE inspections, ERC Sports Plan, ERC response to AS national study, SOA performance report</i></p> <p>Glasgow Centre for Population Health - East Renfrewshire Health Profile</p>	<p>No additional scrutiny.</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Strategic Priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>3. To support a caring community where partner organizations work together to provide integrated services that promote independence and meet the care and support needs of residents- in particular vulnerable children and adults.</p>	<p>Re Children No significant risks identified</p>	<p>The council is one of only a few in Scotland which has adopted a fully integrated Community Health Care Partnership. This brings together the social work services from the council and primary and community care services from NHS Greater Glasgow and Clyde. The CHCP has been commended by both SWIA and HMIE child protection as being innovative and proactive in meeting the needs of vulnerable children. Some specific aspects which support our “no significant risks” assessment in this area include:</p> <ul style="list-style-type: none"> ▪ Adoption of an early intervention approach to child protection praised in SWIA and HMIE child protection inspections. ▪ Very effective partnership between nursery staff, social workers and health professionals. ▪ Good track record for stability of placements of children looked after away from home. ▪ Operational measures are reflected in rates of child protection interventions that are all below the Scottish average. <p><i>Sources: SWIA inspections, HMIE child protection inspections</i></p>	<p>Planned scrutiny as part of work on the national priority of child protection (HMIE, SWIA).</p>
<p>3. continued</p>	<p>Re Older, more vulnerable residents Area of uncertainty</p>	<p>Although the evidence suggests that the outcomes for individual for older people are good, the future for older people’s services is uncertain. In line with much of Scotland, there is a rising number of older people which is set to continue in the long term, the CHCP are facing some difficult challenges. While the council is aware of the challenges and has developed an older people’s strategy which recognises the need to shift resources to reflect the changing demography within East Renfrewshire, an “area of uncertainty” assessment is considered appropriate for the following reasons:</p> <ul style="list-style-type: none"> ▪ Older population in the area is predicted to rise by 32% by 2031 (source - GROS). There will be an increasing strain on resources and on capacity and the means of funding this future demand is uncertain (e.g possible change in free personal care provision is now on the 	<p>Monitor the development and implementation of the Older People Strategy (SWIA)</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Strategic Priorities	Initial risk assessment	Evidence/rationale	What we plan to do
		<p>national agenda).</p> <ul style="list-style-type: none"> ▪ There is a changing picture for older people’s services in shifting the balance of care with a decreasing care home population but a corresponding increase in people receiving home care. ▪ Respite figures for older people (overnight and day time) are well above the Scottish average. ▪ In common with other local authorities, the CHCP has from time to time experienced some difficulties in recruiting home care staff with the necessary skill set although recently recruitment has improved. Additionally the impact of the recession may improve recruitment to these types of posts. ▪ Ongoing budgetary pressures in social care services. <p><i>Sources: SWIA inspections, Care Commission inspections</i></p>	
<p>4. To ensure people are safe in their own homes and communities by tackling crime and anti-social behaviour</p>	<p>No significant risks identified</p>	<p>The citizen’s panel have stated that crime, anti-social behaviour and personal safety are key priorities for the council. The council has however taken steps to ensure people are safer in their homes and has tackled anti-social behaviour through the introduction of community wardens. We have assessed this area as “no significant risks” for the following reasons:</p> <ul style="list-style-type: none"> ▪ Crime rates in ER are below targets and baseline levels with crime rates decreasing between 2004-05 and 2008-09. <p><i>Sources: ERC performance reports, Citizens Panel survey data</i></p>	<p>No additional scrutiny.</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Strategic Priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>5. To improve the condition of our existing road network and encourage the use of other types of more sustainable transport such as public transport, cycling and walking.</p>	<p>No significant risks identified</p>	<p>The council faces challenges in promoting sustainable transport. 86% of households have access to at least one car. The council also has a high ratio of commuters; road congestion associated with the M77 off ramps and schools and has a limited rail service and bus network. The council has sought to promote and improve sustainable transport in a number of ways so a green assessment is considered appropriate.</p> <ul style="list-style-type: none"> ▪ Sustainable travel projects are underway in Barrhead and a priority bus network “Streamline” has been set up to improve links to the centre of Glasgow. ▪ Investment in the safer routes to school initiative which aims to improve safety for children walking or cycling to school to reduce the number of cars causing congestion around schools. ▪ Provision of cycle paths throughout East Renfrewshire. <p><i>Source: ERC action plan</i></p>	<p>No additional scrutiny.</p>
	<p>Re Road maintenance issues</p> <p>Significant risks identified</p>	<p>The condition of the road network is an area of concern. The council invariably underperforms other councils in SPI assessments and recent bad winter weather is likely to have exacerbated performance further. The condition of roads is likely to give rise to further concern given the emphasis this issue has in public consultations.</p> <ul style="list-style-type: none"> ▪ The council's road network has been identified as a key risk due to the track record of poor performance on the SPI on the percentage of the roads network that should be considered for maintenance. The condition of the roads network has become significantly worse due to the recent extreme weather conditions. (see also section 11). ▪ The council has a high ratio of commuters in the local population and roads consistently feature as one of the top priorities in citizen's panel consultations. ▪ Repair costs are likely to increase if annual maintenance is not adequate. <p><i>Sources: SPI data, AS review of budgets, Citizens Panel surveys</i></p>	<p>Monitor the action taken by the council to address road condition issues(AS)</p>
<p>6.</p>	<p>Re: local economy,</p>	<p>The council recognises the need to regenerate the local economy by providing support and encouragement to local residents who want to secure employment and by encouraging businesses</p>	<p>No additional scrutiny.</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Strategic Priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>To regenerate deprived areas by strengthening the local economy, improving housing conditions and enabling affordable housing, as well supporting local businesses and increasing opportunities for training and employment.</p>	<p>local businesses and increasing opportunities for training and employment.</p> <p>No significant risks identified</p>	<p>to the area. While the council has taken some positive action in this area and the value of its actions are recognised, its actions are limited to support measures to counteract the global economic downturn. The factors that have influenced our assessment include:</p> <ul style="list-style-type: none"> ▪ In 2009, the council implemented a range of actions under its Economic Downturn Action Plan. These included a review of the local plan, the promotion of the business skill subsidy, a refocusing of the Jobs Action Team and the council's training teams, and improving the payment time for local suppliers. ▪ The council can affect the local economy through capital spending and approved £23.5 million of expenditure for 2009/10 including major projects on the schools estate, roads and a new health and social care centre. ▪ At present, the council has an SOA target to create 90 net new businesses by 2010/11. Only 50 have been created to March 2009 which may make this target unachievable. ▪ No direct target exists on job creation within East Renfrewshire. ▪ 2.7% of residents claiming unemployment related benefits exceeds the 2010/11 target of 2%. <p><i>Sources: ERC Economic Downturn Action Plan, AS review of budgets, ERC SOA progress report 08/09, ERC economic monitor January 2010, ERC operational statistics</i></p>	
	<p>Re: improving housing conditions and enabling</p>	<p>The risk assessment process has identified that the council's housing service is an area where significant risk exists. The council has a small housing stock. It is however, an area of high demand for affordable housing and at present plans to increase the housing stock provision relies on investment from partners. In addition to the need for more affordable housing, the council also faces</p>	<p>Phased scrutiny response on housing matters with scope for joint working</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Strategic Priorities	Initial risk assessment	Evidence/rationale	What we plan to do
	<p>affordable housing.</p> <p>Significant risks identified</p>	<p>the challenge of ensuring that its existing housing stock meets the Scottish Housing Quality Standard (SHQS) by 2015. In view of the council's current status on these issues, we have assessed this area as "significant risks identified". The bullet points below provide further information on the council's position:</p> <ul style="list-style-type: none"> ▪ The council has yet to complete its full housing stock survey which will determine the extent of work required and the costs involved in meeting the SHQS by 2015. ▪ Track record of poor performance in rent loss due to voids, re-let of void properties and housing repairs. ▪ 309 units provided at present against a target of 346 new affordable homes by 2012. ▪ Despite being a questionable source of housing demand, there are currently around 2,700 applicants on the housing waiting list with an annual movement of around 250. This includes 1,070 existing tenants requesting a move, but on average only 40 tenants per year are granted a move. <p><i>Sources: AS housing review 2009, AS financial review, ERC SOA mid-year update 2009/10, SPI data</i></p>	(SHR,AS)
	<p>Re Homelessness</p> <p>Area of uncertainty</p>	<p>The Scottish Housing Regulator published its report following an inspection of the council's Homelessness service in April 2005. The council's Homelessness service was awarded a 'C' or Fair grade. An Improvement Plan was agreed with the Council and progress was assessed as adequate and was signed off early in 2008. The Homelessness etc (Scotland) Act 2003 introduced a target that all unintentionally homeless households would be entitled to settled accommodation by 2012.</p>	<p>Over 2010/11, the Scottish Housing Regulator will meet with the Council, to verify progress and seek assurance that</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Strategic Priorities	Initial risk assessment	Evidence/rationale	What we plan to do
		<ul style="list-style-type: none"> ▪ A recent review by Scottish Government has highlighted a number of local authorities, including East Renfrewshire Council, where progress has been limited and there is an emerging risk that they may fail to meet their obligations outlined in the Act. <p><i>Source: SHR intelligence</i></p>	<p>plans are in place to ensure that it can fulfil its statutory obligations. This may involve some form of self evaluation by the council and potentially, on-site enquiry where it is considered that this would inform Ministers and assist the local authority.</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Strategic Priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p>7. To improve the natural and built environment, promote awareness of sustainable development, and reduce the council's carbon emissions.</p>	<p>No significant risks identified</p>	<p>The council has a proactive approach and proven track record in delivering on improving the environment and adopting policies and procedures which promote the awareness of sustainable development and reduce carbon emissions. Initiatives which support our assessment include:</p> <ul style="list-style-type: none"> ▪ Almost all schools and nurseries have “ECO” awards. ▪ The council is on course to satisfy its target to recycle or compost 43% of waste by 2010/11. ▪ The extensive Whitlees Windfarm and associated visitor centre have recently opened. ▪ The council reported a 6% reduction in the amount of carbon emissions produced directly by its own operations in 07/08, mainly through investing in energy efficiency in schools and council buildings. <p><i>Sources: HMIE inspections, ERC SOA mid-year update 09/10, ERC website, ERC SOA performance report 08/09</i></p>	<p>No additional scrutiny.</p>
<p>8. To build on our position as one of the best councils in Scotland, driving change, efficiency and innovation-transforming services to meet citizens needs now and plan for the future.</p>	<p>No significant risks identified</p>	<p>The council has an ingrained culture of commitment to continuous improvement and is continually pushing the boundaries to build on its successes in driving change, efficiency and innovation. Our assessment recognises the council's ability to drive and adopt change. The degree to which future efficiencies can be quantified will be dependant on the mechanisms put in place as part of the PSE programme. Key initiatives the council is pursuing include:</p> <ul style="list-style-type: none"> ▪ The Public Sector Excellence (PSE) programme is the catch-all heading for the council's change and efficiency agendas. It commenced in 2009 and encompasses 31 key priority areas where the council is seeking to improve service delivery to drive out efficiencies. ▪ Achievements arising from the Change and Improvement Plan include a revised HR structure, a streamlined Printing Service, a significant shift to internet and automated telephone payments, a new e-planning service and increased resources to Customer First. ▪ The council was one of the first in Scotland to announce a programme of voluntary redundancy for staff. The service redesign work undertaken through PSE has also informed decisions on some voluntary redundancies <p><i>Sources: AS Priorities and Risks Framework (PRF) discussions</i></p>	<p>No additional scrutiny.</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Council Service	Initial risk assessment	Evidence/rationale	What we plan to do
<p>9. Education (Includes Education services, Culture and Sports, Library & Information, Psychological services)</p>	<p>No significant risks identified</p>	<p>East Renfrewshire Council's reputation for excellence in education stems largely from its high-achieving schools which are consistently recognised as being among the best in Scotland through the award of the highest performance assessments from HMIE. The council has displayed a clear commitment to continuous improvement across its education function and it prides itself on its proven track record for inclusion, achievement and progression for all. The reputation of the service is evident from the schools rolls, with many of the pupils coming from neighbouring authority areas, resulting in overcapacity in some schools. The council has plans to extend, refurbish and build new schools. Some of the key factors considered in determining our "no significant risks" assessment include:</p> <ul style="list-style-type: none"> ▪ The education functions inspected in 2004 and 2007 evaluated all quality indicators in the highest category. ▪ Clear leadership and commitment to continuous improvement displayed by the Director of Education. ▪ Continued investment in the schools estate to ensure education is being provided in accommodation which is fit for purpose. ▪ Integrated services enhance the learning experiences of pupils through access to libraries and sports and culture facilities. <p><i>Sources: HMIE inspections, AS review of capital programme</i></p>	<p>No additional scrutiny.</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Council Service	Initial risk assessment	Evidence/rationale	What we plan to do
<p>10. CHCP (Includes social work, criminal justice)</p>	<p>No significant risks identified</p>	<p>The council delivers its social care services in conjunction with NHS Greater Glasgow and Clyde through the East Renfrewshire Community Health and Care Partnership (CHCP). The CHCP provides services to support children and adults, including older people in a range of areas (the assessment of these areas has been covered in section 3 of this appendix.) Overall the CHCP merits a “no significant risks” assessment largely due to the quality of the services provided to most vulnerable children and adults but also in view of the fact that the council is aware of their responsibilities to its older population and is taking steps to improve its approach in this area.</p> <ul style="list-style-type: none"> ▪ HMIE assessed East Renfrewshire Council as one of the top three services in Scotland for child protection. ▪ Culture of early intervention and effective partnership working between nursery staff, social workers and health professionals. ▪ Implementation of an outcome-focused approach to shared assessment across CHCP services ▪ Culture of early intervention and partnership working in learning disability and mental health services and in re-designing services for older people toward a model based on prevention, rehabilitation and re-ablement. ▪ The Care Commission has noted some progress to address the council’s statutory requirement regarding housing support services. ▪ Learning disability plan is working towards an increasingly personalised approach to support individuals. The council is performing well against some associated performance indicators and has taken steps to improve where it had been underperforming. ▪ Budgets and staff resources aligned within partnership organisations to deliver an integrated approach. ▪ Barrhead Health and Social Care Centre currently under construction. <p><i>Sources: HMIE Child Protection inspections, SWIA inspections, Care Commission inspections</i></p>	<p>A low level ISLA follow up (level 1) involving interaction with service users, carers etc (4 days max)</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Council Service	Initial risk assessment	Evidence/rationale	What we plan to do
<p>11. Environment (Includes Roads &Transportation, Housing, Property & Technical, Economic Development and Regeneration, Planning, Environmental Health)</p>	<p>Re issues associated with the provision of social housing and road maintenance.</p> <p>Significant risks identified</p>	<p>The department is performing well in waste management and is on target to meet their landfill targets in 2009/10 due to their pro-active approach to recycling. There is however a number of key aspects of housing related issues where the LAN considers the department are facing significant challenges. The key challenges include:</p> <ul style="list-style-type: none"> ▪ Track record of poor performance on the SPI on the percentage of the road network that should be considered for maintenance. This is likely to have been exacerbated by the recent cold weather. ▪ Over-reliance on limited and dated cloned stock condition information for SHQS purposes. ▪ Beyond 2013, the council have acknowledged that they will require additional treatment facilities to achieve landfill diversion and recycling targets. ▪ Rise in homelessness from 2007/08, although long term trend appears to be static. <p><i>Sources: SPI data, AS budget review, AS housing review, AS PRF discussions, ERC SOA mid-year performance report 09/10</i></p>	<p>Phased scrutiny response on housing matters with scope for joint working. (SHR,AS) – see 6 above.</p> <p>No specific scrutiny action apart from general monitoring of council action on road maintenance issues – see 5 above.</p>

Appendix 2

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL			
Corporate Assessment	Initial risk assessment	Evidence/rationale	What we plan to do
12. Vision and Strategic Direction	No significant risks identified	<p>The council has experienced senior staff who, along with Members, provide clear vision and leadership. The LAN's assessment is "no significant risks" in recognition of the clear commitment by both officers and members to strive to continually improve services for the benefit of local residents. Other issues in support of this assessment include:</p> <ul style="list-style-type: none"> ▪ The Single Outcome Agreement is the core strategic document for the council and its partners. There is clear linkage between the SOA, the council's corporate statement and operational plans. ▪ The council promotes a culture of service improvement at all levels and demonstrates a willingness to embrace change. The council continuously strives to be a top performing council. ▪ Evidence for effective vision and strategic direction has been reported by all inspectorates. <p><i>Sources: AS PRF discussions, Inspectorate reports</i></p>	No additional scrutiny.
13. Partnership working and community leadership	No significant risks identified	<p>The East Renfrewshire Community Planning Partnership (CPP) aims to work together to deliver high quality services to the people of East Renfrewshire. The assessment of this area is "no significant risks" on the basis that the council successfully delivers its services through a number of partnership arrangements and is always willing to embrace the change or innovation that is required to improve service delivery. Some examples of effective partnership arrangements include:</p> <ul style="list-style-type: none"> ▪ The council has overall responsibility for community planning and works to facilitate joint working between partnership agencies. ▪ A full partnership SOA has been developed with the result that the Outcome Delivery Plan reflects the partnership's priorities. ▪ The council delivers its social care responsibilities through the CHCP with a number of services delivered in partnership between health and social work. 	No additional scrutiny.

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Corporate Assessment	Initial risk assessment	Evidence/rationale	What we plan to do
		<ul style="list-style-type: none"> ▪ Links with the voluntary sector are well developed through the “Council for the Voluntary Sector”, the “Third Sector Forum” etc. ▪ The council has introduced Information and Consultation sessions to ensure that elected members are involved in community planning. ▪ Evidence of liaison exists in the development of the council’s Integrated Children’s Plan which involved direct consultation with children. The council has introduced local area forums to engage the public in community planning activities. ▪ The council is actively considering the results of the review of Clyde Valley shared services which contain nine key recommendations. Joint consideration on how to take these recommendations forward is currently underway. <p><i>Sources: AS PRF discussions, HMIE inspections</i></p>	
14. Community engagement	No significant risks identified	<p>The council actively engages with the community to ensure that it is continuing to meet the needs of service users. It engages with all spectrums of service users through various means and respects the opinions of all users. In terms of consultation with service users the CHCP has consulted, engaged with and involved service users in all service redesigns and in developing its care group strategies. This is in addition to the opportunities which the CHCP has taken to consult with and involve the Public Partnership Forum in service redesign and provision of information to clients. Some specific areas of engagement include:</p> <ul style="list-style-type: none"> ▪ Three local areas forums to engage the public in community planning activities. ▪ The citizens panel of 1200 people selected across a variety of demographic backgrounds. Surveys of the citizens panel are available on the council’s website and cover aspects such as satisfaction ratings of services, council communications, complaints and customer service. ▪ Care Commission grades for user/carer participation are adequate to very good standard. ▪ A public partnership forum leads on CHCP consultative issues although SWIA believe there is scope for more engagement with the users of adult services. <p><i>Sources: AS PRF discussions, Care Commission inspections, SWIA inspections</i></p>	No additional scrutiny.
15. Governance	No significant	<p>This is an area which is subject to audit scrutiny on an annual basis as part of AS’s risk assessment process. It has been established that the council operates with sound governance arrangements in</p>	No additional scrutiny.

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Corporate Assessment	Initial risk assessment	Evidence/rationale	What we plan to do
and Accountability	risks identified	<p>place. Member / officer relations are co-operative although there is evidence of meaningful challenge by members through the committee and cabinet process. Some specific aspects to support the “no significant risks” assessment here include:</p> <ul style="list-style-type: none"> ▪ Councillor relationships are seen as mature and constructive. ▪ Almost all members have Personal Development Plans in place. ▪ There is a well established system of regular reporting to Cabinet and CMT (corporate management team) to enable scrutiny and address issues through action planning. ▪ The audit committee is active and undertakes its own investigations (eg service standards) and has on occasion hosted visits from other audit committees on its method of working. ▪ As per HMIE inspection, feedback and self evaluation are embedded into the work of the Education Department. These principals are also evident in other departments. <p><i>Sources: AS PRF discussions, HMIE inspections</i></p>	
16. Performance management and improvement	No significant risks identified	<p>The council uses performance management tools (eg covalent) across all services to report and improve on its performance. In the main, it was considered that the council has good arrangements in place for monitoring their performance which supports them in decision making and service improvement. As noted above, some concerns exist over the extent to which CHCP use performance information to inform planning and development in some adult services. Also, there is some evidence that customer surveys are not embedded in all service activities although there is a good standard of public involvement in day care services. Some of the arrangements in place which support the “no significant risks” assessment include:</p> <ul style="list-style-type: none"> ▪ The council produces a mid-year report on all SOA outcomes. This was reported to members in December 2009. ▪ Regular progress reporting on the Public Service Excellence Programme (PSE). ▪ Adoption of the Public Sector Improvement Framework for service evaluation which involves self-assessments in all service areas. ▪ Progress reporting of all PIs to Cabinet. 	<p>No additional scrutiny</p> <p>ISLA follow up (SWIA)</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Corporate Assessment	Initial risk assessment	Evidence/rationale	What we plan to do
		<ul style="list-style-type: none"> ▪ Well developed risk management arrangements at both corporate and operational levels. ▪ HMIE reported very effective and well developed processes for benchmarking and performance management with a key focus on improvement through self-evaluation across the service and schools. <p><i>Sources: AS PRF discussions, HMIE inspections</i></p>	
<p>17. Use of resources</p>	<p>No significant risks identified</p>	<p>Councils generally are facing severe financial constraints in the coming years which will severely impact on their ability to deliver services at current levels. This issue will require efficiencies to be maximized, staff to be fully deployed and assets fully utilized etc. This issue will be taken forward as part of local consideration of the national priorities. Financial management within the council is strong. Active management and decisive action are critical at this time to ensure that services and re-designed and streamlined to drive out any inefficiencies. Councils will need to be innovative and proactive in their approaches to ensure that real savings are achieved at the right time.</p> <p>The management of people and assets are being developed. The council's procurement activities compare favourably against standards found in local government generally however more work is required to improve performance and drive out savings from procurement activities across services. The LAN has assessed this area as an "area of uncertainty" due to the nature of issues surrounding asset management, people management and procurement. Concerns also exist with the possible funding levels however the LAN does recognise that the council is taking action to manage its resources effectively to ensure that there is limited impact on service delivery. Some key issues in respect of the use of resources include:</p> <p>Financial Management –</p> <ul style="list-style-type: none"> ▪ Low unallocated reserves level (currently 2% of net operating expenditure against council aim of 4%). ▪ History of capital slippage. ▪ Programme of scenario planning by service Directors accommodating 5%, 10% and 15% real term resource reductions. Members have been briefed on the ongoing scenario planning and have agreed criteria for assessment of service prioritisation. 	<p>Monitor and share information within the LAN.</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Corporate Assessment	Initial risk assessment	Evidence/rationale	What we plan to do
	<p>Area of uncertainty</p> <p>Area of uncertainty</p> <p>Agreement of revised terms and conditions for staff has been subject to delays due to protracted trade union negotiations and are still to be</p>	<ul style="list-style-type: none"> ▪ Medium term financial plans are being developed. ▪ The council is projecting low capital receipts in the short-term, however it is predicting that in the longer term capital receipts will return to a consistent level. ▪ The loss of capital receipts in the short term has meant that the council plan to borrow an additional £3.2 million in the years 2010/11-2012/13, before a reduction of £4 million in 2014/15. The increase in revenue costs associated with interest being met from active management of the loans fund. <p>Asset Management –</p> <ul style="list-style-type: none"> ▪ Corporate Asset Management Plan (CAMP) and the property asset plan were approved in January 2010. The intention is to roll out this template to cover housing, roads, transport fleet and open spaces. ▪ A maintenance backlog amounting to £23.3m. ▪ Current spend of £15 per square metre on asset maintenance against recommended spend of £23 per square metre. ▪ 25% of buildings are not suitable for use or in a satisfactory condition. <p>People Management –</p> <ul style="list-style-type: none"> ▪ The first workforce strategy for the council has recently been approved and a workforce plan was approved in January 2010. ▪ HMIE indicated a high standard of departmental workforce planning in Education services. ▪ Vacancies are not being filled automatically. ▪ Voluntary Early Retirement / Redundancy trawl which has resulted in around 100 employees being granted early retirement / voluntary redundancy. ▪ Public Service Excellence programme ongoing to determine staffing requirements for re-designed services. ▪ Key policies on redundancy and redeployment have been agreed to support the workforce planning process. 	<p>Addressed by Audit Scotland's normal audit process</p> <p>Specific follow up work on workforce planning –absence management (SWIA / AS)</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Corporate Assessment	Initial risk assessment	Evidence/rationale	What we plan to do
		<p>through the introduction of new technology and efficient use of hardware.</p> <ul style="list-style-type: none"> ▪ The council has a record of supplementing inhouse IT skills with external expertise. <p><i>Sources: AS Report to Members, AS PRF discussions, SPI data, SWIA</i></p>	
<p>18. Equalities</p>	<p>No significant risks identified</p>	<p>Public bodies have a duty to ensure that the delivery of services and the policies which support them are responsive to different people’s needs and experiences. The council has an on-going commitment to embed equality and diversity into all of its functions, policies and structures. This area is assessed as “no significant risks” however due to the infancy of some of these arrangements, it is not possible to assess their impact at this time. Further consideration will be required in future years to establish what progress has been made. Some of the factors in support of our assessment include:</p> <ul style="list-style-type: none"> ▪ The council is in the process of finalising its Minority Ethnic Community Engagement and Development Strategy. ▪ Equality Impact Assessment (EIA) toolkit to be available online for Heads of Service and equality reps to take lead on and carry out more EIAs. ▪ Most employees in the council have now received basic equality awareness training. ▪ The council has established a Minority Ethnic Communities Forum and jointly with their CPP partners organised a Barriers and Bridges Equality Conference to collect information on the inequalities minority ethnic communities encounter and establish their needs. ▪ Education organise one minority ethnic parents meeting per term. ▪ Progress on Equalities is reported in the mid and end-year performance reports to the Chief Executive. ▪ The Chief Executive and an elected member are specific champions for equalities. ▪ All schools received awareness training on Gender Equality and on Disability. <p><i>Sources: AS PRF discussions, HMIE</i></p>	<p>No additional scrutiny.</p>
<p>19. Sustainability</p>	<p>No significant risks identified</p>	<p>Environmental sustainability is an emerging area which spans across many aspects of the council. Progress is generally good against all key indicators although the impact of a backlog in maintenance work on its own buildings is of concern. The council’s social and economic sustainability strategy is viewed by the council as being its SOA. A key risk to the council in this area is the impact of demographic change on services and this is specifically referred to at Appendix 1, section 3 above. The key factors informing the assessment are:</p>	<p>No additional scrutiny. General monitoring of social economic sustainability factors.</p>

PERFORMANCE ASSESSMENT EAST RENFREWSHIRE COUNCIL

Corporate Assessment	Initial risk assessment	Evidence/rationale	What we plan to do
		<ul style="list-style-type: none"> ▪ The appointment of a sustainability officer. ▪ The Cabinet recently approved an Environmental Sustainability Strategy and a Local Authority Carbon Management Strategy and Implementation Plan. ▪ Council energy consumption has reduced by 16% over the past 2 years and CO2 emissions have reduced by 15% during the same period. ▪ The council has introduced a print strategy which has revamped the way it prints and has resulted in reductions in the use of printers, toner cartridges and paper. A review of the printer estate in schools is currently ongoing which is anticipate will deliver significant savings through using less resources. ▪ The council is on target to land-fill no more than 233 tonnes per 1,000 population. ▪ The backlog of maintenance works in relation to council buildings raises sustainability issues and potential conflict with other measures being taken to reduce the council's carbon footprint. ▪ Council and partnership funding constraints which may curtail the ability to influence the economy. An example of this is the Barrhead Regeneration project which has seen a reduction in investment provision. ▪ Good liaison arrangements exist with partners including the voluntary sector. <p><i>Sources: AS PRF discussions, ERC SOA performance reporting</i></p>	

Appendix 3

EAST RENFREWSHIRE COUNCIL ASSURANCE AND IMPROVEMENT PLAN 2009-13: SUMMARY OF SCRUTINY AND IMPROVEMENT

The AIP is a three year rolling programme.

2010-11 (Year 1)												
Scrutiny activity	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
ISLA follow up – (Social Work Inspection Agency)												
Joint phased scrutiny response on housing issues – (Scottish Housing Regulator / Audit Scotland)												
Best Value audit of Strathclyde Police – (Her Majesty’s Inspectorate of Constabulary Scotland / Audit Scotland)												
National inspection of Child Protection Services - (Her Majesty’s Inspectorate of Education)												
Educational Psychology Services Inspection - (Her Majesty’s Inspectorate of Education)												
Fostering and Adoption Inspection - (Care Commission)												

*Given governance issues, the Best Value Audit of Strathclyde Police is included for the purposes of completeness.

2011-12 (Year 2)	
Issues for scrutiny/improvement	Scrutiny bodies/council potential involvement
Joint phased scrutiny response on housing issues	Scottish Housing Regulator/Audit Scotland - involves on site examination
Examining the arrangements for commissioning social care (procurement)	Social Work Inspection Agency/Audit Scotland – involves on site examination

2012-2013 (Year 3)	
Issues for scrutiny/improvement	Scrutiny bodies/council potential involvement
Monitor the development and implementation of the council's Older People Strategy	Social Work Inspection Agency – involves a degree of onsite work
Review the adequacy and effectiveness of workforce planning arrangements	Social Work Inspection Agency/Audit Scotland – involves on site examination