

EAST RENFREWSHIRE COUNCILAUDIT AND SCRUTINY COMMITTEE17 August 2017Report by ClerkNATIONAL EXTERNAL AUDIT REPORTLOCAL GOVERNMENT IN SCOTLAND
PERFORMANCE AND CHALLENGES 2017**PURPOSE OF REPORT**

1. To provide information on the Accounts Commission report *Local Government in Scotland – Performance and Challenges 2017*.

RECOMMENDATION

2. It is recommended that the Committee considers the report.

BACKGROUND

3. Copies of the Accounts Commission report *Local Government in Scotland – Performance and Challenges 2017*, published in March 2017, have already been circulated to all Audit and Scrutiny Committee Members. Pending the re-establishment by the Committee of specialisation arrangements for dealing with such reports, the Members who are leading the review of this particular report are Councillor Miller and Councillor Grant. The Head of Business Change & Revenues and the Head of Accountancy have provided comments on it. A copy of the feedback is attached (see Appendix A).

RECOMMENDATION

4. It is recommended that the Committee considers the report.

Local Government Access to Information Act 1985

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Background Papers:-

1. Accounts Commission Report: *Local Government in Scotland – Performance and Challenges 2017*

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Accounts Commission Report
Local Government in Scotland – Performance and Challenges 2017
Comments for Audit and Scrutiny Committee on 17 August 2017
Prepared by Head of Business Change & Revenue Services and Head of Accountancy
July 2017

INTRODUCTION

1. The Accounts Commission's Report *Local Government in Scotland – Performance and Challenges 2017* covers an extensive range of topics from a national perspective and provides some overarching key messages and recommendations for councils.
2. This is a particularly useful Accounts Commission report which gives a good overview of the performance issues and key challenges facing local government in Scotland. These are challenges that East Renfrewshire Council fully recognises and we are working to address. There has been good coverage across all these areas to councillors over the last year (e.g. through consideration at Cabinet and Committees and via Information and Consultation Sessions). The Audit and Scrutiny Committee itself has also considered many of these topics as part of its work programme over the last year (Appendix One).
3. This report assesses the performance of East Renfrewshire Council against each recommendation and highlights any work underway to further improve our performance.

REPORT

Recommendation 1 and 2 – Set clear priorities supported by long-term strategies and medium-term plans; and ensure budgets are clearly linked to medium and long-term financial planning

4. The report states that councils should set out clear priorities supported by long-term strategies and medium-term plans covering finances, services, performance and workforce. These integrated plans should inform all council decision-making, service redesign, savings and investment decisions. Specifically, the report states that councils must ensure that budgets are clearly linked to their medium-term financial plans and long-term financial strategies. Exhibit 14 on page 34 of the report helpfully shows the expected links between the various plans.
5. We have integrated strategic planning in place alongside a robust performance management system and therefore already have in place all of the plans suggested by Audit Scotland. We have replicated Audit Scotland's Exhibit 14 to show the links between key components of strategic planning and operational management at East Renfrewshire Council (see Appendix Two).
6. The Community Plan / Single Outcome Agreement (SOA) sets the five strategic outcomes for all the Community Planning Partners and the council: Early Years; Learning, Life and Work; Economy and Environment; Safe, Supported Communities; and Older People. This is the start of the 'golden thread' that consistently links our aims and objectives at each level within our strategic planning framework.
7. The Community Plan / SOA has been in place since 2008 with a three year review process and lighter touch annual updates. In October 2017, the SOA will be replaced with a new Local Outcome Improvement Plan (LOIP) which reflects the new Community Empowerment legislation and will focus on how partners can work together to address

issues of inequality. The Community Plan will continue to be the overarching document which sets out the overall plans of the Community Planning partnership.

8. Our [Vision for the Future](#) strategy drives everything that we do as a council and sets out our five headline strategic outcomes (from the Community Plan), the five organisational capabilities that help us carry out our work, and the five core values that are shared across the organisation and support us to realise our ambition.



9. We have always taken a long term approach to financial planning with the annual budget meeting considering **long term financial strategy** as part of the annual budget papers and presentation. This approach was further strengthened last year with the approval of a draft **Outline Financial Plan 2017-2022 (Long term Financial Strategy)** in December 2016 and the approval of a finalised plan in February 2017, available [here](#). Budgets are revised to reflect true spending levels and patterns, based on sound financial management and monitoring.

10. The preparation of the Outline Financial Plan involved assessing the future financial outlook and identifying any major issues to be taken into account in addition to known long term commitments. These were then factored into future consideration of revenue, capital and treasury management resource requirements.

11. The council also agreed a new Reserves Policy in February 2017. Reserves to address Repairs and Maintenance, Insurance claims, equalisation of future PFI/PPP costs, Spend to Save and Transformation initiatives are also held, together with the council's capital reserve which was built up over a number of years to permit capital investment to continue during the recent economic downturn

12. **Medium term financial planning** is carried out on a three-year cycle for revenue budgets. Financial planning is carried out within the context of the *Vision for the Future* strategy and in particular the five outcomes. The introduction of three-year cycles many years ago has helped plan resources and public engagement. The three-year cycle leads to an extremely intense period of work for Directors and the Budget Strategy Group but gives the benefit of relative financial stability for the council for a three-year period. Savings are identified at service level and are consulted on widely.

13. This multi-year budgeting approach has assisted the council over the last 5 years in identifying savings requirements well in advance and we have taken early action to implement difficult decisions sensitively so that long lead-in times required for the successful implementation of some savings can be allowed.

14. We are presently undertaking the next phase of medium term planning (2018-2022) as part of our normal cycle. These revenue plans (with indicative revenue budget levels proposed for each department from 2018/19 to 2020/21), have been arrived at after consideration of the information contained in the Long term financial plan (i.e. anticipated future Council Tax income, grant levels, debt repayment liabilities, service demands, legislative requirements (such as the apprenticeship levy), demographic changes, other spending pressures (e.g. pension changes)) and the priorities contained in Vision for the Future. Savings proposals will be submitted for public engagement in the near future with final approval at the February 2018 Council meeting.

15. The **Short term budget process** for revenue spend plans for the forthcoming year in detail, building on the medium term plan and updating the estimates for the forthcoming year. The so called "Rainbow book" details all service budgets and workforce numbers. It also provides an estimate at departmental level of budgets for the remainder of the medium term financial plan.

16. The council's annual Charging for Services exercise also contributes to short term financial planning in setting out the policy for income recoveries over the next 1-2 years. The plans include an element of contingency for potential unforeseen pressures (e.g. welfare reform etc.) and identify any spending plans which are for one-off purposes rather than ongoing provision. These plans are supported by ongoing treasury management arrangements, reviewed daily, to ensure that the council always has access to the required cash resources.

17. A new **Long term capital strategy** was approved by the Council in February 2017 to provide a more strategic focus to the **Long term Capital plan** which covers the next 8 years (General Fund) and the next 5 years (Housing).

18. Capital proposals are scrutinised by the Corporate Asset Management Group of senior officers to ensure alignment with Vision for the Future objectives prior to development of business cases. The remit, role and membership of this group was recently refreshed and the group now meets 4-weekly.

19. The council also uses specific reserves such as the capital reserve and the Modernisation (Spend to Save and Transformation) Fund to support medium/long term revenue and capital plans.

20. Long-term strategic planning is also undertaken for transformational change to improve services and meet the financial and demographic challenges that the council is facing. The council's Public Service Excellence (PSE) programme ran from 2009 to 2015 and delivered nearly £5 million in cumulative recurring efficiency savings, with levels of

service satisfaction generally maintained, despite significant reductions in real terms budgets and FTE. Our current change programme the Modern Ambitious Programme (MAP) was launched in 2015 to better fit with the future aims and ambition of the council. MAP is fully aligned to the council vision and the 5 key capabilities. MAP is working across the council and Health and Social Care Partnership (HSCP) and delivering change on a scale not previously seen. Each department, and the HSCP, also has its own change programme, to deliver a common vision of the council we need to be for the future. Over 70% of savings being delivered for 2017-18, totalling £3.9m, have been derived from efficiencies through change and improvement. We have also set ourselves challenging targets for efficiencies in future years to help us manage reduced budgets.

21. Our **Outcome Delivery Plan (ODP)** is the council's **Overall Business Plan**. It is the council's (and HSCP's) medium term plan to achieve our Vision for the Future and the council's contribution to the Community Plan/SOA. It is a rolling 3 year plan with an emphasis on the first year. The ODP summarises the contribution the council will make to the delivery of the five outcomes, what will be achieved and what the critical activities will be. The ODP takes a 'balanced scorecard' approach meaning that, as well as identifying direct contributions to outcomes, it identifies what will be achieved from a customer, efficiency and people perspective. It also includes a summary of the council's three-year financial plan (broken down by Department and including both revenue and capital sums). The ODP brings together the council's strategic outcomes, support strategies, financial planning and change planning into one operational document – and it is the principal way for the council to hold the Corporate Management Team to account for delivery of the overall strategy.

Recommendation 3 and 4 - Councils should have an organisation wide workforce plan with robust data to allow a thorough analysis.

22. The report also emphasised that councils must have in place an organisation-wide workforce plan to ensure that the council has the people and skills to manage change and deliver services into the future. Councils must also ensure that they have robust data in place that allows thorough analysis of the changes to the workforce at an organisation-wide and department level. This will help councils better assess the opportunities and risks in staff changes.

23. East Renfrewshire Council's workforce planning report has been established since April 2012 and on a 6 monthly basis the report is presented to CMT and published along with accompanying workforce statements, which allow departments to explore aspects of their workforce through further data analysis.

24. In April 2015 the council's Workforce Plan (2015 to 2018) transitioned towards a longer term approach based on the same format as the NHS. This continues to be developed and updated with the support of the Workforce Planning Working Group – a group of Heads of Service who lead on workforce planning matters. The priorities of the plan are reflected in the People section of the Outcome Delivery Plan 2017-20 and focus on:

- **Effective leadership and management** ensuring that managers and leaders are valued, supported and developed. Managers and leaders have a key role to play in driving service and culture change.
- **Establishing a sustainable workforce** by changing the council workforce to match new ways of delivering services and new ways of working; ensuring that people with the right skills, in the right numbers, are in the right jobs; promoting the health and well-being of the existing workforce and preparing them to meet future service needs.
- **Maintaining a capable workforce** by ensuring that all employees are appropriately trained and have access to learning and development to support the council's vision and development of the five capabilities.

25. During 2017, work is being undertaken to prepare the next workforce plan (2018 to 2021) which will align with the medium term financial plan which will be approved by the Council in February 2018. Of particular importance will be ensuring that we have robust data on the workforce implications over the next three years of implementing our strategy Vision for the Future, legislative requirements regarding early years and the achievement of savings. Much of this information is already available and the next few months will be spent developing action plans to address any issues.

26. Each department has provided a vision and overall plan of what their future workforce should look like, the approach being taken, the areas of concern and how these are being tackled. Departments look at the demand drivers for service change, reviewing population profile, projections and trends, from this future provision is determined and the required workforce can be defined. We have made use of multi-year budget planning aligned with workforce planning and continue to develop our approach over the longer term.

27. It is recognised that the approach to strategic workforce planning needs to continue to develop to encourage even more joined-up planning across service areas and departments and deliver longer term workforce planning.

Recommendation 5 - Evaluating all options for change and service redesign

28. The report recommends that councils thoroughly evaluate all options for change and service redesign, including options for investing to save, and monitor the impact of change on council priorities and desired outcomes.

29. Vision for the Future is based on the 5 capabilities that the council must utilise to change and improve. Every service design must look at the opportunities that the 5 capabilities provide to both improve services and lower costs.

30. Modern Ambitious Programme (MAP) is our blueprint for transforming services and is making significant and rapid progress in driving forward new ways of working, ensuring service improvement and generating efficiencies. Much of MAP is about redesigning services end to end from a customer perspective by putting in place technologies to make those journeys more streamlined and efficient; and ensuring that employees and customers have the skills, motivation and trust required to use them.

31. MAP is predominantly focused on 3 of the 5 capabilities, specifically Digital, Modernising and Data:

- Digital – MAP is placing greater emphasis on digital services, digital workforce and digital communities and introducing an ‘end to end’ approach for services with the customer needs at the heart of the process utilising new and existing technologies.
- Modernisation – We aim to modernise the way we work by streamlining and improving our business practices. This means, for example, more flexible workspaces (and agile working) encouraging collaboration between staff, modernised management practices, and stronger collaboration with partner organisations.
- Data – We are working to ensure that data collection is effective and the information systems we use are efficient and fully meet the needs of services.

32. An example of service redesign that has helped us to improve the service we provide while making savings is Care at Home. Our new re-ablement service has helped hundreds of residents regain their independence after being discharged from hospital, allowing them to recover in familiar surroundings and freeing up our residential and NHS partner services.

33. Using the “modernising how we work” capability, we encourage staff to think about the best way of delivery the service for the customer which protects the outcome for the community in the most efficient way.

- Our CHCP, set up in 2007 was the model on which the new HSCP’s across Scotland were based.
- In 2015, we have formed a Culture and Leisure Trust, building on the experience of other councils who formed a Leisure Trust but widening out the concept to include libraries and halls.
- We have a number of successful shared services with other councils such as for civil contingencies and Clyde Valley waste project.
- We are actively involved in the Glasgow region city deal project bringing £44m investment to East Renfrewshire, and we were the first to complete a city deal project.
- We have a significant number of PPP and PFI projects and piloted along with Midlothian Council the first joint procurement schools project with Scottish Futures Trust. We are also active participants in the hub West.
- Many of our services such as roads and homecare operate a “mixed economy” where we frequently assess the best mix between internal and external provision.
- Our HSCP is working with communities as partners in shaping the care and support available. Examples of how we are taking this forward include the Community Led Support programme and redesign of day services, where we are gathering great stories of how people’s lives are improving. Third sector organisations and community are undertaking work previously delivered by HSCP staff.

34. Where additional resources are needed to enable change, departments can access the council’s Modernisation Fund, a reserve set up specifically for this purpose or our “Spend to Save” fund. We are also piloting, in partnership with the Scottish Futures Trust, an energy efficiency project in which investment in council buildings will be made which will achieve guaranteed energy savings.

35. The council has made a firm commitment to option appraisal, based on an understanding of the Audit Scotland guidance *Option Appraisal – Are You Getting it Right?* The Corporate Management Team have considered this issue regularly in recent years and made changes to tighten our procedures. We recently updated our internal guidance on option appraisal which ensures that risks and benefits of proposed changes are considered and we also provide training on this to develop skills and knowledge in the area. Option appraisal training is included as part of the council’s project management arrangements and there is an annual corporate training course on option appraisal which was attended by 21 officers in 2015 and 17 in 2016.

36. All significant projects reported to elected members should include an option appraisal section and this should be proportionate to the value and risk of the project/service redesign. Option appraisal is also required as part of Capital bids, Modernisation Fund bids and savings proposals where relevant to the budget process.

37. We ensure that there are robust appraisals of new investments – Capital Project Appraisal (CPA) templates require an option appraisal and links to corporate objectives. The Corporate Asset Management Group role has been revised to increase monitoring and scrutiny of capital projects.

38. At East Renfrewshire Council self-evaluation is integral to our multi-faceted approach to improving services and delivering high quality outcomes. Services within Environment Department, Corporate and Community Service, Chief Executive’s Office, Facilities Management within Education and the HSCP are all carrying out How Good Is Our Service?

(HGIOS?) self-evaluations. These now take place at Service, Department and CMT level annually. This is now a well-established process and the maturity of the self-evaluations, evaluative language and staff ability to make a judgement based on evidence has developed since 2015.

Recommendations 6 - Supporting communities to participate in decision making

39. The report recommends that councils support communities to develop their ability to fully participate in setting council priorities and making decisions about service redesign and use of resources.

40. There is a strong commitment in East Renfrewshire to ensure the views of service users are heard, and influence the planning and delivery of services. The council and CPP have a Community Engagement Framework in place, supported by training for staff in meaningful engagement. The Community Planning team also work closely with local community groups to help them represent their community and make a positive contribution to engagement.

41. We have developed an online consultation space (Citizens' Space - getinvolved.eastrenfrewshire.gov.uk/) to make it easier for local people to have their say on the decisions that affect them. This dedicated site is an opportunity for members of the community to have their say on issues affecting their local area and how service delivery can be improved. Since 2012, East Renfrewshire Council has used Citizens' Space to undertake online consultations. Currently there are 200 users spread across the council and there have been 15,731 responses to 172 online consultations.

42. Established programmes delivered through our Early Years Collaborative and the Integrated Care Fund have been particularly successful in linking customer and community input to service improvement. Our approach to Self-directed Support (SDS) has been one of coproduction based on a meaningful conversation, between workers and people requesting support focusing on personal outcomes (what matters to people). In developing the East Renfrewshire approach we have developed a partnership with SDS Forum ER who have attracted additional external funding for public information, community led approaches, and shared learning and development.

43. We are working to implement the legislative requirements of the Community Empowerment (Scotland) Act 2015. The legislation supports a range of mechanisms which will allow community members greater access to decision making on service delivery and design. We are currently developing our Local Outcome Improvement Plan (LOIP) – *Fairer East Ren* – in full consultation with local residents. Staff are currently in the middle of intensive community engagement in support of Locality Plans for Auchenback, and Arthurlie, Dunterlie and Dovecothall. When key priorities are established the Locality Plans will be overseen by Leadership Groups made up of local residents alongside Community Planning Partners.

44. The Community Empowerment Act also allows community bodies to make 'participation requests' to hold discussions about the design and delivery of council services. East Renfrewshire Council's *Framework for Participation Requests*, approved by Cabinet in April 2017, sets out the process for community groups to enter into discussions with ERC about how services are designed and delivered.

45. The Act aims to promote public participation in local decision-making using a variety of methods and tools. In response to this national agenda, East Renfrewshire Council has

recently approved proposals to pilot a participatory budgeting scheme to allow communities a voice in the allocation of additional funding for roads and footpath repair.

Recommendation 7 - Supporting elected members in their roles

46. The report states that councils should ensure that councillors get the appropriate support to develop the right skills and knowledge to fulfil their evolving and increasingly complex roles.

47. In East Renfrewshire elected members are given the opportunity to review and establish a personal training and development plan on an annual basis, supported by Members' Services. There is also the opportunity for one to one coaching, if required. Elected members have the opportunity to develop skills and knowledge through: an established internal programme of learning events; ad hoc events throughout the year; and external training events (e.g. those facilitated by the Improvement Service). They are also encouraged to attend courses on the council's annual Corporate Training Calendar (for example, councillors have attended Options Appraisal training) and have access to an extensive range of topic-based courses on the council's E-Learning System.

48. Following every local election a comprehensive induction programme is put in place for councillors. This includes 5 mandatory workshops which take place within the first few months:

1. Leadership and Decision Making
2. Standards in Public Life and the Councillors Role
3. Budgets, Finance and Funding
4. Introduction to Council Departments and Partner Organisations
5. Vision for the Future and Modern Ambitious Programme (MAP)

49. In addition to the above workshops, a programme of learning events is scheduled which includes: Licensing; Local Review Boards and Planning Applications; Engaging Effectively with Communities; Conflict Resolution Skills; Facilitation and Meetings skills; Presentation Skills; and Time Management. These events are typically scheduled over a period of 1-2 years with training focused on the first years of each council term. Members Services also actively promote attendance at learning events organised by the Improvement Service.

50. Members' Services collate information from departments on all training and development activity that has been undertaken by elected members. This process helps the council identify key areas of interest and ongoing training needs for elected members. Monitoring data for 2016/17 shows that there has been a positive level of attendance at development activities from a variety of sources.

51. Accountancy Services issue an annual survey to all councillors, to assess the suitability of existing financial reports and seek any suggested changes. The survey also asks whether councillors would like any further financial training. In the most recent survey (March 2017) over 71% of respondents felt that they received the right amount of financial information to allow them to perform their duties and there was no dissatisfaction with any of the financial reports. In addition to this, periodic refresher training is offered to all councillors on capital and treasury management to ensure they can perform their scrutiny role effectively and almost all respondents expressed an interest in this. A training session will now be arranged later this year. External Auditors also delivered a presentation to Audit & Scrutiny Committee members in August 2016 on scrutiny of the annual accounts.

52. Developing elected members' skills and expertise and ensuring effective scrutiny are areas that we seek to continuously improve in. East Renfrewshire Council is committed to building on our existing training and guidance for elected members, and developing increasingly effective models for consultation and cross-party engagement.

53. East Renfrewshire Council has in place well established sound governance arrangements demonstrated by an effective Cabinet system, introduced in 2001, with key check and balances provided by a robust Audit and Scrutiny Committee (ASC). Scrutiny takes place as part of clear and balanced performance framework within a strong performance culture. Our corporate governance arrangements, holding us to account for our use of resources, partnership working and community leadership, are reviewed annually with oversight from ASC. Elected Members have access to the right information and advice, enabling them to make transparent, evidence-based decisions and confidently fulfil their democratic and leadership roles.

54. In 2016/17 the Audit and Scrutiny Committee undertook a self-evaluation exercise, reflecting on its work and performance over the preceding 5 years. The process resulted in a number of recommendations to support continuous improvement and ensure the committee continues to perform a valuable scrutiny function within the council.

Recommendations 8 - Public reporting of performance, benchmarking and understanding variation

55. The reports highlights that councils should undertake clear public performance reporting linked to council priorities to help communities recognise improvements and understand reduced performance in lower priority areas. Councils should continue to prioritise benchmarking to share good practice, and work to understand reasons for variation in unit costs and performance.

56. We have a well-established performance management framework in place. Our framework is based on 6 monthly reporting to Council on council-wide performance against our Single Outcome Agreement and our Outcome Delivery Plan. We report a range of interim reports on service specific information and financial information to Councillors and the public (e.g. Annual Report and Accounts).

57. We recognise that the detailed reports that councillors require for scrutiny of the performance of the council may not be the best format for public reporting. Therefore we report regularly to the public and in many ways, with varied levels of detail for different audiences, such as our annual public performance report and performance data on our website eastrenfrewshire.gov.uk/performance. This information ranges from detailed data reports to high level information where performance can be understood at a glance.

58. In 2015, Audit Scotland identified that East Renfrewshire Council was demonstrating best practice in public reporting. Since then significant work has been undertaken to review the presentation and content of performance information on our website in line with Improvement Service guidance, which includes the promotion of benchmarking information. Our approach reflects recent advances in technology with the inclusion of customer friendly animations to bring performance information to life. For 2015/16 we undertook a 12 week social media campaign using performance infographics; this approach is being further enhanced for our 2016/17 public performance reporting. A new social media management system, will give detailed analysis of the campaign reach and impact to inform future developments.

Recommendation 9 - Work to understand the reasons for variation in unit costs and performance

59. One of our five capabilities is 'Data, Evidence and Benchmarking'. We report on our comparative performance through our strategic performance reports and our annual Local Government Benchmarking Framework (LGBF) report. The most recent was considered by Cabinet in March 2017.

60. Our analysis of the Council's performance using the LGBF is extremely thorough. We firstly identify where strategically we would want to be positioned and then measure our performance against this position. For example, our strategy is to have the highest possible recycling rates in Scotland and to be efficient in doing so. High recycling rates require investment to segregate waste and therefore we do not plan to have the lowest costs in Scotland but would expect to be around average.

61. We are also taking part in 'Family Group' work where similar councils get together to compare performance and share best practice. Over the past year the council has had representation at family group meetings looking at performance and cost variance across a range of topics including: Council Tax collection, equalities, HR, street cleaning, waste management, looked after children, economic development and support services.

62. In a similar way, our Environment Department uses APSE benchmarking data to compare local performance with performance at other councils and against the national average. Staff attend benchmarking events and can learn from practice elsewhere through the national APSE network.

63. The *Performance and Challenges* report highlights a range of key benchmarking indicators where there is a significant variation across Scotland. A graph summarising East Renfrewshire performance against the LGBF indicators referenced in the report is given at Appendix Three. As well as the value of the indicator, the position in the overall ranking is also given. All indicators are in the top 5 in Scotland (including educational attainment, recycling and council tax) with the exception of the indicator for intensive care for those over 65. The HSCP is currently investigating the validity of the data that underpins this indicator.

CONCLUSION

64. We have provided a summary on how we are placed against the national picture as presented in the *Local Government in Scotland – Performance and Challenges 2017* and against Audit Scotland's key recommendations. East Renfrewshire Council fully recognises the challenges outlined in the report. We are not complacent and are working to address these pertinent issues through the approaches and activities highlighted in this report. We believe that the above provides strong evidence and gives assurance that East Renfrewshire Council is well positioned across the wide range of issues highlighted.

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Appendix One - Examples of Relevant Thematic Reports to ASC in 2016/17

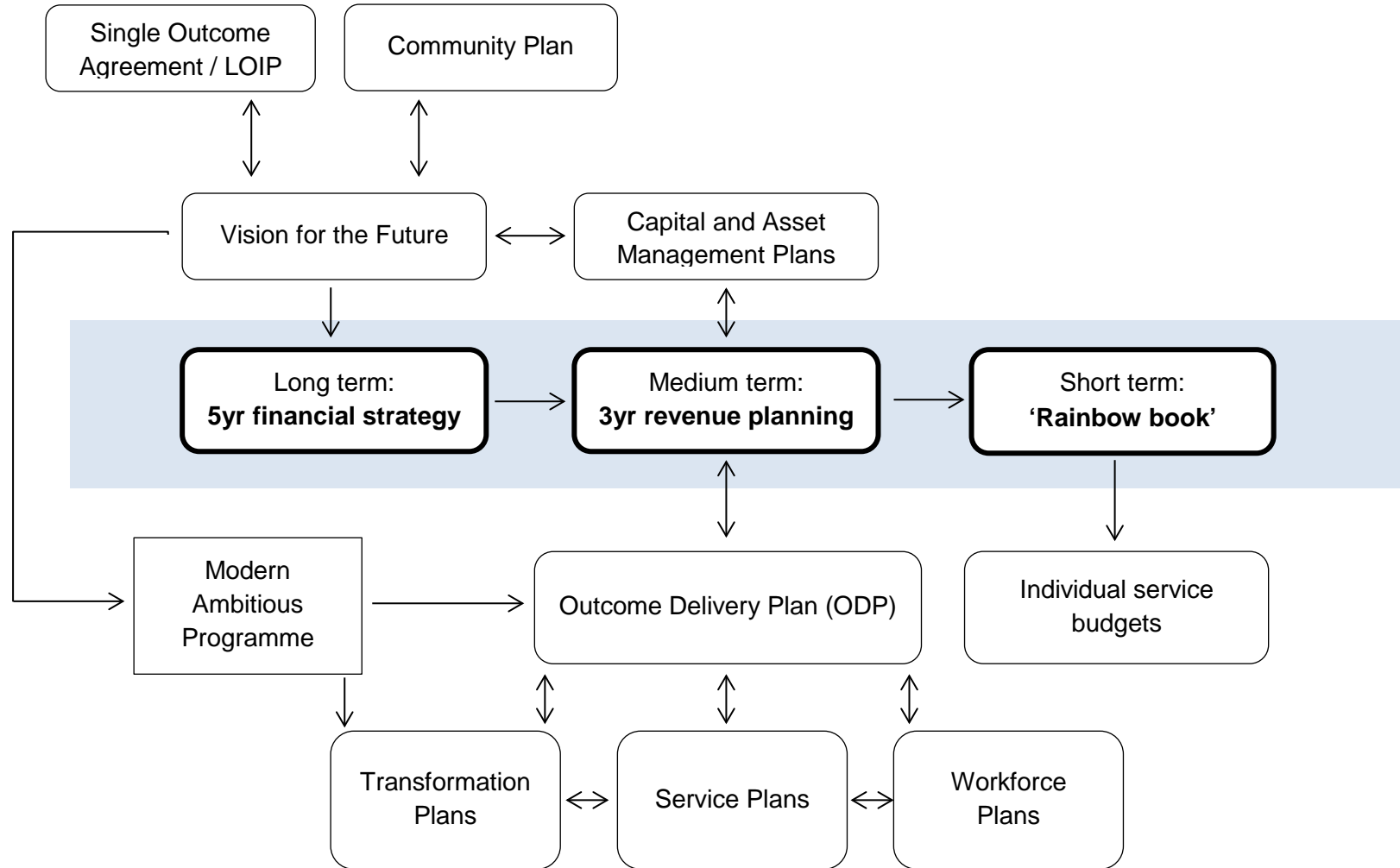
- Code of Corporate Governance, Audit and Scrutiny Committee, 21 April 2016
- Community Planning Update, Audit and Scrutiny Committee, 21 April 2016
- Overview of Local Government in Scotland, Audit and Scrutiny Committee, 21 April 2016
- Procurement in Councils – Impact Report, Audit and Scrutiny Committee, 21 April 2016
- Health and Social Care Integration, Audit and Scrutiny Committee, 21 April 2016
- Major Capital Investment in Councils - Follow Up Report, Audit and Scrutiny Committee, 21 April 2016
- Managing Absence, Audit and Scrutiny Committee, 18 August 2016
- Risk Management Progress, Audit and Scrutiny Committee, 18 August 2016
- Changing Models of Health and Social Care, Audit and Scrutiny Committee, 18 August 2016
- Review of Internal Audit Charter, Audit and Scrutiny Committee, 18 August 2016
- Key Controls Report 2015/16, Audit and Scrutiny Committee, 29 September 2016
- National Fraud Initiative in Scotland, Audit and Scrutiny Committee, 29 September 2016
- Investigation on Funding for Community and Voluntary Groups – Cabinet Response, Audit and Scrutiny Committee, 29 September 2016
- Health and Social Care Partnership – Financial Development Progress Report, Audit and Scrutiny Committee, 29 September 2016
- National Review of Trading Standards Services, Audit and Scrutiny Committee, 10 November 2016
- Maintaining Scotland's Roads – A Follow Up Report, Audit and Scrutiny Committee, 10 November 2016
- Benefit Performance Audit Annual Update 2015/16, Audit and Scrutiny Committee, 10 November 2016
- Audit of Housing Benefit and Associated Risk Assessment Report, Audit and Scrutiny Committee, 10 November 2016
- Social Work in Scotland, Audit and Scrutiny Committee, 19 January 2017
- Payments to Care Providers – Report and Action Plan, Audit and Scrutiny Committee, 2 March 2017
- Roles and Working Relationships in Councils – Are You Still Getting it Right?, Audit and Scrutiny Committee, 2 March 2017
- Local Government in Scotland – Financial Overview 2015/16, Audit and Scrutiny Committee, 2 March 2017

Relevant events / information sessions in 2016/17

- Local Development Plan and City Deal, Information and Consultation Session, October 2016
- East Renfrewshire Culture and Leisure Trust (ERCLT), Information and Consultation Session, December 2016
- Community Empowerment (Scotland) Act 2015, Information and Consultation Session, March 2017

Appendix Two - Strategic planning and operational management at ERC

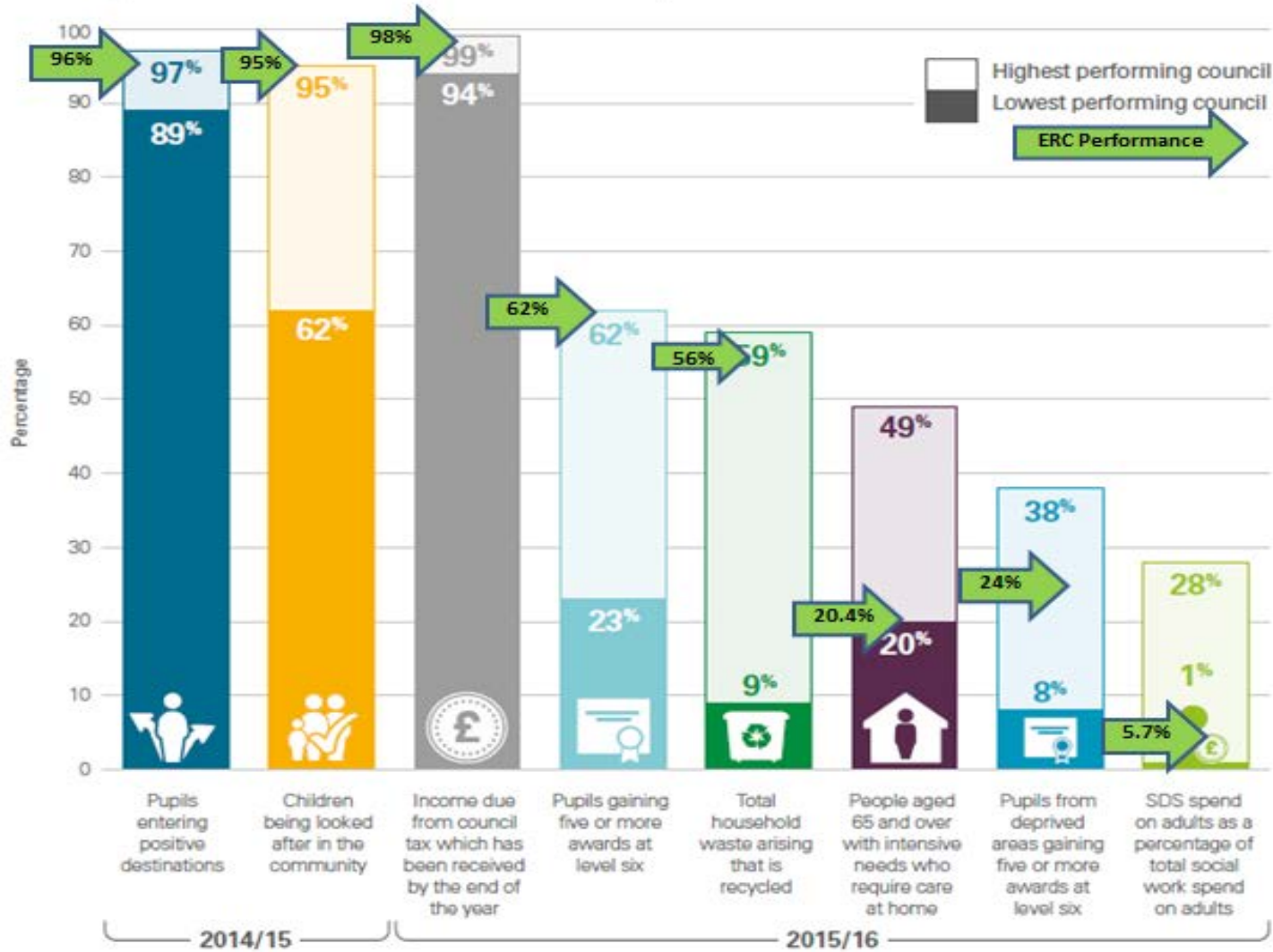
(Modified from Exhibit 14 in the *Performance and Challenges* report)



Appendix Three – ERC Benchmarking (LGBF) performance

Variation in highest and lowest performing councils

There is significant variation in council performance in most performance measures.



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