Date: 12 April 2019
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TO: Councillors T Buchanan (Chair); C Bamforth; D Devlin; A Lafferty; C Merrick; and
         P O'Kane.

CABINET

A meeting of the Cabinet will be held in the Council Chamber, East Renfrewshire Council Headquarters, Eastwood Park, Giffnock on **Thursday, 25 April 2019 at 10.00am**.

The agenda of business is as shown below.

Caroline Innes

C INNES
DEPUTY CHIEF EXECUTIVE

AGENDA

1.   **Report apologies for absence.**

2.   **Declarations of Interest.**

3.   **Joint Consultative Committee (First Tier) – Minute of Meeting of 14 February 2019 (copy attached, pages 3 - 6).**

4.   **Best Value Assurance Report – Action Plan Update – Report by Chief Executive (copy attached, pages 7 - 16).**

5.   **Update on Modern Ambitious Programme (MAP) - Report by Deputy Chief Executive (copy attached, pages 17 - 28).**

6.   **Progress on the Council's Equality and Human Rights Mainstreaming and Outcomes Programme: 2017-21 - Report by Deputy Chief Executive (copy attached, pages 29 - 90).**

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MINUTE

of

JOINT CONSULTATIVE COMMITTEE (FIRST TIER)

Minute of Meeting held at 2.00pm in the Council Chamber, Council Headquarters, Giffnock on 14 February 2019.

Present:

Councillor Caroline Bamforth   Councillor Tony Buchanan

Union Representatives:

Ms Karen Catlow (UNISON)   Mr Gordon Lees (UNISON)
Ms Sharon Kelly (EIS)   Mr Des Morris (EIS)
Mr Mark Kirkland (UNISON)   Mr James O'Connell (UNITE)
Mr Steven Larkin (UNISON)

Councillor Tony Buchanan in the Chair

Attending:

Lorraine McMillan, Chief Executive; Caroline Innes, Deputy Chief Executive; Margaret McCrossan, Head of Accountancy (Chief Financial Officer); Sharon Dick, Head of HR and Corporate Services; Tracy Morton, Education Senior Manager; and Linda Hutchison, Senior Committee Services Officer.

Apologies:

Councillors Paul O'Kane and Stewart Miller; and Mr Joe Lynch (UNISON).

MINUTE OF PREVIOUS MEETING

1.   The committee considered and approved as a correct record the Minute of the meeting held on 15 February 2018.

REVENUE BUDGET 2019/20

2.   Councillor Buchanan confirmed that the Scottish Government had recently approved the final 2019/20 grant allocation for local authorities, quantifying the level of additional grant allocated to the Council recently over and above the provisional grant announced in December 2018.

The Head of Accountancy reported that the last time discussions with the Trade Unions had taken place, a budgetary shortfall of approximately £14m had been indicated, this having been reduced to approximately £4m, taking account of the 2019/20 savings approved by the Council in March 2018 as part of the indicative future budgets set at that time covering 3 financial years. Having commented on the grant allocation mechanism used by the Scottish Government, she reported that the recent announcement of an additional £1.78m was welcome and helpful.

Whilst referring to various changes and elements of flexibility that had been announced by the Scottish Government, the Head of Accountancy clarified that local authorities were required to limit any Council Tax increase for 2019/20 to a maximum on 4.79% which equated to 3% in real terms. It was explained that, through the settlement, local authorities had also been given discretionary powers to introduce a new tourist tax and a workplace parking levy, both of which would require to be considered further if the Council opted to consider doing so. Whilst referring to flexibility promised regarding Non-Domestic Rates (NDR) in advance of the next property revaluation in 2022, the Head of Accountancy clarified that the settlement offered Councils discretion to vary the level of NDR empty property relief in the future. It also offered local authorities discretion to vary loans fund repayment arrangements for advances made before April 2016. She clarified that detailed guidance and legislation to enable these options to be considered in future remained outstanding, adding that the provision on loan repayments could be helpful in future years but not necessarily in 2019/20.

The Head of Accountancy confirmed that the Scottish Government had also given a further commitment to move to 3 year settlements from 2020/21 which would greatly assist the Council with future financial planning, and also to publish legislation during the term of the current Parliament on options to replace the Council Tax system of funding local government. Further developments and guidance on both issues were awaited.

Whilst referring to the remaining budgetary shortfall of £1.9m for 2019/20 which remained to be identified over and above savings already agreed, the Head of Accountancy commented on the restriction on the level of savings that could be applied to Integration Joint Board (IJB) budgets and related issues. She also explained that the increase in contributions to the teacher superannuation scheme had not been quite as severe as anticipated originally.

In response to Mr Lees, the Head of Accountancy confirmed that the provision to vary loans fund repayment arrangements would apply to historic loans entered into prior to April 2016 rather than future ones. She further clarified that it did not apply to PPP/PFI schemes. Councillor Buchanan referred to the need to await the exact terms of related guidance and legislation to confirm the extent to which related savings could be achieved.

Having welcomed the forthcoming introduction of multi-year budget settlements, Mr O'Connell expressed the view that the workplace parking levy, if introduced locally, would only impact on the Corporate Management Team and Elected Members for whom dedicated parking places were provided. Councillor Buchanan clarified that the Council's position on such provision still required to be determined formally, but that a lot of additional work would be required to introduce this and that the Council had no intention of imposing additional costs on employees. He welcomed devolved powers being given to local authorities, but clarified that they would not all necessarily be utilised in East Renfrewshire at present.

Mr Morris welcomed the opportunity that had been given to the Trade Unions to make representations on the budget, referring to the extent of the concerns that existed on budget savings including those associated with Pupil Support Assistants. Mr Lees also referred to concerns regarding the future of bilingual services and technical services commenting on the extent to which they were used and would be missed if related savings were made. In reply, Councillor Buchanan referred to the need to look at all costs to identify savings, clarified that representations made by the Trade Unions were considered, and commented on the efforts being made to limit the impact of savings on services and to do so as well and as fairly as possible. Having heard Mr Lees welcome the opportunity to contribute to the redesign of services to contribute to the identification of savings, Councillor Buchanan referred to related benefits of such reviews and the importance of involving those delivering services in them.

In response to Mr Lees, Councillor Buchanan confirmed that some discussion had taken place on the discretionary power being given to local authorities to vary the level of Council Tax empty property relief in future, adding that consideration was always given to what benefits could be accrued from the use of discretionary powers. The Head of Accountancy confirmed that costings associated with such proposals would be considered.

It was agreed to note the position and comments made.

HEALTH AND SAFETY COMMITTEE

3. The committee considered the Minutes of the meetings of the Council's Health and Safety Committee held on 24 January, 25 April, 29 August and 12 December 2018.

Mr Morris referred to discussions on communications on the reporting of accidents and incidents at the meeting on 12 December and subsequently, welcoming that a further staff newsletter was to be issued and other action being taken to promote awareness of health and safety issues and procedures. Councillor Buchanan welcomed this also.

The committee noted the Minutes and comments made.

DATE OF NEXT MEETING

4. The committee noted that confirmation of the date of the next meeting, which was scheduled to take place on Thursday, 9 May 2019, would be circulated.

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EAST RENFREWSHIRE COUNCIL

CABINET

25 April 2019

Report by Chief Executive

BEST VALUE ASSURANCE REPORT – ACTION PLAN UPDATE

PURPOSE OF REPORT

1. To update Cabinet on delivery of the action plan arising from the Council's Best Value Assurance Report (BVAR), published in November 2017, following an audit of Best Value carried out by Audit Scotland on behalf of the Accounts Commission. Progress against the plan was previously reported to Cabinet in April 2018.

RECOMMENDATIONS

2. It is recommended that Cabinet scrutinises and approves the Best Value action plan update as at April 2019 (Annex 1), noting the completion of the actions in the plan.

BACKGROUND

3. Councils' statutory duty to secure best value was introduced under requirements set out in the Local Government in Scotland Act 2003 and accompanying statutory guidance. Best Value is defined as *'continuous improvement in the performance of a local authority's functions'*.

4. In 2017 East Renfrewshire was subject to its second Audit of Best Value by Audit Scotland. This covered:

- The Council's vision
- The process and results of self-evaluation
- Financial management
- Financial planning
- Workforce and asset management planning
- Community Engagement
- Plans for achieving transformation, including establishment of East Renfrewshire Culture and Leisure Trust and the development of areas of shared services
- Overall assessment of outcomes/ performance and the reporting of these.

5. East Renfrewshire's Best Value Assurance Report (BVAR) was considered by the Accounts Commission on 12 October 2017 and published thereafter by Audit Scotland on 7 November 2017. Overall the East Renfrewshire BVAR was very positive and provided assurance to residents, communities and the Accounts Commission that the Council is continuing to achieve best value. The report concluded with a set of five recommendations for the Council to take forward as part of its ongoing approach to continuous improvement.

6.   The Council considered the BVAR on 13 December 2017 and approved an action plan to address the report's main recommendations. A progress update on the delivery of the action plan was scrutinised and approved by Cabinet on 26 April 2018 where the completion of some actions and good progress made against other longer term areas (e.g. reviewing our approach to service planning and improving reporting on our Transformation Programme performance) were acknowledged.

UPDATE

7.   Evidence has been listed against each of BVAR recommendations in Annex 1 to demonstrate how the Council has completed the actions specified in the plan. These include: supporting elected member scrutiny via training and the recruitment of an additional temporary officer to further enhance the work of the Audit and Scrutiny Committee; clarifying our longer term approach to financial planning and demonstrating the integration of our strategic plans. The specific actions against longer term areas such as reviewing service planning, implementing participatory budgeting, progress on City Deal projects and demonstrating the use of option appraisals have also all been progressed and will be taken forward as part of day to day business

EXTERNAL AUDIT

8.   Our progress will be checked by the external auditor team in May/June as part of their annual audit process. The auditors have indicated that the Best Value related audit work in 2019/20 will examine the Council's approach to equalities; carrying out options appraisals focusing on the Council's Transformation Programme as well as looking at key performance reports.

FINANCE & EFFICENCY

9.   There are no specific additional costs associated with delivery of the action plan, although considerable officer time has been required to deliver the actions.

10. As highlighted in the April 2018 action plan update, the recommendations associated with financial planning have been addressed. The Council also approved in March 2019 its second long term financial plan.

CONSULTATION

11. The outcome of the audit was reported nationally and locally in the press, on our website as well as being disseminated to local community groups across East Renfrewshire. The latest updates to the action plan will also be placed on the Council website.

PARTNERSHIP WORKING

12. There has been very good progress in addressing the recommendations relating to Community Planning in particular taking forward locally Community Choices budgeting and the development of locality plans.

CONCLUSION

13. The Council has shown its ongoing commitment to achieving best value for East Renfrewshire's residents and communities. A robust monitoring process is in place, and the action plan (Annex 1) demonstrates the Council's progress and strong culture of continuous improvement and modernisation. There will be ongoing annual scrutiny of the Council's arrangements for Best Value as part of the yearly external audit process.

RECOMMENDATIONS

14. It is recommended that Cabinet scrutinises and approves the Best Value action plan update as at April 2019 (Annex 1), noting the completion of the actions in the plan.

Lorraine McMillan, Chief Executive

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BACKGROUND PAPERS

- Financial Planning 2019- 2025, Council, 28 February 2019
- Best Value Assurance Report – Action Plan Update, Cabinet, 26 April 2018
- East Renfrewshire Council – Best Value Assurance Report, Council, 13 December 2017
- Audit of Best Value – A New Approach, Cabinet, 1 September 2016
- Best Value Audit: Report on East Renfrewshire Council, Council, 26 October 2005
- National Audit of Best Value, Cabinet, 23 December 2004.

KEYWORDS

This report gives an update on East Renfrewshire Council's best value action plan. Keywords include: best value; audit; assurance; Audit Scotland; Accounts Commission; performance; risk.

April 2019

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East Renfrewshire Council Action plan on Best Value Assurance Report recommendations – UPDATE APRIL 2019   **ANNEX 1**

Best Value Assurance Report Recommendations	What are our proposed actions?	What are our timescales?	Who is leading on this?	2019 Update
1. Councillors should take a more transparent and active role in scrutiny. They should have greater oversight of the transformation of the council.	• Develop and deliver a new programme of essential scrutiny skills training for elected members • Where appropriate officers to present reports to Cabinet/Committees allowing opportunity for questioning by Members • Look at ways to increase officer support for Audit Committee	Mar 2018 Jan 18 Jan 2018	Director of Corporate and Community Services (with input from elected members)	**Completed at time of last report – April 2018**
	• More frequent reporting on the Council's transformation programme to allow Councillors more opportunity to scrutinise progress.	Apr 2018		**Completed** Separate report on today's agenda gives an update on MAP, including the development of Strategic Programme Reporting. A more structured approach to reporting on the various programmes of change, both within the Council-wide programmes (e.g. MAP and also City Deal and Early Years) and at departmental/HSCP level has been developed. This facilitates reporting key project information at various levels, with a focus on 'Get to Green' (i.e. actions or decisions taken so that project status remains on track). Issues escalate to the appropriate level for action.
2. Adopt a more strategic & coordinated approach to planning & managing corporate resources & transformation programmes, to encompass financial strategies & plans; workforce plans; asset management; procurement; & 3-year budget planning.	• The Financial Plan 2018-2022 will be brought to Council in February 2018 and will ensure that the links between the key corporate plans and strategies are clearer.	Feb 2018	Corporate M'gmt Team	**Completed at time of last report – April 2018**

Best Value Assurance Report Recommendations	What are our proposed actions?	What are our timescales?	Who is leading on this?	2019 Update
2. continued	• Co-ordinate our approach to the development of key corporate plans on the use and management of our finances, resources, assets and workforce and incorporate this into our future strategic planning and budgeting arrangements.	Dec 2018 (*for plans for 2019 onwards*)	As above	**Completed** Council considered a report on strategic planning on 31 October 2018. The report outlined the key long and medium term strategies that direct the work of the Council and how they are linked strategically. Link to report here This was followed by the Chief Executive hosting a session with the CMT and Heads of Service on Our Vision for the Future on 27 November 2018 setting out the strategic direction for the Council and demonstrating how our corporate plans are integrated. The Community Planning Partnership Board approved the Community Plan (incorporating Fairer East Ren (our Local Outcome Improvement Plan) at the meeting on 25 June 2018. Link to Plan here. The Outcome Delivery Plan 2018-21 was approved by Cabinet on 24 May 2018. Link to report here The Council workforce plan was considered by CMT in May and approved at Cabinet on 21 June 2018. Link to report here. The workforce plan is shaped by the requirements of the above strategic plans and aligning with Council's long-term Financial Plan, which was approved at Council on 28 February 2019. Link to report here. The next key focus for strategic long-term planning will be Local Development Plan 2 and our 10 year Vision for the Future, an early draft of which will be considered by Council in May 2019, with finalisation taking place when LDP 2 is complete.
	• Review our approach to service planning	As above		**Completed** A pilot of the new business focussed approach to service planning was carried out from March to October 2018. Six services, from across Departments and HSCP participated and produced more comprehensive meaningful plans. These plans provided a good foundation and learning on which to further develop the approach and extend to a wider range of services in 2019/20.

Best Value Assurance Report Recommendations	What are our proposed actions?	What are our timescales?	Who is leading on this?	2019 Update
3. The council should identify why its revenue budget is consistently underspent, and introduce more realistic budgeting policies and practices which reflect actual spending levels and patterns more closely.	• We have carried out a detailed analysis of underspends on expenditure and levels of income recovery and this has already been factored into the 2017/18 and 2018/19 budget setting exercises.	Aug 2017 and Dec 2017	Head of Accountancy	**Completed at time of last report – April 2018**
4. The council should continue to enhance its engagement with its communities and partners; progress the City Deal; and work with the CPP to implement the Community Empowerment (Scotland) Act 2015.	• Continue to progress our programme of community engagement jointly with our communities and partners with oversight by the Community Planning Board and the Performance and Accountability Review (PAR) members	On-going through Community Planning Board, PAR and locality steering groups. April 2018	Community Planning Partners through the PAR	**Completed at time of last report – April 2018**

Best Value Assurance Report Recommendations	What are our proposed actions?	What are our timescales?	Who is leading on this?	2019 Update
4. Continued…. The council should continue to enhance its engagement with its communities and partners; progress the City Deal; and work with the CPP to implement the Community Empowerment (Scotland) Act 2015.	• Bring forward a report on participatory budgeting to Cabinet with proposals to further develop our approach in line with Scottish Government and CoSLAs' agreed Framework.	On-going through Community Planning Board, PAR and locality steering groups. April 2018	Community Planning Partners through the PAR	**Completed** Cabinet considered a report on our approach and progress for Community Choices Budgeting in April 18. Link to report here. The focus has been on growing and developing the PB approach in locality plan areas and piloting mainstream PB opportunities. In March 2018, a successful Better Barrhead PB event was held resulting in £102,000 being allocated to over 32 local groups, decided by a community vote. Local volunteers helped deliver the event and in 18/19 we are further building capacity in East Renfrewshire to deliver PB. In 2018 the parks service worked closely with the local community in Neilston to plan the investment of £80,000 locally, after extensive consultation, the community were provided with 3 options to vote on. Positive feedback was received. A Linking Communities (LC) Steering Group has been formed, with community representation from across the 4 locality plan areas. LC is responsible for running events in four locality plan areas to allocate funds through a PB approach. 3 events took place in March 2019 and resulted in a further £100,000 being invested across all 4 locality areas. An Information and Consultation with elected members and Community Planning partners on Community Choices Mainstreaming will take place on 11 September. The session will draw on the learning from the participatory budgeting events to date, to shape future work in this area.
	• Drive forward our City Deal projects, highlighting the significant economic and community benefits.	Annual reporting to Cabinet on progress with City Deal projects & benefits. April 2018	Director of Environment	**Completed** Council report provided update on progress with all City Deal projects. This was considered at Council on 31 October 2018. Link to report here City Deal project updates will be reported to Cabinet on a regular basis with next report scheduled for April 2019.
	• Arrange an elected Member briefing on City Deal projects in the new year.			**Completed** An Information and Consultation session for elected members took place 31 October 2018. The session on the local economy and the environment included an update on City Deal projects Further details can be accessed here.

Best Value Assurance Report Recommendations	What are our proposed actions?	What are our timescales?	Who is leading on this?	2019 Update
5. To ensure Best Value, the council should include a wider variety of options appraisals as part of its approach to business transformation and service review	• Departmental Change Boards will ensure, where applicable, service redesigns will consider all suitable options for future service delivery as part of the redesign process.	Ongoing.	Corporate Management Team and PMO	**Completed** Option appraisal is ongoing as part of service redesigns and the budget and Capital Appraisal processes. Key examples of option appraisals since the BV Audit include: • Core Systems Programme (here) • Future of leisure provision in the Eastwood area (here) • Future primary school provision for Neilston (here) Example as an ongoing part of change programmes includes: • Council Tax & Benefits ICT system provision & billing options

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EAST RENFREWSHIRE COUNCIL

CABINET

25 April 2019

Report by Deputy Chief Executive

UPDATE ON MODERN, AMBITIOUS PROGRAMME (MAP)

PURPOSE OF REPORT

1.   To provide a high level update on the Modern, Ambitious Programme (MAP), including Core Systems and delivery of the Digital Strategy.

RECOMMENDATIONS

2.   It is recommended that Cabinet:

(a)   notes the progress to develop strategic programme reporting for our change programmes;

(b)   notes the award of a 5-year contract for a new Finance/Procurement system, with scope for five 12-month extensions if required;

(c)   notes the award of a 4-year contract for a new HR/Payroll system;

(d)   commends the significant progress to develop a Digital Board and digital programme, including analysis of digital skills and scoring of digital processes;

(e)   acknowledges the positive outcomes of the Local Government Digital Office's Digital Maturity Assessment of East Renfrewshire Council;

(f)   notes the overview of the key departmental change projects; and

(g)   notes the departmental confirmation that 2019/20 savings targets are on track to be delivered.

BACKGROUND

3.   The Council's Modern Ambitious Programme (MAP) seeks to modernise the way we work and address the pressures of increasing demands and financial constraints. MAP particularly concentrates on 3 of the Council's 5 capabilities: modernising, digital and data. The last Cabinet update on MAP was in June 2018, with the Annual Efficiency Statement following in August 2018.

4.   Given the financial situation, MAP projects tend to be focused on financial savings whilst still protecting or improving outcomes for our citizens.

5.   Through MAP we have been building up a range of enabler projects which can be used as building blocks for service redesigns, which will release savings/efficiencies, across the Council; our Health and Social Care Partnership (HSCP) and East Renfrewshire Culture & Leisure Trust. Through MAP the aim is to coordinate scarce resources to best effect and pilot transformation in one service (through a service redesign) and then deploy rapidly across other services.

6.   There are 6 major programmes of change, each consisting of a large number of projects. There is a Programme Board in place for each and they are responsible for delivery at a programme level. The Programmes are:

- Core Systems
- Digital
- Environmental change programme
- HSCP change programme (Fit for the Future)
- Education change programme
- Corporate & Community Services change programme

7.   Further enabling programmes for information management and property management are under development.

8.   Overall governance is through our Corporate Management Team (CMT) in their role as MAP Board, who are responsible for ensuring that the savings and benefits for the Council are achieved. A particular focus is in ensuring that the dependencies between the various programmes of work are well managed.

9.   Over the last year the main focal areas for MAP have been the Core Systems programme and establishing the digital programme as these will be the most significant enablers of departmental change programmes.

STRATEGIC PROGRAMME REPORTING

10.   The pace and scale of change in East Renfrewshire Council continues at an unprecedented level against a backdrop of demanding budget reductions.
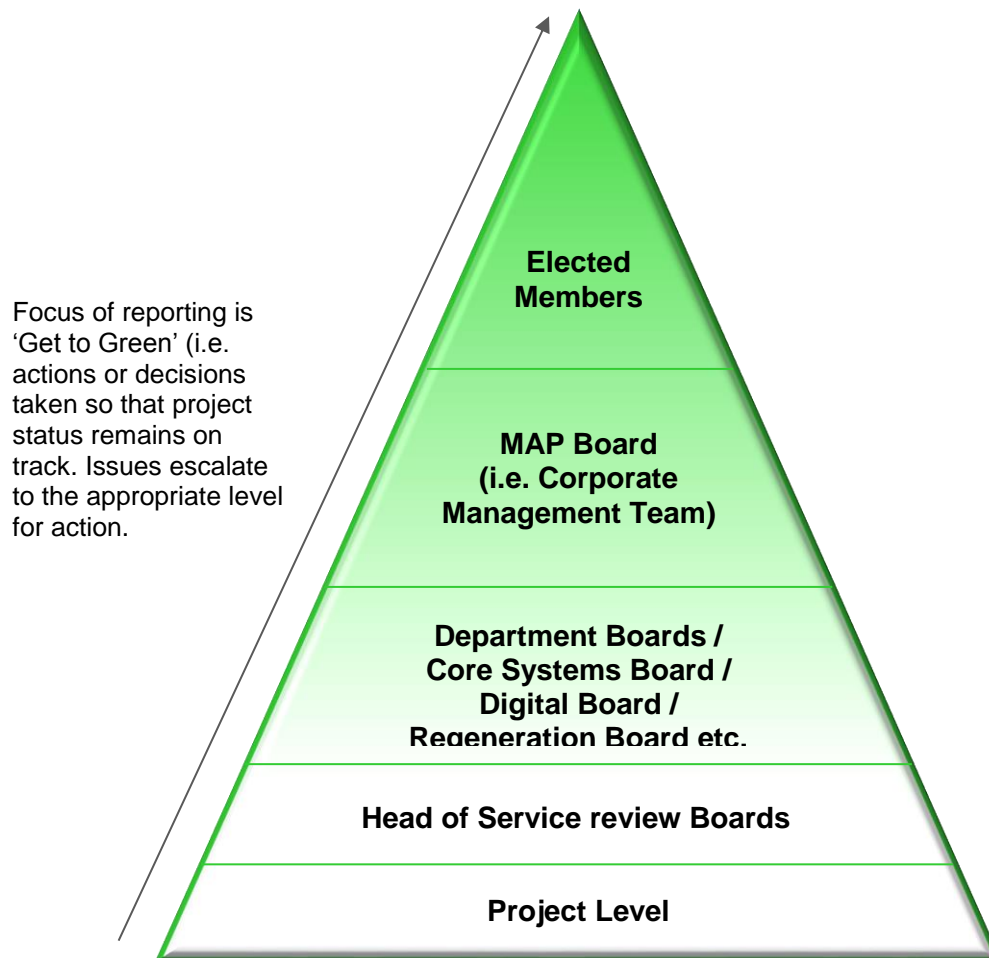
11.   As part of our Best Value improvement actions, we have been keen to improve arrangements to ensure good governance and transparency of change and transformation. This helps provide assurance in terms of progress of projects; delivery of benefits and management of critical dependencies and resources across complex programmes.

12.   A more structured approach to reporting on the various programmes of change (e.g. MAP and also our Investment programmes such as City Deal and Early Years) has been developed. This facilitates reporting key project information at various levels, with a focus on getting the right information to the right people at the right time so that action can be taken to resolve any issues.

13.   In its initial phase the project reporting system is focusing on the following components:

- Scope
- Timescale
- Cost
- Risk
- Non-financial resources (e.g. access to staff, ICT, suppliers etc)
- Benefits – Financial (e.g. savings or cost avoidance)
- Benefits – Non-Financial (e.g. better customer experience)

14.   As well as a summary of Red/Amber/Green (RAG) status on each of the above, each Programme Board will have sight of the project's overall dates (original planned vs actual) and any 'Get to Green' actions.

Focus of reporting is 'Get to Green' (i.e. actions or decisions taken so that project status remains on track. Issues escalate to the appropriate level for action.

Elected Members

MAP Board (i.e. Corporate Management Team)

Department Boards / Core Systems Board / Digital Board / Regeneration Board etc.

Head of Service review Boards

Project Level

15.   This information is reported monthly to MAP Board via templates. The new system will automate some elements of project reporting while ensuring there is appropriate governance and accountability where a project might be experiencing issues.

16.   It is important to note that this is not designed to be a punitive system. It is rather about having good visibility of the complex projects and programmes that are ongoing and promoting a culture of asking for help and escalating issues for action. This will however often mean tough choices. Given the pace and scale of change, it is highly likely that there will be competing demand for resources. This may at times mean finding additional or alternative resource to ensure that the necessary finances or skills are available as required or could even mean delaying one project in favour of another.

UPDATE ON CORE SYSTEMS PROGRAMME

17.   The Cabinet will recall that the primary goals of the Core Systems programme are to support and drive cost savings and efficiencies by:

- providing a 'single source of truth' that will allow accurate and informative reporting on our finances and people;

- implementing best practice processes that support automation and can enforce compliance;   and

- improving user experience with modern technologies and providing self-service functionality for employees and managers.

16. This is a complex programme of work, which requires input from a range of services throughout the Council and also colleagues from the HSCP and Culture and Leisure Trust. At the time of the last report to Cabinet, the programme team was in the process of being established and backfill arrangements were underway to ensure that there was sufficient programme capacity to allow a focus on this work whilst continuing to run day-to-day services. In addition, services had been working hard to develop the requirements for the new core systems, to inform a forthcoming tender exercise.

Finance & Procurement System

18. In May 2018, the Cabinet agreed to an extension of the contract with our current supplier for the finance/procurement systems to 31 March 2020. This was to allow business continuity whilst a new system was tendered and implemented.

19. The Core Systems Board awarded the new Finance/Procurement contract in November 2018 on the basis of a 5 year fixed term, plus five 12 month possible extensions.

20. Joint plans have now been developed with the supplier to deploy the first phase of the Finance and Procurement system in summer 2019 and there is significant engagement across the Council, HSCP and Culture and Leisure Trust to ensure readiness for this major system change.

21. In a system change as significant as this financial controls are paramount. It is common for there to be delays in these types of implementations as organisations strive to manage the complexity of the programme and ICT infrastructure alongside the need to get processes right and ensure the correct controls are in place for the system going live. Our Core Systems programme is currently experiencing issues with ICT connectivity and complexities around processes; these are expected to be resolved but may lead to some delays in the original plan. The Core Systems Board will oversee implementation and actively manage the programme in order to minimise risk.

HR & Payroll System

22. With the contract for the Finance and Procurement system in place, and after exploring various options, the Core Systems Board agreed to use of the Scottish Government's G-Cloud 10 framework for procurement of a new HR/Payroll system.

23. The Core Systems Board awarded a 4-year contract for a new HR/Payroll system at the end of February 2019. In preparation for implementation at the end of 2019, 'as is processes' have been mapped and 'to be' process work and redesign activities is now underway.

DIGITAL STRATEGY

24. The Council's Digital Strategy was considered by both Cabinet and Council in June 2018. The overall objectives were around improving digitisation of priority processes and transactions (both internal and external) based on user design; to enhance 'channel shift' where the customer chooses to engage with us in different (and often cheaper) ways such as online; to extend our ability to offer services on a 24/7 basis and to enable the delivery of efficiencies.

25.   A Digital Board, chaired by the Deputy Chief Executive, has been meeting monthly since October 2018 and is tasked with overseeing the digital programme of work; ensuring joined-up end to end digital solutions; joining-up resources and projects; and having oversight of all digital process work across the Council, HSCP and Culture and Leisure Trust (ERCLT), although ownership of individual processes sits with departments themselves. There are representatives of all departments and the HSCP and ERCLT on the Board.

Digital Programme

26.   A comprehensive digital programme has been developed and this is beginning to give the Board insight to assess the various commitments and resources with a view to prioritising key projects. Our digital ambitions are high and the network of projects underway or planned across the Council, HSCP and ERCLT is complex and often interdependent – it will be necessary to prioritise scarce resources to ensure that critical deliverables are met. There is also a crucial link to the Core Systems programme of work as many of the same people and resources are involved in both programmes. The Digital Board will have a difficult challenge ahead as it seeks to analyse this complex landscape of projects and make decisions about the pace and scale of digital change and how that can best be delivered and resourced.

27.   Currently the programme contains a diverse range of digital projects, including the replacement of our Digital Customer Experience platform (i.e. our website and customer 'front end'); shifting from analogue to digital telecare; digitising parental/school administrative interactions in Education; introducing a Digital Innovation Hub in St John's Primary School; implementing new digital processes for high-volume environmental transactions (e.g. fly-tipping; graffiti removal; special uplifts and missed bins); replacing our Council Tax and Benefits system; extending public wi-fi to ERCLT facilities; and a large number of system upgrades and tenders for systems that are coming to the end of their current contracts.

Self-Evaluating Our Digital Processes

28.   To assist this process, 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 is 2.35 out of 5. We are aiming to get all key processes to a score of 3 out of 5 by the end of 2020.

Digital Maturity Assessment

29.   To further inform our approach, a Digital Maturity Assessment of the Council has been undertaken by the national Local Government Digital Office. This involved face to face interviews with the CMT, Heads of Service and senior leaders, and online surveys of managers, Digital Board members and Headteachers.

30.   We have recently received a draft report from this Assessment which will be used to inform the work of the Digital Board and the direction of our digital programme.

31.   The Digital Maturity Assessment works on a spectrum of digital maturity ranging from 0 to 5. Most councils sit in the range 0 to 3. We are pleased that the East Renfrewshire assessment placed us in the upper 2 range, which is strong in relative terms. The diagram below illustrates the scores for the 4 key components of the assessment, with digital skills the weaker of the areas. This is in line with our own self-evaluation of digital processes.
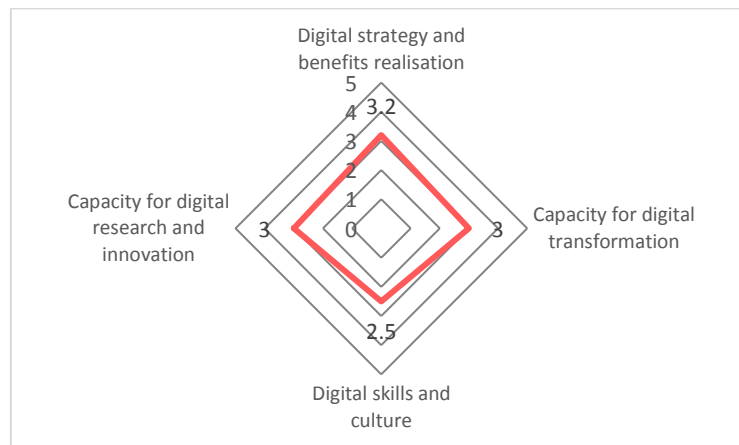
32.   Amongst the report's conclusions was recognition of our clear and ambitious vision; good governance; strong national networks at senior leadership level and innovation in Education and Health and Social Care. The report noted opportunities for us to review resource allocation and ensure that investment was sufficient to achieve our ambition, sharing learning more effectively and engaging wider on innovation. In addition, opportunities were highlighted in the areas of user-centred design; embedding new ways of working and measuring and supporting skills gaps. The report concluded that the most effective way to 'go digital' is through new processes, built on new technology.

Digital Skills

33.   An analysis of the Council's Digital Skills and requirements, linked to the digital programme, has been undertaken. Key aspects are around promoting digital skills, engaging with staff in various different ways to suit their needs and ultimately creating opportunities for learning linking into performance reviews, learning and development plans and workforce planning. Further investment in the digital skills of our workforce will be important going forward.

DEPARTMENTAL PROGRAMMES OF CHANGE

34.   Each department is responsible for governing its own programme of change. We cannot hope to cover the full detail of these departmental programmes here, but instead aim to give a flavour of the headline projects.

35.   Each department is also implementing the Core Systems programme and dealing with the implications of that for its own processes and training employees accordingly for what will be a significant change to the way they work.

Chief Executive's Office

36.   For the Chief Executive's Office, Core Systems is the main current programme of change underway given the fundamental nature of the changes to our financial and procurement processes. There has also been a review of Procurement and the service will be working closely with Scotland Excel in forthcoming months to support further change and development.

Corporate & Community Services

37.   The Corporate & Community Services Department is heavily involved in the Core Systems and Digital programmes, through ICT, HR and services such as Creditors, Debtors and Digital Customer Experience.

38.   In terms of the department's own services, there have been a number of developments with a number of new online forms, allowing customers to apply and upload evidence for: council tax change in tenancy; insurance claims; Scottish Welfare Fund Community Care Grants; and implementing national changes to the online process for applying for a blue badge.

39.   Internally, employee Contracts are now sent electronically to successful applicant who can accept or decline the post online and a range of online forms are available for managers to request employee changes including a change request form and a leavers' form. An online request to recruit process is nearly complete and we are currently piloting managers' shortleeting for recruitment within MyJobScotland.

40.   Over the course of the past year, we have improved efficiency by equipping our Community Wardens with updated mobile technology that allows real time effective updating of tasks whilst actively out and about in the community. This negates the requirement for unnecessary returns to base to complete administrative follow-up work, thus increasing time spent by Community Wardens in the community and greater visibility. This development will be further enhanced in this summer with the introduction of a new 'Parking App' that will allow for real time processing of parking enforcement in the area.

41.   Our commitment to enhancing digitally-capable Technology Enabled Care has taken another step forward with the recent commencement of a joint project with Community Safety, HSCP and Housing Services that will see the replacement of the Alarm Receiving Centre System, Sheltered Housing Warden Call System and Dispersed Alarm Units with a comprehensive digital-ready solution in preparation for the analogue telephony service switch-off in 2025.

42.   The high volume of transactions involved in council tax administration and benefit processing within Revenues Services means these services are key priorities for digitisation. We are currently out to tender for a new council tax and benefits system with the goal of achieving end to end digital processes and enabling self-service for customers.

Education

43.   The Education Digital Learning and Teaching Strategy was approved and launched setting out the department's strategic digital vision specifically around learning and teaching. To support this an independent review of the education network was undertaken to identify actions required to support delivery of this strategy. In addition, the commitment to enhancing digital learning and teaching has seen the department provide some of the latest innovative resources to teach including basic to complex coding; robotics and computational problem solving. The new DigiHub is almost complete and is due for launch soon providing a training facility to enhance digital skills for pupils and staff.

44.   Over the course of the past year, the department has increased the number of nationally accredited 'Digital Schools' from 6 to 15 with validation visits arranged for two more in the coming weeks.

45.   An online application form for school places was developed and launched in December 2018 in time for the annual exercise for catchment Primary 1 pupils commencing school in August 2019. This resulted in a 95% uptake contributing to savings in administrative time in schools.

46.   The department is currently piloting a digital solution for janitorial staff to assist with logging/monitoring building maintenance issues.

47.   As well as inputting into council-wide work associated with the changes to Core Systems, the department is also preparing for changes to the SEEMiS system which is relied on heavily by the department and schools to manage information e.g. pupil records, attendance, etc. Both projects will result in significant changes over the coming year for staff as they move to more digital processes enabled by these new systems.

Environment

48.   The Environment Department has undergone significant structural and staffing changes in recent years. The focus now is to complete the final stages of service redesigns of Neighbourhood Services; Property & Technical Services and Corporate Health and Safety which are substantially complete. In addition, the completion of Housing and Roads service redesigns will follow shortly thereafter.

49.   The Department is in the process of deploying a digital platform which will assist in making as many processes as possible digital from end to end. The digital platform is being piloted within Neighbourhood Services. So far a digital process for fly tipping is now live. This will be extended to other neighbourhood services in the very near future. At the same time in-cab Telematics are being deployed to allow better digital communication between managers/supervisors and operational staff in relation to services such as winter gritting and refuse collection. A digital route optimisation project is also being deployed which will better manage the Council's operations again in relation to winter gritting and refuse collection/recycling.

50.   Within Housing the current focus is to procure an upgrade to the housing management ICT system and a tender will go live shortly. Discussions are also ongoing on the future design of supported accommodation services at Overlee House and Connor Road.

51.   A new service structure is being implemented in Roads to achieve savings targets and the service has replaced its legacy roads costing ICT system, which will realise efficiency and financial benefits over time.

52.   As the Environment Department's change programme moves forward, further enabling change projects are being developed around:

- customer relations;
- business intelligence; and
- commissioning and procurement.

53.   These will result in major crosscutting and coordinated changes in the way the Environment Department as a whole operates in these key areas.

Health & Social Care Partnership (HSCP)

54.   The HSCP has been focusing on the delivery of the Fit for the Future review and redesign programme which has resulted in service redesign along with structural changes. The redesign principles, include embedding planning and commissioning capacity within operations, strengthening integration and ensuring general management is supported by strong professional leadership. The new structure also realigns spans of control and delivers consistent layers of management.

55.   A new approach to the allocation of resource is being delivered through the Individual Budgets programme which will ensure a consistent and transparent approach. Community Led Support delivered through Talking Points will be the first point of contact with signposting people to community assets and through good conversations supporting people to use their own strengths and resources rather than drawing them into statutory services. This preventative approach is fundamental to support HSCP's sustainability and future funding challenges. Where the need for social care support is identified then the Individual Budget Calculator will be used for everything from modest one-off interventions to complex care packages.

56.   The Technology Enabled Care Programme continues to highlight the opportunities for technology to keep people safe in their own home. An approach to Home Health Monitoring is being rolled out across GP practices in East Renfrewshire. The processes in relation to community alarms have also been streamlined through online appointment booking functionality and transferring from a paper based process to one that is online.

57.   Similar to other departments the HSCP is involved in the core systems programme and digital programme. This is providing the opportunity to review our current processes and refresh the digital programme. In addition to this an improvement programme for Care at Home is also now underway.

East Renfrewshire Culture & Leisure Trust

58.   ERCLT also has its own programme of change which is supported by the Council in terms of ICT, HR and project management resources, the detail of this is covered in the ERCLT Business Plan rather than in today's report.

FINANCE & EFFICIENCY

59.   The Council has an annual target of £4.4million of savings for 2018/19 and £9.3m of savings for 2019/20 with an expectation that £3m of savings will be delivered through efficiencies, change and improvement. A further update on delivery of savings and efficiencies in 2018/19 will be brought to the Cabinet in August as part of the Council's Annual Efficiency Statement.

60.   All departments, and the HSCP, confirm that 2019/20 savings are on track to be delivered or have already been delivered. In a small number of cases there has been a delay in the achievement of published savings and other one-off efficiency savings have been identified to cover the delay.

61.   It has been anticipated that there will be a total budget of £5.8M to cover the Finance, Procurement and HR/Payroll solutions through the Core Systems programme. This figure reflects capital and revenue for the total contract term of 10 years. The Contract notice also reflected that the Council reserves the right to spend up to £15M over the lifetime of the Framework Agreement but will caveat that no guarantee is offered to final spend.

62.   Departments continue to make good use of the Modernisation Fund to augment project resource and Spend to Save options also remain available.

CONSULTATION AND PARTNERSHIP WORKING

63.   The Council is a member of the Scottish Local Government Digital Partnership, the Board of which is chaired by East Renfrewshire's Chief Executive. We are involved in a number of project workstreams with other councils and attend twice yearly partnership forums with all other member councils. In addition, the HSCP has close links with the Digital Health Institute for Scotland.

IMPLICATIONS

64.   An equality impact assessment (EqIA) related to the Core Systems programme of work is currently being carried out and EqIAs have been built in as a checkpoint into core programme and project materials to encourage them to be completed at the right point in each programme/project.

CONCLUSIONS

65.   The pace and scale of change across East Renfrewshire Council and the HSCP is significant as a result of budgetary pressures; statutory and contractual obligations and our own ambitions to continue to be at the forefront of digital change and modernisation. Today's report demonstrates good progress over the last few months and this picture will be further developed in the Annual Efficiency Statement for 2018/19 which will be presented to Cabinet in August.

66.   This landscape of change and transformation is complex with critical interdependencies. The insight we have across our various programmes can be used in tandem with good governance to drive decision-making and prioritisation so we can balance the pace of change and innovation against operational and delivery risks to best manage our resources and ensure we are set up to succeed.

RECOMMENDATIONS

67.   It is recommended that Cabinet:

(a) notes the progress to develop strategic programme reporting for our change programmes;

(b) notes the award of a 5-year contract for a new Finance/Procurement system, with scope for five 12-month extensions if required;

(c) notes the award of a 4-year contract for a new HR/Payroll system;

(d) commends the significant progress to develop a Digital Board and digital programme, including analysis of digital skills and scoring of digital processes;

(e) acknowledges the positive outcomes of the Local Government Digital Office's Digital Maturity Assessment of East Renfrewshire Council;

(f) notes the overview of the key departmental change projects;

(g) notes the departmental confirmation that 2019/20 savings targets are on track to be delivered.

Caroline Innes, Deputy Chief Executive

Report author: Louise Pringle, Head of Communities, Revenues & Change, 0141 577 3136.

9 April 2019

BACKGROUND PAPERS

- East Renfrewshire Culture & Leisure Trust Business Plan, Council 19 December 2018
- Update on Modern, Ambitious Programme (MAP) & Digital Strategy, Cabinet 21 June 2018 & Council 27 June 2018
- Advanced Business Solutions – Finance & Procurement System eFinancials, Cabinet 17 May 2018
- Best Value Assurance Report – Action Plan Update, Cabinet 26 April 2018
- Core Corporate Systems, Cabinet 15 March 2018
- East Renfrewshire Council – Best Value Assurance Report, Council 13 December 2017
- Modern, Ambitious Programme (MAP), Elected Members' Session, 13 September 2017
- Vision for the Future: Update Report, Cabinet 23 March 2017

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<u>EAST RENFREWSHIRE COUNCIL</u>

<u>CABINET</u>

<u>25 April 2019</u>

<u>Report by Deputy Chief Executive</u>

<u>PROGRESS ON THE COUNCIL'S EQUALITY AND HUMAN RIGHTS MAINSTREAMING AND OUTCOMES PROGRAMME: 2017-2021</u>

PURPOSE OF REPORT

1. The report presents a progress update on the Council's programme to fulfil its equality and human rights duties, agreed in 2017. The full report is attached, as Appendices 1 and 1a respectively.

RECOMMENDATIONS

2. It is recommended that the Cabinet:

   (a)   notes the report; and

   (b)   approves the report for publication on the Council's website by 30 April 2019.

BACKGROUND

Our Equality and Human Rights Outcomes

3. In April 2017, the Council published a report entitled, "Review of the Council's Equality and Human Rights requirements and Plan for Equality Outcomes 2017-2021". This report included a new set of 3 equality and human rights outcomes and associated intermediate outcomes for 2017 to 2021 to replace the previous set of equality outcomes.

4. A Bridges to Change community equality and human rights conference was held on 13 March 2019 and key highlights and progress in delivering these outcomes were presented there.

Our Equality Duties

5. The Equality Act 2010, requires the Council, in the exercise of its functions, to have due regard to the need to:

   - Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct
   - Advance equality of opportunity between people who share a relevant protected characteristic and those who do not

   - Foster good relations between people who share a protected characteristic and those who do not.

6. Under the Equality Act 2010 (Specific Duties) Scotland) Regulations 2012, the Council is required to:

- report on mainstreaming the equality duty;
- publish equality outcomes and report progress;
- assess and review policies and practices;
- gather and use employee information;
- publish gender pay gap information;
- publish statements on equal pay;
- consider award criteria and conditions in relation to public procurement; and
- publish in a manner that is accessible.

7. Every two years the Council is required by law to publish a report on the progress made to achieve the equality outcomes it has set, no later than 30 April. At the same time the Council is also required to publish a report on progress towards making the general equality duty integral to the exercise of its functions, so as to better perform that duty.

8. The Council is required to include, in these follow-up reports, an annual breakdown of the information we have gathered under the duty to gather and use employee information and also details of the progress we have made in using that information to enable the Council to better perform the general equality duty.

9. All the above-mentioned duties also apply to the Council as an Education Authority as well as a Licensing Authority. The attached Progress report is therefore a combined report including the Council's function as an Education and Licencing authority.

ENGAGEMENT AND CONSULTATION

10. In the period leading to this report, a number of methods were used to track progress in fulfilling our equality commitments, including:

- Consulting Departments on progress in fulfilling their equality commitments; how equality is being mainstreamed into departmental and Council policies; and practices and their plans for the future;

- An externally-facilitated strategic workshop involving heads of service and senior managers;

- Reviewing the relevant performance reports; and

- Engagement with local communities, including our Bridges to Change Community Equality and Human Rights Conference which took place on 13 March 2019, attended by 50 people.

11. Feedback from the discussion workshops from the Bridges to Change Conference is detailed in the list below. The main themes link to the Council's broader strategic planning framework and these have been indicated in brackets after each point.

- A need for the Council to ensure that no group is left behind as an unintended consequence of improving equalities and human rights (Fairer Plan);

- Improving the Council's website to ensure people can access relevant information, including equality information and reports (Digital Customer Experience);

- Local initiatives to address social isolation across all ages & groups, particularly in areas the Council is not currently reaching (Fairer outcomes 4 and 5);

- Innovative initiatives such as initiatives to empower young people with additional support needs with relevant skills, including employability skills (Fairer outcome 2);

- Improved communication and information from the Council, especially for non-users of the internet and people with additional support needs, so as to improve uptake of services and participation in community activities by under-represented groups (Community Empowerment capability)

- More inter-generational initiatives to help reduce social isolation, especially as experienced by older people (Fairer outcome 5); and

- Active steps to address transport issues, including improving links between different parts of the authority and publicising the SPT Transport Survey so that people can influence future transport services (Fairer outcome 3).

12. Although most of the issues raised above are already receiving attention in the Council's various plans particularly the Fairer Plan, it is recognised that more visible actions in a number of areas, including improvement in the provision of accessible information would be required to increase uptake of services and participation in community activities by under-represented groups.

13. The attached report, Appendix 1, updates on progress on Delivering on the Duty of Mainstreaming Equality for 2017-21, details the employment report and provides a Progress Update on the Equality and Human Rights Outcomes for 2017-21 (Appendix 1a).

FINANCE AND EFFICIENCY

14. There are no specific financial implications arising from this report. Departments will continue to work together with communities, sharing resources where required, to fulfil these equality outcomes.

PARTNERSHIP WORKING

15. The report highlights the continuing partnership between the Council and local people, including equality groups such as East Renfrewshire Disability Action and Diversity ER, supported by partners like Voluntary Action, East Renfrewshire. A joint approach to resourcing, implementing, monitoring and evaluating our policies is the best way of achieving our objectives and realising efficiencies in the process.

EQUALITY AND HUMAN RIGHTS

16. Success in delivering the Council's equality and human rights agenda will continue to contribute to the fulfilment of the three needs of the Council's Statutory Equality duties under the Equality Act (2010), namely, eliminating discrimination, advancing equality of opportunity and fostering good relations; and our responsibilities as a public body under section 6 of the Human Rights Act.

OTHER IMPLICATIONS OF REPORT

17. There are no specific implications for property, staffing, IT, legal services or sustainability.

CONCLUSION

18. The attached report shows that steady progress has been made towards making East Renfrewshire a place where all are included and no one is disadvantaged or left behind. A continued focus on equality and human rights is required by all so as to maintain progress in the coming years.

RECOMMENDATIONS

19. It is recommended that the Cabinet:

    (a)   notes the report; and

    (b)   approves the report for publication on the Council's website by 30 April 2019.

REPORT AUTHORS

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EAST RENFREWSHIRE COUNCIL

Progress on Fulfilling our Equality Specific Duties: Equality Mainstreaming Report and Equality Outcomes: 2017-2021

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EMPLOYMENT REPORT

Appendix 1a - PROGRESS UPDATE ON EQUALITY AND HUMAN RIGHTS OUTCOMES – 2017-21.

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INTRODUCTION

1. This is East Renfrewshire Council's update on our current Equality and Human Rights Mainstreaming and Outcomes Report 2017-21. It covers the period of 2017-2019 and sets out the council's journey, so far, to embed equality and human rights considerations into our policies and actions and the outcomes we have been pursuing to ensure that all are included and no one is disadvantaged in East Renfrewshire. Appendix 1a provides a summary on progress made towards achieving the Council's current set of Equality and Human Rights outcomes.

2. The totality of the Council's Equality and Human Rights Programme can be gleaned from The Community Plan which sets out the Community Planning Partnership's vision for all of East Renfrewshire's communities, incorporating a sharp focus on tackling inequality through the Fairer East Ren part of the plan; the Education Department's Standards and Quality programme; and the current set of Equality and Human Rights Outcomes. The current Community Plan, approved in June 2018, has five strategic outcomes covering early years and vulnerable young people; learning, life and work; economy and environment; safe, supportive communities; and older people. There are five Fairer East Ren outcomes focusing on: reducing the impact of child poverty; employability; transport; mental wellbeing and social isolation. There are also locality plans in place or in development in specific communities with high levels of deprivation.

3. In line with our "One Council" approach, this report also covers the equality public duties held by the Licensing Authority's as well as the Education Authority, Thus all references to the "Council" in this document include the Licensing Authority as well as the Education Authority, unless otherwise stated. This point is further detailed in the Employment section of this report,

4. The Council continues to strive towards reducing inequalities between different groups within the local population and between different areas through early intervention and preventative approaches. The Council is seeking to build this approach into all areas of service delivery.

5. The Council's approach to accountability in delivering on equalities is evidenced through the Council-wide mid-year and annual Reporting, the Education Department's Standards and Quality Report as well as the Council's two-yearly Equality and Human Rights Mainstreaming and Outcomes reports.

BACKGROUND

Our Equality Duties

6. The Equality Act 2010, requires the Council, in the exercise of its functions, to have due regard to the need to:

    - Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct

    - Advance equality of opportunity between people who share a relevant protected characteristic and those who do not

    - Foster good relations between people who share a protected characteristic and those who do not.

7. Under the Equality Act 2010 (Specific Duties) Scotland) Regulations 2012, the Council is required to:
    - report on mainstreaming the equality duty;
    - publish equality outcomes and report progress;
    - assess and review policies and practices;
    - gather and use employee information;
    - publish gender pay gap information;
    - publish statements on equal pay;
    - consider award criteria and conditions in relation to public procurement; and
    - publish in a manner that is accessible.

8. From 2015 and every two years, thereafter, the Council has been required by law to publish a report no later than 30 April on the progress made to achieve the equality outcomes it has set and also on progress it has made towards making the general equality duty integral to the exercise of its functions, so as to better perform that duty.

9. The Council is required to include, in these follow-up reports, an annual breakdown of the information we have gathered under the duty to gather and use employee information and details of the progress we have made in using that information to enable the Council to better perform the general equality duty.

EAST RENFREWSHIRE – OUR LOCAL POPULATION AND THE COUNCIL

10. East Renfrewshire Council is situated to the south of Glasgow where our workforce serves a population of nearly 95,000 residents. It covers an area of approximately 67 square miles of which about 15 % is urban and the remaining 85% rural land. Within the urban area there are a number of recognised neighbourhoods such as Giffnock, Newton Mearns, Clarkston, Thornliebank and Barrhead while the rural area includes the villages of Uplawmoor, Neilston, Waterfoot and Eaglesham. Our award winning parks and green spaces are further evidence of the diverse landscape that makes up the Council area.

11. The East Renfrewshire population is one of the most ethnically and culturally diverse in Scotland, with significant Jewish and Muslim communities. Some 4% of the Scottish population in 2011 were from a minority (non-white) ethnic group. In East Renfrewshire this percentage is 5.92%, and this has increased from 3.84% in 2001. East Renfrewshire has a significantly higher proportion of residents in the Pakistani and Indian groups than the Scottish average. The 2011 census data shows that in East Renfrewshire, 5% of the population identified as Asian, Asian Scottish or Asian British, compared to 2.7% in Scotland as a whole. The age structure for East Renfrewshire also differs from that of Scotland with higher proportions of under 16s and over 65s with correspondingly lower numbers in the 16-64 age range. Persons aged 65 and over make up 19.1% of East Renfrewshire. This is larger than in Scotland as a whole where 18.1% are aged 65 and over.

12. Census data shows that the numbers of East Renfrewshire residents that are economically active (either working or looking for work) is very similar to the overall Scottish figure. An analysis of travel to work patterns reveals that the vast majority of residents travel outwith the authority area to work. Just 18% of residents work in East Renfrewshire with 52% travelling to Glasgow, 11% to Renfrewshire and 7% to South Lanarkshire. Conversely, a small majority of workers commute into East Renfrewshire with 55% of those who work or study in the area coming from outwith the Council boundary itself. Glasgow contributes 24%, Renfrewshire 10% and South Lanarkshire 9%.

13. The priorities areas contained in the strategic documents referred to above drive the services delivered by the Council's various departments as well as its community planning partnership.

14. A cursory look at the priority area identified across the planning processes in the Council show how equality issues are embedded in all that we do. We can better deliver these outcomes working with a diverse workforce.

HOW WE GOT HERE: ENGAGEMENT AND EVIDENCE-GATHERING

15. In the period leading to this report, a number of methods were used to track progress in fulfilling our equality commitments, including:

   - Consulting Departments on progress in fulfilling their equality commitments; how equality is being mainstreamed into departmental and Council policies; and practices and their plans for the future;

   - An externally-facilitated strategic workshop involving heads of service and senior managers;

   - Reviewing the relevant performance reports; and

   - Engagement with local communities, including the Bridges to Change Equality and Human Rights Conference on 13 March 2019, attended by 50 people;

16. Feedback from the discussion workshops from the conference included calls for the following:

- A need for the Council to ensure that no group is left behind as an unintended consequence of improving equalities and human rights;

- Improving the Council's website to ensure people can access relevant information, including equality information and reports;

- Local initiatives to address social isolation across all ages & groups, particularly in areas the Council is not currently reaching;

- Innovative initiatives such as initiatives to empower young people with additional support needs with relevant skills, including employability skills;

- Improved communication and information from the Council, especially for non-users of the internet and people with additional support needs, so as to improve uptake of services and participation in community activities by under-represented groups;

- More inter-generational initiatives to help reduce social isolation, especially as experienced by older people; and

- Active steps to address transport issues, including improving links between different parts of the authority and publicising the SPT Transport Survey so that people can influence future transport services.

17. While most of the issues raised above are already receiving attention in the Council's various plans, it is recognised that more visible actions would be required in a number of areas, including improvement in the provision of accessible information to increase uptake of services and participation in community activities by under-represented groups.

18. There was discussion on the personal experiences of the Syrian refugees with regards to coming to East Renfrewshire; it was highlighted that their welcome to the area was very good, and that they were very happy with the services offered by the council. There was a comment that compared to other councils ERC is doing very well.

DELIVERING ON THE DUTY TO MAINSTREAMING EQUALITY

Strategy and Policy development

19. The Council's Corporate Management Team considers a report, every six months, on the strategies in development across the Council. This is to avoid duplication of work and ensure there is awareness of the strategies in development and to promote cross-departmental working. We are working to ensure that policy-planning includes timescales for equality impact assessments.

Cabinet and other Council-decision-making processes

20. Equality considerations continue to be featured in Cabinet and other Council decision making processes:

   - Through the mandatory requirement that all budgetary proposals should be screened to determine their relevance for full equality impact assessment, Elected Members are informed of the equality implications of such proposals.
   - We continue to include in our corporate report format, a section where report authors are required to highlight implications of their proposals, including equality considerations.
   - We are committed to translating reports we produce in other languages or provide them in alternative formats such as large print and Braille, when asked to do so by our customers. Since late 2018, that commitment has included British Sign Language.

21. While we endeavour to consider the likely and actual equality impacts of our policies and practices, we recognise the need for more effort in this regard in the years ahead. Since the last report, we have built human rights considerations into the Council's on-line impact assessment toolkit and 70 key employees, representing all departments, have been given user access.

22. The Council has revised its approach to budgetary proposals, mentioned above, into its corporate reporting. Thus where a proposed or existing policy is relevant to one or more of the three needs of the general equality duty, namely the need to eliminate unlawful treatment; advance equality of opportunity; and foster good relations, report writers are required to use the Council's Equality Impact Assessment toolkit to carry out a full assessment of the impact of applying the policy to the three needs, summarise the results of that assessment in the report, and publish the full assessment on the relevant section of the Council's website within 14 days of the approval of the report. Where a screening exercise reveals that a proposal is not relevant to equality or human rights, report writers are still required to report this in order to demonstrate that the matter was considered as part of the development of the proposals in question. In essence the Council has in place a robust approach to assessing the equality impacts of its policies and plans.

Complaints Monitoring Data

23. As part of the Council's statutory duties to report on the implementation of the national complaints process, the Council's Corporate Management Team continues to consider a

complaints monitoring report quarterly. For monitoring purposes this report categorises the reasons for complaints including whether complaints were based on bias/discrimination.

Engagement

24. The Council continues to play a pivotal community engagement role within the Community Planning Partnership, working with partners towards identifying and targeting residents and communities in most need of support towards closing the equality gap.

25. East Renfrewshire Citizens Panel is a group of 1,200 local people that broadly represents the socio-economic profile of our local population. The Panel has provided a means for residents to give their views and engage with the Council since 1998; to ensure that services and policies meets the needs of local residents. The Citizens Panel core survey seeks views from residents on a regular basis and covers a range of issues affecting people and services in East Renfrewshire. It is focused around key topics such as being active, volunteering, modernising council services, satisfaction levels, community safety and what it's like to live in East Renfrewshire.

26. In the spring of 2018, a thematic survey was undertaken which sought residents' perceptions of inequality in East Renfrewshire and included residents' views on the gap between the highest and lowest incomes, the impact of income inequalities, barriers to employment and residents' opportunities. The results of Citizens' Panel surveys are used to build a local evidence base around tackling inequality and to help inform future Community Planning Partnership activity.

27. The Council has made progress in building equality considerations into its general consultation and engagement activities. Participation levels continue to increase as the East Renfrewshire Community Planning Partnership implements the Community Empowerment Act. In particular there has been a high level of engagement in locality plan areas, in particular around participatory budgeting. In March 2018, 32 local groups in Barrhead were successful in gaining funding for their projects, voted for by the local community. A Communities Together event in November 2018 celebrated the achievements of community groups and organisations and began to explore the contributions they are already making to deliver Community Plan outcomes. This is the start of a longer term conversation between partners and communities.

28. The Council's Bridges to Change events, over the last 4 years, have been well-attended, averaging around 80 participants, with a wide range of equalities groups represented. The views gathered are fed into the Council's wider equality and human rights programme, and have influenced service plans and the Community Plan, approved in June 2018. The Council provides signing translation services at large events.

29. Maximising the benefits of equality and diversity in employment also has an equally important role to play in the Council as it focuses on the five capabilities, (Prevention, Community Engagement, Data, Modernisation and Digital). In order to deliver on its outcomes and its aim to make people's lives better, it is developing excellence in these five key areas.

30. The Council has supported its employees to be engaged as part of a high performance culture by providing training and management development learning including establishing its Leadership Group. Significant investment in its staff has been established to ensure staff are able to contribute to and are aware of the strategic direction of the organisation, its key outcomes and 5 capabilities. Further details on employee engagement can be found in the employment section of the report.

31. A new Additional Needs Partnership for East Renfrewshire is in the early stages of development. It is being developed in partnership with key services and community groups who focus on additional support needs and disability and is in response to demand for opportunities for groups with such common interests to network, share information and resources and work together to help improve services. The Partnership will be looking at a range of areas including: health and wellbeing; employability; social isolation and loneliness and therefore will link very closely with the Community Plan.

32. Our main local third sector partner, Voluntary Action ER, holds over 450 volunteering opportunities on a database that is open to community members (according to VAER website, Feb 2019). This form of provision spans interests, hobbies and social groups to local influencing or peer support groups and is used to plan support provision, identify service gaps and invite people who are active in their communities to contribute to the development and delivery of local services.

33. The Council has developed improved online resources to support community involvement and extend its reach to its residents, Citizen Space online consultation tool and the Community Directory. The Community Directory, containing details of local community groups and activities, is now online and local residents and staff can access details of activities within their areas or around particular topics.

34. To date, more than 170 consultations have been carried out using Citizen Space, with over 15,000 responses. The Community Planning Team continues to work with Council departments to support them to carry out engagement in a range of different ways. There are training packages available and engagement support on particular projects, if required.

35. During the period under review, the Council has continued to improve its processes to gather, monitor and record the profile of service users and service activities across all protected equality characteristics. The Council is, in addition, in the process of implementing its Information as an Asset Programme to further support information gathering, storage and usage.

Information

36. A sound information base is crucial for building equality considerations into everything we do. Understanding how different people use our services is an important step in making equalities core to the delivery of our functions. We are already putting in place processes which will enable us to monitor and record the profile of our service users and service activities so that we can cover all protected equality characteristics. We will also build on our work to analyse other outcomes; such as the educational attainment of different groups.

Research activities

37. We continue to address our research activities so that equality is considered in the design and operation of such activities, including research briefs. We are looking into establishing a central database which will include equalities information across all equality groups.

38. Relevant staff will continue to receive training in gathering and using equality-related data so that they are better equipped to carry out research for policy development, service planning, and impact assessment.

Procurement

39. Currently all tendering exercises are built and issued using the Scottish Governments PCS tendering system and include the standard equalities questions set by Procurement Scotland.

40. All new exercises also include text asking tenderers to demonstrate how they meet their equalities obligations.

41. The contract strategy document which is completed prior to the building of any tender includes a prompt question to enable departments to consider relevance to Equality Impact Assessment.

42. The changes will also be incorporated into the route 2 contract strategy documents. Route 2 is low risk/value whereas Route 3 is high value high risk exercises.

EMPLOYMENT REPORT - EMPLOYMENT MONITORING

43. The traditional diverse workforce goal is that its equality profile should closely match the local community that it serves. In East Renfrewshire, the challenge for the development of a diverse workforce is the sheer diversity of the population that the Council serves, as has been described above. Having a diverse workforce with people from different racial, educational and social backgrounds and a diverse age range would contribute to a higher standard of service delivery by giving the Council a better understanding of its customer. The upcoming section on workforce analysis will show what progress has been made towards that goal.

44. Organisations like the Council cannot flourish and grow if everyone in them thinks and behaves the same way. What must be ensured is that we create an environment where the Council obtains the most benefit from the existing diversity of the workforce while still working towards the long term goal of having an equality profile that more closely reflects that of the population it serves. Ideally, such an approach should also go beyond legal compliance and seek to add value to an organisation by contributing to employee well-being and engagement.

45. It is well established that diverse teams perform better, solve problems faster through helping to encourage creativity and foster innovation. All employee related actions should ensure that regardless of anyone's ethnic identity or background, all deserve the opportunity to develop their skills and talents to their full potential, work in a safe, supportive and inclusive environment, be fairly rewarded and recognised for their work and have a meaningful voice on matters that affect them. The following section on workforce culture will explore how the Council aims to achieve that.

46. The following areas can be seen to be examples of an approach to establish equality and diversity as integral to how the Council operates as they foster activities at both the corporate and operational level. They are not viewed as the ultimate destination but as other routes towards developing equality of opportunity for those who share a protected characteristic and those who do not.

Workforce Planning Group

47. Workforce planning is about creating an established workforce with the correct skills, tools, environment and knowledge, who are engaged, motivated and who support digital transformation. It allows the Council to look at longer term changes to skills and job roles while taking into account requirements within the Council as well as the potential supply from the local population. One of the Group's aims is to achieve a diverse workforce with opportunities for all. In order to work towards this, it is recognised that it will need to use this equality report and other associated data to analyse opportunities for improvement and then translate these into actions. An example of this would be benchmarking against others on the gender pay gap and then reviewing what actions could be taken to improve the Council's position. By working together in this way, it can only be advantageous towards making the general equality duty integral to how the Council delivers its functions through its workforce.

Organisational Development Board

48. This Board has a wide remit established with the purpose of supporting East Renfrewshire Council during a period of enormous change. The group's focus is the Organisational Development (OD) plan which covers areas essential to the effective functioning of an organisation. Membership consists of representatives from departments of the Council and HSCP. Although the Board has a broad OD remit, one area that it has targeted has implications for the development of a diverse workforce. This is through renewing its focus on supporting career progression, improved performance reviews and development of learning opportunities. This should ensure continued promotion of learning and development opportunities and the tools available e.g. succession planning, protected learning and mentoring. All will have a significant role in supporting the development of underrepresented groups.

Employee survey and the move to "i Matter"

49. Since 2012, East Renfrewshire Council has conducted a full Council wide employee survey every two years to measure employee's views on a range of issues affecting their work and working environment. The last survey was held in 2016 and the result published for all employees to view on the Council Intranet in October 2016.

50. A summary of the results provide additional insight into the workplace culture of the organisation. It is worth noting that the response rate increased by 9% in comparison to the previous survey two years ago. Other valuable results were:

- Under the theme "positive work environment", the most positive view was in response to the statement about being treated with dignity and respect. This showed an increase of 5 % from the last survey.
- The majority of employees would recommend the Council as a good place to work – 70% agree with this and only 7% disagreed.
- Employees are somewhat less positive about having a good work/life balance, and being appreciated for the work that they do. Most employees are positive about these with 73% agreeing that they have a good work/life balance and 65% feeling appreciated/are regularly thanked for the work that they do. However, there remained around 1 in 8 employees who disagreed with these statements. Moreover, around a fifth of employees gave a neutral response on whether they felt appreciated for the work that they do.
- Another theme was "people's ability to learn and grow". The statement about having opportunities to learn and grow showed an increase of 7% from before.
- Also under this theme, an area for focus for some parts of the Council was recognised with the responses to the statement about being satisfied with the support received to progress in your job/career

51. The information from the survey was used to influence work undertaken at a corporate level, primarily through Organisational Development as well as affecting actions at a department level.

52. Looking ahead, the Council will be changing its approach to employee surveys with the move to iMatter. This was the output of a review of options by the OD Board. I-Matter is the NHS (Scotland) employee engagement continuous improvement tool. It is designed

to help individuals, teams and the Council understand and improve employee experience at work. Specifically to help describe how motivated, supported and cared for at work our employees feel. Although this is at an early stage, there is potential for this approach to be used to support and inform the Council's approach to developing a diverse workforce.

We Are East Ren Awards and Kudos

53. Kudos and the Council's employee recognition awards were introduced across the Council in 2017 driven by the OD Board. The 'We Are East Ren' Awards give employees, not just managers, the chance to recognise the achievements of colleagues over the past year. Kudos, on the other hand, is a quick and easy way for employees to thank anyone in the Council. A new section on the Intranet called 'Recognition' was created to support this approach.

54. Both awards were introduced in response to the feedback from the employee survey which showed that employees would like to receive more reward and recognition for their hard work. Both are driven by the employees themselves who decide who to give Kudos to and make the nominations to decide the winners of the 'We Are East Ren' Awards.

Digital/Agile working

55. In the last few years, the Council has made some significant changes to the way many of its employees carry out their work. By developing a more flexible workforce which is able to deliver services through agile working, the Council has also created a means to support the work life balance of its employees. This can accommodate those needing reasonable adjustments due to caring responsibilities or disability for example. There are clearly more options available to accommodate individual needs through a digital approach and managers are developing a level of expertise in using these to develop creative solutions to support their employees balance their personal needs with that of the workplace.

Healthy Working Lives

56. East Renfrewshire Council currently holds a Gold Healthy Working Lives Award. Healthy Working Lives activities are developed by an Officers Working Group consisting of representatives from all Council departments. The groups' aims include:

- Raise awareness of physical and mental health issues including stress
- Reduce accidents and promote safety in the workplace
- Support employees to stop smoking
- Raise awareness of alcohol and drugs issues
- Encourage employees and workplaces to improve the environment
- Organise health checks, events, campaigns, training and an employee survey
- Review as necessary employee related policies such as the Smoke free workplace policy and the Alcohol and Subsistence Abuse policy

57. This broad remit influences health promotion, work/life balance and flexible working in the Council which all support the development of a diverse workforce. More recently the

Group have promoted menopause awareness, cervical screening and mental health awareness.

Money Advice

58. Money worries can impact on any employee's ability to achieve their full potential with some groups affected more than others. Certain groups in the workforce may experience more issues than others, for example working parents or those needing additional support due to disability. Opportunities are therefore taken to promote that the Council's Money Advice and Rights team offers is a service to all Council employees as well as local residents. Support and advice is available on employee's financial circumstances including debt, benefits and income maximisation.

Disability Confident

59. Last year, the Council become a Disability Confident Committed employer under stage 1 of the UK Government scheme. Plans to take the Council forward towards stage 2, will be developed through the Equality Officers Working Group so that all departments have ownership of the scheme and any developments can become embedded in their day to day operations.

60. The Council also applies the principals of a guaranteed interview taken from the Disability Confident scheme and uses them to support the employability of its Looked after Children. They are guaranteed an interview if they meet the minimum criteria for a vacancy. Although this small group does not specifically meet the criteria of a protected characteristic, they all are within the age range 16-24 which is under represented in the Council. It is also an action that is reflective of our workforce culture.

EQUALITIES MONITORING

Public Sector Equality Duty and Specific Duties

61. The Public Sector Equality Duty (PSED) is a positive duty on public authorities and others carrying out public functions. It requires that public authorities consider equality in their day to day work in shaping policy, delivering services and in their employment practices. The PSED operates in two parts – the general equality duty and specific duties.

62. The general equality duty is set out in s149 of the Equality Act 2010 and requires public authorities, in the exercise of their functions, to have due regard to the need to:

- Eliminate unlawful discrimination, harassment and victimisation and other prohibited conduct
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- Foster good relations between people who share a protected characteristic and those who do not.

63. The following report details the current equality monitoring requirements of the Council in line with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 while

paying due regard to the general duties listed above. Under these regulations, all public authorities in Scotland are required to publish a set of equality outcomes, a mainstreaming report containing employee information and/or profile. In addition, where an authority has 20 employees or more, a statement on equal pay and occupational segregation and gender pay gap information should be published.

64. The employment section of this report takes into account the following authorities who are covered by the Specific Duties under the Public Sector Equality Duty.

- East Renfrewshire Council
- East Renfrewshire Education Authority
- East Renfrewshire Integrated Joint Board
- East Renfrewshire Licensing Board

65. For the bulk of this report, statistics have been produced in respect of financial years 2016/17 and 2017/18 and are representative of the Council as a whole. They should be reviewed taking into account the following:

66. The Education Authority is an integral part of East Renfrewshire Council with a remit that covers a range of services from schools to facilities management. For the purposes of this report, it should be noted that brief separate statistics have been produced for teachers to highlight key findings only and to reflect the intention of the legislation. All other statistics, unless indicated otherwise, include both teaching and non-teaching employees.

67. It is also important to highlight the status of the East Renfrewshire Integration Joint Board (IJB) which was set up jointly by East Renfrewshire Council and NHS Greater Glasgow and Clyde to integrate strategic planning and service provision arrangements for adult and children's health and social care services and criminal justice services. The IJB is a distinct legal entity from both the Council and the Health Board with both bodies delegating functions to the new Integration Joint Board when it was formally established in June 2015. As required under the Scottish Specific Duties Regulations 2012, the IJB publishes a report on mainstreaming the Equality Duty but as the IJB does not have any employees transferred to it, this report does not contain any employee information. The information in this report therefore includes those Council employees who are employed within the East Renfrewshire Health and Social Care Partnership (HSCP).

68. East Renfrewshire Licensing Board does not have any employees and therefore there are no separate statistics listed.

69. In 2015, East Renfrewshire Culture and Leisure (ERCL) took over delivering sport, leisure, arts and culture services in East Renfrewshire from the Council. ERCL is a charity and as such is not a listed authority under the Scottish Specific Duties Regulations. When this happened, some 400 employees transferred from the Council to this new organisation. This event was reflected in statistics previously published and as such will affect the ability to compare current figures with 2014/15 and 2015/16 and previous years although percentage comparisons are used where possible.

Current monitoring arrangements

70. Currently an analysis is undertaken of the following:

- Employees in post
- Applications for employment
- Applications for training
- Formal reporting of bullying and harassment cases
- Grievance procedures
- Disciplinary cases
- Termination of employment

71. We continue to have difficulty in identifying applications for promotion from current employees in general and those who do not return from maternity leave as opposed to general leavers.

72. The data collected is in line with the classification requirements for protected characteristics which are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.

73. The data is gathered through the Council's current HR and Payroll system (Northgate Resourcelink) and via the National Recruitment portal as well as local data recording.

74. The data that these systems contain is customised as much as possible to reflect that published through the most recent Scottish census. Work is ongoing to gradually align all data collected (where possible) with all the protected characteristics and the outputs of the Scottish census and other relevant national data sources. Several improvements to this were made in 2018 and an exercise to encourage employees to complete their personal equality data held through Resourcelink will take place in early 2019.

75. Other developments have been considered but would come at a cost. As the Council is currently going out to tender for its HR system, it would not be prudent to engage with any developments that would require added resources. Once the tendering process is complete and the HR system that will be used for the foreseeable future identified, then these developments will be re-examined for their viability.

WORKFORCE ANALYSIS

76. The data used is obtained through the information held on Resourcelink, the Council's HR and payroll system. Information is entered on an ongoing basis through the recruitment process since a workforce census was carried out in 2002 to establish data on long serving employees.

77. The last census data for Scotland is from 2011 and this will be used as a comparison figure with the Council's data, where applicable. There are other sources that can be used, for example, the 2017 mid-year population estimates which were recently published by the National Records of Scotland. The reason for using them is that East Renfrewshire's population continues to grow and change which may not always be properly reflected in the 2011 census figures.

78. For example, the mid-year estimates for 2017 show that East Renfrewshire only has a small loss of population though natural change (births and deaths). The larger increase comes from migration to the area. An analysis of the origins of the migrants shows East Renfrewshire has the largest proportion of migrants moving to the area from elsewhere in Scotland. Of the 4,021 people estimated to have arrived in East Renfrewshire in 2017, about 86% were from elsewhere in Scotland, about 11% were from the rest of the UK and about 3% were from overseas.

79. East Renfrewshire has one difference to some other Council areas in that it does not have one main town but instead has two locus of population in the Eastwood and Barrhead areas. Some planning information has been used in the creation of this report to see if the make-up of the area affects recruitment. For example, in the previous section on the Council area, some information was included about travel to work patterns. Specifically that only 18% of residents work in East Renfrewshire with the rest travelling to other Council areas. That being the case, it is important to consider in terms of the equality data produced what does attract applicants to work here.

Full Time Equivalent (FTE) and Head Count

80. All of the following workforce monitoring statistics are based on the following data. There is one exception with the gender/contract data but a local explanation is given.

Workforce		
	2017	**2018**
Headcount	4176	4257
FTE	3669.4	3730.4

Gender

81. In 2016/17, 25.24% of the workforce was male and 74.76% female. In 2017/18, the figures are 74.98% female to 25.02% male. These figures are almost identical in comparison to previous years showing a marked stability in the make-up of this component of the workforce.

82. The 2011 census data for East Renfrewshire shows a male/female split of 47.7% male against 52.5% female. The 2017 mid-year estimates show little variation at 47.72% male to 52.28% female. There are clearly other factors at play here with such a significant difference to our workforce.

83. The gender profile of the workforce therefore shows little change with the workforce remaining predominately female. This reflects the trend within the public sector in Scotland which is for the female workforce to be predominately higher, reflecting the number of part time posts and the availability of flexible working. Both work types are more attractive to those with caring responsibilities who tend to be female. The Council operates a Dependants and Carers policy which supports individuals with these commitments to apply to work here. This may lend some explanation to the significant

number of female employees who are attracted by this policy and the flexible working arrangements and see working with the Council as an opportunity to work close to home.

84. It is also worth considering that, before the Children and Families Act 2014 increased the scope of flexible working legislation, the Council operated a flexible working policy that was more generous than the legislation at that time required. It can therefore be reasonably assumed that this long term support of employee's flexible working aspirations has had the effect of encouraging female job applicants to come to work here and then to remain.

Contract Status

85. The headcount used in contract status will show as slightly higher than the headcount figure used in the rest of this report. There are a significant number of employees who have contracts for more than one post so these have been taken into account in order to show a true indication of the numbers employed on each contract type. The figures below are showing a percentage of this contract status headcount.

2016/17	Workforce	Female	Male
Full Time Permanent	55.62%	35.99%	19.50%
Full Time Temporary	4.60%	3.29%	1.31%
	60.22%	**39.19%**	**20.81%**
Part Time Permanent	30.55%	27.40%	3.15%
Part Time Temporary	6.89%	6.30%	0.59%
	37.44	**33.70%**	**3.74%**
Job Share	1.59%	1.56%	0.02%
Casual	0.75%	0.66%	0.09%

2017/18	Workforce	Female	Male
Full Time Permanent	54.68%	35.87%	18.81%
Full Time Temporary	6.11%	4.12%	1.98%
	60.79%	**39.99**	**20.79**
Part Time Permanent	28.85%	26.63%	3.03%
Part Time Temporary	8.22%	7.49%	0.74%
	37.07%	**34.12%**	**3.77%**
Job Share	1.56%	1.54%	0.02%
Casual	0.58%	0.51%	0.07%

86. Each set of figures shows a degree of fluctuation over the last few years, none more than 2%. There is also a very slight increase in the number of temporary contracts which can be explained by the significant period of change across all Council departments.

87. The Council operates a flexible working policy which supports those employees who wish to maintain a healthy work life balance. This is reflected in the high number of working patterns in use across the Council. It is reasonable to assume that this also influences the figures shown above. The use of job sharing on the gender split can also be seen.

Disability

	2016/17	2017/18
Disabled	1.41%	1.39%
Not Disabled	53.93%	57.55%
No data	44.66%	41.06%

88. These figures show very little change. It is to be hoped that in 2019 when an exercise will be undertaken to encourage employees to complete their equality records then this figure would rise. When these figures above are compared with the number of employees that are offered/take up support, it would suggest that the number of disabled employees would increase. There is no recent similar data for East Renfrewshire to allow comparison with the local population.

89. Both Local Government Employees and Teachers have at least one formal meeting with their manager under a performance/development review scheme. This has an important role to play for employees with a disability as it is the one recorded opportunity for them to discuss their development needs and how to use their abilities to reach their full potential.

90. What needs to be encouraged is a culture where employees are increasingly more comfortable in disclosing this information or describing themselves as having a disability. It is to be hoped that the process towards becoming a Disability Confident employer will allow different ways for the Council to promote the support available to disabled employees and encourage completion of this protected characteristic.

Age

91. The majority of Council employees are in the age band 45 to 54 which has been reflected in previous years. The younger age group of 16-24 has remained broadly similar whereas in the past there has been decrease in numbers.

Age Range	2016/17	2017/18
16-24	4.09%	4.02%
25-34	18.03%	19%
35 - 44	23.13%	22.60%
45 - 54	30.08%	29.62%
55 - 64	22.70%	22.97%
65+	1.96%	1.78%

92. The National Records of Scotland mid-year estimates for 2017 in respect of East Renfrewshire are given in slightly different age bands:

Age range	Mid-year 2017	Comments-re 2017/18 workforce figures above
0 to 16	21.52%	Not relevant to this analysis but indicative of a potential future workforce.
17 to 44	30.46%	Compares to 45.62% in similar age bands above
45 to 64	28.48&	Compares to 52.59% in similar age bands above
Over 65	19.73%	Significant difference as Council offers flexibility

93. Clearly, the local population has a significantly different profile but still shows in terms of working age (between 17 and 64), the Council's workforce is slightly younger than the local Council population. The Council's overall profile of fewer numbers between 55 and normal pension age stresses the need for the Workforce Planning Group to continue with its succession planning approach.

94. It should also be noted that even with there being no compulsory retirement age for many years and the state retirement age increasing, there are no significant numbers remaining in work beyond age 65. This would be reflective of the physical nature of many Council posts such as Home Care, Cleaning/Catering, Road Workers and Cleansing Operatives. However, there is a number of school crossing patrollers who are over 65 which does show the flexibility the Council is able to offer to this group.

Race

2016/17	Percentage 2016/17	2017/18
African	0%	0.26%
Any other ethnic group	0%	0%
Bangladeshi	0%	0%
Black Scottish/British	0%	0%
Caribbean	0%	0%
Chinese	0%	0%
Indian	0.43%	0.49%
Mixed/multiple	0.31%	0.31%
Other Asian	0%	0%
Other white	1.44%	1.57%
Other white British	3.81%	3.69%
Pakistani	0.84%	1.01%
Unknown	11.54%	11.04%
White Irish	1.05%	1.01%
White Scottish	79.93%	80.15%

95. The 0% figure reflects that there are fewer than 10 employees who have identified themselves against that particular group.

96. The most significant change is a fall in the unknown data from 17.2% in 2014/15 to 11.04% in 2017/18. Resulting from this, a number of the smaller ethnic groups are showing a small increase in numbers although the largest increase is with White Scottish rising from 75.2% in 2014/15 to 80.15%. This means we are getting a clearer profile which will assist in planning towards achieving a more diverse workforce.

Marriage and Civil Partnership

97. As can be seen below, as in previous years, the high figure of unknowns in this return prevents any meaningful interpretation of the data although this figure continues to show a decrease. In comparison to previous years, the highest increase is for those who are single, rising from 15.5% in 2014/15 to 22.73 in 2017/18. There is also an increase in those who are married or in a civil partnership. The figure here has risen from 21.4% in 2014/15 to 28.58 in 2017/18. As there is no other information available to explain this trend, it can reasonably be attributed to the decrease in the number of unknowns. This has gone from 61% in 2014 to 46.70% in 2017/18.

	2016/17	**2017/18**
Civil Partnership	0.31%	0.33%
Divorced	2.11%	1.97%
Married	27.30%	27.81%
Single	19.56%	22.73%
Widowed	0.34%	0.45%
Unknown	50.41%	46.70%

Pregnancy and Maternity

98. Any pregnant employee should experience no detrimental impact in the workplace and be able to continue with her current duties and responsibilities. However, should any risk to the employee's health or that of her unborn child be identified the risk must be removed or alternative working arrangements put in place, following a risk assessment. During maternity leave employees can, and are actively encouraged, to use 'keeping in touch days'. Managers are encouraged to communicate with employees on a regular basis in terms of keeping them up to date with any changes. These actions are all seen as vital in ensuring that when an employee returns to work after a period of maternity leave they again feel part of the team as soon as possible. Many maternity returners apply for and are granted part time and/or flexible working opportunities to support them in their work life balance. There is no evidence of employees resigning immediately after being on maternity leave.

99. In previous years different methods have been tried to find a more effective method to monitor pregnancy and maternity but none have been entirely successful. Improvements to the HR and Payroll system which is coming on-line in 2020 should prove more effective.

Recruitment and Selection

100. The Council undertakes its recruitment through the national recruitment portal 'myjobscotland' which is the national shared recruitment portal for Scotland's 32 local authorities. It has been designed to carry in excess of 30,000 vacancies and process around 250,000 applications every year while providing easy access to public sector jobs in Scotland. It is a UK and international first in terms of scope and scale. The introduction of a new version in 2015, gave the benefits of being able to include an enhanced monitoring facility with the ability to monitor additional fields.

101. A benefit to applicants is that they can register with the site and receive alerts when the types of vacancies they are interested in become available. For the Council, as its primary recruitment tool, it enables a consistency to the recruitment and selection process within the Council. It makes Council vacancies more accessible to the wider community as those without a computer can use a Council library. This also raises awareness of the computer classes that are available through the local library service run by East Renfrewshire Culture and Leisure.

102. Alternative recruitment methods are supported with, for example, the HR team attending a number of catering/cleaning job fairs each year. In addition, paper copies of recruitment forms are accepted as a substitute for an online application although the numbers of requests received are low.

103. Summary of recruitment monitoring information (job applicants): 2016/17

- Disability: 3.6% of applicants declared that they considered themselves to have a disability. This is showing a slight rise from previous years.

- Gender: 34.8% of applicants were male a reduction from previous years.

- Race: 78.8% of applicants declared they were from a White Scottish background. This an increase from 2015/16 where the figure was 66.1%.

- Marital status: 29.7% of applicants were married or in a civil partnership with 12.3% living with a partner. 50% were single.

- Religion: 37.2% stated they had no religion. The two highest groups were again Roman Catholic (23%) and Church of Scotland (16%). 5.2% identified that they were Hindu, Buddhist, Sikh or Muslim. This figure has almost doubled since 2015/16. 0.3% were Jewish.

- Sexual Orientation: 91.8% of applicants declared they were heterosexual/straight with 1.8% identifying themselves as either gay or lesbian.

- Age: The highest percentage of applications, (37%), was received from the age group 25-34. 16-24 was second with 20%.

104. Summary of recruitment monitoring information (job applicants): 2017/18

- Disability: Showing a slight rise from the year before, 3.8% of applicants declared that they considered themselves to have a disability

- Gender: 33.8% of applicants were male showing a continuing trend of decreasing applications

- Race: 79.3% of applicants declared they were from a White Scottish background. It should be noticed that recruitment monitoring has a high rate of completion with less than 4% leaving this question unanswered.

- Marital status: 32% of applicants were married or in a civil partnership with 12.4% living with a partner. 46.9% were single.

- Religion: 40% stated they had no religion. The two highest groups were again Roman Catholic (21%) and Church of Scotland (16.4%). 4.8% identified that they were Hindu, Buddhist, Sikh or Muslim which is a slight decrease from the previous year. 0.3% were Jewish.

- Sexual Orientation: 91.6% of applicants declared they were heterosexual/straight with 1.7% identifying themselves as either gay or lesbian.

- Age: The highest percentage of applications, (36.13%), was received from the age group 25-34. 16-24 was second with 19.4%.

Organisational Development

105. The Council currently operates a strategic Organisational Development plan aligned with the Council's Strategic Outcomes. This highlights development opportunities, supports the effective implementation of change, integration of leadership capacity, multi-agency working and cultural integration. Several activities influence the broader equality and diversity agenda.

106. A set of leadership competencies have been developed that have a broad application across the Council. These competencies would be used in any new development programmes for managers and leaders, in PRD conversations with staff from Grade 11 upwards and in the development of person specifications.

107. There are 4 key areas in the leadership competency framework with it being possible to derive an equality and diversity connection within any of them:

- Pursues Personal and Professional Excellence
- Leads the Way
- Grows and Develops People
- Works Collaboratively with Internal and External Stakeholders

108. A primary area of work has been leadership and management development where evidence of mainstreaming equality and diversity can be seen within the programmes.

109. In the Managers for the Future training scheme (which is an accredited training programme), completion of the e-learning course on equality and diversity is required as early as day 2 of a 6 day training programme. The programme is aimed at supervisor level to equip them to perform better in their current role and to embed good practices that they would take forward to a more senior role in the future.

110. The Leaders of the Future programme is described as "a programme which will challenge participants to explore how they can contribute to continuing to create an organisation in which they and others are "engaged" employees – creating work which has meaning for individuals, becoming managers who involve and interact in a way that creates a positive working environment and relationships built on mutual trust." This describes a fundamental building block of an equality and diversity agenda without

actually needing to use those words. This approach shows an aspiration to take a mainstreaming approach to the issues.

Learning and Development

111. 'Insider learning' is the approach used in the Council to bring together the different learning and development activities that are available to all employees. Activities such as internal/external training courses, e-learning, professional/vocational qualifications and personal and professional development are used to both equip employees to carry out their current duties as well as duties they may need to carry out in the future.

112. The revised Learning and Development policy in 2015 introduced 'protected training time' which is a formally agreed amount of time or specific time during the working week, month or year which should be allocated to skills development. The priority for protected training time should not just be for statutory/compulsory training but should also be extended to other essential training.

113. This was introduced to ensure that all employees, but in particular, those who deliver essential front line services receive adequate training to ensure they can effectively carry out the duties of their post and keep up to date with new developments. These are often the areas where a higher priority of disadvantaged groups can be found, for example, female employees and/or those working part time.

114. A number of mandatory activities are offered through Insider Learning:

- *Induction* - includes department based induction, internal courses and e-learning. Topics such as health and safety and conditions of service are covered.

- *Performance Review and Development* (PRD) - All employees are covered by a form of performance review and development scheme. There are schemes in place for teachers and local government employees. A training session is available for both managers and employees to ensure that the annual process is conducted effectively and to the maximum benefit of employees and their service. The opportunity for discussion about development required and any individual needs will be of benefit across all disadvantaged groups.

- *Corporate HR Policies for managers and supervisors* - Within the first year managers/supervisors with responsibility for employees must attend Recruitment & Selection, Maximising Attendance and Discipline & Grievance. This is essential to ensure fair treatment of all disadvantaged groups across these policies.

- *Supervisory/Management training* – for those newly appointed supervisors/team leaders/managers with no previous experience or formal qualification should attend either:-

    o 2 day non accredited Supervisors Programme and any necessary corporate HR policy training (if required)

o 9 day Accredited Introductory Certificate in Management which incorporates all the Corporate HR Policy training within the training programme.

The training of supervisors and managers in this way is seen as essential to allow them to engage with and empower their teams. Through increased self-awareness, they will also be able recognise their own development needs and therefore the development needs in others. All this contributes to the better development of leaders across the organisation and is not restricted just to those in senior positions. Effective leadership at all levels is essential in order to promote equality of opportunity, identify and address any discrimination and advance good relationships within teams.

Applications for training

115. Centrally there are records held of those who attend internal corporate courses, either full day, half day or through e-learning. However as learning and development activities consist of both internal and external opportunities plus on the job development and training delivered within teams and services, not all learning and development (L&D) is recorded.

116. L&D opportunities are agreed between the employee and their manager through the PRD process or the equivalent for teachers. As described above, records are held of applications for corporate courses and e-learning undertaken. Where outside this, courses are attended or refused, this should be should be held within the annual PRD record.

117. The number of delegates attending corporate training courses in 2016/17 was 1764 with 689 eLearning modules accessed. In 2017/18 these numbers decreased to 844 delegates but there was an increase in the number of employees (modules accessed) to 1098. Although the number of employees attending corporate courses dropped, there was a 5% increase on the number of employees using the eLearning system. This was a deliberate action to increase access to training through using online courses as opposed to the classroom approach. The number of courses accessed increased from 4040 to 4918, which is a 22% increase overall.

118. The drop in number of employees attending training courses is because the previous 3 years were high due to compulsory training for all employees on key HR policies. The increase in eLearning is also significant as all employees should be able to access these which increases the opportunities for those who are not in office based jobs.

119. In comparing the gender split regarding attendance at corporate courses in 2016/17 and 2017/18, there is a similar differential between the numbers of male and female employees attending in favour of female employees. It does not however reflect the workforce percentages. Certain occupations such as cleaners, catering and home care employees will have a lower attendance at such courses. These are groups that are predominantly female. However, they will attend local training within their service area that is not recorded within the corporate statistics.

120. The number of employees who attended corporate training and identified themselves as having a disability was 14 in 2016/17 and 13 in 2017/18 which is consistent with previous

years. It is however only 25% of those that identify in this way through the workforce statistics.

121. The largest numbers of those receiving training in 2016/17 were in the 45 to 54 age range followed by 35-44. In 2017/18 this pattern was repeated. This is reflective of the workforce profile.

Rejected courses

122. Data is also collected for the number of corporate training applications that are made and rejected however this may include one employee cancelling attendance on more than one occasion.

123. Both the employee and the manager are able to cancel courses that are already booked. There is no evidence collected to explain the reasons but anecdotally, the majority are believed to be conflicting priorities. The check on the reasons for non-attendance would be at the following PRD session when if any agreed course was not attended then the reason would need to be recorded.

Harassment, Discipline and Grievance

124. Both the discipline and grievance procedures are in accordance with statute and ACAS guidance. The Council's bullying and harassment policy is due to be reviewed to allow the most practical and supportive resolutions to be made to any complaint as part of a transparent process.

125. A policy review is in progress and full and a half day training courses in Bullying and Harassment have been run taking their remit from the draft and from the general equality duties. This was intended to gain feedback that could be incorporated into the final version of the policy. The remit of the courses was to help participants develop an understanding of the difference between effective management and bullying, long term unacceptable workplace behaviour and a bullying and harassment culture. Not all sessions were well attended although the feedback received was positive and this will be used to finalise the policy prior to launching across the workforce.

126. In 2016/17 there was 1 formal harassment/bullying case from a female employee with no disability. Her race was recorded as Other White.   There were a further 4 grievances brought from 3 males and 1 female employee. Only one of these 4 had a disability. In terms of the age ranges overall, 2 of the 5 cases concerned those in the age group 45-59. Taking into account the small sample number, the age distribution was reflective of the overall workforce.

127. In 2016/17 64 discipline cases are recorded and no evidence is shown of any disproportionate treatment based on age, disability or ethnic origin. In particular, only in 3 cases was the employee concerned not White Scottish. In almost half of these cases, was the employee female which is an increase from previous years but more reflective of the workforce as a whole. This increase could be for a number of reasons, one of which could be the revised Maximising Attendance procedures introduced at this time.

128. In 2017/18 there was 1 formal harassment/bullying case from a male employee who was White Scottish. An additional 3 grievances were raised from two male and one female employee. All were White Scottish with the age groups being one in each of these ranges: 25-34, 35-44 and over 65.

129. In 2017/18 the number of discipline cases was 65. Where ethnic origin was known all involved were White Scottish employees except for 4 White British, 2 Other White and 1 African. Only 2 employees had a declared disability.

130. In the above data, all the harassment/bullying cases were formally recorded. As the bullying and harassment policy supports the informal resolution of such cases, there are no statistics on how many such cases were addressed. Being informal by their very nature, means that no records are kept.

131. As the number of harassment cases is very small, no specific details have been included in case this identifies any individual employee.

Leavers

132. In 2016/17 there were 368 leavers compared to 390 in 2017/18. This number has increased from 200 in 2014/15 and 297 in 2015/16. These fluctuations are to be expected as the Council goes through a significant period of change. The female leavers decreased to 69.74% in 2017/18 but this still exceeds the male leavers at 30.26%. However, this is an acceptable reflection of the composition of the workforce.

Disability

	2016/17	2017/18
Yes	1.63%	1.54%
No	61.96%	68.46%
Unknown	36.41%	30%

133. The number of employees leaving the authority who identified as having a disability was 1.5% (3 individuals) in 2014/15 and 1.8% (7) in 2015/16. The years represented above only involve 6 individuals. These numbers are believed to reflect the revision of the capability policy in mid-2016. It should be noted that there has been no corresponding change to the number of appeals against a capability dismissal being received.

Age

	2016/17	2017/18
16-24	8.70%	10.26
25-34	23.37%	22.05
35 - 44	19.57%	22.05
45 - 54	18.21%	17.44
55 - 64	25%	22.31
65+	5.16%	5.90

134. As the Council is going through a significant change process, it would be expected that a significant percentage of leavers would be in the age group 55-64. The age group 16-24 had spiked to over 18% in 2015/16 but with these figures above reflecting the trend of previous years then this can be taken to be an anomaly.

Race

135. The majority of leavers were from a White Scottish background across both years showing an increase from 78% to 81%. Other White British was the only other ethnic group to show a significant increase in leavers from 2.7% to 4.87%

EAST RENFREWSHIRE EDUCATION AUTHORITY

Workforce headcount and gender percentage

136. In 2016/17, the number of teachers in post was 1391 and of these 21.57% were male and 78.43% female. The numbers increased to 1438 in 2017/18 with a gender split of 21.70% male and 78.30 % female. In comparison to previous years, this represents a very small decrease to the percentage of male employees and corresponding increase to the female percentage.

Marital status

	2016/17	**2017/18**
Civil Partnership	0.22%	0.22%
Divorced	1.08%	1.18%
Married	24.87	24.83
Single	26.53	30.95
Widowed	0.14	0.14
Unknown	47.16	42.70

137. Although showing a significant decrease in comparison to previous years, the unknown data remains high enough to limit any detailed analysis of these statistics. It is worth highlighting that the increase in those employees who are single, this is also reflected across the workforce as a whole.

Contract status

138. The headcount used in contract status will show as slightly higher than the headcount figure used in the rest of this report. There are numbers of employees who have contracts for more than one post so these have been taken into account in order to show a true indication of the numbers employed on each contract type. The figures below are showing a percentage of this contract status headcount.

	2016/17		
	Teaching Workforce	**Women**	**Men**
Full time permanent	71.68%	54.01	17.67
Part time permanent	14.10%	13.22	0.88
Full time temporary	4.32%	3.30	1.01
Part time temporary	3.71%	3.10	0.61
Job share	4.59%	4.59	0
Casual	1.62%	1.28	0.34

	2017/18		
	Teaching Workforce	**Women**	**Men**
Full time permanent	73.97%	56.13	17.84
Part time permanent	12.66%	11.87	0.79
Full time temporary	5.44%	3.80	1.64
Part time temporary	2.95%	2.62	0.32
Job share	4.39%	4.39	0
Casual	0.59%	0.46	0.13

Recruitment

139. In 2016/17, 170 teaching posts were advertised. This consisted of 113 basic posts and 57 promoted posts. The figure increased slightly to 138 in 2017/18, made up of 94 basic and 138 promoted.

Leavers

140. In 2016/17, 113 teachers left the Council and in 2017/18, this figure decreased to 106. Further analysis revealed the following patterns:

Gender

	2016/17	2017/18
Female	81.43%	76.42%
Male	18.58%	23.58%

Age

	2016/17	2017/18
16-24	11.50%	11%
25-34	39.82%	37%
35 - 44	22.12%	30%
45 - 54	9.73%	12%
55 - 64	16.81%	16%
65+	0%	0%

Disability

	2016/17	2017/18
Yes	0.88%	0.94%
No	68.14%	72.64%
Unknown	30.97%	26.42%

141. In previous years there had been more teachers leaving in the 45-59 age band, which was felt to reflect early retirements. These new figures show a pattern of a shift to younger members of the workforce leaving. The gender split of those leaving is broadly similar to the teaching workforce as a whole.

Race

	2016/17	2017/18
Asian - Pakistani (including Scottish/British)	0.88%	0.94%
Chinese	0%	0.94%
Mixed	0.88%	0%
Other white	1.77%	0.%
Pakistani	0.88%	0%
Unknown	0.88%	0%
White - any other ethnic group	1.77%	0%
White - English/Welsh/Scottish/ N Irish	0.88%	1.89%
White - other British	1.77%	2.83%
White Irish	4.42%	3.77%
White Scottish	85.84%	88.68%
Unknown	0%	0%

Education workforce-Gender Pay gap

142. The gender pay gap has been calculated by totalling total pay for males and females and dividing by the total contracted hours. This gives a basic pay gap of 7.3% for 2016/17 and 6.3% for 2017/18. As with the workforce as a whole, this pay gap is in favour of male employees.

EQUAL PAY

Equal Pay Statement 2017-2021

143. East Renfrewshire Council supports the principle of equal opportunities in employment and believes that male and female employees should receive equal pay for work of equal value.

144. We understand that equal pay between men and women is a legal right under both domestic and European Law and that the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 concerning equal pay covers race and disability in addition to gender.

145. The Council recognises that in order to achieve equal pay it must have a pay, grading and benefits structure that is transparent, flexible, based on objective criteria and free from bias. It is in the Council's interest to ensure that it has a fair and just pay system.

146. The Council understands that to deliver equal pay for its employees it is also necessary to consider all of the causes of the gender pay gap and that these go beyond discrimination within pay systems. We recognise that our training and employment practices can impact on men, women, disabled employees and those employees from an ethnic background, in different ways. We are committed to tackling these types of segregation both horizontally and vertically in occupations across the Council and providing an environment that promotes equality of opportunity by removing incidents of stereotyping about skill and capabilities, by changing the culture associated with different jobs, removing barriers to accessing training courses and apprenticeships and promoting a healthy work-life balance.

147. Our objectives to achieve equal pay and address the pay gap in employment for these groups include:

- Ensuring that those individuals doing work of equal value receive the same level of pay, unless an objective reason exists for any difference
- Reducing the pay gap for both full-time and part-time employees
- Having a workforce in which women and men, employees with disabilities and those from minority ethnic groups are represented at all levels
- Having recruitment and employment practices that promote equality and are free from discrimination
- Ensuring all employees have fair and equal access to training and development opportunities

148. In order to achieve our objectives we will undertake a range of actions including: -

- Introduce arrangements for the ongoing monitoring of the pay grading and benefits structure and take remedial action where appropriate.
- Provide training and guidance for those involved in determining pay
- Inform employees of how these practices work and how their own pay is determined.
- Identify where there is occupational segregation and take positive action to reduce it

- Monitor the uptake of training and development opportunities and improve access to training programmes
- Examine any barriers that may impact, (on the grounds of gender, race and disability), employees advancing to more senior level posts and take positive action to remove them
- Consult with Trade Unions and review the current mechanisms for consulting with all employees

149. The Council will report annually on its progress and review its Equal Pay Policy Statement every four years. The next review of the policy statement is due in 2021. The pay gap information will be published every two years.

150. The Deputy Chief Executive is responsible for implementing, monitoring and reviewing the operation of the Policy across the Council and ensuring that due consideration is given to the resources required to achieve equal pay.

Pay Gap information

151. Under the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012, the Council, as a listed authority, must publish information on the percentage difference among its employees between men's average hourly pay (excluding overtime) and women's average hourly pay (excluding overtime). From 2017, the pay gap information was extended to include the equal pay gap between the following:

- persons who fall into a minority racial group and persons who do not
- people who are disabled and those who are not

152. In these situations, as we have a significant number of employees in the workforce where this information about them is not known, these are not included in the calculation. This will have resulted in a higher figure that may be reflected in practice. As discussed below under monitoring, attempts will be made to reduce this figure to produce pay gap information which is more reflective of the actual situation in the workforce.

153. Normally the causes of the pay gap are:

- Occupational Segregation
- A lack of flexible working opportunities
- Discrimination in pay and grading structures

Gender pay gap

154. The gender pay gap has been calculated by totalling total pay for males and females and dividing by the total contracted hours. This gives a basic pay gap of 8.60% in 2016/17 and 7.77% in 2017/18 in favour of male employees. These figures show the trend for the gap to narrow is continuing. It was 8.8% in 2014/15 and 8.5% in 2015/16.

155.   Research suggests that women with children face difficulties in terms of finding work that is appropriate for their skills and career as well as flexible and convenient in terms of

their childcare and other caring responsibilities. A lack of options forces many women into part-time, low-paid work however there are options available for our workforce. The Council has adopted a flexible working policy that until recently extended further than the legislative minimum by allowing any employee to apply for a range of flexible working options. Legislation has now caught up with this progressive approach. There are some 1500 different working patterns in use across the Council, which suggests that the Council is actively supporting those employees who wish to work flexibly.

156. In addition, all employees participate in the appropriate performance/development scheme which allows the opportunity to discuss their development in terms of their post and how their skills and experience can be enhanced.

Disability pay gap

157. The disability pay gap is calculated in a similar manner but in respect of those employees who identified themselves as having a disability. This gives a basic pay gap of 18.73% in 2016/17 and 18.60% in 2017/18. This again continues the trend for the gap to close as it was 19.6% in both 2014/15 and 2015/16.

Race pay gap

158. The race pay gap in 2016/17 and 2017/18 was 11.1%. As the pay gap had been widening from 14.5% in 2014/15 to 15.25% in 2015/16, the trend is now a narrowing of the gap.

Occupational Segregation

159. The Scottish Government defines occupational segregation as the concentration of men and women:

- in different kinds of jobs (**horizontal** segregation) or
- in different grades (**vertical** segregation)

160. Occupational segregation is considered to be one of the barriers which prevent women and men from fulfilling their potential and consequently contributes to any pay gap. Women tend to be concentrated in the lower paid jobs (e.g. clerical, catering, cleaning and caring roles) and the lower grades within an organisation.

161. Our aim is to have a workforce that more accurately reflects East Renfrewshire and the diverse groups that live within it. We also need to ensure that the pool of talent and skills available to us is not inhibited by stereotypical perceptions of what jobs women and men can do and that everyone's skills are being utilised to their maximum potential.

162. We monitor occupational segregation for female employees in the top pay percentile

	2016/17	2017/18
% of Council employees in the top 2% that are women:	52.4%	49.1%
% of Council employees in the top 5% that are women	52.3%	53.5%

These figures remain just above an average of 50%. While this is not reflective of the workforce as a whole where the ratio of female to male employees is 3:1, it is a good foundation to work from.

163. As part of the Councils ongoing work on equal pay we also look at occupational segregation across the workforce and the tables 1 to 6 below provide a breakdown of the key occupational areas and overall analysis by grading. The figures are generally similar for the last 2 years, although the percentage of women in our workforce has increased. There has been a very slight increase in minority ethnic and disabled employees.

Table 1 - All Employees (excluding teaching staff) March 2017

Group	Male (%)	Female (%)	White (%)	Minority Ethnic employees (%)	Non-disabled (including non-disclosed) (%)	Declared Disabled Employees (%)
Cleaner	21.5	78.5	96.7	3.3	99.6	0.4
Catering	0.9	99.1	95.7	4.3	98.3	1.7
Janitorial	52.4	47.6	98.4	1.6	96.8	3.2
Refuse	100	0	100	0	98.3	1.7
Ground staff	96.2	3.8	100	0	100	0
Homecare	3.3	96.7	98.6	1.4	99.5	0.5
Roads	100	0	100	0	100	0
Pupil Support Assistant	4.7	95.3	96.4	3.6	97.5	2.5

Table 2 - All Employees (excluding teaching staff) March 2018

Group	Male (%)	Female (%)	White (%)	Minority Ethnic employees (%)	Non-disabled (including non-disclosed) (%)	Declared Disabled Employees (%)
Cleaner	18.6	81.4	96	4	98.8	1.2
Catering	1	99	96.8	3.2	97.7	2.3
Janitorial	50.7	49.3	98.5	1.5	97	3
Refuse	100	0	100	0	99	1
Ground staff	96.7	3.3	100	0	100	0
Homecare	2.9	97.1	99.5	0.5	99.5	0.5
Roads	100	0	100	0	100	0
Pupil Support Assistant	5	959	95.3	4.7	97.6	2.4

Table 3 - All Employees (excluding teachers) March 17

Grade	Male (%)	Female (%)	White (%)	Minority Ethnic employees (%)	Non-disabled (including non-disclosed) (%)	Declared Disabled Employees (%)
1	25.8	74.2	95.6	4.4	99.2	0.8
2	20.3	79.7	95.2	4.8	97.4	2.6
3	4.8	95.2	98.4	1.6	97	3
4	19.6	80.4	97.2	2.8	98.2	1.8
5	69.5	30.5	97.9	2.1	97.2	2.8
6	36.9	63.1	99.4	0.6	98.7	1.3
7	24.7	75.3	96.6	3.4	98	2.0
8	30	70	99.1	0.9	100	0
9	34.1	65.95	97.7	2.2	96.3	3.7
10	22	78	99.2	0.8	100	0
11	39	61	100	0	89.3	10.7
12	45.2	54.8	98.4	1.6	98.4	1.6
13	52.3	47.7	100	0	100	0
14	11.8	88.2	94.1	5.9	100	0
15	55	45	90	10	100	0
16	64.3	35.7	100	0	100	0
17	66.7	33.3	100	0	100	0
18	0	0				
19	33.3	66.7	100	0	100	0
Heads of Service	53.8	46.2	100	0	100	0
Directors	25	75	100	0	100	0
Chief Exec	0	100	100	0	100	0
Total	**28.2**	**71.8**	**98**	**2**	**98.3**	**1.7**

Table 4 - All Employees (excluding teachers) March 18

Grade	Male	Female	White	Minority Ethnic employees	Non-disabled (including non-disclosed)	Declared Disabled Employees
1	21	79	95.8	4.2	99.2	0.8
2	20.7	79.3	95.2	4.8	97.4	2.6
3	5.3	94.7	98.4	1.6	97	3
4	19.9	80.1	97.8	2.8	98.2	1.8
5	40.9	59.1	98.7	1.3	98.3	1.7
6	34.1	65.9	99.4	0.6	98.7	1.3
7	23.9	76.14	96.6	3.4	98	2
8	24.8	75.21	99.1	0.9	100	0
9	38.2	61.8	97.8	2.2	96.3	3.7
10	37	63	98.1	1.9	100	0
11	37.5	62.52	100	0	99.3	0.7
12	36.7	73.3	98.4	1.6	98.4	1.6
13	46	54	100	0	100	0
14	17.6	82.5	100	0	100	0
15	61.9	38.1	89.5	10.5	100	0
16	53.8	46.2	100	0	100	0
17	75	25	100	0	100	0
18	25	75	100	0	100	0
19	100	0	100	0	100	0
20	0	100				
Head of Service	53.8	46.2	100	0	100	0
Director	25	75	100	0	100	0
Chief Executive	0	100	100	0	100	0
Total	**26**	**74**	**97.3**	**2.4**	**98.3**	**1.7**

Table 5 - Break down of teachers March 2017

Grade	Male (%)	Female (%)	White (%)	Minority Ethnic employees (%)	Non-disabled (including non-disclosed) (%)	Declared Disabled Employees (%)
Music Instructors	45	55	100	0	100	0
Primary Teachers	7.5	92.5	99	1	99.5	0.5
Secondary Teachers	29.8	70.2	98.6	1.4	98.8	1.2
Psychologic al services	30	70	100	0	100	0
Head Teachers	24.2	75.75	100	0	100	0
Total	**21.3**	**78.7**	**98.3**	**1.7**	**99.2**	**0.8**

Table 6 - Break down of teachers March 2018

Grade	Male (%)	Female (%)	White (%)	Minority Ethnic employees (%)	Non-disabled (including non-disclosed) (%)	Declared Disabled Employees (%)
Music Instructors	50	50	100	0	100	0
Primary Teachers	7.9	92.1	99.1	0.9	99.3	0.7
Secondary Teachers	30	70	98.4	1.6	98.7	1.3
Psychological services	26.7	73.3	100	0	100	0
Head Teachers	23.5	76.5	100	0	100	0
Total	**21**	**79**	**97.87**	**2.2**	**99.2**	**0.8**

Appendix 1a: Progress Update on Equality and Human Rights Outcomes – 2017-21

Outcome 1: *Community representatives have a better understanding of and can affirm the equality and human rights of the groups they represent and our employees and elected members are better informed and have the confidence to make equality and human rights central to the way we work and relate to each other*

Intermediate Outcomes

Intermediate Outcome 1a: There is increased understanding of equality and human rights and confidence to participate in decision-making and implementation among our community representatives

Our Young Persons Service (YPS) and the Communities Team have made some contributions towards this outcome, including supporting the Youth Forum in East Renfrewshire to gauge the views of young people on a variety of issues relevant to them; supporting young people to engage in the Scottish Youth Parliament (SYP) election process for March 2019; supporting 3 Members of the Scottish Youth Parliament (MSYP) and the Federation of Student Islamic Societies (FOSIS) MSYP to represent the needs and interest of young people across the authority; supported young people to engage in the locality planning process in Neilston; and supporting young people to actively engage in the development of the CLD strategy.

The HSCP has been supporting the 'Your Voice' group, which draws its membership from a diverse range of groups including mental health, disability, carers, faith groups and older people. Representatives from the group are also members of key decision making structures such as the East Renfrewshire Integrated Joint Board and the Clinical and Care Governance Committee. The group's aim is to ensure local people are informed about health and social care issues through regular bulletins and events.

There are an increasing number of schools and centres with Rights-Respecting School status, with 30 schools and centres currently holding this status, including 8 at Gold level.

Training and awareness raising sessions, including "Life in the UK" sessions, have been prepared and delivered by our Support Officers to around 50 Syrian refugees coming to East Renfrewshire, to enable them to settle into life in the UK and actively participate in the decisions which affect them.

Housing Services undertake regular "chips and chat" forums with residents and those supported by outreach services provided by our Young Persons' Supported Accommodation Team. This allows for consultation on the quality and relevances of the service we provide them to help shape ongoing improvement and develop the supports that young people require to work towards a sustainable tenancy.

Between January and February 2019, Eastwood Park Gallery supported Holocaust Memorial Day through an exhibition of artwork by Hannah Rose Thomas and Yazidi women from Northern Iraq who had escaped ISIS captivity. The project used art as a powerful tool for advocacy; bringing their stories into places of influence in the West.

The Fantastic Friends Friday Group (ASN) has an operational young persons' committee which makes decisions based on consultations with its members.

Intermediate Outcome 1b: There is increased understanding, among our employees and elected members, of equality and human rights and confidence to plan and deliver services to different groups

Two one-day sessions, facilitated by Ms Ali Jarvis, were delivered in 2018 to a mixed audience consisting of Heads of service, Senior Managers and Policy officers from the Council and partners such as the HSCP and the ERCLT. Each session was introduced by Councillor Paul O'Kane Deputy Leader and Convener for Education and Equalities. The key observations from the two sessions, which are currently being progressed, include the need for:

- A higher profile for equality and human rights within the Council;
- Clearer leadership on equality and human rights and a positive narrative on what this means to the Council;
- Wider ownership of responsibility for delivering equality and human rights outcomes throughout the council;
- Mainstreaming equality and human rights within the core functions and activities of the Council; and
- Improved systems for analysing needs and identifying opportunities for meeting those needs from equality and human rights perspectives.

East Renfrewshire Culture and Leisure Trust (ERCLT) has pursued actions towards this outcome, including delivering "Dementia Friendly" training to all Library staff during 2018/19; and Autism Friendly training to approximately 75% Theatre Stewards delivered by HSCP staff in 2 sessions during December 2017 & August 2018.

Our schools' Equalities Coordinators have been briefed on issues relating to Universal Credit.

The communities' team has delivered training on effectively engaging with communities to staff within ERC. This training supports employees to have the tools and knowledge on how to engage people in their communities.

Intermediate Outcome 1c: Our ability to put equality and human rights into practice has increased

The Council's Strategic Plans reflect an increasing willingness and ability of the Council and its partners to respect, protect and fulfil human rights and empower local people to live free from discrimination. As a result, the Council continues to achieve excellent performance results across many areas including educational attainment, primary school exclusion rates, responding to anti-social behaviour and noise complaints, and supporting local businesses through economic development activities.

The Council is performing well across the majority of the Outcome Delivery Plan (ODP) indicators. In the first half of 2018-19, of the updated ODP indicators with targets set, the Council's performance is meeting target for 70% of the 23 indicators.

In the remaining areas where there is further scope for improvement, such as secondary exclusion rates and community payback orders being completed within court timescales, there is a clear understanding of reasons for performance levels and departments are closely monitoring progress and taking action.

The number of awards achieved by young people participating in school and community-based targeted programmes reached an all-time high with 2,010 awards achieved in the 2017-18 academic year and has seen a steady year on year increase.

In the social health care Talking Points survey, that asks if people's needs are being met, 88% of respondents felt they were living where or as they wanted to live.

The HSCP has achieved UNICEF Baby Friendly Gold status within its venues having gone through a rigorous assessment process. All East Renfrewshire nurseries have achieved breastfeeding friendly awards and East Renfrewshire Council venues have achieved breastfeeding welcome status. A baby café has been established in Barrhead and a breastfeeding support group runs in Eastwood. East Renfrewshire Council and HSCP have developed a policy statement strongly supporting breastfeeding in East Renfrewshire.

Intermediate Outcome 1d: Our accountability on equality and human rights-based monitoring and reporting has increased

We have built human rights considerations into our online equality impact assessment toolkit, thereby laying the foundation for increasing our ability to report on the likely and actual impact, on equality and human rights, of our proposed and actual actions in the future.

Housing Services have identified a number of areas for improvement in performance monitoring information gaps, through a number of Equality impact Assessments undertaken since 2017. These include impact assessments for our Local Housing Strategy; Arrears; Allocations Policies; and Rapid Rehousing Plan.

Work is being undertaken to improve the voluntary provision of information that allows us to quantify demand from protected groups for our services, but within the provisions of GDPR.

Through our consultation processes we have included a broad range of groups including young people, older people, those with physical disabilities and households via the refugee resettlement programme, to ensure their views are represented in service development.

The level of categorised complaints received by the Council shows a downward trend over the most recent three quarters of 2018/19 (Figure 1). From an equalities perspective, the percentage of complaints categorised as 'bias or discrimination' are relatively low, accounting for between 0.2% and 3% of complaints received over the period. There has, however, been an increase in the share of these in the last 2 quarters (Figure 2). The Policy and Improvement Unit will continue to monitor this trend in the longer term and any issues will be investigated in more detail as the need arises.

As a result of complaints received over the period from 2016/17 a number of improvement actions have been put in place:
• In 2017/18 customer online services were increased in both Customer Services and the Environment Department offering improved access to services for local residents who find it more difficult to attend local offices in person.
• Also in 2017/18, Council staff met with representatives of local faith communities to review the standby service for out-of-hours death registrations in keeping with their specific needs.
• In early 2018/19 Customer Services implemented an improved system for the automatic renewal of Blue Badges for local disabled drivers or passengers.

Complaints data by category - 2016/17 to 2018/19

Table 1

	2016-17				2017-18				2018-19			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Bias or discrimination	3	2	1	5	9	6	5	7	5	6	8	n/a
All	410	362	453	386	382	358	326	424	377	307	263	n/a
% of all	0.7	0.6	0.2	1.3	2.4	1.7	1.5	1.7	1.3	2.0	3.0	n/a

Figure 1

All complaints categorised 2016-17 to 2018-19

Figure 2

% complaints categorsied as 'bias or discrimination' 2016-17 to 2018-19
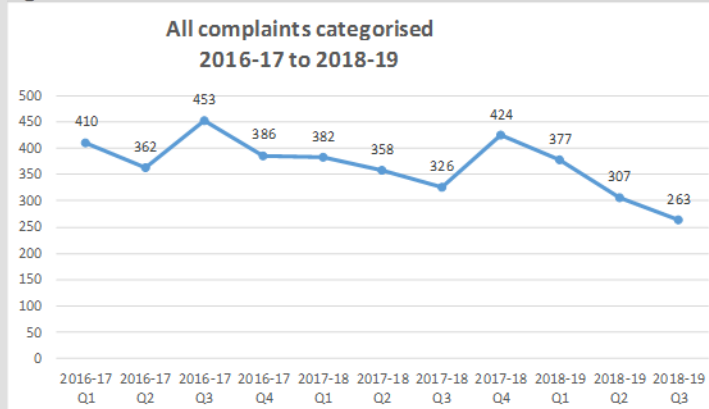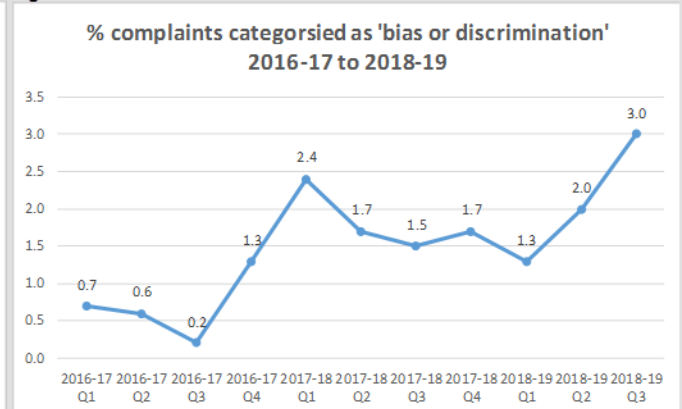
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Outcome 2: *We have increased our ability to promote, respect, and protect equality and human rights, leading to improvements in the life-chances of our people.*

Intermediate Outcomes

Intermediate Outcome 2a: We have improved the prospects for high quality employment for groups vulnerable to being left behind

Maximising attainment and improving experiences for all learners is fundamental to their future success in securing a positive destination on leaving school. We continue to have strong evidence that we are raising the bar for all groups of learners while, at the same time, closing the attainment gap between the most disadvantaged and the most affluent young people. Significant increases in pupils' achievement in Curriculum for Excellence (CfE) Assessments were noted, with the 2017-18 results the highest to date.

- 91.2% of primary pupils achieved the appropriate levels in reading, an increase of 2.0% in comparison with 2016-17.
- 89.4% of primary pupils achieved the appropriate levels in writing, an increase of 2.9% in comparison with 2016-17.
- 94% of primary pupils achieved the appropriate levels in talking and listening, an increase of 2.4% in comparison with 2016-17.
- 90.8% of primary pupils achieved the appropriate levels in mathematics, an increase of 0.5% in comparison with 2016-17.

Our standardised testing shows that the gap in reading attainment of those from minority ethnic back grounds has decreased in primary schools. In secondary schools, there has been a decrease in the gender gap in English with a negligible gap in Mathematics and there has been improved performance in English for children from minority ethnic backgrounds.

2017-18 was the first year of Scottish Government's Pupil Equity Fund (PEF), which allocates additional funding directly to schools, targeted at closing the poverty-related attainment gap. East Renfrewshire schools were allocated £1.37 million in 2017-18. Head teachers developed PEF plans detailing how resources would be used to provide targeted interventions in literacy, numeracy and health and wellbeing to close the attainment gap in their school. Interventions included:

- Additional staff to provide focused support for individuals or groups of pupils in literacy, numeracy and health and wellbeing.
- Supplementary resources to support literacy, numeracy and health and wellbeing including digital resources.
- Promoted posts with staff undertaking work linked to tracking attainment or specific interventions

- Additional staffing to further develop engagement with parents.
- Targeted breakfast clubs, study clubs and homework clubs.
- Professional development for teachers to build on and improve pedagogical approaches in the classroom.

Our Education Psychology Service continues to support children and young people with a range of additional support needs. There continues to be significantly more new male than female cases, 609 male as opposed to 238 female in 2017-18. The service offer was re-designed during session 2017-18 to provide a greater focus on equity of provision.

We have 179 children and young people in our schools and centres who are either declared or assessed as being disabled. We have 122 children and young people in our schools and centres who receive support for hearing impairment.

During session 2017-18, 90 children and young people with significant additional support needs were provided with transport to and from school by the education department. This is a useful contribution to enabling this group of young people to enjoy their right to education.

In Isobel Mair School, the needs of each learner are taken into account when planning the courses that each individual learner follows. Every effort is made to ensure that learners are formally accredited through SQA courses and awards. Attainment in the senior phase is improving, with more pupils successfully completing National 4 courses.   A flexible curriculum incorporates a clear focus on Literacy, Numeracy and Health and Wellbeing. A range of creative teaching methodologies are used across the school to build on learner interests, with the school employing the services of specialist staff, examples including an opera-singer and music therapist

A wide range of opportunities for personal achievement and pupil leadership are facilitated by school staff, working in partnership with pupils, parents and the wider community. Achievements are celebrated widely and used for responsive planning.

The development of employability skills is a key feature of the curriculum. The school has developed strong partnerships with Further Education providers and local businesses, and almost all Senior Phase learners benefit from work-based placements and Further Education learning experiences. Learners have gained qualifications through the East Renfrewshire vocational programme. All learners are very well supported into positive and sustained leaver destinations.

The Council offers a range of community and school based programmes. In addition to supporting school leavers to enter positive destinations on leaving school, Our Work EastRen service helps residents to secure and sustain employment, training or education.

Our Young Persons Service has been working in partnership with Education department to support young people into employment through Activity Agreements. (Pin It, Community Achievement Award). The number of awards achieved by young people participating in school and community based targeted programmes increased from 1,911 in 2016/17 to 2010 in 2017/18.

Having originated within Eastwood Health and Care Centre the Greenhouse community café is now fully implemented as a community interest company, one that offers supported employment for adults from our school sector and from other groups of individuals with additional support needs. These individuals are often under-represented within conventional training/learning and employment sectors. The Greenhouse café is now an SQA accredited training centre. As a result of its success the model has now been rolled out to several other sites within East Renfrewshire.

The Work EastRen team works with a number of vulnerable groups in East Renfrewshire, including our looked-after and care-experienced young people, to ensure that they are fully aware of our employability and business development services. In 2017-18, 603 people were supported by our training and employability services.

The Work EastRen team also actively engages with East Renfrewshire Disability Action (ERDA) and Diversity ER to promote our services and upcoming employment/training opportunities. Services can include access to Modern Apprenticeships, CVs, job applications, job search, accredited vocational training and in work support. Work EastRen works with a wide range of employability partners including DWP, Money Advice Team and CAB and ensure effective signposting to these services.

Midway through 2017/18, the number of unemployed and inactive participants with multiple barriers receiving employment support through our 5 stage pipeline was 288.

Intermediate Outcome 2b: We have achieved improvements in the standard of living for groups vulnerable to being left behind

The Council is committed to working with our communities to support families and build resilient communities for children to grow up. The Council wants all children in East Renfrewshire to experience a stable and secure childhood and succeed. There is evidence of improved outcomes from our parenting programmes. Our Strengths and Difficulties (SDQ) score increased from 79% in 2017 to 81% in 2018. The percentage of children 8 years and above giving positive responses to "Do you feel safe at home?" has always been 90% or above. In 2017/18 we created 214 new nursery places. Currently 78% of children are reaching their expected developmental milestones by primary1,

We have developed the Family Centred Approaches framework and associated accreditation scheme to encourage early years establishments and primary schools to reflect on their capacity to support families. By 2018 Busby Nursery Class had become the first early years establishment in East Renfrewshire to receive the gold Family Focused Accreditation. Other nurseries and schools in the area are now working towards the achievement.

Housing Services has worked with Housing Association partners to deliver a range of affordable housing for social rent, the size, type and location of which caters for a range of households. Since 2017 this has included 8 homes for rent in Newton Mearns with Link Housing Association and a further 23 homes being provided through the Council's House Build Programme in Barrhead (due to complete early 2019). These include a range of properties for single households, families and amenity housing for older people. Properties are all built to an adaptable standard to allow these to cater for changing needs of households.

As above, our strategy for Council House Building in particular has been to increase the range of affordable smaller homes available to individuals on lowest incomes or limited by welfare benefit reforms, as well as to other groups. We have identified a shortfall in 1 bedroom properties in particular in comparison to demand, and have included a commitment to increase the number of small affordable homes available to single people, including young people.

The Council continues to work together with East Renfrewshire Culture and Leisure Trust and our Health and Social Care Partnership to provide a range of local health services to our residents to improve residents' health and wellbeing.

ERCL Libraries has taken a number of actions towards this outcome including: expanding its range of services to improve residents' wellbeing and supporting those at risk of social isolation, including "Community Connections" initiative offers activities such as mindfulness and colour therapy as well as groups for adult singing, reading, art and creative writing; rolling out a Health and Social Care Alliance toolkit to enable staff to signpost residents to resources which could help them to self-manage their own health; and in support of 2019 – "The Year of Conversation", joining UWS and Renfrewshire Library colleagues in a Scottish Government-funded pilot using virtual reality to improve the lives of people who experience, or are at risk of experiencing social isolation and loneliness.

ERCL has also provided a weekly "women only" swim and sauna session at Eastwood Park Leisure for the several years now. The programme continues to be helpful in providing access to physical activity for residents for whom mixed bathing is not acceptable for cultural reasons.

ERCL Community Facilities ensure local cultural and faith groups have access to facility space to celebrate special times in their calendar, especially where this is challenging due to the changeable nature of dates – for example, Ramadan.

In the 3 years leading up to 2017/18 numbers of Early Years participants engaged with ERCL's library-based Bookbug programme have increased by 35% to 1,352.

The number of ERCL's Library "Coding Clubs" increased to 6. With 60 active participants and 9 volunteer leaders, the programme supports Scotland's Strategy for Public Libraries through delivering Science, Technology, Engineering and Mathematics (STEM) activities.

ERCL's walking and jogging programmes have been made free of charge since March 2018 to encourage all residents into these introductory activities.

ERCL's Arts & Heritage team increased access to theatre for young people with additional support needs through "relaxed" film screenings. A more conducive environment is created with sensitive lighting, freedom to move and to talk, "breakout space". A positive response led to an expansion of the concept with a sold out pantomime performance. A first time trial of a BSL interpreted pantomime performance was equally successful.

Recent refurbishments in ERCL's Clarkston Hall, featuring a new disabled lift and upgraded public spaces, have enhanced the attractiveness and accessibility of this facility.

Barrhead Foundry pool has recently been refurbished to create a more attractive and usable facility, with increased family changing facilities and improved disabled access.

ERCL Community Sports Development offers "Walking Football" at Barrhead Foundry and Mearns Primary. This programme provides an accessible physical activity for older adults and others who are otherwise unable to participate in football. Uptake is currently 22-25 participants per week, with over 35 registered on the programme.

East Renfrewshire Culture & Leisure Trust's "Live Active" and "Vitality" programmes provide a continuing care pathway for clients to maintain independence through strength and balance exercise and supervised physical activity.

Education Facilities Management and East Renfrewshire Culture & Leisure, with funding from Barrhead Housing's "DIY Dunterlie" project, are delivering two intervention programmes for adults in Dunterlie. "Active8" provides access to physical activity, while "Dine in Dunterlie" focuses on healthy diet and cooking.

ERCL Community Facilities works with a range of community groups serving residents with additional support needs, ensuring that venues are accessible and that special requirements are accommodated.

Community Sports development attendances have remained high. In 2017-18, 2 of the 6 community sports hubs (Barrhead and Neilston) were supported to achieve charitable status and local hubs now comprise 33 individual clubs with 1388 coaches and 8100 members. There were also 364 events run within Dams to Darnley, Whitelee and the Waterworks including school visits, volunteering, environmental education and health walks.

The HSCP has been delivering a range of physical activity opportunities for older people to improve health and reduce social isolation. These activities include health walks, chair based exercise and strength and balance exercise. To ensure sustainability members of the walking groups are trained as volunteer walk leaders.

Addictions, Older Peoples, Adult and Primary Care Mental Health Teams all continue to work to ensure adequate support is provided across East Renfrewshire for all residents seeking our services. For employees the Council's Employee Support Service is utilised to support staff suffering mental health problems. In addition Mental Health Awareness sessions have been rolled out for staff and the HSCP's Health Improvement Team has been developing Mental Health and Resilience training.

Learning Disability Day Services have been further developed and the Kirkton Day Service has been redeveloped to focus on Day Opportunities rather than traditional day centre-based services.

Our Citizens' Panel survey in 2018 showed that 75% of respondents were satisfied with sports and leisure facilities and 76% with health and social care services. Leisure centre attendances are once again at five-year high, exceeding the 2017 figures by a further 9% or 59,000 attendances.

Housing Services have been working closely with HSCP to monitor the referrals for adaptations coming through and ensuring provision of appropriate housing options advice tailored to individual needs, whether this is older people, families with disabled children etc. A paediatric occupational therapist has been appointed by HSCP to assist specifically in cases where children and young people are involved,

The Council continues to work together with partners to support East Renfrewshire's ageing population and we take a preventative approach to identify issues early on. In 2017, almost 20% of people living in East Renfrewshire were aged 65 or over. 62 of those who were supported through the re-ablement programme in 2017/18 had their care needs reduced and are living more independently. Across East Renfrewshire 97% of older people remain living at home.

The Communities Team continues to work in partnership with local residents to build capacity in our community to tackle social isolation for older people in East Renfrewshire. During 2017/18, older people in the community have worked hard to start new groups aimed at providing space for older people to socialise.

Our Environment Department has been working to deliver economic growth for the local area and create exceptional green spaces for all to enjoy. The department has continued to deliver a range of services to support new and existing businesses to grow and prosper. Specialist guidance and training is provided via our Business Gateway services. During 2017-18, 33 businesses received support; there were 370 new business start-ups.

2017-18 saw some major projects successfully achieved including the completion of the Faith School Joint Campus, new Auchenback Family Centre, the replacement for Barrhead High, and major improvement to Crookfur Primary School.

We spent £1.3 million of City Deal money during 2017-18. During that period the City Deal team progressed a number of large scale projects including a site start on the new build Greenlaw Business Centre in Newton Mearns; the upgrade of employability service facilities at the Barrhead Foundry; proposals for a new rail station at Barrhead South; and development work on the Aurs Road and Balgraystone Road upgrades which will improve access in the area.

Residents continue to be satisfied with East Renfrewshire as a place to live. Our Local Development Plan sets out plans for the future sustainable growth of the area and we work to deliver high quality housing for tenants and residents. Our 2018 Citizens' Panel results showed that 91% of respondents were satisfied with parks.

As a Council we are customer focused and put the customer at the heart of everything we do. We are committed to listening to the views of our residents and improving customers' experiences. Our digital agenda includes a shift to services online, supported through Live Chat, which has been very popular with our customers, including those with hearing impairments. The development of our social customer service continues, building on our social media success. Our Facebook friends increased by 58% during 2017/18 while our Twitter followers increased by 47% during the same period. Citizen's Space is the Council's online consultation hub. Since its launch in 2012, Citizens' Space has enabled 433 consultations to be published online and 46,658 responses had been received by April 2018.

The Money Advice & Rights Team (MART), in partnership with the Community continues to support vulnerable clients by advising on debts, budgeting and welfare benefits. On average, the team has been experiencing a 10% increase in demand yearly. 4000 clients were seen by the team in 2017/18, resulting in almost £6 million client financial gains.

Our Young Persons Service has contributed towards this outcome in a number of ways including; providing opportunities for young parents to engage in services to support them in parenthood and the development of their child, leading to a network of peer support for isolated young parents; supporting 3 different LGBTi youth groups across the authority with 40 + young people attending regularly; supporting young people from the LGBTi community to raise the Pride flag at Council HQ and delivering a presentation to elected members and community representatives during the 2018 Pride Week Celebrations; and delivering DofE with all schools across East Renfrewshire (We currently have 2nd highest completion rates for the DofE across the 32 local authorities); facilitatind 3 ASN groups in Bronze, Silver and Gold level awards; and training YISS team in Introduction to DofE and expedition supervisor training and delivering Bronze and Silver DofE within curriculum time in Eastwood High, targeting young people who would not normally participate in the award.

The Communities Team is supporting the development of the recently established Additional Needs Partnership. The partnership's vision is to provide opportunities for inclusion, acceptance, positive change and education. It is aiming to improve communication and access for the services delivered by member agencies. In addition to relevant Council services, member agencies include the HSCP and ERCLT. The partnership plans to focus on increasing referrals opportunities for people with Disabilities/ASN across the authority. In the wake of the Community Empowerment Act the Partnership is also working to encourage representatives to be involved in locality planning and participatory budgeting, where appropriate.

As part of early intervention, exposing young people to arts and culture the YPS has implemented partnership working with YISS team to deliver Articulate Arts Award. The team has also co-delivered 'Pin It' upcycling programme to young people participating in Activity Agreements.

The 2017/18 Citizens' Panel results showed that overall 77% of respondents were satisfied with the services that the Council provided. That was a slight decrease from the previous year but compared very well when benchmarked against other councils.

Intermediate Outcome 2c: Vulnerable groups feel safer from discrimination, harassment, victimisation, violence and other human rights abuses

To encourage good relations between different groups, we have worked with our Faith Forum and other partners to deliver our annual Diversity Day experience annually to an average of 300 pupils each year; and our annual Festival of colour to an average of 400 diverse members of the local population each year.

The Council continues to work with local communities and the Police to reduce levels of crime and anti-social behaviour and together, we are committed to supporting our most vulnerable residents. We are also committed to supporting events to promote good relations among the different groups living in East Renfrewshire.

Our Community Safety Team operates a Ring and Report line for anti-social behaviour (ASB) and responds to complaints of ASB, with an average attendance on site within 22 mins of the call being received. We also work in close partnership with Police Scotland and others as part of our Greater Results in Partnership (GRIP) approach to plan and co-ordinate our operational activities to prevent ASB recurrence and address community concerns.

The Ring and Report line has received 24 complaints of harassment in 2018. All Hate Crime-related complaints are referred to the police in the first instance.

The Council has joined forces with Police Scotland and I Am Me Scotland to become involved in the award-winning national Keep Safe Campaign. The initiative works in partnership with a network of local businesses and public services to create 'Keep Safe' places in the community for disabled, vulnerable, elderly or anyone feeling lost, confused, scared, in danger, or have been the victim of a crime. 12 premises have, so far signed up.

ERCL's Community Sports Development team provides "Safeguarding Children" training to members of our network of Community Sport Hubs. The training programme was recently updated to cover bullying, in particular where this is directed at individuals with protected characteristics. Volunteers from 9 different sports organisations have received training in 2018/19.

ERCL Libraries provides IT learning at its 4 main branches - Barrhead, Mearns, Clarkston and Giffnock. Tutor-led computer classes feature online safety as part all lessons. This covers identifying potential scams (e.g. phishing emails), visiting reputable websites, security for online transactions, and general internet safety. The majority of learners on PCs and tablets are older people.

For over 2 years ERCL has employed a Schools Sports Competition Co-ordinator tasked with developing a programme of inter-school competitions. 39 events covering 11 sports are scheduled for academic year 2018-19. For secondary pupils in 2016-17 and 2017-18 uptake has been approximately a quarter of the schools role.

To improve support to young victims of domestic abuse, YPS delivers RespectER programmes to targeted young people to increase their knowledge and understanding of healthy relationships, support agencies and how to access them.

YPS support young parents who are experiencing domestic abuse to access support for them and their children from the appropriate agencies.

YPS are represented on MARAC, Young Persons Referral Group and Child Protection Partnership.

Our 2018 Citizens' Panel results showed that 92% of respondents were satisfied with East Renfrewshire as a place to live - up 10% since the first survey in 1998.

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Outcome 3: *Our ability to contribute to national and global efforts to promoting respect for and protection of human rights has increased*

Intermediate Outcomes

Intermediate Outcome 3a: Our ability to fulfil our human rights obligations have increased

The Council's current set of three Equality and Human Rights Outcomes and their associated intermediate outcomes are based on the three pillars of Scotland's National Action Plan for Human Rights (SNAP), namely Better Culture, Better Lives and Better World.

The Council was represented in the National Participation Event which took place on 12 December 2017 to reflect on SNAP's successes and challenges, guide what comes next, and inform the final evaluation and report on SNAP's first four years

The Council welcomes the seven Recommendations from the First Minister's Advisory Group on Human Rights Leadership. In particular, we look forward to working with partners to pursue the following recommendations:

3.   Capacity-building to enable effective implementation of the Act to improve people's lives;
4. A Scottish Government National Mechanism for Monitoring, Reporting and Implementation of Human Rights; and
5. Development of human rights indicators for Scotland's National Performance Framework.

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