

# Shared risk assessment: Assurance and improvement plan 2010–13

Renfrewshire Council



social work  
inspection agency



THE SCOTTISH  
HOUSING  
REGULATOR



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# 1. Introduction

## The Assurance and Improvement Plan

1. This Assurance and Improvement Plan (AIP) is the product of a collaborative approach adopted by the following scrutiny bodies operating in Renfrewshire Council:
  - Audit Scotland
  - Care Commission
  - HM Inspectorate of Education (HMIE)
  - Scottish Housing Regulator (SHR)
  - Social Work Inspection Agency (SWIA).
2. The AIP sets out the planned scrutiny activity for Renfrewshire Council for the period 1 April 2010 to 31 March 2013. It sets out and explains the basis of our risk assessment of the council, and sets out the scrutiny response. The scrutiny activity is proportionate based on the assessed risks.

## Why have we prepared this AIP?

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, Audit Scotland
  - the 2009 Strategic Audit Risk Assessment (SARA) for Renfrewshire, produced by the Audit Scotland external audit team
  - the audit of Best Value and Community Planning in Renfrewshire Council
  - the annual audit report to the Controller of Audit and elected members for 2008/09
  - the council's own website, self-evaluation and supporting evidence

- reports and data from HMIE, SWIA, SHR and the Care Commission (including published inspection reports and other supporting evidence).

## 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. When we determine 'risk' we mean risk that will trigger scrutiny work and not inherent risk, for example, as in the risk of harm to an individual. We define risk as:

- where there are significant concerns this would indicate that we would likely need to undertake some scrutiny activity in order to provide public assurance
- where there are areas of uncertainty or gaps in the information available to us to determine whether or not we need to undertake some scrutiny activity
- where we have no significant concerns.

7. 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.

8. 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?

9. When considering the appropriate level of scrutiny activity for each council we consider the following points to ensure it 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 required to provide assurance to the public?
- How can we work together to minimise the impact of the scrutiny activity on the council?

## Baseline scrutiny activity

10. 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. Scrutiny bodies also 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 also comprises part of the baseline activity for all councils and this includes work necessary to complete the audit of housing benefit and council tax benefit arrangements. In addition, other work may be undertaken as a result of a specific Ministerial request.

## 2. Summary

### Overall scrutiny risk assessment

**Overall, Renfrewshire Council demonstrates a good awareness of its risks. Scrutiny partners have identified no significant concerns and as a result the level of scrutiny activity is low. This scrutiny activity will be targeted in those areas where scrutiny bodies feel risk is greatest 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.**

### Outcomes

11. The council has five main strategic priorities which are based around the key contextual challenges faced by the council and focus on delivering outcomes for their communities. No significant risks have been identified in achieving these outcomes.

### Services

12. There are no significant risks associated with service performance in Education and Leisure, Environmental Services, and planning and Transport and Social Work. There are uncertainties around Housing and Property, particularly concerning housing asset management and investment levels.

### Corporate assessment

13. There are no significant risks at a corporate level, with the council having a clear vision and direction. The council's approach to self-evaluation is rigorous and comprehensive. As a result only limited scrutiny activity is planned.

### Self-evaluation

14. The council's approach to self-evaluation is rigorous and comprehensive. The impact of this on our planned work is that scrutiny bodies can regard council self-evaluation as generally reliable reducing the need for external scrutiny.
15. The council has developed a number of mechanisms to address the necessity of ensuring that council activities and services have a meaningful self assessment framework in place. This is recognised by the council as being key to improve efficiency and drive improvements in the quality of services provided.
16. The council has implemented an electronic performance management system, which currently allows directors and the chief executive to review real time performance information. The public reporting of performance through 'Renfrewshire Council Performs' is being expanded to include the Council Plan Scorecard Plus and the Single Outcome Agreement (SOA) targets.

17. Each service has a three year service improvement plan. These take account of the financial and employee resources likely to be available. An action plan summarising the key tasks to be implemented and a scorecard of the measures and indicators linked to the key themes and priorities are included. The service improvement plans are monitored every six months by the relevant Policy Board. Monitoring reports are prepared regularly on the SOA, the Community Plan and the Council Plan. During 2009, the council ran five pilots of the Public Service Improvement Framework (PSIF) self assessment model and intends to phase in its wider application with all services covered by 2011. Procedures are being established to ensure the consistency of assessments and results will be an integral element of the service planning process.
18. At present, performance under the Statutory Performance Indicator (SPI) regime is reported to council committees (policy boards) annually. Indicators in the lower quartile nationally, together with other performance measures comprising the council's scorecard, are monitored and reported quarterly to the Corporate Management team and six monthly to relevant policy boards. In addition, the council has been proactive in participating in various external quality standards assessments (eg Customer Service Excellence, Investors in People, etc) and regularly competes in the national COSLA Excellence Awards. Fifty five percent of staff work in a Charter Mark accredited service and all services, excluding schools, are working towards achieving the new Customer Service Excellence Standard.
19. Reports to council committees are regularly made following national reports issued by inspectorate bodies to self assess how the council match up to recommendations and approve action plans as appropriate.
20. The Council's Scrutiny and Petitions Policy Board is supported by an active internal audit function and through investigations exercises a self assessment function. This is also true of the council's officer led audit panel and other working groups who deploy various self assessment tools including benchmarking and external reference panels (Public Services Panel).

## **National risk priorities**

21. A number of core national risk priorities will be applied to all 32 councils. These are:
  - Protection, welfare and access to opportunities for:
    - children
    - adults in need of support and protection
    - older people.
22. The council performs well in addressing the needs of children although there are risks associated with the need to plan and invest in looked after children's services. The Child Protection Inspection will focus on this priority as will the ongoing monitoring by SWIA.

23. The council's approach to adults in need of protection is good with effective mental health and addiction support services. Risks have however been identified in the council's approach to providing services and achieving outcomes for people with learning disabilities. As part of its £92 million capital investment programme the council has allocated resource to create new joint leisure and day services for people with learning disabilities. This service model will improve outcomes for this client group. The council's progress in addressing these issues will be monitored by SWIA. A follow up SWIA inspection is planned in Sept/Oct 2010.
- The percentage of older people receiving care services in their homes as opposed to residential accommodation is lower than the Scottish average. There are therefore recognised risks if the balance of provision is not altered. SWIA will monitor the steps taken as part of the council's action plan to improve matters. A follow up SWIA inspection is planned in Sept/Oct 2010.
24. Assuring public money is being used properly.
- Assurance on the regularity of expenditure is obtained through the annual audit process. The risk of not striving for value for money (VFM) in its services and operations is being addressed by the council through a review to identify ways of focussing resources at the customer and away from back office activities. Working in conjunction with others is also being explored as part of a recent Clyde Valley Review. Developments on these projects will be monitored as part of the annual audit process, supplemented with specific monitoring on the steps the council is taking to improve the VFM of procurement and asset management activities.
25. The impact of the greater financial pressure faced by councils associated with the current economic climate.
- The Council has responded well to the early risks associated with the recession and is developing strategies and plans to address the anticipated reduction in public spending and the changing demographics in Renfrewshire. Audit Scotland will monitor this.

## Summary of planned scrutiny activity

26. As part of the national programme of joint inspections of services to protect children, the council will be inspected during 2010. In addition to this, both the SHR and SWIA will review progress against actions arising from their recent inspection activity. SWIA will conduct a proportionate follow-up inspection in Sept/Oct 2010 based on progress made on the performance inspection report recommendations. SWIA, working in partnership with Association of Directors of Social Work (ADSW), the Risk Management Authority (RMA) and Scottish Government, have agreed that there will be no further scrutiny activity in relation to national inspection on high risk offenders but will use a self-evaluation approach which will fit with the overall national policy agenda of building local accountability and capacity for self-evaluation. The self-evaluation exercise will take place in 2010/2011. The council is already taking steps to improve VFM (projects under the Transforming Renfrewshire banner, actions underway to improve asset management and procurement activities, etc). Scrutiny work in this area will comprise primarily a mix of general monitoring coupled with work



to specifically identify progress in asset management and procurement activities. Similarly, steps taken by the Council to mitigate the risks to council services and finances from the recession will also be monitored.

## 3. The council's context

27. Renfrewshire is the ninth smallest council area in Scotland with the ninth largest population of 170,000. Four percent of the Renfrewshire population live in rural areas and the area is relatively densely populated compared to the Scottish average. Renfrewshire's population has decreased by four per cent over the last ten years, with a further eight per cent decrease forecast by 2031. Within the general decline in Renfrewshire's population, a significant increase in the number of 65-80 year olds and the over 80s age group is projected.
28. Renfrewshire is above the Scottish average in three challenging areas: deprivation, poor health and crime. There are further emerging pressures on the council in terms of more children staying in care and an increase in elderly people needing care. The council and its partners have a clear understanding of the nature of the communities they serve and the challenges facing them. The council's strategic priorities are appropriate to the area, and the objectives and targets it has set itself are clearly designed to meet the challenges identified.
29. The vision for Renfrewshire as stated within the Renfrewshire Community Plan is:
- 'In 2017, Renfrewshire thrives with learning, business and opportunity. Its people are fitter, healthier, more confident and productive and vulnerable people are supported and cared for. The area thrives due to its safe environment, rich heritage, wealth of cultural events and eco-friendly towns and villages'.
30. Renfrewshire Council is led by a Scottish National Party and Scottish Liberal Democrat coalition. The Council has 40 elected members. Renfrewshire Council carries out its functions by dividing responsibility for the administration of services among a group of Boards. Each Board has a particular set of responsibilities. Six Policy Boards sit alongside the Leadership Board and exercise executive decision making. The council's Leadership Board has the power to call in and review decisions from any of its Policy Boards. It also operates a Scrutiny and Petitions Board which performs the functions of an audit committee. The service structure consists of five service departments in addition to the Chief Executive, Finance and IT and Corporate Services departments. Renfrewshire Council employs 8,776 staff and has net revenue expenditure probable outturn for 2009/10 (as per January budget paper to council) of £424,221,000. The budgeted net revenue expenditure for 2010/11 is £420,351,000. Since May 2007 there has been a commitment to decentralisation and to increasing the involvement of people in decision-making about council services and resources. Renfrewshire's five local area committees were introduced in April 2008 covering at least two multi-member wards.

# 4. Delivering outcomes for communities

Renfrewshire Council is focusing its resources to tackle the key priorities for the area along with its key partner agencies. It is using the key national priorities as a structure for its work, developing local strategies to implement these as appropriate. In almost all cases there are no significant risks associated with the council delivering its intended outcomes. Where risks are evident, the council understands these and is well placed to deal with them. The most significant concern relates to housing where the council has the highest rents in Scotland, large debt and falling receipts. This presents a risk to the council's ability to implement SHQS 2015 as required.

Full details of each outcome are available at Appendix 1.

## Safer and stronger

31. There are no significant risks associated with the Council delivering on this outcome. Key evidence includes the HMle joint inspection of services to protect children in 2008 and statistical data on such matters as crime. Where potential issues exist, such as road maintenance, the Council is taking steps to deal with these.

## Wealthier and fairer

32. There are no significant risks associated with the council delivering on this outcome. The council's position relative to the number of deprived data zones (within the 15 per cent threshold) has worsened between 2006 and 2009. However, the council are addressing the underlying issues of employment, education, training and community safety. An economic development strategy produced in 2009 has attracted £2.8 million of EU funding and council support of over £1 million on support and advice to individuals and projects.

## Greener

33. There are no significant risks associated with the council delivering on this outcome. The council are doing well on measures of waste and recycling. New capital investment is required, but resources have been allocated. The council's cleanliness indicator is improving and is above the Scottish average.

## Smarter

34. There are no significant risks associated with the council delivering on this outcome. Although some risk factors are identified, the council has actions in place to respond to these. Educational performance is strong. The council has taken various steps to improve on issues such as the number of school leavers entering positive destinations and educational performance of the lowest achieving 20 per cent. 'Libraries; and arts and museums services are committed to continuous improvement, including taking steps to improve performance in Statutory Performance Indicators (SPIs).

## **Healthier**

35. The council is making progress towards its intended outcomes. Although some risk factors are identified, the council has actions in place to respond to these. The council recognised that there was a need to modernise its care facilities. Work was completed on a £15 million development programme in July 2009. There is progress in national health statistics. Performance is failing to meet targets on suicide rates and hospital admission rates of older people.

## **Services**

36. The service departments for the council are identified below with a very brief summary of the risk assessment. Full details of each service are available in Appendix 1.

## **Education and leisure**

37. There are no significant risks in this area. Although some risk factors are identified, the council has actions in place to respond to these. In education, there is a strong performance from pre-school to secondary. There are a good range of effective initiatives to support young people with additional support needs. Inspections of Community Learning and Development (CLD) provision have been positive. HMIE District Inspector will monitor progress in these areas as part of regular on going engagement with the authority. 'There are high levels of user satisfaction with sport and leisure, and with users of arts and library services. Attendances at pools, and visits to libraries and museums are significantly below average. The council recognises that a modern and quality school and leisure infrastructure is essential and is continuing to improve the quality of its schools and leisure facilities'.

## **Environmental services**

38. There are no significant risks associated with service performance in this area. Overall the council is taking action on all major risks. High levels of user satisfaction with trading standards but SPI range is mixed. Therefore performance is mixed in Environmental Health, for example, performance of consumer complaints processing is below the Scottish average yet performance for food safety has ranked in the top quartile over the last few years. The council is developing a longer term waste strategy to identify an option for the treatment and disposal of residual waste however a short to medium term solution is also required to meet the diversion of waste from landfill targets. Managed weekly collections introduced to increase recycling rates although further initiatives may be required to meet targets beyond 2010.

## **Housing and Property**

39. There are risks in this area which the council is addressing but where the impact is as yet unclear. Leadership of the service has recently changed. Overall positive performance, particularly in tenant satisfaction, access and lettings, tenancy and neighbourhood management. During 2010/11, the Council will commence the delivery of its Scottish Housing Quality Standard improvement programme to its 13,000 homes. The plan for delivery of this substantial improvement programme requires the

council to achieve challenging performance and financial targets. Significant risks also remain in relation to performance in rent arrears, the council's Housing Revenue Account and operating costs. The Action Plan arising from the SHR June 2008 inspection is being regularly monitored by the council. SHR will request a self assessment of progress from the council in Spring 2011. The council believes it is making good progress towards the abolition of the 2012 priority need homelessness target, however homeless households provided with permanent residencies is currently below the Scottish average. The council has levels of high rents, large debts, and falling receipts. A ballot of tenants to transfer housing stock in Ferguslie has recently failed.

## **Planning and transport**

40. There are no significant risks in this area. Significant actions are being developed through the council's Economic Development Plan. Performance is above average, with affordable housing consent in particular substantially better than average. The council are implementing important elements of the Planning (Scotland) Act 2006 in 2009/10. The council's Transport Strategy focuses on marketing to encourage behavioural change and management of existing network resources. Traffic growth has stabilised over the last three years to 0.5 per cent per annum. High levels of user satisfaction regarding repairs to roads, pavements and cycleways. The department has a Flooding Strategy which in 2008 assessed what is being done and what should be done.

## **Social work**

41. Overall good performance, although some risk areas identified. SWIA report in August 2009 concluding that council shows good performance. Both SWIA and the Care Commission found that there is a need to plan and invest in looked after children's provision and address the drift in permanency and contingency planning for young people. The council do recognise the need to review and improve Children's Services and have adopted the Achieving Step Change project to assess and improve children's services in the Renfrewshire area. The council provides good mental health and addiction services, but need to improve services and outcomes for adults with learning disabilities. As part of it's £92 million capital investment programme the council has allocated resource to create new joint leisure and day services for people with learning disabilities. This service model will improve outcomes for this client group. Home care services need to be reviewed, within a commissioning approach. There is a need to shift the balance of care as there is a higher proportion of older people in residential care and lower proportion receiving home care than Scottish average. Protection and care for vulnerable groups is effective. Overall, good performance in Criminal Justice Services. Need to improve quality of premises for community service and time taken to complete community service orders.

# 5. Corporate assessment

Renfrewshire Council represents a low risk. The council has a clear vision and strategic direction. It has a strong track record of working in partnership. The council seeks to engage its communities and is constantly improving its approaches. Governance and accountability is strong, and the council is working hard to improve its performance management and improvement. Use of resources is generally good with procurement and asset management recognised as areas requiring more work. Equalities and sustainability are both strong.

## Corporate assessment

42. The corporate risk framework for the council outlined below with a very brief summary of the risk assessment. Full details of each area are available in Appendix 2.

### Vision and strategic direction

43. The council has a clear vision and strategic direction. Service planning is well managed and maintains clear links to the council's vision. The senior management of the council have a strong corporate view of priorities. Strong leadership by the Chief Executive Office (CEO) is evident. At both corporate and service level there is a proactive management culture and commitment to high standards. There are no significant risks in this area.

### Partnership working and community leadership

44. Key priorities for the council are aligned to the national priorities of the Scottish Government. Community Planning Partnership (CPP) structure has recently been revised. The council is a key partner in Renfrewshire Community Health Partnership. Staff work closely with others. The council is involved in a large number of joint initiatives. Partnership working is a key strength in many services. There are no significant risks in this area.

### Community engagement

45. Local area committees structure established to consult and report to local residents. Well received annual community planning conference. Council makes good use of a wide range of consultation approaches. No significant risk factors.

### Governance and accountability

46. Member led policy boards with specific remits for developing council policies and programmes, as well as monitoring performance and outcomes. Members are actively engaged in the championing of initiatives. The Scrutiny and Petitions Board is effective and complies with recommended practice. An audit panel is also in operation, made up of senior officers. Attendance and participation in meetings is very good. No significant risk factors.

## **Performance management and improvement**

47. The council has a range of well presented and readable performance reports. The council has adopted the PSIF and pilots are being carried out in a number of departments. The council has regularly monitored SPIs falling into lower quartile. The council has developed its own indicators to improve performance reporting of what they consider to be key activities and is working to develop cost and qualitative indicators. The council has gained Charter Mark accreditation in over 60 service areas and all services, excluding schools, are working towards achieving the Customer Service Excellence Standard. Established risk management strategy in place. Although some risk factors are identified, the council has actions in place to respond to these.

## **Use of resources**

48. Budgets are managed on a bottom line basis in accordance with the financial regulations. The recently introduced refinements to budget monitoring have improved the quality of reporting. Whilst initial progress in addressing the asset management agenda has been slow there is recent evidence of an increase in momentum through a revision of the corporate structure and development of the agenda through the Transforming Renfrewshire programme. Workforce plan agreed in September 2009, involves vacancy management, review of use of temporary employees, redeployment and redundancy. Procurement is recognised as an area for improvement. There has been recent slippage in a number of planned IT developments. Overall, the Council is aware of some risk areas and has plans to tackle these.

## **Equalities**

49. The council has a three year programme of equality impact assessments. In June 2009 the council approved a corporate equalities framework. Good performance in relation to equalities demonstrated by attainment of looked after and accommodated children and the percentage of buildings which are suitable for disabled people. There are no significant risks in this area.

## **Sustainability**

50. Sustainability is a theme in the Community Plan and there is an associated working group. The council has included the "green ICT" agenda into information and communication technology (ICT) strategy and has developed a number of green initiatives and practices. The council does face however risks associated with anticipated demographic changes which will put further strain of departmental budgets particularly Social Work. Overall, no significant risks in this area.

# 6. Conclusion

## Next steps

**No further steps are required in relation to this AIP.**

## Summary of planned scrutiny activity

51. As part of the national programme of joint inspections of services to protect children, the council will be inspected during 2010. SWIA, working in partnership with the ADSW, the RMA and Scottish Government, have agreed that there will be no further scrutiny activity in relation to national inspection on high risk offenders but will use a self-evaluation approach which will fit with the overall national policy agenda of building local accountability and capacity for self-evaluation. The self-evaluation exercise will take place in 2010/2011. In addition to this, both the SHR and the SWIA will review progress against actions arising from their recent inspection activity in a proportionate way. SWIA will conduct a follow up inspection in Sept/Oct 2010 based on progress made on the performance inspection report recommendations.



## Appendix 1

Performance assessment - Renfrewshire Council			
Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<b>Safer and stronger</b>	<b>no significant risk</b>	<p>The council is delivering well against its stated outcomes. Overall, there are no significant risk factors. Key evidence includes the HMIE joint inspection of services to protect children in 2008 and statistical data on such matters as crime. Where potential issues exist, such as road maintenance, the Council is taking steps to deal with these. Overall, there are no significant risk factors.</p> <ul style="list-style-type: none"> <li>• Council actions under the banner of 'Safer Renfrewshire' have contributed to a reduction in the total number of crimes, through work such as the Antisocial Behaviour Investigation Team (ASIST) and mediation service.</li> <li>• The council's Warden Service deals effectively with minor complaints of antisocial behaviour.</li> <li>• The Trading Standards section has achieved Chartermark status against a backdrop of a reduced number of complaints.</li> <li>• Just over one third of the road network requires maintenance which is slightly more than previous years. There is likely to be pressure on roads budgets following sustained adverse weather conditions. A roads asset management plan is currently under development.</li> <li>• HMIE joint inspection of services to protect children in 2008 rated services within Renfrewshire Council area as some of the best in Scotland.</li> <li>• The Joint civil contingencies service for Renfrewshire, Inverclyde and East Renfrewshire delivers contingency and major incident response service to the three councils.</li> <li>• In recent years the council has spent approximately £10 million on flood protection schemes. The council recognise the need for further investment.</li> </ul>	<p><b>No scrutiny activity is required at this time. However, services to protect children will be inspected as part of a national cycle of inspection.</b></p>

**Performance assessment - Renfrewshire Council**

Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p><b>Wealthier and fairer</b></p>	<p><b>no significant risk</b></p>	<p>The council is delivering effective outcomes for communities. Overall, risk is not significant. The council’s position relative to the number of deprived data zones (within the 15% threshold) has worsened between 2006 and 2009. However, the council are addressing the underlying issues of employment, education, training and community safety. An economic development strategy produced in 2009 has attracted £2.8million of European Union (EU) funding and council support of over £1million on support and advice to individuals and projects.</p> <ul style="list-style-type: none"> <li>• An economic development strategy produced in 2009 has attracted £2.8million of EU funding and council support of over £1million for support and advice to individuals and projects. Current initiatives are designed to make Renfrewshire a more attractive place to live and work.</li> <li>• Baseline data and targets on indicators such as employment and residential rates in Paisley Town Centre, and the number of people experiencing income deprivation have only recently been established and as such, performance has, not yet been fully assessed.</li> <li>• Renfrewshire Workforce Plus has secured total financial support of £11.4 million (which includes the £2.8 million EU funding) to deliver employability support within Renfrewshire. Support programmes to date include assisting 265 individuals into employment and over 500 into training or further education.</li> <li>• The whole of Renfrewshire is now a Fairtrade Zone. Action on Fairtrade includes the increased corporate use of fairly traded products and a ‘Fairtrade Fortnight 2009’.</li> <li>• The council’s position relative to the number of deprived data zones (within the 15% threshold) has worsened between 2006 and 2009 (per the Scottish Index of Multiple Deprivation 2009). The council has the second most deprived data zone in Scotland - Ferguslie Park. This was previously ranked as number one.</li> <li>• The council are addressing the underlying issues of employment, education, training and community safety through delivery of a number of strategies and programmes including its Anti-poverty strategy, Renfrewshire Workforce Plus programme and Renfrewshire Community</li> </ul>	<p><b>No scrutiny activity is required at this time.</b></p>

**Performance assessment - Renfrewshire Council**

<b>Strategic priorities</b>	<b>Initial risk assessment</b>	<b>Evidence/rationale</b>	<b>What we plan to do</b>
		<p>Wardens.</p> <ul style="list-style-type: none"> <li>• The Paisley Partnership Regeneration Company provides support to the Renfrewshire CPP in its task of tackling poverty and deprivation and assists the CPP in the distribution of the SG Fairer Scotland Fund.</li> <li>• The council has an anti-poverty strategy which encompasses intervention measures to help people into work, improve educational qualifications, maximise income and reduce indebtedness, and support vulnerable families. The council associates the reduced number of evictions to this policy.</li> <li>• The benefits and debt advice service, Advice Works, is a confidential, independent service run by the Social Work Department. A home visiting service is also available for those who are housebound or unable to come into the office. In October 2008 the council introduced over £200,000 in additional money advice to help people face problem caused by the credit crunch. A further 'Money Week' offering financial advice has also been held in 2009/10.</li> <li>• Current major regeneration projects include the Paisley Town Centre, Renfrew Riverside (one of the largest regeneration projects in Scotland) and Bishopton ROF (involving £30 million of private sector investment). Supplementing these projects a £92 million Community infrastructure programme exists to redesign and improve schools and leisure facilities in Renfrewshire.</li> <li>• Latest performance monitoring info currently available indicates a higher than planned number of new business start ups (307 against a target of 238) and an increase in the number of vulnerable adults (430 in 2007/08 against a 2009/10 target of 215) and clients with mental health issues in employment and training (223 in 2008/09 against a target of 145). However, many of the figures pre-date the economic recession.</li> <li>• The number of care leavers in employment and the proportion of those under 19 years living in households dependent on benefits are both failing to meet council targets.</li> </ul>	
<b>Greener</b>	<b>no significant risk</b>	The council is delivering well and there are no significant risks. The council are doing well on measures of waste and recycling. New capital investment is required, but resources have been	<b>No scrutiny activity is required at this</b>

**Performance assessment - Renfrewshire Council**

Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
		<p>allocated. The council's cleanliness indicator is improving and is above the Scottish average.</p> <ul style="list-style-type: none"> <li>The tonnage of biodegradable waste sent to landfill in 2008/09 shows an improvement on 2006/07 level (41,052 compared to 46,340 in 2006/07). The tonnage of municipal waste collected per 1,000 population also exceeds targets set in 2008/09 (547.8 tonnes against a target of 591 tonnes). Energy saving measures taken by the Council has reduced energy consumption in council premises by 1.74%.</li> <li>The proportion of waste recycled shows improvement over 2005/06 levels (from 24.5% to 30.5%) and measures recently taken (e.g. two weekly cycle of collections) provides the council with confidence that the 2010 target of 40% is achievable.</li> <li>SG targets for reducing landfill tonnage and increasing recycling and waste treatment levels will require new capital investment. Three million pounds has already been earmarked. Option appraisals are currently being undertaken.</li> <li>The council's cleanliness indicator is improving and is above the Scottish average. This is a likely result of the council's Clean Renfrewshire campaign which has been designed to address habits and culture. The council's rate of uplifting abandoned vehicles however is in the lowest quartile.</li> </ul>	<p><b>time.</b></p>
<p><b>Smarter</b></p>	<p><b>no significant risk</b></p>	<p>Generally outcomes in this area are good. Although some risk factors are identified, the council has actions in place to respond to these. Educational performance is strong. The council have taken various steps to improve on issues such as the number of school leavers entering positive destinations and educational performance of the lowest achieving twenty percent. Libraries; and arts and museums services are committed to continuous improvement, including taking steps to improve performance in SPIs.</p> <ul style="list-style-type: none"> <li>Educational performance in both primary and secondary schools exceeding targets, and the achievement of the targeted number of adult learners in 2008/09. However, continued focus is required on issues such as the number of school leavers entering positive destinations and educational performance of the lowest achieving twenty percent. The council have taken various steps to improve this position such as establishing extended support teams, and the establishment</li> </ul>	<p><b>No scrutiny activity is required at this time.</b></p> <p><b>HMIE District Inspector will monitor as part of on-going links with</b></p>

**Performance assessment - Renfrewshire Council**

Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
		<p>of a 'More Choices, More Chances' initiative which is aimed at those young people who are more likely to fail in engaging in education, training or work. This remains a risk area.</p> <ul style="list-style-type: none"> <li>The number of visits to council libraries has decreased from previous years as has the percentage of population who are borrowers and users of council learning centres. Museum visits have also decreased. The council are taking steps to improve this such as developing customer satisfaction actions from the PSIF pilot which shall be used to develop a Libraries improvement plan including a customer satisfaction element.</li> </ul>	<p><b>the authority.</b></p>
<p><b>Healthier</b></p>	<p><b>no significant risk</b></p>	<p>The council is making progress towards its intended outcomes. Although some risk factors are identified, the council has actions in place to respond to these. The council recognises that there is a need to modernise its care facilities. Work is nearing completion on a £15 million development programme. There is progress in national health statistics. Suicide and hospital admission rates of older people show an adverse trend against expectations.</p> <ul style="list-style-type: none"> <li>Renfrewshire Council has the second most deprived data zone area in Scotland – Ferguslie Park.</li> <li>Set against a context of an increasing number of local residents with drug and alcohol issues, the council has improved the efficiency of access to its addiction services, i.e. these services are now available to more people. Addiction services were struggling to reach waiting time targets, but investment in services is having an impact on reducing waiting times.</li> <li>The council recognises that there is a need to modernise its care facilities. Work is nearing completion on a £15 million development programme.</li> <li>There is progress in areas such as the percentage of children with no decayed, filled or removed teeth (53.5% in 2006/07 from 43% previously and working to a target of 60% by 2010), the number of deaths as a result of alcohol-related disease (from 109 in 2006/07 to 79 in 2007/08) . A reduction in the number of emergency admissions days of stay in hospital for over 65s (from 16,080 in 2006/07 to 11,029 in 2008/09) has to be set beside an increase in the number of emergency readmissions of over 65s (per 100,000) from 5,851 in 2006/07 to 5,962 in 2007/08 (most recent data).</li> </ul>	<p><b>No scrutiny activity is required at this time.</b></p>

Performance assessment - Renfrewshire Council			
Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
		<ul style="list-style-type: none"> <li>• Suicide and hospital admission rates of older people show an adverse trend against expectations. The council is addressing these issues through its partnership with Choose Life, local communities and all agencies across Renfrewshire. The aim is to achieve a 20% reduction in suicides by 2013. Life expectancy in the Renfrewshire area for both genders is less than the national average.</li> <li>• The increase in the attendance at leisure facilities in the last two years has been due in part to the Active Renfrewshire Strategy, which promotes activities such as road races and activity weekends.</li> </ul>	

Performance assessment - Renfrewshire Council			
Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p><b>Education and leisure</b></p> <p>- Education</p> <p>- Sports and recreation</p> <p>- Libraries, museums and the arts</p>	<p><b>no significant risk</b></p>	<p>Strong performance from pre-school to secondary. There are a good range of effective initiatives to support young people with additional support needs. Inspections of CLD provision have been positive. In Sport and Recreation performance is mixed. There are high levels of user satisfaction with sport and leisure, and with users of arts and library services. Attendances at pools, and visits to libraries and museums are (significantly) below average. The council recognises that a modern and quality school and leisure infrastructure is essential and is continuing to improve the quality of its schools and leisure facilities. At pre-school, children make sound progress in all key areas of development and learning.</p> <ul style="list-style-type: none"> <li>• At pre-school, children make sound progress in all key areas of development and learning.</li> <li>• At primary, there is an improving trend in attainment with most children attaining appropriate levels in reading, writing and maths. Over the last five years, performance in SQA examinations in secondary has been maintained or improved in almost all key measures. Performance is above the national average and that of comparator authorities.</li> <li>• There are a good range of effective initiatives to support young people with additional support needs. All establishments inspected since August 2008 have had positive inspection reports.</li> <li>• Overall, inspections of CLD provision have been positive.</li> <li>• In sport and recreation performance in SPIs is mixed. Attendance at indoor facilities has increased and is now around Scottish averages. Pool attendance remains significantly lower than average. Costs however remain substantially lower than average. There are high levels of user satisfaction with sport and leisure facilities.</li> <li>• In Libraries, Museums and the Arts performance in SPIs is mixed. Although library accessibility is around average, library visits remain substantially lower than average while museum visits are well below average, having fallen substantially from last year. Costs however remain lower than average. There are high levels of user satisfaction with libraries and arts services.</li> <li>• The council recognise that a modern and quality schools infrastructure is essential to support and enhance the teaching and learning environment and is continuing to improve the condition of its schools through a combined PPP and schools estates programme with overall planned investment in excess of £250 million. To date the council has completed work on nine new build PPP schools (including one shared campus). Capital programme funding has resulted in the refurbishment of eight schools with a further three scheduled for completion in the spring of 2010. Proposals for phase three of the programme are currently under development.</li> </ul>	<p><b>No scrutiny activity is required at this time.</b></p> <p><b>HMIE District Inspector will monitor educational performance, support initiatives and CLD links with schools as part of on-going links with the authority.</b></p>

**Performance assessment - Renfrewshire Council**

<b>Strategic priorities</b>	<b>Initial risk assessment</b>	<b>Evidence/rationale</b>	<b>What we plan to do</b>
<p><b>Environmental services</b></p> <ul style="list-style-type: none"> <li>- Trading standards</li> <li>- Environmental health</li> <li>- Waste management</li> </ul>	<p><b>no significant risk</b></p>	<p>Overall, the council is taking action on all major risks. High levels of user satisfaction with trading standards but performance is mixed. Performance is mixed in Environmental health. Council is developing a longer term waste strategy to identify an option for the treatment and disposal of residual waste however a short to medium term solution is also required to meet the diversion of waste from landfill targets. Managed weekly collections introduced to increase recycling rates although further initiatives may be required to meet targets beyond 2010.</p> <ul style="list-style-type: none"> <li>• High levels of user satisfaction with trading standards but performance is mixed. Premises inspection times remain better than average, but consumer complaint processing is below average.</li> <li>• Performance is mixed in Environmental Health, with attendance on site for domestic noise complaints extensively better than average, while experience of neighbourhood problems is significantly worse. Against a backdrop of an increasing number (2,510 in 2008/09 compared to 1,240 the previous year), domestic noise complaints are being dealt with timeously.</li> <li>• Council is developing a longer term waste strategy to identify an option for the treatment and disposal of residual waste however, a short to medium term solution is also required to meet the diversion of waste from landfill targets. Managed weekly collections introduced to increase recycling rates although further initiatives may be required to meet targets beyond 2010.</li> </ul>	<p><b>No scrutiny activity is required at this time.</b></p>



Performance assessment - Renfrewshire Council			
Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p><b>Housing and property</b></p> <p>- Housing operations</p> <p>- Homelessness</p>	<p><b>Areas of uncertainty</b></p>	<p>There are risks in this area which the council is addressing but where the impact is as yet unclear. Leadership has recently changed. Overall, positive performance, particularly in tenant satisfaction, access and lettings, tenancy and neighbourhood management. Still some uncertainty over approach to housing asset management and investment levels. Significant risks in relation to performance in rent arrears, its HRA and operating costs. Action Plan arising from June 2008 inspection being regularly monitored by the council. SHR will request a self assessment of progress from the council in Summer 2011. Homeless provided with permanent residencies is below the Scottish average. Council has high rents, large debts, and falling receipts. Recent unsuccessful tenant ballot to transfer housing stock in Ferguslie.</p> <ul style="list-style-type: none"> <li>• Leadership has changed since SHR inspection in Summer 2008.</li> <li>• Overall, positive performance, particularly in tenant satisfaction, access and lettings, tenancy and neighbourhood management. Still some uncertainty over approach to housing asset management and investment levels.</li> <li>• Significant risks in relation to performance in rent arrears, its HRA and operating costs. Housing operations performance is mixed. Re-letting times and council house sale times are substantially quicker than average, but rent loss due to voids and rent arrears are much higher than average.</li> <li>• Homeless provided with permanent residencies is below the Scottish average. Notification times are substantially quicker than average while tenancy maintenance is significantly poorer.</li> <li>• Council has high rents, large debts, and falling receipts.</li> <li>• Recent failed tenant ballot to transfer housing stock in Ferguslie.</li> <li>• Council has agreed an action plan to implement Scottish Housing Quality Standard (SHQS) 2015 with the Scottish Government. Development plan submitted and implementation now being monitored by SHR.</li> <li>• Housing stock is also not conducive to community care and does not match housing need in the council areas.</li> </ul>	<p><b>Over summer of 2011 SHR will request from the council a self assessment of its progress achieved. This should demonstrate the changes made and point to evidence of improved outcomes for service users. Following appraisal of the council's submission SHR will discuss with the LAN lead any need for validation or further inquiry.</b></p>

Performance assessment - Renfrewshire Council			
Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
<p><b>Planning and transport</b></p> <ul style="list-style-type: none"> <li>- Planning</li> <li>- Roads maintenance</li> <li>- Lighting maintenance</li> </ul>	<p><b>no significant risk</b></p>	<p>There are no significant risks in this area. Significant actions are being developed through the council's Economic Development Plan. Performance is above average with affordable housing consent in particular substantially better than average. The Council are implementing important elements of the Planning (Scotland) Act 2006 in 2009/10. The Council's Transport Strategy focuses on marketing to encourage behavioural change and management of existing network resources. Traffic growth has stabilised over the last three years to 0.5% per annum. High levels of user satisfaction regarding repairs to roads, pavements and cycleways. The department has a Flooding Strategy which in 2008 assessed what is being done and what should be done.</p> <ul style="list-style-type: none"> <li>• Economic development work is carried out in partnership with other organisations, particularly Scottish Enterprise and the Renfrewshire Chamber of Commerce and the federation of small businesses.</li> <li>• Significant actions are being developed through the council's Economic Development Plan e.g. Renfrewshire Workforce Plus. Performance is above average with affordable housing consent in particular substantially better than average.</li> <li>• Plans to implement a Roads Asset Management Plan have been delayed due to the aligning of the Renfrewshire Programme with the national contract.</li> <li>• The council are implementing important elements of the Planning (Scotland) Act 2006 in 2009/10. The council is the planning lead in the Paisley Town Centre Action Plan and recognise that timescales require to be reviewed in light of economic conditions.</li> <li>• The council's Transport Strategy recognizes the public need for good public transport (39% of population do not have access to to a car). It focuses on marketing to encourage behavioural change and management of existing network resources. Traffic growth has stabilised over the last three years to 0.5% per annum.</li> <li>• High levels of user satisfaction regarding repairs to roads, pavements and cycleways. Lighting</li> </ul>	<p><b>No scrutiny activity is required at this time.</b></p>

		Maintenance performance is mixed, as street light repairs are quicker than average, but traffic light	
<b>Performance assessment - Renfrewshire Council</b>			
<b>Strategic priorities</b>	<b>Initial risk assessment</b>	<b>Evidence/rationale</b>	<b>What we plan to do</b>
		<p>repairs remain slower than average.</p> <ul style="list-style-type: none"> <li>The department has a Flooding Strategy which in 2008 assessed what is being done and what should be done. The council has undertaken several major schemes in the recent past and has received government approval for phases two and three of a new major scheme in north Renfrewshire.</li> </ul>	
<b>Social work</b>	<b>no significant risk</b>	<p>Overall, good performance, although some potential risk areas identified. SWIA report in August 2009 concluding that the council shows good performance. Both SWIA and the Care Commission found that there is a need to plan and invest in looked after children's provision and address the drift in permanency and contingency planning for young people. The council do recognise the need to review and improve children's services and have adopted the Achieving Step Change project to assess and improve children's services in the Renfrewshire area. The council provides good mental health and addiction services, but need to improve services and outcomes for adults with learning disabilities. Home care services need to be reviewed, within a commissioning approach. There is a need to shift the balance of care as there is a higher proportion of older people in residential care and lower proportion receiving home care than Scottish average. Protection and care for vulnerable groups is effective. Overall, good performance in criminal justice services. Need to improve quality of premises for community service and time taken to complete community service orders.</p> <ul style="list-style-type: none"> <li>SWIA report in August 2009 concluding that the council shows good performance. Whilst social work has operated a fairly traditional model, they are moving in the right direction in looking to</li> </ul>	<p><b>The council will produce quarterly progress reports for SWIA on the action plan. A follow up inspection will take place in Sept/Oct 2010. The link inspector will meet with SMT as required to discuss any areas that need clarified and to progress</b></p>

		modernise services, the pace of this and in which areas needs to be prioritised against financial constraints and need.	<b>self-evaluation.</b>
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Performance assessment - Renfrewshire Council			
Strategic priorities	Initial risk assessment	Evidence/rationale	What we plan to do
		<p><b>Children and families</b></p> <p>SWIA found a good range of innovative services in this area.</p> <ul style="list-style-type: none"> <li>The Care Commission found inconsistent evaluations in 2009/10 inspections with one of five residential units evaluated as weak. A new Unit Manager has since been appointed and there is a clear action plan in place to address this. Both SWIA and the Care Commission found that there is a need to plan and invest in looked after children's provision and address the drift in permanency and contingency planning for young people.</li> <li>The social work budget is currently overspent mainly due to use of foster placements. However, the council do recognise the need to review and improve children's services and have adopted the Achieving Step Change project to assess and improve children's services in the Renfrewshire area. The Mentoring Support Project for young people and Family Matters who support parents of 0-3 yrs are both area of innovative, good practice.</li> </ul> <p><b>Community Care</b></p> <ul style="list-style-type: none"> <li>The Council provides good mental health and addiction services, but need to improve services and outcomes for adults with learning disabilities. As part of it's £92M capital investment programme the Council has allocated resource to create new joint leisure and day services for people with learning disabilities. This service model will improve outcomes for this client group.</li> </ul>	

**Performance assessment - Renfrewshire Council**

<b>Strategic priorities</b>	<b>Initial risk assessment</b>	<b>Evidence/rationale</b>	<b>What we plan to do</b>
		<p><b>Criminal Justice</b></p> <ul style="list-style-type: none"> <li>• Home care services need to be reviewed, within a commissioning approach. There is a need to shift the balance of care as there is a higher proportion of older people in residential care and lower proportion receiving home care than Scottish average.</li> <li>• Protection and care for vulnerable groups is effective. The Reaching Older Adults in Renfrewshire project (ROAR) provides a range of effective support services and help to older people.</li> </ul> <p><b>Criminal Justice</b></p> <ul style="list-style-type: none"> <li>• Overall, good performance in criminal justice services in terms of implementation of nationally accredited programmes. Joint work with neighbouring councils operating well. Need to improve quality of premises for community service and time taken to complete community service orders.</li> </ul>	

## Appendix 2

Corporate assessment Renfrewshire Council			
Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Vision and strategic direction	no significant risk	<p>The council plan sets out a clear vision and strategic direction. The plan recognises the challenges facing the council and identifies six strategic themes to drive the agenda for change. The speed at which the council's vision and strategic direction is realised will be affected by the impact of the recession. Plans and strategies will reflect any required changes at regular intervals. The service planning process is well managed and maintains clear links to the council's vision. The senior management of the council demonstrates a strong corporate view of priorities and work towards the council's strategic aims. Strong leadership by the CEO is evident through active Corporate Management Team / working groups etc. At both corporate and service level there is a proactive management culture and commitment to high standards. The setting of outcomes is member led and officer managed.</p> <p>There are no significant risks in this area.</p>	No scrutiny activity is required at this time.
Partnership working and community leadership	no significant risk	<p>Renfrewshire Community Plan identifies key priorities for the council area aligned to the national priorities of the Scottish Government. Action plans have recently been developed for the five thematic partnership working groups. The CPP structure has recently been revised but the impact of this is as yet unclear. The council is a key partner in Renfrewshire Community Health Partnership. Opportunity for staff to work closely and bring services together evident. The council is involved in a large number of joint initiatives (joint civil contingency, Business Gateway economic development function and Scotland Excel) Partnership working is a key strength in education and leisure services. Council have a well developed Adult Protection Team and committee. Good evidence of partnership working in social work. Good feedback from partner organisations in housing.</p>	No scrutiny activity is required at this time.

Corporate assessment Renfrewshire Council			
Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
		There are no significant risks in this area.	
<b>Community engagement</b>	<b>no significant risk</b>	<p>Five local area committees (LACs) have been established to consult and report to local residents, and liaise with community partners. Annual community planning conference held and deemed to be of value by all parties. The council makes good use of Public Services Panel, opinion meters, online polling, consultation through service review process, Charter Mark and other assessment frameworks to inform policy setting. Education service engages well with local communities. The Learning Neighbourhood Strategy is being revised currently to reflect the new LAC structure. Satisfactory in Care provision. Very good in social work, particularly social and financial inclusion and volunteering. Good support to community groups. Well established framework of Registered Tenant's Organisations (RTOs) although they could be used more effectively.</p> <p>No significant risk factors.</p>	<b>No scrutiny activity is required at this time.</b>
<b>Governance and accountability</b>	<b>no significant risk</b>	<p>Member led policy boards have specific remits and are responsible for developing council policies and programmes, as well as monitoring performance and outcomes. The administration provides effective scrutiny of policy and delivery, and political opposition is largely constructive. Members are actively engaged in the championing of initiatives. The Scrutiny and Petitions Board is effective and complies with recommended practice. An audit panel is also in operation, made up of senior officers. Attendance and participation in meetings is very good. All elected members have received a training needs assessment and personal development plan are in place. Plans are subject to a six monthly review. The use of the elected member protocol and inter-party protocol is dependent on individual members.</p> <p>No significant risk factors.</p>	<b>No scrutiny activity is required at this time.</b>
<b>Performance management and</b>	<b>no significant risk</b>	<p>The council has established a framework for systematic review of performance at corporate and service level. Baseline data and targets exist for most performance indicators although 17 of the 85 indicators</p>	<b>No scrutiny activity is required at this time.</b>



Corporate assessment Renfrewshire Council			
Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
improvement		<p>are only reported annually leaving little scope for in year monitoring. The council has a range of well presented and readable performance reports. These are available online and through a regular paper magazine to all households. The council has adopted the PSIF and pilots are being carried out in a number of departments. The council has regularly monitored SPIs falling into lower quartile. The council has developed its own indicators to improve performance reporting of what they consider to be key activities and is working to develop cost and qualitative indicators. A purpose built Customer Service Centre provides a one-stop shop for council services. Customer Service Centre performance is monitored regularly and has recently improved. The council has gained Charter Mark accreditation in over 60 service areas and all services, excluding schools, are working towards achieving the Customer Service Excellence Standard. The Transforming Renfrewshire project identifies service areas where the redesign, standardisation or sharing will lead to improved efficiency and quality. No commissioning strategy in place for social work. Established risk management strategy in place and risk management arrangements appear robust and form an integral part of the Council's decision making process.</p> <p>The main method through which the Council demonstrates competitiveness is through the provision of trading operations. Currently the council has four, two of which are listed as statutory which requires their financial results to be reported in the council's annual accounts. All four of these trading operations have returned rolling three year surpluses over the last three year period to date. Councils are required to carry out periodic reviews of trading operations (considering both services currently listed as a trading operation as well as other areas which are not but potentially could be). Renfrewshire last carried out such a review in June 2008, with the result being the current status quo.</p> <p>Although some risk factors are identified, the council has actions in place to respond to these.</p>	<p><b>SWIA will monitor this through progress reports and the follow up inspection.</b></p>

Corporate assessment Renfrewshire Council			
Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
Use of resources	no significant risk	<p><b>Financial management</b></p> <p>The council continues to face a number of challenges in addressing the impact of financial pressures. The key pressures include current economic conditions and changes in demographic and socio-economic factors, principally related to the council's social work related services. The expected funding constraints over the next few years will further increase financial pressures with possible adverse impact on services to the public. Budgets are managed on a bottom line basis in accordance with the financial regulations. The recently introduced refinements to budget monitoring have improved the quality of reporting. Current year forecast includes an overspend in social work services of £2.1 million (related to budget pressures in child and family services) however it is anticipated that this will be offset within Miscellaneous Services. Financial implications of the recent adverse weather are currently being assessed by the Council. Unallocated reserve balances in 2008/09 were £9.0 million (2.2% of annual running costs) inline with the council's approved strategy. To mitigate against the emerging financial pressures, the Council has budgeted to increase this balance by £2.0 million during 2009/10. Evidence of early consideration of need to adopt a priority-based approach to budgeting for future years to address funding constraints – examples found in 2010/11 budget. Medium term plans which are used to determine impact of reduced funding. Work has been ongoing to develop longer-term financial planning, and finalising a mechanism for improved project control. Capital plans have experienced slippage in recent years although not forecast for 2009/10. Capital receipts will continue to be constrained in 2009/10 but funding of the capital programme has been designed not to rely on any. Progress has been made in the shared services agenda, but there remains scope for further development such as in waste management.</p>	<p><b>Scrutiny bodies will continue to monitor performance through regular liaison meetings with the council.</b></p>

Corporate assessment Renfrewshire Council			
Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
	Areas of uncertainty	<p><b>Asset Management</b></p> <p>Whilst initial progress in addressing the asset management agenda has been slow there is recent evidence of an increase in momentum through a revision of the corporate structure and development of the agenda through the Transforming Renfrewshire programme (e.g. new Strategic Investment Group etc).</p> <p>Formal asset management strategies have been approved for corporate property and ICT but strategies for other asset categories (such as roads infrastructure and fleet) have still to be formally approved. Progress is also being made towards approval of an overarching Corporate Asset Strategy.</p> <p>The council is developing master planning to ensure corporate property assets better support the Council's needs. Condition surveys being currently commissioned to inform future maintenance programmes.</p>	
	no significant risk	<p><b>Managing People</b></p> <p>Workforce plan agreed in September 2009, involves vacancy management, review of use of temporary employees, redeployment and redundancy. Approximately 220 candidates were identified in a recent trawl for voluntary early retirements (the over 55s and voluntary redundancies). The council plan to reconfigure departments in order to guarantee savings. The council supports management development well. Broad continuing professional development (CPD) programme in education and other departments are in place. Results from the 2009 staff survey confirmed a positive outlook (70% of respondents agreed that their work is valued by a manager; 91% said they are skilled to do their job well). Three main areas were identified from the survey to look at in more depth (communications and team work; workplace management; and training).</p>	

Corporate assessment Renfrewshire Council			
Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
		<p>The council implemented a new terms and conditions package in autumn 2009, whilst a revised pay and grading structure was implemented in 2006. The new package allows for more flexible working (in terms of time and location) and as such is aligned with the Transformation Programme. The council also reviews its structure periodically, and is currently preparing to merge finance and IT with Corporate Services.</p> <p>Although some risk factors are identified, the council has actions in place to respond to these.</p>	
	<p><b>Areas of uncertainty</b></p> <p><b>no significant risk</b></p>	<p><b>Procurement</b></p> <p>Procurement is recognised as an area for improvement. A Head of Service for procurement has recently been appointed and has been proactive in tackling identified weaknesses and securing improvements in procurement practices. Results from a recent capability assessment completed in May 2010 reflects these improvements, however, there remains scope for further improvement. The council Hosts Scotland Excel.</p> <p><b>ICT</b></p> <p>Electronic Document and Records Management system (EDRMS) is a key area subject to development. This will radically change how all documents are recorded and stored. The Improvement Service sponsored Customer Relationship Management system Lagan is being adopted to replace the current in-house system. This is linked to the customer service work-stream of the Transforming Renfrewshire project. A project management framework (PMF) is now well embedded in the Council and being used for the majority of projects (includes non-IT projects).</p> <p>There has been recent slippage in a number of planned IT</p>	

Corporate assessment Renfrewshire Council			
Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
		<p>developments including the toolkit to automate the PMF process and the citizens account project mainly due to resource issues. The pressure of current developments (including principal developments associated with the Transforming Renfrewshire) continues to stretch resources with potential issues around the necessary skills to progress the change agenda.</p> <p>The council is looking to acquire a partner for a two year period to assist with the Transforming Renfrewshire project. The partner will be required to provide consultancy and the necessary technical expertise to develop aspects of the project A skills transfer to the council IT staff to enable ongoing support may also required.</p>	
Equalities	no significant risk	<p>The council has policies to fulfill its duties under equalities legislation. It has a three year programme of equality impact assessments. This is nearly complete for high and medium priority areas. In June 2009 the council approved a corporate equalities framework. Attainment of the lowest 20% and looked after and accommodated children compares favorably with similar groups across Scotland. The council has commissioned research into housing needs of ethnic minority households. Training and procedures in place for all housing staff. Whilst policies and training were in place in social work, limited evidence of embedding equalities into service delivery. The percentage of buildings which are suitable for disabled people has risen from 66.8% in 2005/06 to 86.6% in 2008/09. This reflects an ongoing programme of modifications and adaptations. The council recognise that adaptations to key buildings is restricted due to listed buildings status (e.g. Town Hall) and see the 2009/10 target is a significant challenge. The council report on aspects of its workforce broken down by ethnicity. The race equality progress report in March 2009 reported a slight increase in the percentage of black and minority ethnic groups in the workforce from 0.8% in 2006/07 to 0.85% in 2007/08.</p> <p>A greater percentage of the council's available floor area (72.7% in</p>	<b>No scrutiny activity is required at this time.</b>

Corporate assessment Renfrewshire Council			
Corporate assessment area	Initial risk assessment	Evidence/rationale	What we plan to do
		<p>2008/09 compared to 60.2% the previous year) is now considered to be in a satisfactory condition and a greater percentage of the council's buildings is considered suitable for their current use (79.1% in 2008/09 compared to 51.6% in 2006/07).</p> <p>There are no significant risks in this area.</p>	
<b>Sustainability</b>	<b>no significant risk</b>	<p>Sustainability is a theme in the Community Plan and there is an associated working group. The council has included the "green ICT" agenda into ICT strategy and has developed a number of green initiatives and practices. Sustainability considerations are yet to be considered for procurement.</p> <p>The council is currently reliant on a number of external bodies to provide services on its behalf particularly so in the social care sector. The potential loss of such an organisation has been recognised in the social work risk register which lists a number of actions as control measures such as a full appraisal of all service providers by social work and corporate finance.</p> <p>A 2008 report considered demographic changes across Renfrewshire. It forecast that by 2018 the overall population in the area will decrease by 2.5%, however those aged between 65 and 80 will increase by 17.1% with those over 80 years increasing by 15.9%. The report recognises that this will result in an increase in the cost of caring for the elderly and recommended that this be taken into consideration during the creation of the long-term financial planning model in order to provide adequately for this.</p>	<b>No scrutiny activity is required at this time.</b>

## Appendix 3

### Renfrewshire Council assurance and improvement plan 2010-13: Summary of scrutiny and improvement

The AIP is a three year rolling programme. (Express scrutiny footprint in terms of 'scrutiny days'. 1 person for one day = 1 scrutiny day). Include **all days** devoted to scrutiny including off site evidence review. On-site days should be highlighted **in red** as this will be the perceived scrutiny footprint.

2010-11 (Year 1)												
Scrutiny activity	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>Services to protect children:</b> Mandatory ministerially-directed inspection of child protection services (73 on-site days)												
<b>Vulnerable people and families are supported:</b> ISLA Autumn 2010 qtr 3. SWIA monitoring of improvement plan. SWIA carrying out an initial scrutiny level assessment.												
<b>Vulnerable people and families are supported:</b> National adoption and fostering survey by Care Commission												
<b>Police services</b> HMICS / Audit Scotland Best Value Review of Police Services												
<b>Criminal justice:</b> Self-evaluation concerning high risk offenders												

2011-12 (Year 2)	
Issues for scrutiny /improvement	Scrutiny bodies /council potential involvement
Self assessment by the council on housing action plan progress	SHR

2012-13 (Year 3)	
Issues for scrutiny /improvement	Scrutiny bodies /council potential involvement