

EAST RENFREWSHIRE COUNCILCABINET10 September 2020Report by Deputy Chief ExecutiveCORPORATE AND COMMUNITY SERVICES DEPARTMENT
END YEAR PERFORMANCE REPORT 2019/20**PURPOSE OF REPORT**

1. The purpose of this report is to inform Cabinet of the 2019/20 end year performance of the Corporate and Community Services (CCS) Department. This report is based on the Department's performance indicators and activities in the Outcome Delivery Plan (2019-2022) and other key departmental management information. The full data report is attached in Annex 1. The report also gives an overview of the Department's contributions to the COVID-19 pandemic, which commenced during the 2019/20 reporting period and will impact performance in a range of areas across 2020/21.

RECOMMENDATIONS

2. It is recommended that the Cabinet scrutinise and provide comments on the Corporate and Community Services' end year performance for 2019/20, including its contribution to the COVID-19 pandemic.

BACKGROUND

3. This report contains data on progress against the department's key performance targets, and updates on the main actions we are taking to contribute to the achievement of the Council's strategic outcomes. The full department data report for the year 2019/20 is at Annex 1.

4. Performance summaries for each of the services is included below.

CORPORATE AND COMMUNITY SERVICES DEPARTMENT

5. The Corporate and Community Services Department has a dual role leading on a wide range of corporate/support services and front facing services.

6. As a department we have performed well on handling complaints with responses well within the statutory timescales (averaging 3.4 days for frontline stage and 17.9 days for investigation complaints). We continue to learn from complaints and make service improvements. In 2019/20 we reviewed various standard letters within the Revenues service and the Housing Benefit application process was streamlined for customers.

7. Our department's sickness absence has greatly improved from 10.2 days in 2018/19 to 7.2 days in 2019/20 against a target of 10.8 days. Absence continues to be monitored and reviewed on a regular basis.

8. Our invoice processing rate has declined from 81.4% in 2018/19 to 75.3% in 2019/20, largely as a result of significant changes to process and training and development during the implementation of the Council's new Finance and Procurement ICT system in September, however the department continues to lead on the transformation of the invoice payments process, providing greater financial control and assurance.

9. In 2019/20 our change programme, the Modern Ambitious Programme (MAP) has driven improvement across the Council. The primary focus for MAP this year has been the Core System programme to replace our Finance/Procurement and HR/Payroll systems, our work on digital enablement including readiness for launch of a new website in the summer and development of a new Council Tax and Benefits ICT system. There has also been significant work to develop programme reporting and a project prioritisation approach to assist benefits realisation.

CORPORATE & COMMUNITY SERVICES DEPARTMENT PERFORMANCE HIGHLIGHTS 2019/20

HR & Corporate Services

10. The overall Customer First customer satisfaction rate is 89%. There continues to be high satisfaction with the service and contact centres however there has been a decrease in satisfaction with Live Chat. This is attributed to an increased volume of contacts using this channel and customers expecting full resolution at first point of contact whereas Live Chat is currently set up as a triage where customers can be passed onto services for enquiry resolution.

11. A significant procurement exercise was completed for a new Customer Experience Management platform to allow the development of a new website and an improved digital customer online journey. User research and service design principles are being used in this project. Phase 1 is complete with the successful launch of the new website on 7 July 2020 and this has received positive customer feedback. Phase 2 will implement improved online forms and online digital experience for the customer. Overall 74% of Customer Contact and payments have been made online or using 'preferred service methods' which include all online payments including Parent Pay. Currently 11% of total contact through Customer Services is online, an increase of 3% in the last year. With the introduction of the new website and improved online forms it is expected that this will increase. The timelines for this project are currently under review due to the impact of COVID-19.

12. The Money Advice and Rights Team provided great support throughout the year and achieved £7.4 million financial gains for residents in 2019/20, a 30% increase since last year. The team have supported a success rate of 87% people awarded benefits after Income Maximisation intervention; 84% of appeal cases supported to successful outcome; and continue to respond to 98% of enquiries within 5 working days.

13. The employee values were updated (to ambition, kindness, trust) with significant engagement with the workforce and these were launched in September 2019 with Values Week. The department leads on promoting and organising fundraising events to support the Council's corporate charities, which are chosen by employees. In 2019/20 funds were raised for Children's Hospices Across Scotland (CHAS) and Calum's Cabin.

14. The digital development of the workforce has been ongoing with courses now available as part of the Digital Academy which include User Research Bootcamp and Service Design. The skills gained on these courses are supporting employees in changing service delivery for a more digital approach across the Council.

15. Unfortunately COVID-19 saw the third We Are East Ren staff awards event postponed and instead a virtual event is to be planned. The award process has been off to a positive start with 93 entries, an increase from 79 the previous year.

16. The Democratic Services team supported the delivery and communication of the UK General Election at extremely short notice in December 2019.

Digital & Community Safety

17. ICT maintained focus on service stability and performance following incidents during 2019. This saw key work on business continuity planning and infrastructure resilience. Latterly this work was impacted by the COVID-19 response which saw resource directed to preparing the organisation for possible lockdown measures and moving to a home working model.

18. Significant progress was made to put in place the necessary technology infrastructure to support the use of sensor technology in the physical environment. Some early proof of value plans include road temperature sensors, building management sensors for council buildings, and grit bin stock level sensors.

19. ICT continued to provide key technical support to the Digital Customer Experience project, focused primarily on the preparation and development of the new Council website. As testament to the quick move to home working, ICT's work on this project was largely uninterrupted due to COVID-19.

20. ICT continued to face challenges of significant demand from services for both business as usual support, and support of other department's transformations. ICT Strategy development commenced to drive change within the service to better address the demand. Unfortunately the strategy development was impacted by COVID-19 preparations.

21. ICT was a key element to the preparation and ultimate dispersal of the office based staff to their homes during March 2020. Technology was a key enabler for this, and a significant number of new devices were issued to staff in the weeks running up to lockdown. In addition to the team themselves moving to home working, they supported nearly 1000 corporate staff, and 800 teachers to move to remotely connected working in the space of a few weeks.

22. Community Safety undertook a service restructure in April 2019 which achieved savings target of £147k and improved service efficiency, through streamlined management structure.

23. The CCTV modernisation project which focused on the digital transformation of the Councils' entire public space camera network was successfully completed in December 2019.

24. A comprehensive review of Community Safety SLAs which involved creating accurate cost-modelling was completed. This was to allow improved estimation of resource requirements for service delivery.

25. Establishment of new strategic Safe East Ren group and expanded membership of weekly GRIP meeting is supporting greater co-ordination of resources across the Council and partner organisations to tackle anti-social behaviour.

26. A key focus was the better alignment of the Digital Telecare project with the national 'Analogue to Digital' programme which will allow greater access to specialist technical support.

27. Critical future focus remains on the operation of a digitally-capable Telecare alarm-receiving centre by April 2022 and Control room refurbishment which will improve working conditions for the control room staff.

28. The Civil Contingencies service played a key role in the preparation, planning and execution of the effective incident response through the COVID pandemic.

Communities, Revenues & Change

29. Following a series of informative conversations with elected members and officers, Vision for the Future, the Council's 10 year plan was approved by Members in February. We will now take some time to build on the current document and plan the next steps as part of the Renewal discussions taking place with a view towards 'building back better' from COVID-19.

30. We recently completed the most significant part of a complex restructure, which brought together several separate services including Young Persons Services, Communities, Evaluation and Improvement, Policy & Improvement Unit, Equalities, Partnerships and Data, following the retirement of the Head of Democratic & Partnership Services in 2018. This culminated in a 3-stream structure comprising: Strategic Services, Data & Business Intelligence and Community Learning and Development. This has diversified roles, built in additional resilience and helped deliver necessary savings

31. As part of the community empowerment agenda, 3 participatory budgeting community events had been organised for March 2020. There had been an excellent community response, but unfortunately COVID-19 meant the events had to be cancelled at short notice. We are working closely with 'Linking Communities' to establish the next steps for this initiative and to find the best ways to involve local communities in the Council's renewal journey post-COVID.

32. The refurbishment of 'The Edge' youth facility is nearing completion and can be used as a hub for service design and user engagement work in line with government guidelines on social distancing practices.

33. Good end-year results in the Revenues service, demonstrating a focus on continuous improvement outcomes and drive by the teams to focus on key measures:

- Since 2018/19 Housing Benefit and Council Tax Reduction new claims performance has significantly improved from 33.5 to 23.9 days and from 33.6 to 21.9 days. This is a 27% and 36% improvement respectively.
- Housing Benefit and Council Tax Reduction Change of Circumstance significantly improved to 3.7 and 4.8 days which is a 33% and 35% improvement.
- Demand for Scottish Welfare Fund (SWF) grants has increased in the last 18 months with a particular demand for Community Care Grants. Overall £314,000 was paid out in 2019/20 across 429 Crisis Grants (456 last year) and 324 Community Care Grants (301 last year).
- Percentage of income received for Council tax in 2019/20 was 97.47% (compared to 97.6% for 2018/19). Although this percentage has reduced, actual cash has increased by £1.9m. This is being driven by levels of Council Tax increases year on year.
- Percentage of income received for Non-Domestic Rates is on target at 97.0% (compared to 97.6% for 2018/19). Ongoing engagement with Renfrewshire Council, who administer this service for us, will continue into 2020/21.

34. Across the year, as part of MAP, we have developed our approach to project and programme reporting and governance, with consistent reporting dashboards now in place across each of the departmental programmes and City Deal, and further developments underway on Capital reporting. Work has also been done to develop a project prioritisation approach to ensure best use of limited resources and a focus on benefits realisation.

35. There has been good progress with implementation of the Council's Core Systems programme, which is in the latter stages of deployment of the new Finance/Procurement ICT system. In March 2020, the Core Systems Board agreed to a delay in the implementation of the new iTrent HR/Payroll ICT system resulting from resourcing issues due to the Coronavirus (COVID-19) outbreak. The system is now on track for deployment later in 2020.

36. The Revenues Service has also procured a new Council Tax and Benefits ICT system, which will modernise working practices and improve customer experience. This project is on track to implement the new system in December 2020, however the project plan is very tight as a result of delays due to COVID-19 and is being kept under close review as a result. The desired aim is to have the system live in time for annual Council Tax billing in March 2021.

37. We have built strong foundations for the Council's Data/Information as an Asset programme, including strengthening the Council's approach to statutory data governance and compliance, including GDPR.

38. Work commenced to review the Council's Digital Strategy, but the final stages were disrupted by COVID-19. Given resulting budget pressures and the need to better align digital ambitions with the broader picture of transformation and change in the Council, this work will now be refocused in the remainder of 2020, linked to our renewal journey post-COVID.

IMPACT OF COVID-19

39. The Corporate and Community Services Department has played a considerable role in the Council's response to COVID-19 and the latter recovery and renewal phases.

40. As well as managing the impact on their own services (as outlined above) and our departmental response the Department's Heads of Service have all been key members of the Crisis Resilience Management Team (CRMT), which commenced meetings in January and met daily throughout the COVID-19 response phase. The CRMT was chaired by the Head of Digital and Community Safety, who also gave daily briefings to the Chief Executive and regular updates to the Corporate Management Team.

41. The Department also had responsibility for leading cross-cutting CRMT subgroups on Humanitarian Assistance/Shielding and Internal Volunteering and actively participated in the Additional Deaths subgroup given the important role of the Registration Service.

42. Heads of Service and managers continue to be actively involved in the Council's recovery and renewal phases, whilst the CRMT remains on a twice-weekly meeting cycle to oversee continued response and ongoing recovery issues.

43. The overview report to Council in June 2020 gives more detail, but in summary the key areas of the Corporate & Community Services Department's contribution towards the COVID-19 response include:

- Introducing remote death registrations, 7-days a week and supporting Glasgow City Council with an overspill of their registrations.

- Establishing phone lines/email addresses for enquiries from the national helpline and from shielding residents, other high risk groups and those with queries on 'Test & Protect', including a 24/7 service via the Community Safety control room.
- Co-ordinating support for shielding residents, including organising proactive phonecalls to c.2,700 shielders to check on their needs and organising of shopping services, food parcel deliveries etc.
- Establishing and running a Food Hub that has been delivering weekly food parcels to over 200 households.
- Liaising with Third Sector colleagues to plan a broader humanitarian response that will be sustainable throughout the recovery and renewal phases, whilst facilitating ongoing support as required in the event of a local outbreak in the future.
- Provision of support to Voluntary Action East Renfrewshire's Community Hub, including making welfare calls to vulnerable or isolated residents and supporting arrangements for use of external volunteers.
- Liaising with Strathclyde 4x4 volunteers to make prescription deliveries and co-ordination of prescription deliveries from local pharmacies.
- Provision of increased support for the Council's sheltered housing complexes, including a 24/7 alarm-receiving service for 300 residents via the Control Room.
- Supporting services throughout the Council by Community Safety driving homecarers to visits; and delivering food parcels, medication, cleaning materials and PPE to vulnerable residents and local care providers and conducting homevisits to shielders we had been unable to reach by phone/letter.
- Processing business/self-employment grant payments.
- Offering money and debt advice as well as Scottish Welfare Fund payments and Council Tax Reduction awards to those struggling financially.
- Regularly issuing communication, wellbeing support, management briefings and liaising with Trade Unions for our employees.
- Managing employee absence issues and advising managers.
- Co-ordinating the Council's internal volunteering scheme to provide support to services impacted by staff shortages.
- Leading the internal and external communication with employees and local residents including website updates; social media; press releases and dealing with press enquiries.
- Rapid deployment of devices and phones and maintenance of core ICT infrastructure to allow staff to work effectively from home. This included development of virtual call centre solutions to allow staff, including Customer First, to take high volumes of calls from home.
- Development of online meeting capability to allow key Council meetings to take place virtually.
- Co-ordinating the deployment of nearly 200 digital devices to low income households at greater risk of isolation, as part of the national Connecting Scotland programme.

PUBLICATION OF END YEAR PERFORMANCE INFORMATION

44. Information contained in this report will be posted on the Council's website so the public can view the Department's performance.

FINANCE & EFFICIENCY

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

CONSULTATION

46. There have been various consultations in 2019/20 which we used to gather information on the views of our customers to drive service improvement and inform our strategic direction. We used a variety of methods to gauge our customers' views and have had a focus this year in training employees in service design methods. There has been particularly strong engagement with users as part of the Council Tax and Benefits system implementation, with 50 residents signing-up to be part of user testing prior to launch of the system later this year.

47. The East Renfrewshire Citizens' Panel continues to be a highly valuable source of information on residents' views of local services and their overall quality of life. The panel is made up of 1,200 local people who are broadly representative of the population and we consistently achieve a response rate of at least 60%. As well as maintaining a strong link with our residents, the Citizens' Panel provides data that informs strategy, policy and improvements to local services. Most recently the Panel was used to consult local residents on their views of climate change and the results will inform the Environment Department's work on wider strategy for this important area.

48. Following a successful 'test of change' last year, Corporate and Community Services had been making preparations to carry out further use of the iMatter Employee Engagement Continuous Improvement Model, during March to June this year. This is the model used by NHS and some HSCPs and East Renfrewshire Council had been granted Scottish Government permission to be the first council to use the model. Unfortunately the survey was delayed due to COVID-19 and timescales will now be reset.

PARTNERSHIP WORKING

49. This report highlights the Corporate and Community Services Department's contribution to the delivery of the Community Planning Partnership Community Plan and the Council's Outcome Delivery Plan. Whilst it focuses on the department's contribution, many of the results could not have been achieved without excellent partnership working across Council services and with partners. Relationships with Voluntary Action East Renfrewshire and other third sector responders have noticeably strengthened in recent months as a result of the pandemic and it will be important to build on these strong connections as we move forward in the recovery and renewal phases.

IMPLICATIONS OF REPORT

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

CONCLUSION

51. This report summarises a high level overview of the Corporate and Community Services department's performance at end year 2019/20.

52. We continue to be proud of our teams and grateful for the commitment and efforts they have shown throughout the year, but also for the resilience shown during this unprecedented COVID-19 incident. There were outstanding efforts to transition to home-working in a short

space of time and to balance the challenges of family life whilst delivering above and beyond expectations in both COVID-19 response activities and ongoing delivery of a range of critical services.

53. The next months will bring ongoing challenges as we seek to continue the recovery of our services; manage the implications of any resurgence in the response phase; manage and plan for the significant budgetary implications of COVID-19 whilst also seeking to plan and deliver potential longer term opportunities in a renewal phase.

RECOMMENDATIONS

54. It recommended that the Cabinet scrutinise and provide comments on the Corporate and Community Services' end year performance for 2019/20, including its contribution to the COVID-19 pandemic.

REPORT AUTHORS

Louise Pringle, Head of Communities, Revenues & Change 0141 577 3136
louise.pringle@eastrenfrewshire.gov.uk; Sharon Dick, Head of HR & Corporate Services;
and Murray Husband, Head of Digital and Community Safety.

Caroline Innes, Deputy Chief Executive

BACKGROUND PAPERS






- COVID-19 Actions: Update, Council 24 June 2020
- Strategic End Year Performance Report 2019/20, Council 24 June 2020
- Delay to HR/Payroll System Implementation, Core Systems Board, 23 March 2020
- Outcome Delivery Plan, Council, 26 June 2019








Corporate and Community Services Department Plan 2019-20



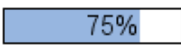



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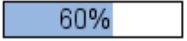
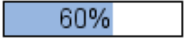
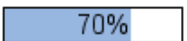
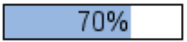


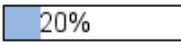

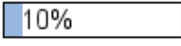

Outcome Delivery Plan (ODP)					
1. ODP Critical Indicators					
1 Intermediate outcome 2.3					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Number of awards achieved by young people participating in school and community based targeted programmes (e.g. Youth Achievement Awards, ASDAN and Duke of Edinburgh).	2,038	1,252	1,920		<p>Youth Work stopped in March 2020. This had a significant impact on accreditation – particularly impacting work with school and the Duke of Edinburgh programme. An overview of progress since the previous period:</p> <p><u>Participants</u> 1952 (2018/19) 1909 (2019/20)</p> <p><u>Unique Participants</u> 1649 (2018/19) 1592 (2019/20)</p> <p><u>Awards achieved</u> 2038 (2018/19) 1252 (2019/20)</p> <p><u>3 or more awards achieved</u> 295 (2018/19) 91 (2019/20)</p> <p>Young people will be supported where possible to complete awards that they have started during 2019/20.</p>
2 Intermediate outcome 4.2					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
% of total complaints reporting anti-social behaviour which has recurred	11%	8%	10%		<p>In 2019/20, there were 1827 calls to the Community Safety Unit's Ring and Report Line. The Community Safety service, in conjunction with GRIP partners, is focussed on reducing patterns of anti-social behaviour and the cumulative impact that repeated incidents can have on neighbouring residents and communities. The objective of this partnership work is to reduce the number of occasions on which anti-social behaviour recurs by making appropriate and timely interventions, escalating from informal advice and support, to formal warnings and ultimately formal legal action to tackle unacceptable behaviours. This indicator records the percentage of those calls to the Ring and Report Line reporting anti-social behaviour which has recurred.</p>

4 Customer					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Percentage of Citizen's Panel respondents who were satisfied or very satisfied with the services provided by East Renfrewshire Council.	72%	71%	75%		2019 survey result is consistent with the previous year, but slightly below target. Baseline is 467 respondents and the variance level is 4.1%.
% of Customer Contact and Payments made online or using preferred service methods	73%	74%	73%		Total number of contacts made 917.387. 74% of contact was made online (of this contact 95% was for online payments and 5% offline payments).
5 Efficiency					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Savings via the Modern Ambitious Programme (MAP) or 5 capabilities (£)	3,229,000	4,189,000	3,000,000		Target exceeded
6 People					
PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Sickness absence days per employee	10.1	10.1	9.1		Performance for 2019/20 shows an increase in sickness absence for Local Government employees but a reduction for Teachers. Absence for both long and short term can be attributed to stress non work related, musculoskeletal, gastrointestinal disorders and influenza. Stress non work related continues to be a significant absence reason across the council and managers have been encouraged to make staff aware of the services available. We continuing to work hard to reduce absence levels and are reviewing our absence targets and will introduce new targets for 2020/21. In terms of COVID-19 absence, this is currently not being treated as sickness absence that would be used to calculate the overall absence performance indicator and this absence will be reported separately.
2. ODP Critical Activities					
1 Intermediate outcome 4.2					
Activity	Progress Bar		Due Date	Latest Note	
Enhancing partnerships and use of data-sharing with police and other key partners (including through Greater Results in Partnership (GRIP)) to support operational planning as an effective tool against antisocial behaviour.			31-Mar-2020	The review of the effectiveness of the GRIP has been completed and there is now a wider range of partners (including CLD/Young Persons' Services and Social Work) attending the weekly GRIP meeting, with a greater focus on targeted deployment of partner resources to prevent youth disorder and on locality plan areas. The 'Safe East Ren' group has now been established, meeting on a quarterly basis to build on the work of the weekly GRIP (Greater Results in Partnership) arrangements. 'Safe East Ren' involves more senior officers from across the Council, Police and Fire Service, taking a strategic approach to addressing emerging trends and community	






Activity	Progress Bar	Due Date	Latest Note
			concerns, through analysis of data across the partners and ensuring co-ordination of communication and community engagement.
Developing partnerships with third sector and community groups to deliver diversionary activities		31-Jul-2020	Partnership working with the Carer's Centre enabled young carers with additional support needs to have access to youth work activities and support.
Implementing targeted street work to engage with and divert young people to positive activities.		31-Mar-2020	Detached Youth Work has continued to operate in Barrhead and Thornliebank on a weekly basis during 2019-20, engaging with young people in their local areas, building relationships and providing opportunities for young people to participate. Problem Solving Detached Work has been embedded where staff respond to anti-social behaviour in areas identified through the GRIP. As a result, Giffnock, Clarkston, Busby and Newton Mearns have had short programmes of detached work in each area when required, particularly as lockdown eased. This is allowing the team to develop relationships with young people who are new to the service.
Increasing visibility of community safety and community justice services, including enhanced community engagement opportunities and establishing new partnerships with community and voluntary groups.		31-Mar-2020	The Community Warden team provides a physical presence within communities, acting a reassurance to local residents. In the last quarter of 2019/20, the warden team also undertook 9 'community safety roadshow' events to engage with residents in community centres and shopping areas across East Ren. These roadshows gave residents an opportunity to discuss issues of concern with the wardens and highlight the ongoing work of the team.
2 Intermediate outcome 4.4			
Activity	Progress Bar	Due Date	Latest Note
Building the capacity of local communities, groups and organisations to participate in the development and delivery of plan e.g. Fairer East Ren and Locality Plans		31-Mar-2020	Capacity building continued in Barrhead & Neilston. Highlights include supporting residents to be involved in parks, greenspace and public realm projects. Thornliebank Together was formed and received support throughout the year to grow numbers and hold sessions to discuss local issues and priorities. The Strategic Services Team continued to support Fairer East Ren delivery groups to gather lived experience from communities to inform how services/projects are delivered.
Building the capacity of local communities. Groups and organisations to deliver services in response to identify needs.		31-Mar-2020	The new Community Learning & Development Team provided practical support to groups and individuals across the authority to build capacity to achieve their goals. Key highlights include: Dunterlie and Thornliebank Foodshares, Community Achievement Awards with adult learners, school holiday activities within localities (in partnership), Youth Voice and young mums groups.
Providing training and support for staff to enable them to work effectively in partnership with communities.		31-Mar-2020	Completed successful community engagement processes with teams in other departments. Ad hoc support continued, with the Strategic Insight and Communities teams providing engagement objective setting, creating materials, arranging sessions/events with communities and advising on communication methods.
Developing a range of community-led decision making processes, including participatory		31-Mar-2020	Staff from the Communities and Partnerships Teams supported Linking Communities




Activity	Progress Bar	Due Date	Latest Note
budgeting and co-production.			representatives to deliver a successful Information & Consultation Session to members and CMT in December 2019 to raise their profile as a key partner who can work with the Council to deliver mainstream PB activities. The Community Learning & Development Team provided focused support to the Linking Communities umbrella group and 3 locality sub groups to plan a grant-making programme, due to culminate in March 2020. Plans were on track and community volunteers were working with minimal staff input, drawing on new skills from the previous 2 years of support and development provided from staff.
Developing robust action plans for Fairer East Ren and locality plans that reflect local needs and aspirations		31-Mar-2020	Partnership groups, supported by ERC, set their plans in motion to achieve Fairer East Ren outcomes 1, 2, 4 and 5 between 2019 and 2022. In March 2020 the impact of coronavirus impacted community work in the localities. At the time of writing this, the approach to action planning for and with the communities of Auchenback, Barrhead, Neilston & Thornliebank is under review.
3 Customer			
Activity	Progress Bar	Due Date	Latest Note
Introduce various methods of user research to achieve a streamlined digital customer journey		31-Mar-2020	A User Research boot camp has been introduced as part of the Council's Digital Academy. Staff across council have attended user research boot camps and the skills learned are helping the council to embed a culture of user centred service design.
Implement end-to-end intuitive digital experiences making online a channel of choice		31-Mar-2020	As part of the Customer Experience programme a new case management system is being implemented which allows new forms to be designed and built improving existing online forms and providing an improved customer experience.
Ensuring digital channels meet customers changing demands in a fast-paced digital landscape		31-Mar-2020	Our new Council website launched on 7 July 2020 with 100% of content now meeting the agreed digital standards.
Using robust socio-economic, service and customer data		31-Mar-2020	The Strategic Insight and Communities section established a new Data and Business Intelligence function, able to progress our information as an asset ambitions, and provide rapid and relevant socioeconomic, service and customer data to teams. This has proved vital in understanding our shielding population and their needs, and existing relationships.
Increasing interest and activating participation through digital engagement, locality planning, and community led decision making		31-Mar-2020	We have reviewed the engagement and participation tools used across the council and scoped the current and projected value of Participatory Budgeting activities (policy development, capital/revenue projects, grants) across departments. We supported further capacity building of Linking Communities, who prepared to run a grant-making programme in Feb/March 2020. We have made early links made with the Digital Customer Experience project and will ensure future community participation has a digital offer in line with the digital transformation work streams. Building on the work with Linking Communities and their presentation at the ICS in September

Activity	Progress Bar	Due Date	Latest Note
			2019 CMT and Elected Members have access to a strong and represented umbrella community organisation who are keen, willing and able to be integral to engagement and decision making going forward. As contact with community groups and organisations begins to move toward the new normal and re-focusing on Locality Planning this is an ideal time to build on this and develop a co-produced approach to engagement and participatory budgeting.
4 Efficiency			
Activity	Progress Bar	Due Date	Latest Note
Undertaking digital process reviews and improvements within the Modern Ambitious Programme		30-Apr-2020	For the second year, we have self-evaluated the 'digitalness' of our processes using an in-house approach which looks at user experience and the extent of end-to-end processes once the information leaves the customer and comes into the organisation to be progressed (e.g. how much rekeying of data is there?). The current average digital score across our services increased from 2.35 to 2.5 out of 5. We are aiming to get all key processes to a score of 3 out of 5 by the end of 2020. In the meantime there are many digital projects in progress that will improve these digital scores and this will improve our score moving forward. In 2020 we have introduced a new project prioritisation matrix where departments are scoring all current digital projects to ensure we are prioritising correctly and making the best use of corporate resources and achieving the most benefits and improvements. The first round of this matrix has been completed, however due to Covid-19, we are planning on re-scoring projects as some priorities may have changed and some new projects have been on-boarded.
Implementing a modern resilient ICT infrastructure, drawing on the principles of enterprise architecture to enable Council wide digital capabilities		31-Mar-2021	Good progress has been made however a number of these activities have been paused due to COVID-19. Enterprise Architecture continues to be developed and the Office 365 deployment has been accelerated as a result of the rapid move to home working as part of the COVID-19 response
Implementing a modern, fit for purpose, core business platform(s) for the Council.		30-Jun-2020	Releases 1 and 2.1, 3.1 of the Financial/Procurement platform is now live. Planning for the next set of releases underway. Release 2.2 is now 6 months behind due to Covid 19 and a challenge from the Environment Service which is now being managed by the working group set up by the Chief Executive. Release 1 of the HR/Payroll platform was delayed due to Covid 19 and is now being targeted for Nov/Dec 2020 implementation. Project still high risk. Release 1 of Icon eStore is targeted for implementation end September 2020.
Building our Capability, improving access to Council data, and increasing routine sharing of data across departments		31-Mar-2020	Finance system Release 2 deployed successfully. HR/Payroll release has been paused as a result of COVID-19 impacts
5 People			
Activity	Progress Bar	Due Date	Latest Note
Building the capacity and capability of managers to improve employee engagement.		31-Mar-2021	Successful test of change using the iMatter employee engagement tool completed December



Activity	Progress Bar	Due Date	Latest Note
			5- June 2019. iMatter gave opportunities for employees to have a voice. Training was provided to all managers to help improve employee engagement through action planning based on iMatter results. Recruitment ongoing for additional resource to support further manager development in this area.
Enhancing the impact of our values on how we deliver our outcomes.		31-Mar-2021	Our values were updated with significant engagement with the workforce. The updated values were launched in September with values week celebrated by our employees throughout the week.
Embedding the culture of reward and recognition		31-Mar-2020	The employee awards have been postponed, however the number of nominations was higher than last year. The Kudos scheme continues to be utilised.
Developing the digital and data capacity and skillset of our workforce		31-Mar-2021	A modernisation fund bid was successfully made for a Digital Learning Officer to support employees through the introduction of Office 365. Recruitment for this post is currently underway. In addition 2 interns are being recruited to support the digital and data capacity of the workforce. 17 employees have successfully obtain a Diploma in Digital Applications which includes PC Passport.
Actively plan a workforce that meets future council requirements.		31-Mar-2020	The workforce planning working group has been formed with representation from all departments. The Workforce Plan is updated annually with actions to address the future council needs reviewed on a quarterly basis. The group are feeding in to a number of national groups including COSLA to support work to address a number of areas of national shortage.

3 Local Government Benchmarking Framework indicators (LGBF)


PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Percentage of income due from council tax received by the end of the year %	97.6%	97.47%	97.8%		Collection in monetary terms has increased by over £1.9m on the 2018/19 position. We billed significantly more in 2019/20 than in 2018/19 , so despite the increase in cash received, the % of the billed figure collected has gone down (by 0.17%)
Support services as a % of total gross expenditure	4.83%	n/a	-		ERC drops 1 place in ranking to 26 for 2017/18 and places us in the fourth quartile. 2019/20 data not yet available.
The percentage of the highest paid 5% employees who are women	59.9%	59.3%	-		This percentage has reduced slightly when compared to the previous year. 177 employees are in the top 5% of the highest paid employees, of these 105 employees are female.
The Gender Pay Gap	7.49	7.1	-		The gender pay gap has reduced, and there will be further focus on reducing this further next year.
The cost per dwelling of collecting Council Tax	£9.72	n/a	£8.75		Local Government Benchmarking framework (LGBF) shows East Renfrewshire to be ranked 26th (4th Quartile) for this indicator in 2018/19. <i>The underlying costs have remained constant over the year, however an Accounting adjustment for capital charges has</i>

PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
					<i>adversely impacted this indicator – this is out with the control of Revenue Services. Liaison with other local authorities in our benchmarking Family Group has indicated that there is some variation in the way this indicator is calculated across local authorities.</i>
1a) The average number of working days per employee lost through sickness absence for: b) teachers	5.68	5.16	5.4		Sickness absence is below target overall. HR have focused on supporting with sickness absence and this effort has helped to achieve the below target outcome.
1b) The average number of working days per employee lost through sickness absence for: a) local government employees and craft workers	12.35	12.97	10.8		LGE absence has increased when compared to the previous year and is above the target of 10.8 days per FTE. HR have agreed with CMT that absence targets for 2020/21 should be reviewed to make them department/HSCP specific. This will assist managers in having a target which should be achievable and with this approach we can focus on incremental steps to improving absence levels.
Percentage of invoices sampled that were paid within 30 days %	81.4%	75.3%	85%		The current PI is currently 10% below target due to implementation of new financial system and integration between E-Financials and Integra.


4 Customer

PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
The average time in working days to respond to complaints at stage one (CCS)	2.9	3.4	5		149 complaints
Average time in working days to respond to complaints at investigation (stage 2 and esc combined) (CCS)	10.9	17.9	20		7 complaints

5 Efficiency

PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Payment of invoices: Percentage invoices paid within agreed period (30 days) - Corporate and Community Service's Department.	81.7%	77.2%	85%		Change of financial system from E-Financials to Integra mid-year.

6 People

PI Description	2018/19	2019/20	2019/20	Status	Notes and benchmark
	Value	Value	Target		
Sickness absence days per employee - Corporate and Community Services Department (Full Department)	10.2	7.2	10.8		Absence rate is below target.

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