

Department of Corporate and Community Services

Deputy Chief Executive: Caroline Innes BSc (Hons)

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Date: 23 October 2020

When calling please ask for: Eamonn Daly (07584 116619)

e-mail: eamonn.daly@eastrenfrewshire.gov.uk

TO: Provost Fletcher; Deputy Provost Cunningham; and Councillors Aitken, Bamforth, Buchanan, Convery, Devlin, Gilbert, Grant, Ireland, Lafferty, Macdonald, McLean, Merrick, Miller, O'Kane, Swift and Wallace.

EAST RENFREWSHIRE COUNCIL

A meeting of the East Renfrewshire Council will be held on **Wednesday 28 October 2020 at 7.00 pm.**

The agenda of business is as listed below.

Please note this is a virtual meeting.

Yours faithfully

Caroline Innes

C INNES
DEPUTY CHIEF EXECUTIVE

PROGRAMME OF BUSINESS

1. **Report apologies for absence.**
2. **Declarations of Interest.**
3. **Submit for approval as a correct record and signature the Minute of meeting of the Council held on 9 September 2020.**
4. **Submit for approval as a correct record the Minutes of meetings for the period 10 September to 27 October 2020.**

5. **Statements by Conveners/Representatives on Joint Boards/Committees.**
6. **Appointments to Integration Joint Board and Licensing Committee/Board – Report by Deputy Chief Executive (copy attached, pages 5 - 6).**
7. **Post of Head of Education – Report by Deputy Chief Executive (copy attached, pages 7 - 14).**
8. **Provost’s Engagements – Report by Deputy Chief Executive (copy attached, pages 15 - 16).**
9. **Outcome Delivery Plan 2020-23 – Report by Chief Executive (copy attached, pages 17 - 94).**
10. **Chief Social Work Officer Annual Report 2019/20 – Report by Chief Social Work Officer (copy attached, pages 95 - 140).**
11. **COVID-19 Recovery Actions: Update – Report by Chief Executive (copy attached, pages 141 - 154).**
12. **Update on COVID-19 Impact on Financial Planning – Report by Head of Accountancy (Chief Financial Officer) (copy attached, pages 155 - 202).**

Resolution to Exclude Press and Public

It is recommended that the Council passes the following resolution:-

"That under Section 50A(4) of the Local Government (Scotland) Act 1973, as amended, the press and public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 6, 12 and 13(b) of Part I of Schedule 7A of the Act".

Paragraph 6 – Information relating to the financial or business affairs of any particular person (other than the authority).

Paragraph 12 – Any instructions to Counsel and any opinion of Counsel (whether or not in connection with any proceedings) and any advice received, information obtained or action to be taken in connection with:-

- (a) any legal proceedings by or against the authority; or
- (b) the determination of any matter affecting the authority,

(whether, in either case, proceedings have been commenced or are in contemplation).

Paragraph 13 (b) - Information which, if disclosed to the public, would reveal that the authority proposes to make an order or direction under any enactment.

- 13. Crookfur Nursery Car Parking Arrangements – Report by Chief Officer (Legal and Procurement) (copy issued separately).**

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EAST RENFREWSHIRE COUNCIL28 OCTOBER 2020Report by Deputy Chief ExecutiveAPPOINTMENTS TO INTEGRATION JOINT BOARD AND LICENSING
COMMITTEE/LICENSING BOARD**PURPOSE OF REPORT**

1. The purpose of this report is to seek appointments to the Integration Joint Board, the Licensing Committee and the Licensing Board.

RECOMMENDATION

2. That the Council consider:-
- (a) the appointment of a replacement representative for Councillor O’Kane on the Integration Joint Board; and
 - (b) the appointment of a replacement for Councillor Lafferty on the Licensing Committee and Licensing Board.

REPORT

3. Due to work commitments Councillor O’Kane has had to tender his resignation from the Integration Joint Board.

4. The Council has 4 places on the Joint Board, the remaining 3 representatives being Councillors Bamforth, Buchanan, and Swift. In view of Councillor O’Kane’s resignation it is necessary for the Council to appoint a replacement.

5. The Board is currently meeting virtually but in normal circumstances meets in the Eastwood Health and Care Centre.

6. The calendar of meetings of the Board for the remainder of 2020 and for 2021 is:-

- 25 November 2020 at 10.30am
- 3 February 2021 at 10.00am
- 17 March 2021 at 10.30am
- 12 May 2021 at 10.30am
- 23 June 2021 at 2.30pm
- 11 August 2021 at 10.00am
- 22 September 2021 at 10.30am
- 24 November 2021 at 10.30am

7. In addition to the above, Councillor Lafferty has tendered his resignation from both the Licensing Committee and the Licensing Board. Although not a requirement, traditionally the committee and the board membership have been the same, In view of his resignation the Council will need to appoint a replacement.

8. Both the committee and the board have been meeting virtually but in normal circumstances meet in the Council Chamber. Meetings of the committee take place every 4 weeks on Tuesday at 10am, subject to there being any business. The board meets on an ad-hoc basis as and when required.

RECOMMENDATION

9. That the Council consider:-

- (a) the appointment of a replacement representative for Councillor O’Kane on the Integration Joint Board; and
- (b) the appointment of a replacement for Councillor Lafferty on the Licensing Committee and Licensing Board.

Report Author

Eamonn Daly, Democratic Services Manager
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EAST RENFREWSHIRE COUNCIL28 October 2020Report by Deputy Chief ExecutivePOST OF HEAD OF EDUCATION**PURPOSE OF REPORT**

1. The purpose of this report is to seek Council approval for a proposed change to Head of Service remits within the Education Department and also seek Council approval for an Appointments Committee for the vacant Head of Education post.

RECOMMENDATION

2. It is recommended that the Council:
- a) approves the proposed revised Head of Service remits within the Education Department;
 - b) approves the recruitment procedure as detailed;
 - c) delegate to the Deputy Chief Executive, in consultation with the Director of Education to make the necessary arrangements;
 - d) provide nominations to the Appointments Committee;
 - e) authorises the Director of Education to put in place appropriate interim management arrangements for the Department if required.

BACKGROUND

3. The recruitment of Dr Mark Ratter into the post of Director of Education has resulted in a Head of Service vacancy within the Education Leadership team.

REMITTS

5. The current Education Leadership Team has three Heads of Services and two Senior Managers (Appendix 1). The current Heads of Service remits are:

- Head of Education (Equality and Equity)
- Head of Education (Provision and Resources)
- Head of Education (Quality Improvement and Performance)

6. It is proposed that the Head of Service remits are changed to:

- Head of Education (Equality and Equity)
- Head of Education (Performance and Provision)
- Head of Education (Quality Improvement)

The proposed structure is in Appendix 2.

7. This new structure reflect the needs of the department moving forward particularly in the current context of recovery. The senior roles are designed to support East Renfrewshire schools to continue to provide excellent experiences and outcomes for all learners, build capacity of staff, along with the development of the school estate. There is no change to the overall number of posts in the Education Senior Leadership Team.

8. To support resilience and development of staff and roles within the department there are changes to the remits of the three Head of Service roles. This means instead of automatically filling the post that has become vacant there will be changes to existing Head of Service remits.

9. It is proposed that the Head of Education (Provision and Resources) becomes the Head of Service (Performance and Provision) which will include adding Data and Performance to the remit. It is also proposed that the current Head of Education (Equality and Equity) moves into the Head of Education (Quality and Improvement) post and the vacant Head of Education (Equality and Equity) is then advertised.

10. It is proposed that the Head of Education (Quality Improvement) will now be responsible for Quality Improvement and Assurance, Self-evaluation, planning and reporting, Curriculum, Learning and Teaching, Early Learning and Childcare, Raising Attainment and Achievement and Pastoral Support to Schools. It is also proposed that the Head of Service (Equality and Equity) is now responsible for Inclusion, ASN, Special Education, Integrated Children's Services, Child Protection, Prevention and Community Engagement, Link to ERCL and Pastoral Support to Schools.

RECRUITMENT PROCEDURE

11. It is proposed that an Appointments Committee be established to recruit a new Head of Education (Equality and Equity).

12. The following is the proposed timetable for the appointment to the post:

Post advertised:	30 October
Closing date:	22 November
Shortlisting by Interview Committee:	1 December
Shortlist by Assessment Centre:	10 December
Interview date:	16 December

13. An Appointments Committee, comprising 5 Elected Members, should be established to shortlist and interview candidates, and to make an appointment to the post.

14. The assessment centre will focus on ensuring the candidates have the correct skills mix to be considered for appointment by the Committee. With agreement of the Committee, if for any reason a candidate does not meet the criteria at assessment centre they will not proceed to interview.

15. If for any reason a successor is not in place as a result of the initial recruitment process the Director of Education will put in place interim management arrangements to ensure stability and continuity within the service until such time as a suitable replacement can be recruited. As is normal practice in such situations, the Director of Education will put in place suitable interim management arrangements within the existing team.

FINANCIAL IMPLICATIONS

16. There are no additional financial implications as no new posts are being added into the structure. All costs associated with the recruitment process will be found from within existing budgets.

CONSULTATION AND PARTNERSHIP WORKING

17. Consultation in relation to these proposals has been undertaken with affected employees and the Trade Union.

IMPLICATIONS OF THE PROPOSALS

18. There are no IT, sustainability, equalities or other implications associated with this report.

RECOMMENDATION

19. It is recommended that the Council:

- a) approves the proposed revised Head of Service remit within the Education Department;
- b) approves the recruitment procedure as detailed;
- c) delegate to the Deputy Chief Executive, in consultation with the Director of Education to make the necessary arrangements;
- d) provide nominations to the Appointments Committee;
- e) authorises the Director of Education to put in place appropriate interim management arrangements for the Department if required.

REPORT AUTHOR:

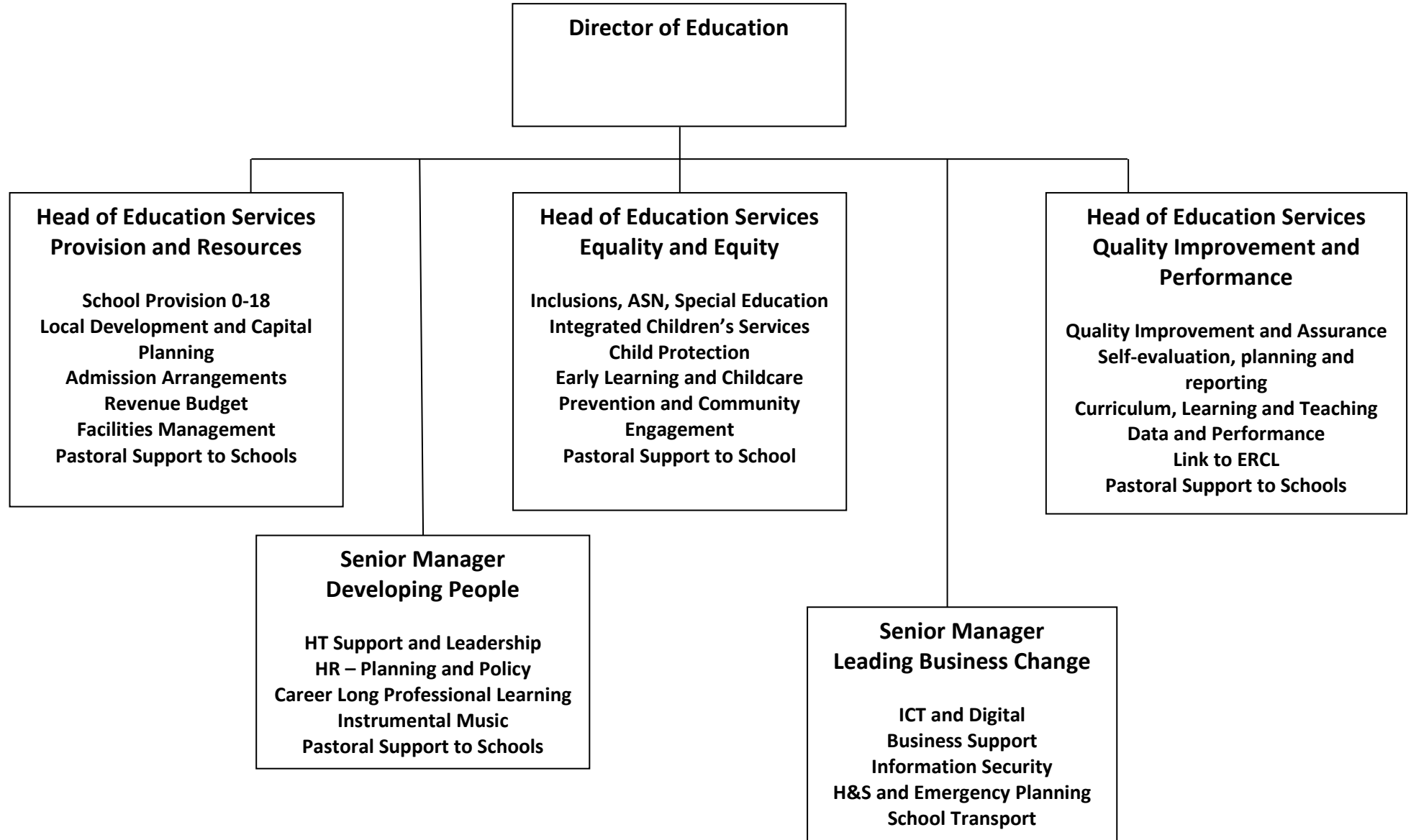
Sharon Dick, Head of HR and Corporate Services, Tel 07741 235242

CONVENER:

Councillor Tony Buchanan, Tel 0141 577 3107

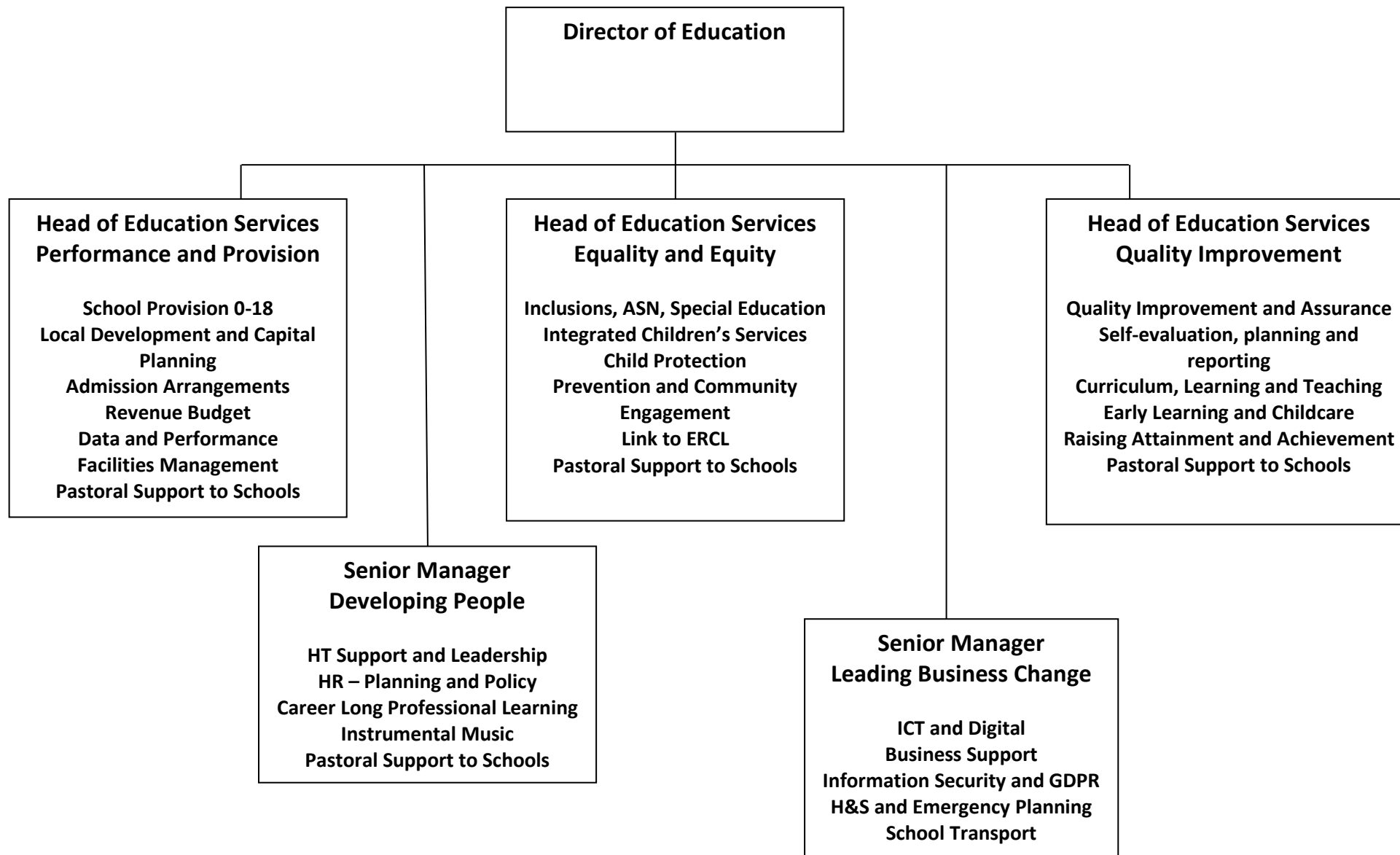
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Education Department Management Structure Current Structure



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Education Department Management Structure Proposed Structure



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EAST RENFREWSHIRE COUNCIL28 October 2020Report by Deputy Chief ExecutivePROVOST'S ENGAGEMENTS**PURPOSE OF REPORT**

1. To advise the Council of the first civic engagements attended by Provost Fletcher since the onset of the pandemic.

RECOMMENDATION

2. That the report be noted.

REPORT

3. Since the start of the pandemic any civic events or engagements that would normally have been attended by the Provost have not been taking place.

4. With the move through recovery more opportunities for the Provost to attend events will arise. Any attendance will of course be subject to assurances about appropriate social distancing and other safety measures being in place.

5. The first of these took place recently. On 6 October the Provost attended a photoshoot outside Giffnock HQ as part of the launch of Police Scotland's campaign against hate crime.

RECOMMENDATION

6. That the report be noted.

Report Author

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Background papers - None

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EAST RENFREWSHIRE COUNCIL28 October 2020Report by Chief ExecutiveOUTCOME DELIVERY PLAN 2020-2023**PURPOSE OF REPORT**

1. The purpose of this report is to present the Council's Outcome Delivery Plan (ODP) 2020-2023 (Annex 1) which sets out the Council's contribution to the delivery of the Community Plan.

RECOMMENDATIONS

2. It is recommended that Council:
- (a) Considers and approves the content of the Outcome Delivery Plan 2020-2023 (Annex 1)
 - (b) Notes the changes to the previous ODP, reflecting the impact of COVID-19 on the services funded by the Council
 - (c) Notes that targets have not been set for this year as many will require to be re-baselined to reflect the impact of COVID-19

BACKGROUND AND CONTEXT

3. The Community Plan sets out the Community Planning Partnership's vision for all of East Renfrewshire's communities. The Community Plan incorporates Fairer East Ren, (the Local Outcomes Improvement Plan required under the Community Empowerment Act). Fairer East Ren is focused on tackling inequalities and closing the gap between communities in East Renfrewshire. A set of the driver diagrams for Fairer East Ren (our LOIP) have been annexed for information only.

4. Due to the COVID-19 pandemic, our formal community planning meetings were paused. Following a Community Planning Recovery and Renewal workshop which took place in September and identified our key partnership priorities moving forward, our community planning structures and processes are being reviewed and the Fairer Plans will be considered within this process.

5. The Outcome Delivery Plan is the Council's contribution to the Community Plan with the additional organisational outcome of Customer, Efficiency and People. The ODP is a rolling three year plan, updated annually. Since the current Community Plan was approved in June 2018, a light touch approach has been taken to reviewing the ODP each year. The ODP 2020-23 had been drafted and was nearing completion pre COVID-19, and had been due to be considered at Cabinet in April 2020.

6. In light of the pandemic it was agreed by CMT in June 2020 to put the approval of the plan on hold. It has now been revised to take into account recovery planning and the impact of COVID-19 across the Council family. Departments, East Renfrewshire Culture and Leisure Trust, and the Health and Social Care Partnership (HSCP) have been reviewing and updating the ODP mapping diagrams to produce the revised ODP to reflect the change in work priorities this year as a result of the impact of the pandemic. Whilst the outcomes and intermediate

outcomes have remained the same, a number of the critical activities have been changes to reflect work to address the impact of COVID-19 on our communities.

REPORT STRUCTURE

7. The ODP is structured as follows:

Strategic Outcomes 1 – 5

Under each strategic outcome are intermediate outcomes (i.e. steps along the way), a streamlined set of critical indicators to monitor performance and key planned critical activities being undertaken to achieve the intermediate outcomes.

Customer, Efficiency and People outcomes

This section focuses on aspects of activity based on the effectiveness of the organisation.

Finance Information – Spending Plans

This section sets out each department's revenue spending plans over the next year. Figures beyond 2020-21 are indicative and may change based on developments nationally. Figures for the Capital budget and Housing Revenue Account are also listed.

Annexes:

- Data notes
- Outcomes on a page diagram
- Fairer East Ren plans
- Integrating outcomes diagram
- Our vision diagram

8. As the ODP is a strategic council-wide plan it cannot cover the extensive range of planned activity to be undertaken across the Council over the next three years. It is supported by a range of service strategies and operational plans which underpin the delivery of our strategic outcomes.

9. To set the ODP indicators in context, trend data has been included for previous years where available and indicator graphs contain the latest available data. Following the national approach school attainment and exclusion in the plan refers to the relevant academic year rather than the financial year. 2019-20 data for these indicators is not available at this time and will be reported at a later date.

PERFORMANCE MONITORING

10. Performance will be recorded and monitored in the council-wide performance management system (Pentana). The data will be used in the Council's end year performance reporting cycle and discussed at Directors' review meetings with the Chief Executive. In light of the coronavirus pandemic and the subsequent focus on recovery, targets for indicators in the ODP will not be included in the plan for the coming year 2020-21 and will be revisited the following year when baselines are set and the plan is next reviewed. End year progress on indicators will continue to be reported to Council in June 2021.

FINANCE AND EFFICIENCY

11. Section three of the ODP sets out the financial data for the period of the plan including department budgets. Any future developments of the corporate planning arrangements must be integrated with any changes in the approach to revenue resource allocation.

IMPLICATIONS OF THE PROPOSALS

12. A full-scale Equality Impact Assessment (EIA) of the Community Plan and ODP was completed in 2018 to ascertain and address any potential equality issues. This assessment covers the lifetime of the Community Plan, ODP and the strategic outcomes contained within. It was agreed at Corporate Management Team in 2019 that the potential for integrating the new Fairer Scotland Duty with equality impact assessment would be explored and the ODP could provide an opportunity for testing this. The Fairer Scotland Duty requires public bodies to actively consider how they could reduce inequalities of outcome caused by socioeconomic disadvantage in any major strategic decision they make. Inequalities of outcome includes but is not exclusive to: poorer skills and attainment; lower quality, less secure and lower paid work; and lower healthy life expectancy. Additional analysis of the ODP was undertaken in 2019 to consider socio-economic disadvantage. As the ODP is a high level strategic document, the expectation continues to be that other plans and strategies will also undertake equality impact assessment and where relevant, Fairer Scotland assessment. A further joint EIA is expected to be progressed with the next review of the Community Plan.

CONCLUSION

The approach to developing the ODP continues to demonstrate that the Council has a clear sense of strategic direction and the plan is integrated with the Community Planning Partnership's Community Plan. The coming months and beyond will bring ongoing challenges as we seek to continue the recovery and renewal of our services; manage the implications of any resurgences; manage and plan for the significant budgetary implications of COVID-19, whilst also seeking to plan and deliver potential longer term opportunities in a renewal phase.

RECOMMENDATIONS

13. It is recommended that Council:
- (a) Considers and approves the content of the Outcome Delivery Plan 2020-2023 (Annex 1)
 - (b) Notes the changes to the previous ODP, reflecting the impact of COVID-19 on the services funded by the Council
 - (c) Notes that targets have not been set for this year as many will require to be re-baselined to reflect the impact of COVID-19

Lorraine McMillan, Chief Executive
20 October 2020

REPORT AUTHOR

Kim Gear, Strategic Services Officer, email kim.gear@eastrenfrewshire.gov.uk

BACKGROUND REPORTS

Community Plan, Council, 27 June 2018
Draft Outcome Delivery Plan 2019-22, Council, 26 June 2019
Review of Outcome Delivery Plan, CMT, 16 June 2020

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East Renfrewshire Council

Outcome Delivery Plan

2020 – 2023



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Introduction

East Renfrewshire Council is committed to improving the lives of local people, promoting equality and fairness, and enhancing the area in which we live, now and for the future. This is our Outcome Delivery Plan (ODP). It covers the time frame 2020-2023 and sets out how services across the Council are contributing to the delivery of our outcomes, and our vision to be: ***“A modern, ambitious council, creating a fairer future with all”***

Our focus is on delivering better outcomes for all our customers and residents across East Renfrewshire, while managing the significant challenge of increasingly complex local service demands against a backdrop of decreasing public sector funding. In this challenging climate, exacerbated by the global impact of COVID-19, we need to focus on renewal, work smarter, be more resourceful, and find innovative solutions to meet the challenges ahead. A main area of focus for us is to reduce inequalities through early intervention and preventative approaches. We build these approaches across all areas of service delivery so that we can make a difference to the lives of our residents. We are also working towards a more sustainable future, and are embracing technology to improve the capability of our organisation, our employees and our services. We also strive to be the best Council we can be by putting our values at the heart of everything we do. Our values are ambition, kindness and trust.

We work with our Community Planning Partners to deliver on our strategic outcomes. These outcomes describe what life will be like for our children, young people, adults and older people when we achieve our ambitions. There are currently five priority areas that are consistent throughout our strategic planning. These are:

- Early years and vulnerable young people
- Learning, life and work
- Economy and environment
- Safe, supportive communities
- Older people and people with long term conditions

East Renfrewshire’s Community Planning Partnership articulates our shared vision for East Renfrewshire, our five strategic outcomes and the priorities of our partnerships:

- The **East Renfrewshire Community Plan** is a long term high level plan which sets out our vision for our communities over the next 10 years.
- **Fairer East Ren** is the name of the Local Outcomes Improvement Plan (LOIP) as required under the Community Empowerment (Scotland) Act 2015. This plan is incorporated within our Community Plan and is currently under review. Focusing on tackling inequalities across East Renfrewshire, we are delivering on action plans for each of the Fairer East Ren themes with our community planning partners. We are also working with our partners including community organisations/groups in Auchenback, the Arthurlie/Dunterlie/Dovecothall area of Barrhead, Neilston and Thornliebank to identify specific needs, priorities and aspirations and to respond to them, as required by the Act. We are taking this approach as parts of these communities experience poorer outcomes compared to East Renfrewshire as a whole.

Our Outcome Delivery Plan

Our Outcome Delivery Plan outlines the key contributions Council departments will make to the delivery of the Community Plan and Fairer East Ren. Our ODP presents the planned key activities to be carried out by Council departments in partnership with the Health and Social Care Partnership (HSCP), East Renfrewshire Culture and Leisure Trust (ERCLT) and local communities, to help deliver our strategic outcomes. We are a high performing council with a reputation for excellence and continuously improving services. We have identified key areas where we need to excel as an effective organisation if we are to continue our success going forward. These are our five capabilities, embedded throughout everything we do and are reflected across the critical activities in the plan. The capabilities are prevention, empowering communities, data, evidence and benchmarking, modernising how we work, and digital.

As well as the capabilities, the cross cutting themes of equalities and sustainability are woven through the plan, and we work to reduce all forms of inequality so that no one is disadvantaged or left behind in East Renfrewshire. Our Equalities and Human Rights Mainstreaming and Outcomes programme report 2017-21 identifies a set of equality outcomes and intermediate outcomes to enable the Council to fulfill its equality duties. Progress on these outcomes is reported to Cabinet. There are also growing partnerships for equality between the Council and local equality and other community groups, supported by partners like Voluntary Action East Renfrewshire. Developing a joint approach engaging with our communities to resourcing, implementing, monitoring, and evaluating our policies is the best and most transparent way of achieving our outcomes while realising the efficiencies we need to make.

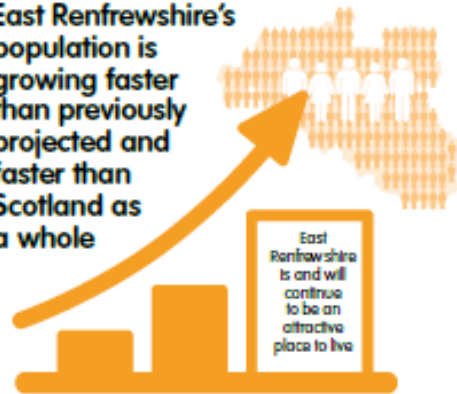
COVID-19 Pandemic

This plan was almost at completion stage in mid-March however due to the COVID-19 pandemic, the plan was put on hold as the response to tackling the virus began. We are proud of the immense work between people in all services who pulled together to share their efforts and skills and ensure that the most vulnerable in our communities were supported. The impact of the virus outbreak and associated lockdown restrictions presented significant potential risks for people. The strong partnership working in place across East Renfrewshire has formed an essential part of the emergency response to COVID-19 over the last six months to keep people safe and continue to provide essential services.

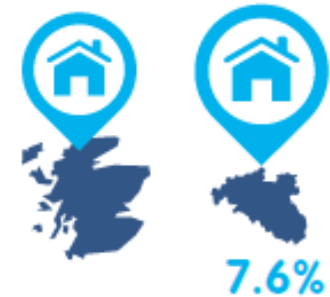
As we now work on recovering from this pandemic, we want to continue building resilience within and across communities. The coming months and beyond will bring ongoing challenges as we seek to continue the recovery and renewal of our services; manage the implications of any resurgences; manage and plan for the significant budgetary implications of COVID-19, whilst also seeking to plan and deliver potential longer term opportunities in a renewal phase.

EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT

East Renfrewshire's population is growing faster than previously projected and faster than Scotland as a whole



The number of people living in East Renfrewshire is projected to increase by 7.6% by the year 2026 (this is higher than previous projection of 5.7% and higher than the Scottish rate of growth of 3.2%)



The increase in East Renfrewshire will be as a result of more people moving into the area

The two age groups that will grow the most



More houses are being built for three reasons

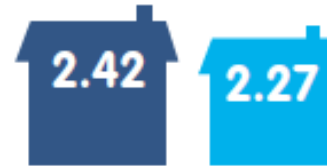
- More families are moving in
- Fewer people live in the average house
- People are living longer

Demand will increase for services

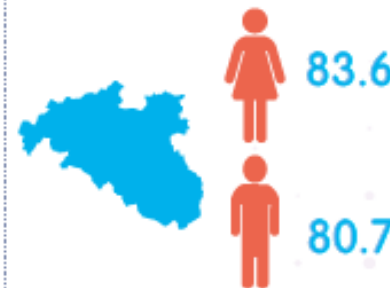
For older people, as well as general public services (such as health and care, leisure and environmental services)

More places will be needed in early years, primary and secondary education establishments

East Renfrewshire currently has the highest average household size in Scotland, but this is projected to shrink as more people live alone

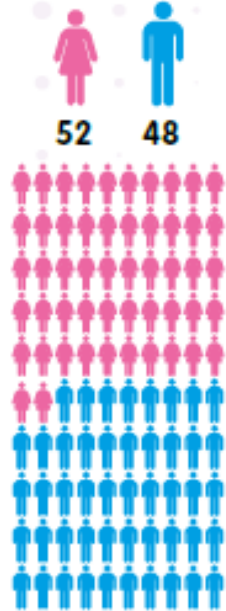


East Renfrewshire has the highest life expectancy at birth for both females and males in Scotland.

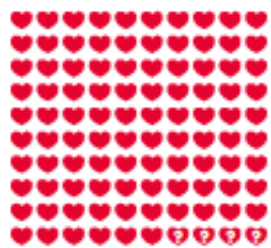


IF EAST RENFREWSHIRE HAD 100 PEOPLE

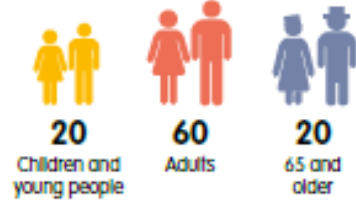
Gender



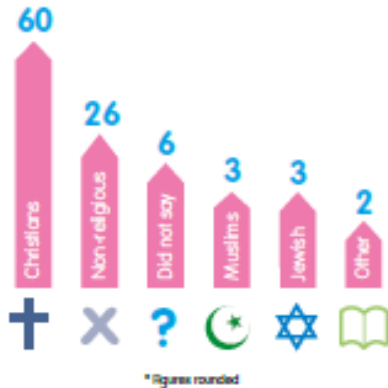
Health



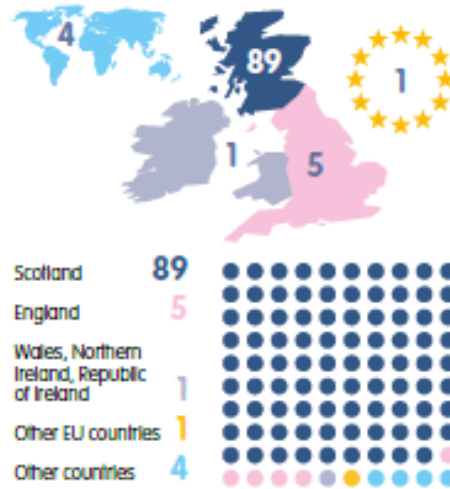
Age



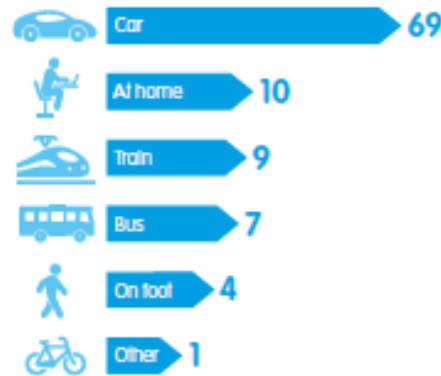
Faith



Country of birth



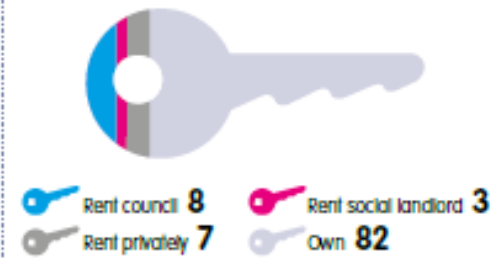
Travelling to work



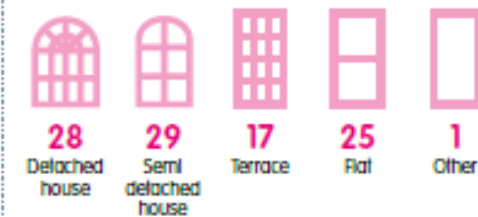
Household size



Tenure

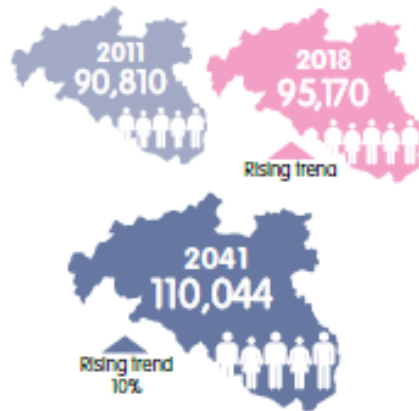


Where people live

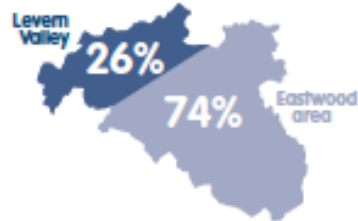


EAST RENFREWSHIRE FAST FACTS

Population



Where people live



Life expectancy



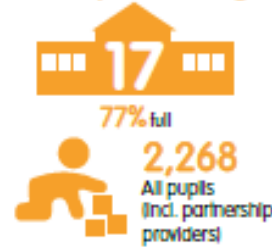
New homes planned up to 2029



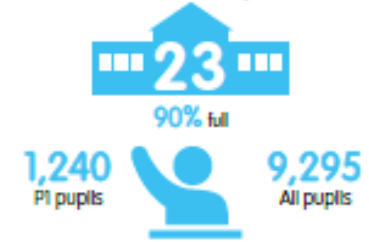
Economically active 70%
Economically inactive 30%



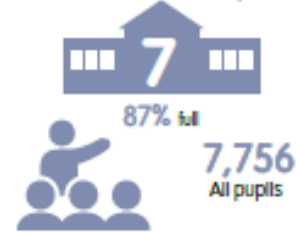
Early learning



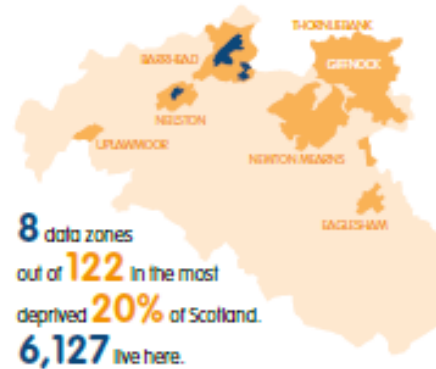
Primary



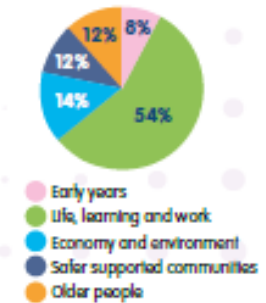
Secondary



ASN School



How money is spent on our key priorities



Demographic Context

Our Outcome Delivery Plan takes into account the demographics and needs of the local area and sets out how the Council is going to work to improve outcomes for local people over the period 2020-2023. In the mid-year 2019 estimates, the population of East Renfrewshire was 95,530, and the overall population of the area is expected to rise. This has implications for many services that cater for a broad section of the public, including waste management and roads maintenance, education, housing, transport and social care services. East Renfrewshire has the second highest life expectancy in Scotland and is also one of Scotland's most ethnically and culturally diverse areas with significant Muslim and Jewish communities.

Local Area

East Renfrewshire is situated to the south of the city of Glasgow. It covers an area of 67 square miles; 85% of which is rural land with the remaining area comprising mainly residential suburbs. The towns of Barrhead and Neilston and the village of Uplawmoor lie to the west of the authority. Newton Mearns Giffnock, Thornliebank, Clarkston, Netherlee and Stamperland are located to the east, together with the smaller villages of Busby, Eaglesham and Waterfoot.

Deprivation

Although East Renfrewshire is a relatively prosperous area, it does have pockets of deprivation. The Scottish Index of Multiple Deprivation is an accessible tool for understanding deprivation. East Renfrewshire has the highest percentage of data zones of all the Scottish Local Authorities classed as being in the 20% least deprived in Scotland. Eight of the 122 data zones (population units) in East Renfrewshire are classed as being within the 20% most deprived in Scotland, this represents 7% of data zones in East Renfrewshire. They are located within Barrhead, Auchenback and Neilston. Three of the data zones are classed as being within the 10% most deprived in Scotland and one of these is classed as being within the 5% most deprived. Reducing inequalities arising from socioeconomic disadvantage is a corporate priority. The Council, along with partners across sectors, uses a 'locality' approach in these areas of East Renfrewshire. This means all those responsible for providing services and looking after assets there are thinking about the unique challenges; are taking a whole neighbourhood view; and are planning together, and with the people who live there to support inclusive growth and thriving places.

Our commitment

Our focus is on delivering better outcomes and futures for all our customers and residents across East Renfrewshire. Our ultimate aim is making people's lives better. We want to maintain the area's reputation as one of Scotland's most sought after places to live - safe, green and family friendly- with a wealth of opportunity. We recently refreshed our Vision for the Future which seeks to begin an ongoing dialogue on the long-term ambitions for the work of East Renfrewshire Council over the next 10 years and beyond. The aim is to develop this vision over time, in conversation with a range of stakeholders and in tandem with important processes such as Local Development Planning and wider City Region work. The aim had been to have a particular initial focus on the themes of the environment and building communities and this will widen now to consider broader discussions around renewal in the light of COVID-19.

The shifting demographics of the area have many implications such as: changing housing needs, increased demand on care services, and a higher concentration of children entering education. East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country and these trends are expected to continue. The impact of the COVID-19 pandemic continues and presents ongoing challenges to our communities, the role of the third sector and community resilience and how we deliver our services in tandem with persistent financial and economic challenges.

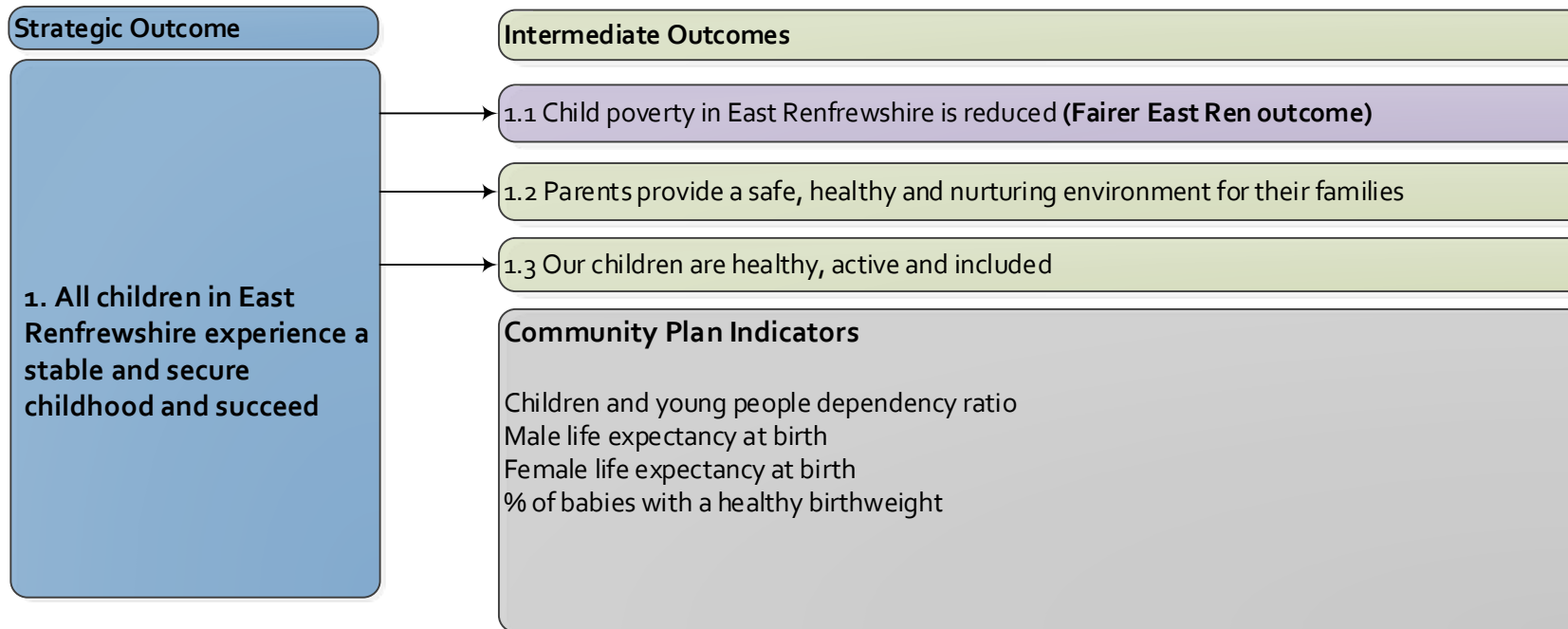
The Council must continue to strive to deliver high quality services and we are committed to delivering excellence in our drive to improve services and be more efficient. We need to continue to spend money wisely, share resources and compare our approach with others to find innovative solutions to do more with less. Our change programme - Modern Ambitious Programme (MAP) – is helping us to do this. MAP incorporates a wide range of projects across departments and HSCP as well as cross-cutting programmes for Core Systems, Digital and Data. Preventative approaches to service delivery will also continue to be expanded across services to assist in anticipating need and intervening early to help prevent potential issues arising.

The plan has a range of performance indicators and high level critical activities that set out how we will work to improve outcomes for local people, and sets out our contribution to achievement of our outcomes. In light of the coronavirus pandemic and the subsequent focus on recovery, targets for indicators in the ODP will not be included in the plan for the coming year 2020-21 and will be revisited the following year when baselines are set and the plan is next reviewed. End year progress on indicators will continue to be reported to Council in June 2021.

S1

SECTION 1

All children in East Renfrewshire experience a stable and secure childhood and succeed



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 1

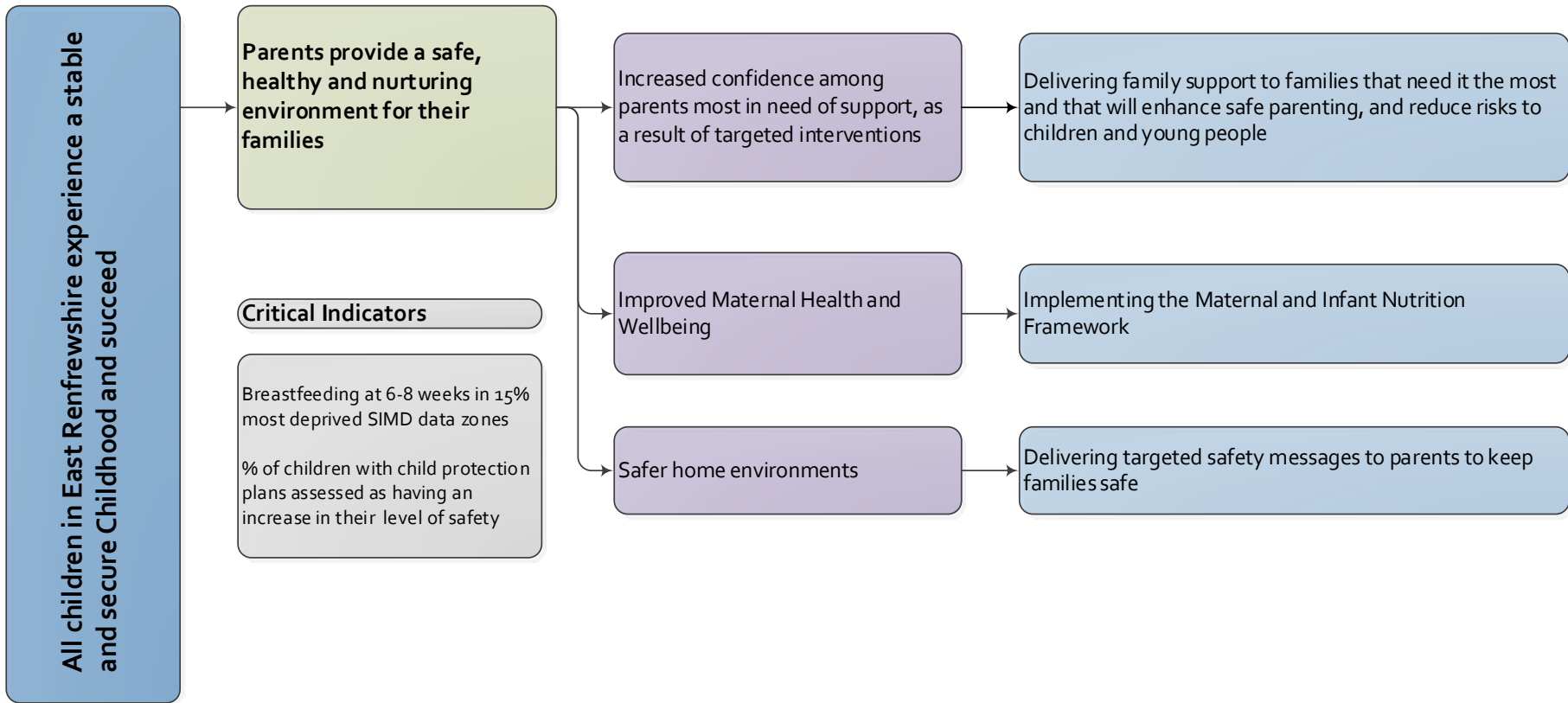
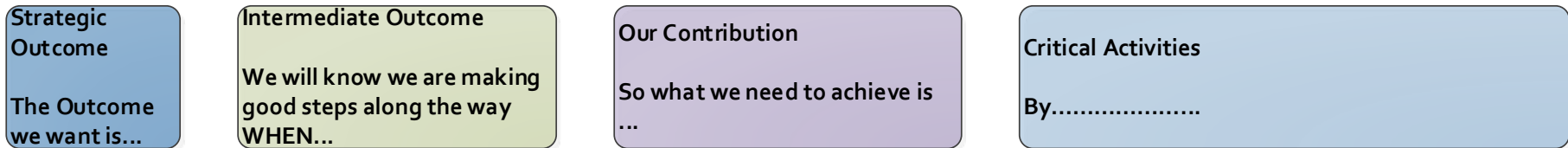
Early years and vulnerable young people

East Renfrewshire has an ambitious Early Years plan which focus on prevention and early intervention. We know that the earliest stages of life are crucial to a child's development and life chances. Attainment, health, well-being and resilience are all strongly influenced by this. Action taken later is likely to be more costly and less effective. This is why Education services, the Health and Social Care Partnership (HSCP) and other key Council services including Youth Services, Housing and Employability are collaborating with our most deprived communities to improve pre-birth support, support families to become confident parents and build resilient communities for children to grow up in. One of our priorities is to continue to develop community networks and assets that support children's play and develop parental skills. This community asset approach will continue to be a focus as we support children and families with renewal from COVID-19, in particular how they rebuild, reconnect and reengage with their community and services.

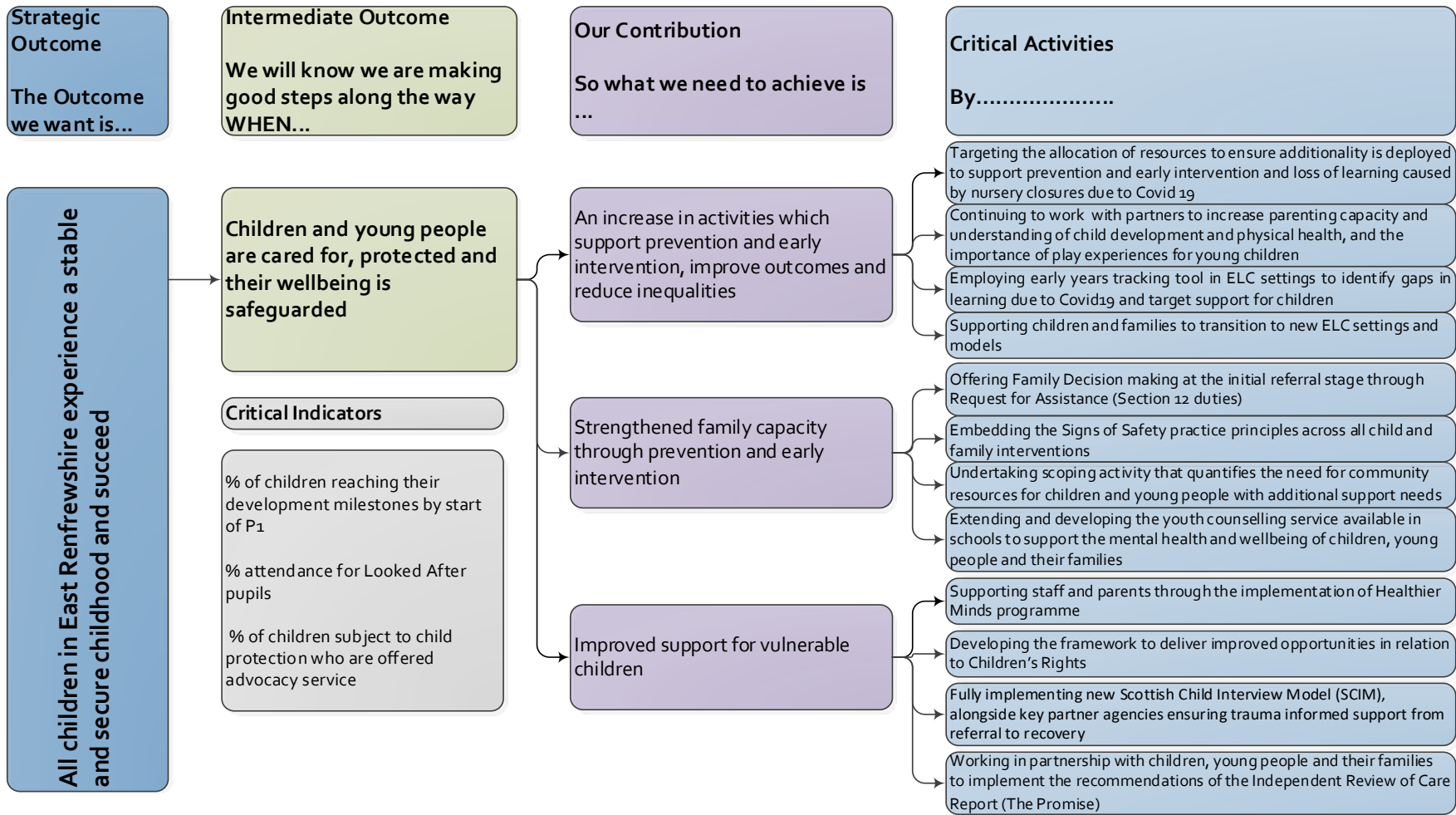
Our aim is to demystify and challenge misconceptions about looked after children and young people and strengthen awareness of the barriers that they face whilst offering opportunities to develop policy and practice to overcome these. Moreover, we aim to reduce stigma and ensure that the our looked after young people flourish and become all that they can be so that they move into adulthood and beyond, achieving their aspirations.

Early years nursery provision is a priority area for the Council. We have excellent nurseries, and from August 2020 we have provided an offer of 1140 hours ahead of the statutory duty to do so. This offer will support children and families in East Renfrewshire with recovery and renewal from Covid-19. In the interim we will face huge challenges to provide a high level of choice and flexibility within the system due to the delay to our infrastructure programme, a consequence of Covid-19, however we are confident that children will receive a high quality early learning and childcare (ELC) experience through our 8 family centres, 13 nursery classes and 34 funded providers. Almost £25 million has been spent on 6 new buildings nearing completion which include; Busby Nursery, Eaglesham Nursery, Crookfur Family Centre, Cross Arthurlie Nursery, Overlee Family Centre and Glenwood Family Centre. As the construction industry recovers we will be able to expand our early year's provision and provide increased flexibility through these new facilities with around an additional 650 places for 3 and 4 year olds to deliver 1140 hours under our preferred delivery model better meeting the needs of families and provide for our increasing population. We will also increase provision for 2 year olds and look to commission more places from funded providers.

1.2 Parents provide a safe, healthy and nurturing environment for their families

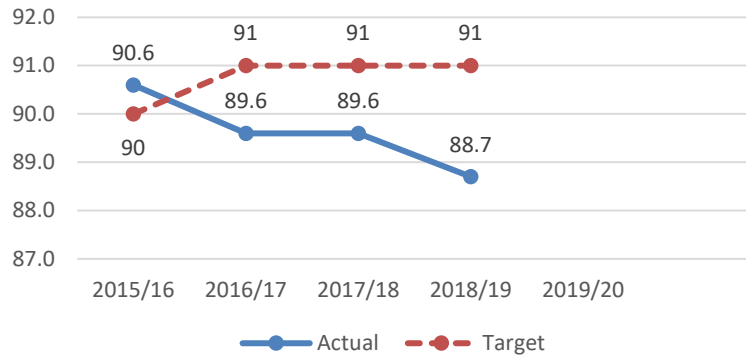


1.3 Children and young people are cared for, protected and their wellbeing is safeguarded

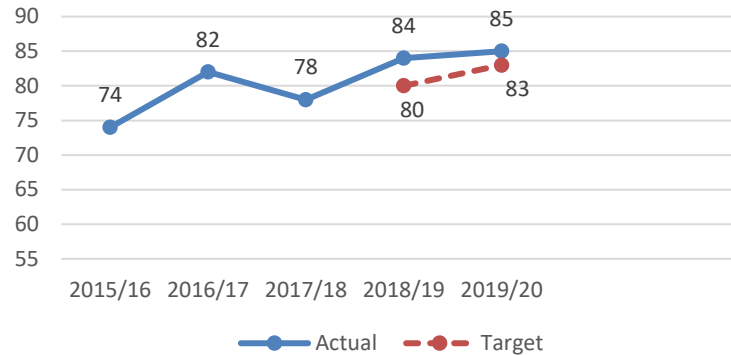


Outcome 1 indicators

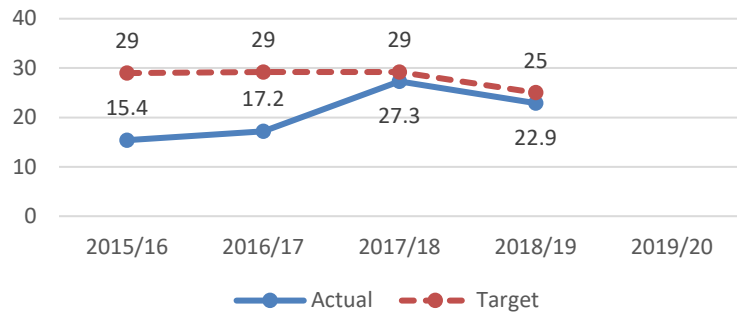
% attendance for Looked After Pupils (Primary and Secondary)



% of P1 children who have reached all of the expected milestones



% breastfeeding at 6-8 weeks most deprived SIMD data zones

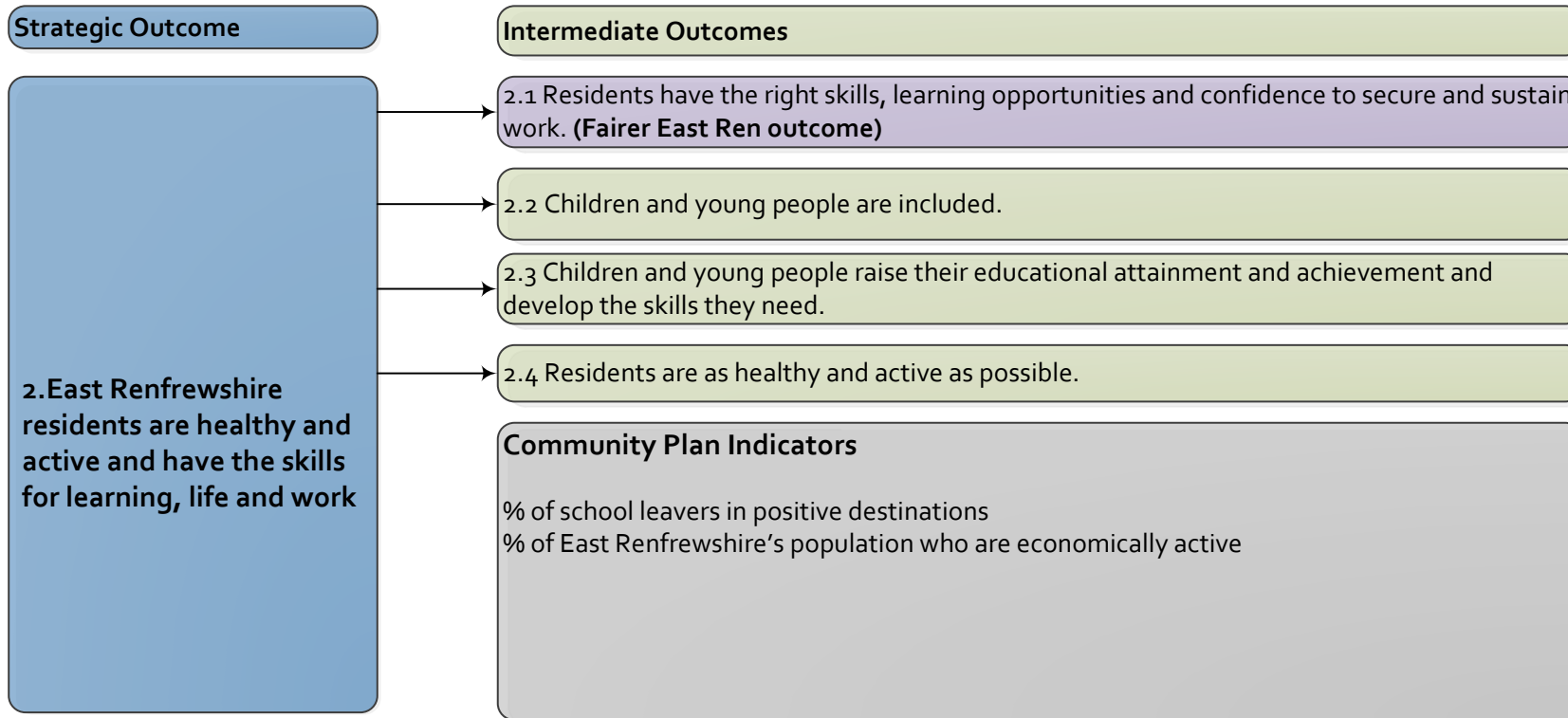


New indicators:

(baseline data being established)

- % of children subject to child protection who are offered advocacy service
- % of children with child protection plans assessed as having an increase in their level of safety

S2 SECTION 2
East Renfrewshire residents are healthy and active and have the skills for learning, life and work



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 2

Learning, life and work

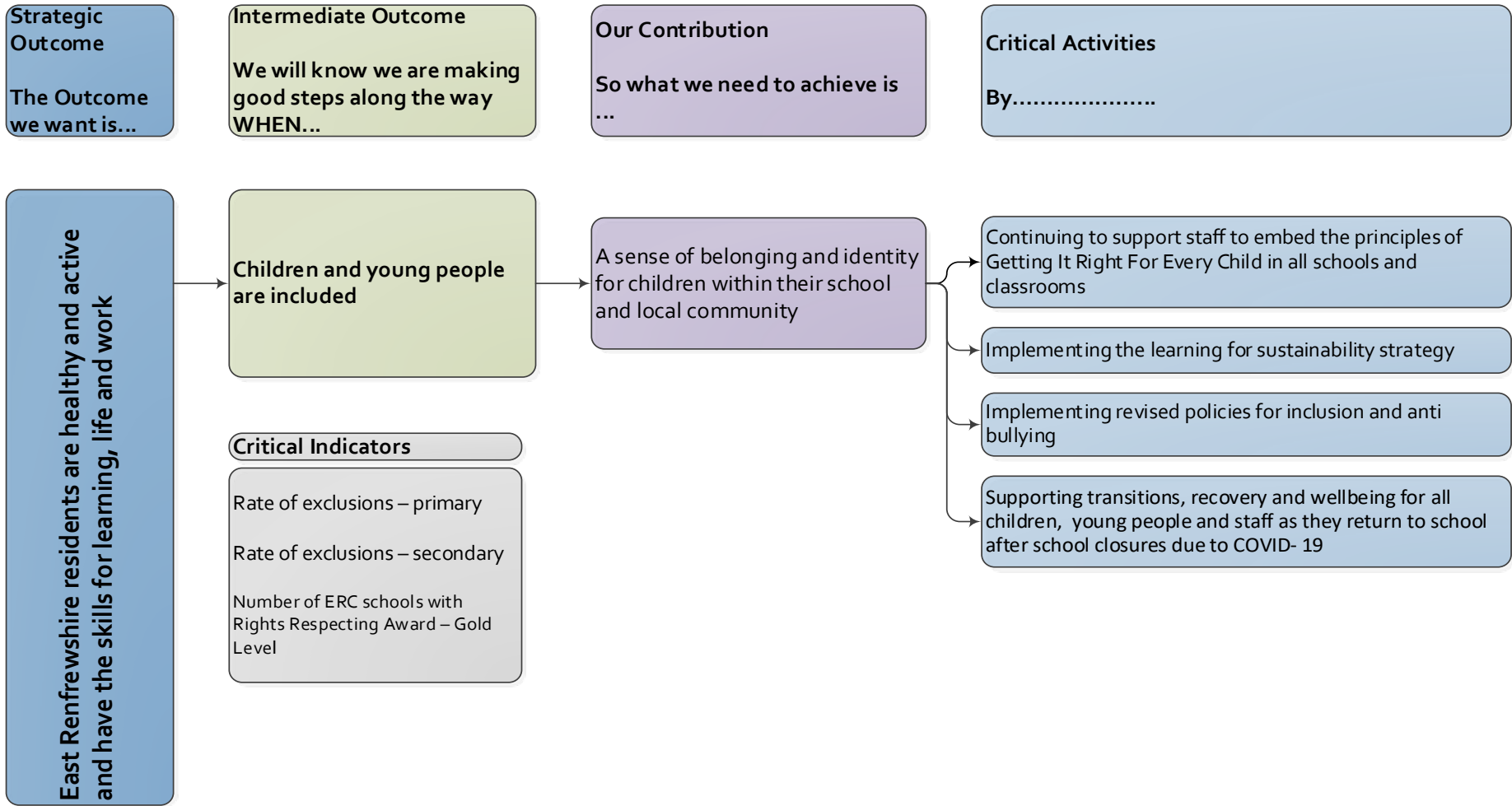
East Renfrewshire's vision for education is *Everyone Attaining, Everyone Achieving through Excellent Experiences*. Underpinning our vision is a clear focus on raising the bar for all groups of learners whilst closing the attainment gap between our most disadvantaged and most affluent young people. We have exceptional performance in terms of closing the gap, our young people from the most deprived areas regularly outperform their peers across Scotland, and attainment of our children and young people from the most deprived backgrounds has improved over the last 5 years. East Renfrewshire remains the highest attaining mainland council area as measured by national examinations. Our schools continually support and develop our children and young people's skills, capabilities, and drive, to be successful learners who contribute economically and socially to their communities.

As a result of the COVID-19 pandemic, the decision was taken to close all schools and local authority early learning centre settings across Scotland from the 20 March 2020 to children and young people, with the exception of critical provision to protect key groups. However, for many children, the disruption caused by school closures will have had a negative impact on their learning and wellbeing. Now that schools have reopened it is likely that even those children with very high levels of engagement in home learning will have been affected and the attainment gap will have widened; not only because some will have continued to make progress, but many will have lost the learning they had secured prior to school closures. Within our schools and across the authority we have strong evidence of the strategies and interventions that have made the greatest difference in relation to delivering excellence and equity. We know that a single catch-up strategy will not be sufficient to address learning loss and wellbeing. Decisions about the most appropriate interventions and approaches will be based on evidence from research, effective self-evaluation, including analysis of data and robust measures of impact and progress. We offer a range of awards through our youth work programmes, in the community and in schools, to recognise young people participation and achievements. As we move through the renewal phase of youth work, the needs of young people post COVID-19 will influence how services are designed and delivered. This will allow us to appropriately support young people as they transition through key life stages.

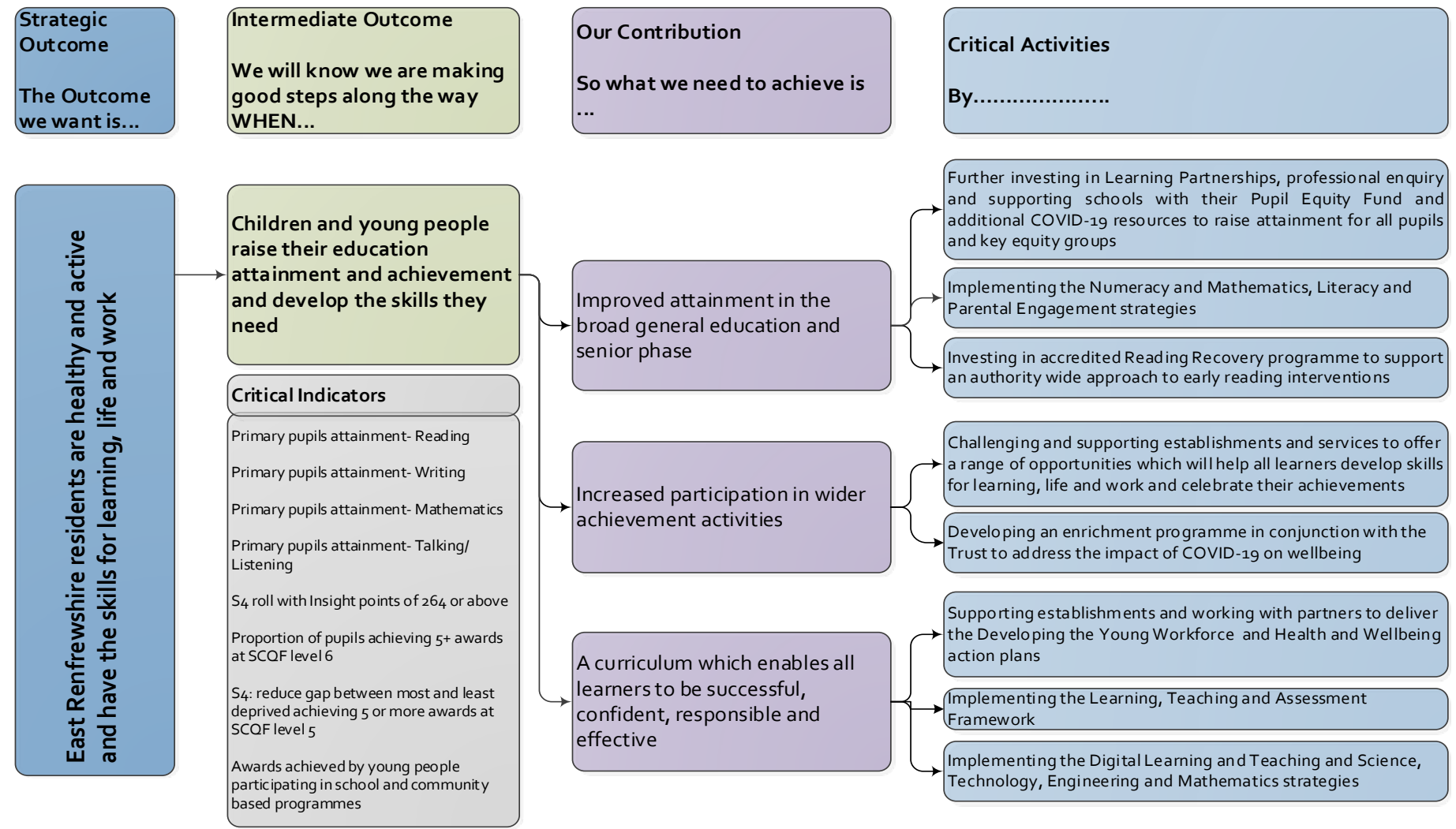
Our Work EastRen service helps residents to secure and sustain meaningful employment, training or education in conjunction with a range of partners. It is the vision of the service to have full employment and opportunities for all residents of East Renfrewshire and we use Community Benefits as an effective tool to assist our local residents into training and employment. The team have achieved significant progress in creating long term employment opportunities despite decreasing financial resources. The Scottish Government's 'No-One Left Behind Employability Funding Stream' helps people of all ages to gain skills and confidence. It is there to help people prepare for employment, training, education and/or volunteering. The Parental Employability Support Fund will provide intensive employability support for parents in work, helping to tackle in work poverty, and enhance links between local employability services and the expansion of Early Learning and Childcare in East Renfrewshire. As part of our Economic Recovery Plan we will provide bespoke active labour market programmes including upskilling and re-skilling the workforce and safeguarding apprenticeships, with a particular focus on assisting our young people and those with complex barriers into employment.

We work in partnership with the East Renfrewshire Culture and Leisure Trust (ERCLT) with the focus on providing a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand, providing access to information and promoting social well-being. We are progressing plans to spend £30 million on transforming education and leisure facilities in Neilston with support from the Scottish Government. This ambitious project will create new schools for pupils at Neilston and St Thomas's primaries, new Madras Family Centre, improved sports facilities and a new village library. Early work on the design consultation of this new learning campus is underway following the appointment over the summer of the project team who will take forward all stages from design through to construction. In addition to the new campus on the Neilston/Madras site, there are also plans for a new swimming pool on the St Thomas' site linking in with wider regeneration of the village which aims to provide a Community and Wellbeing Hub in this locale.

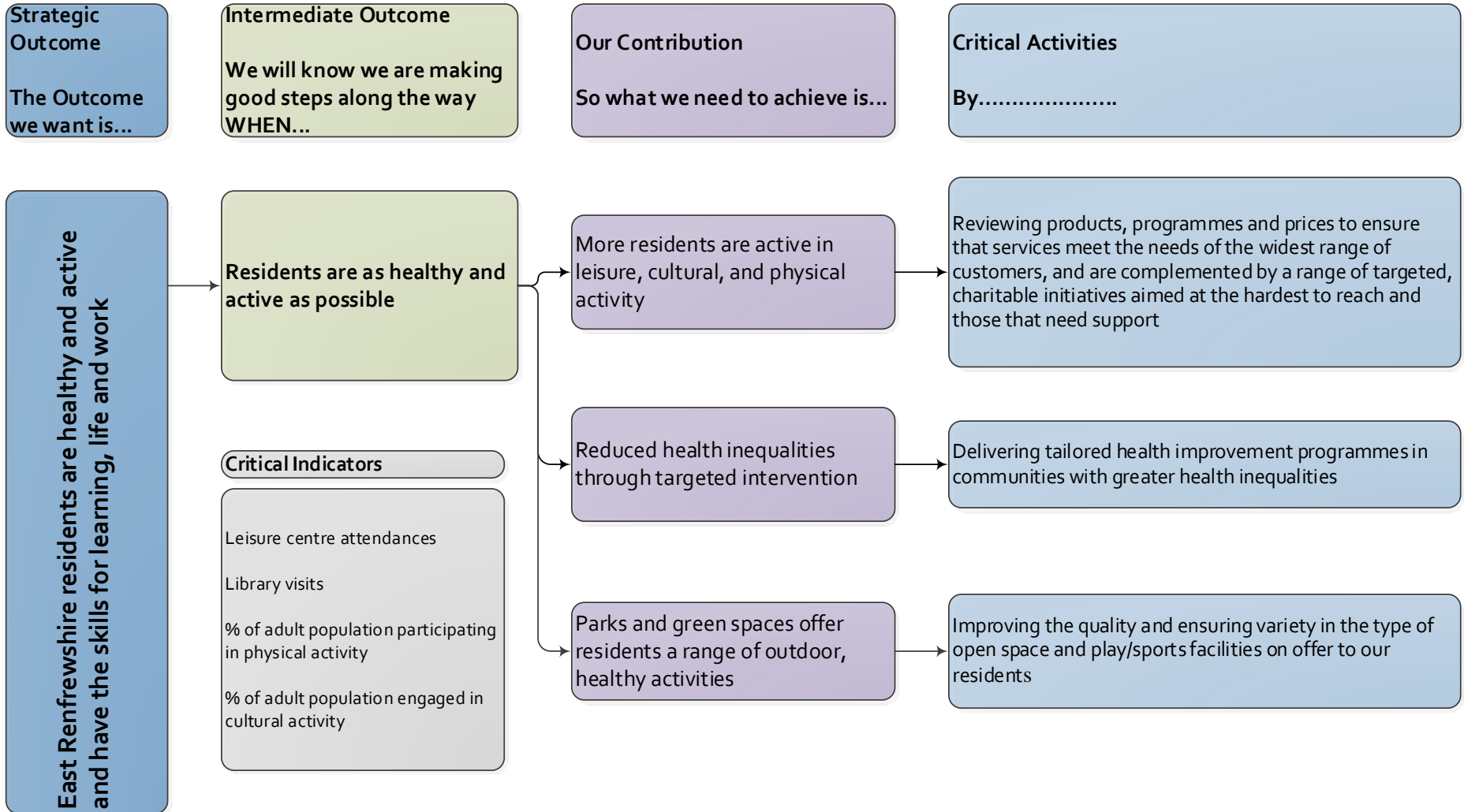
2.2 Children and young people are included



2.3 Children and young people raise their education attainment and achievement and develop the skills they need

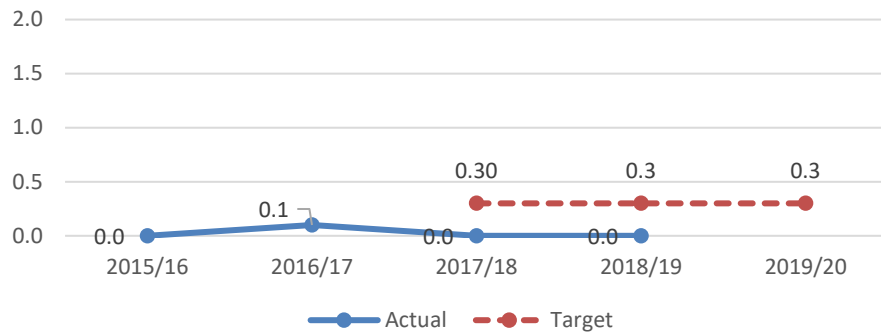


2.4 Residents are as healthy and active as possible

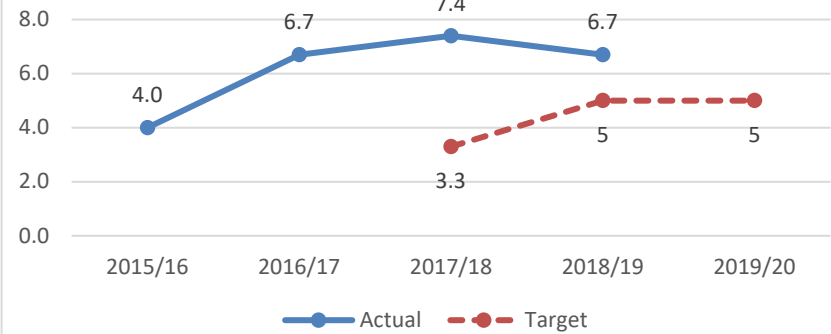


Outcome 2 indicators

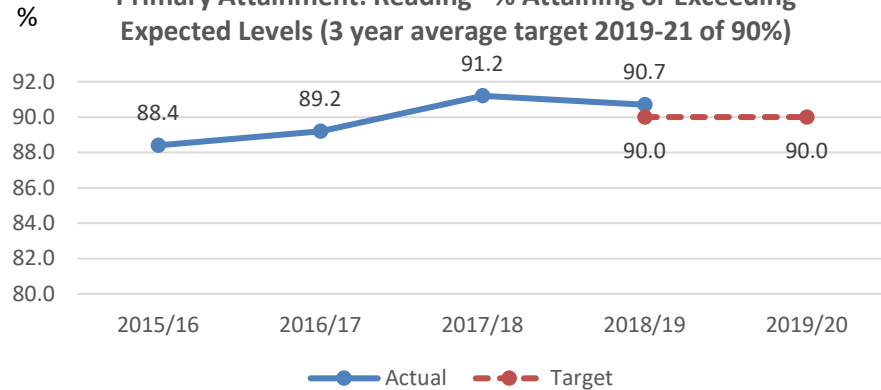
Rate of exclusions per 1,000 pupils - Primary
(3 year average for 2019-21 of 0.3)



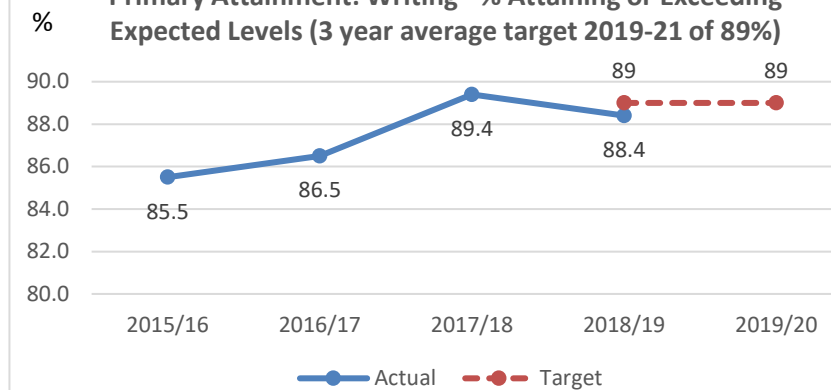
Rate of exclusions per 1,000 pupils - Secondary
(3 year average for 2019-21 of 5)

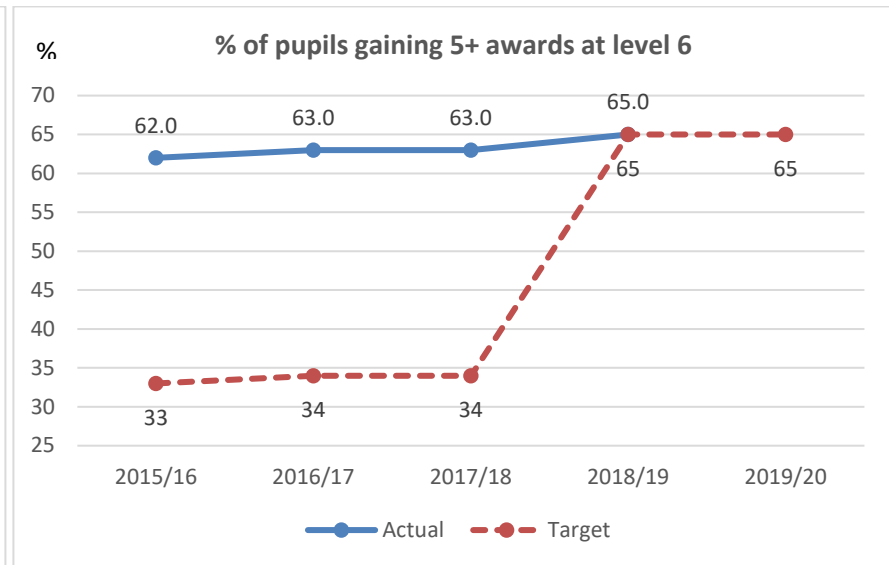
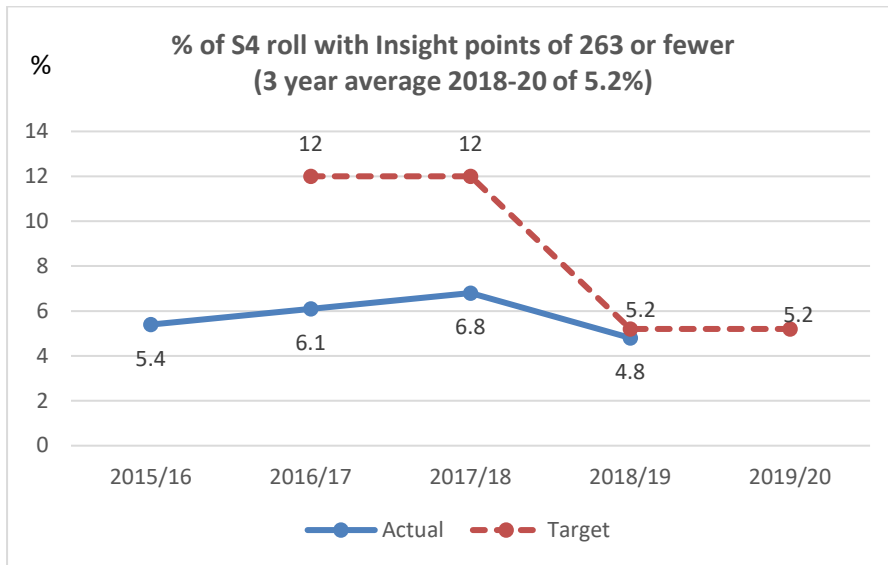
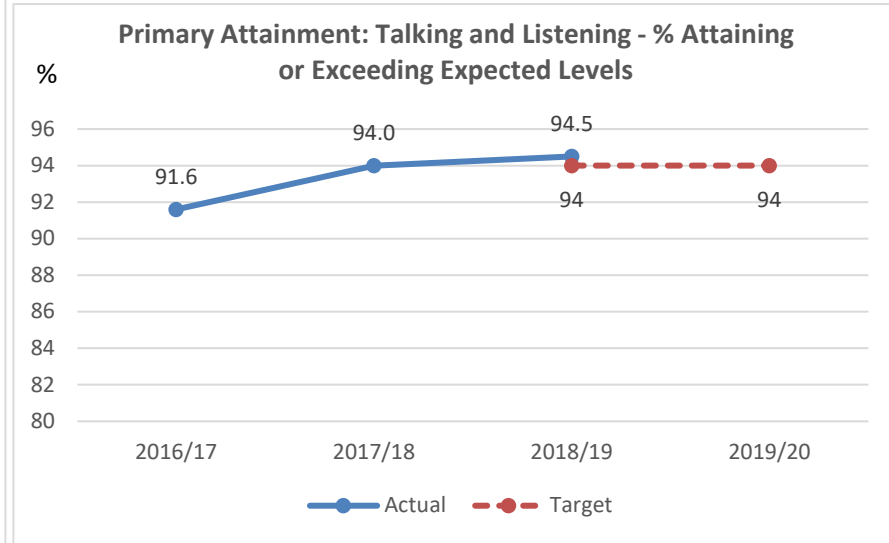
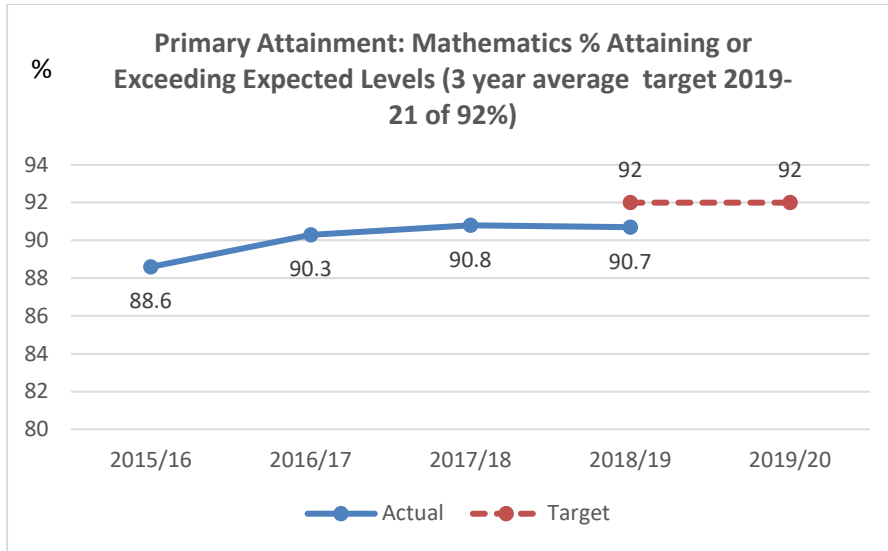


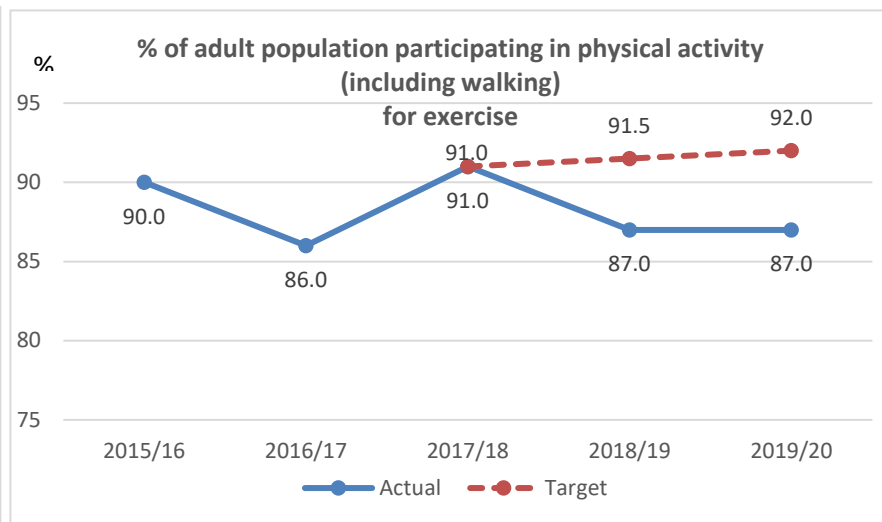
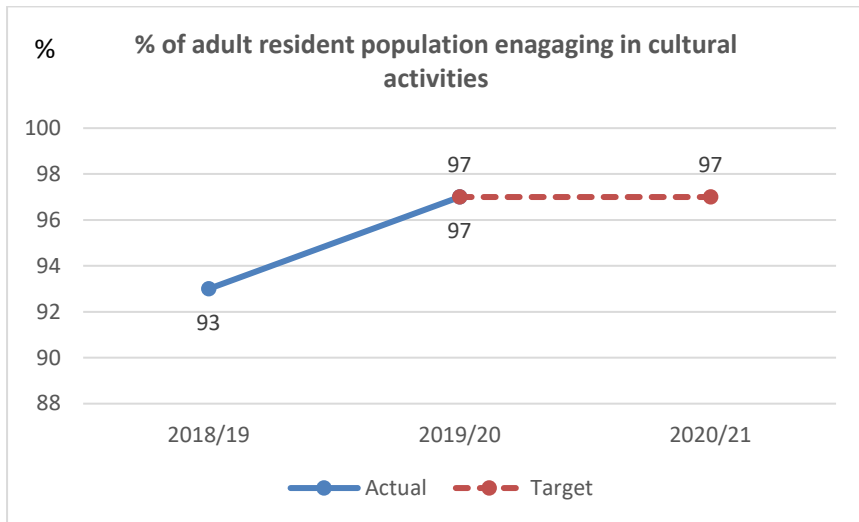
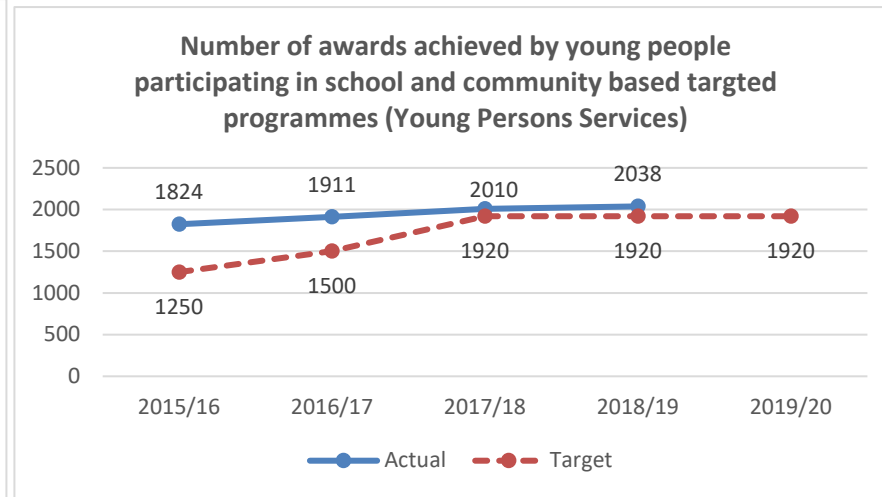
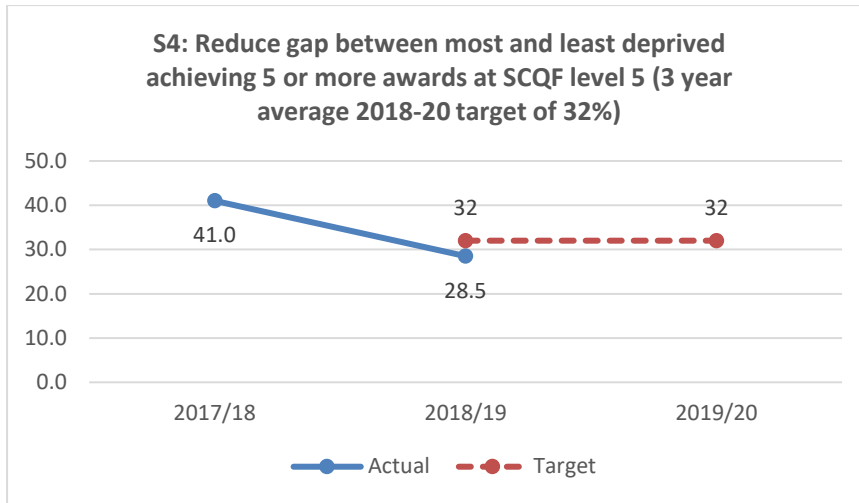
Primary Attainment: Reading - % Attaining or Exceeding Expected Levels
(3 year average target 2019-21 of 90%)

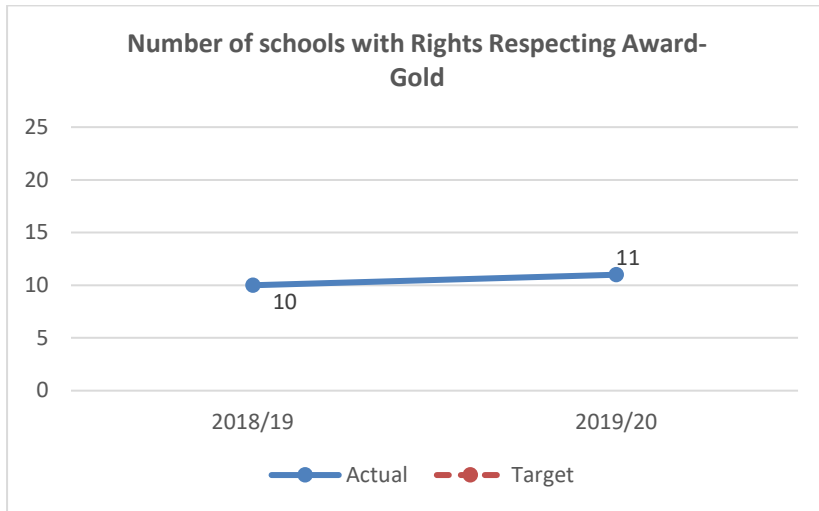
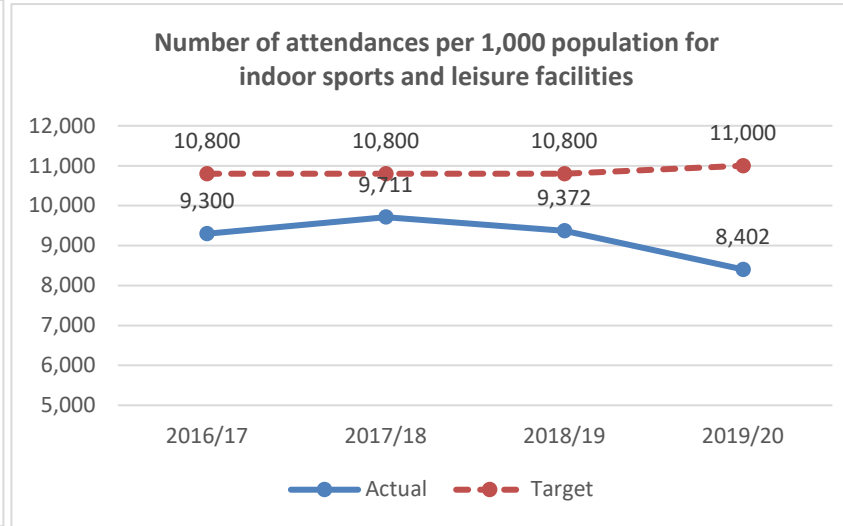
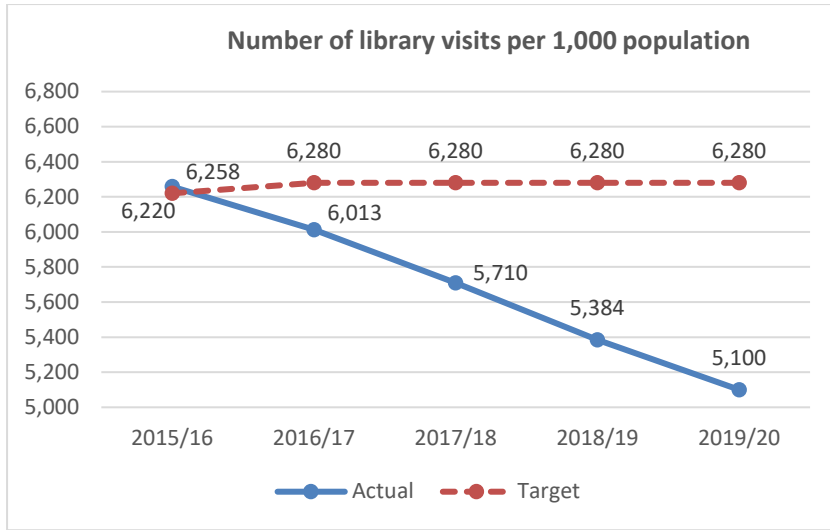


Primary Attainment: Writing - % Attaining or Exceeding Expected Levels
(3 year average target 2019-21 of 89%)

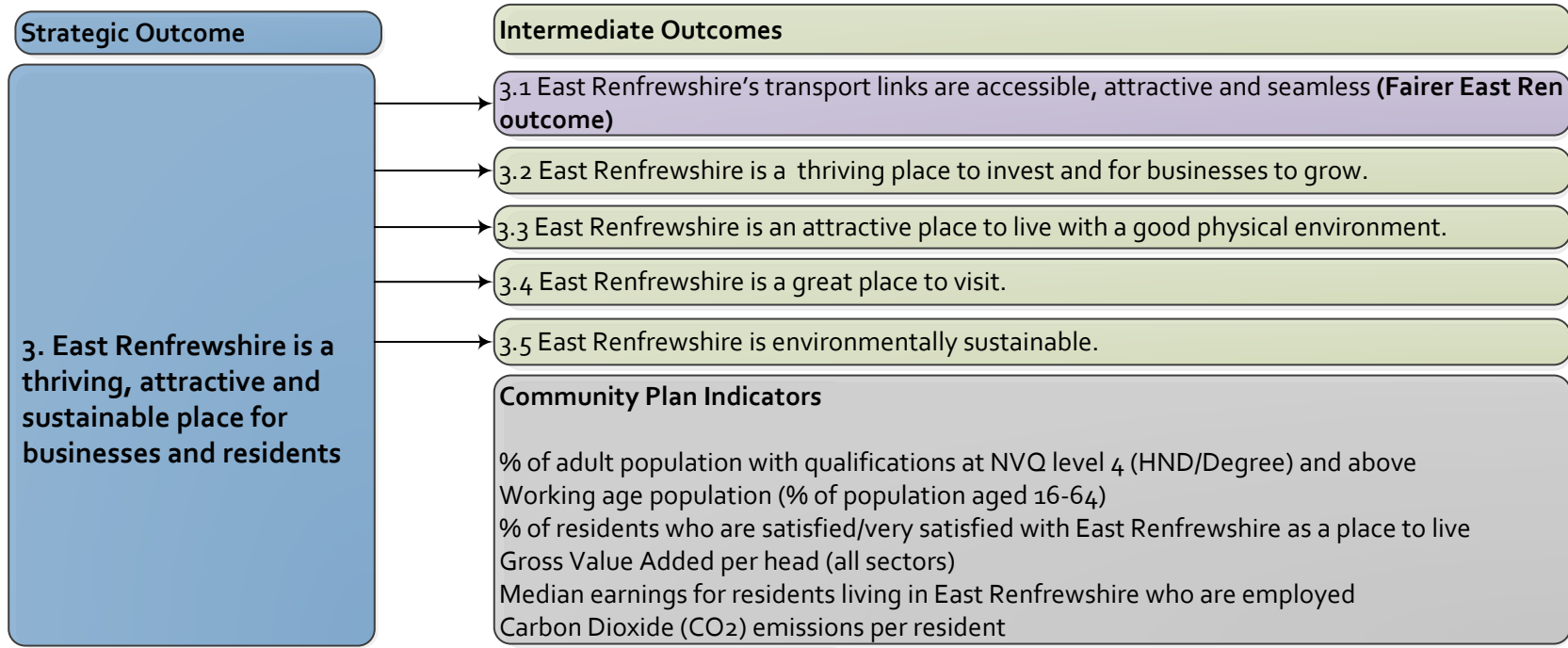








S3 SECTION 3
East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 3 Economy and environment

We are working to deliver economic growth, high quality housing and exceptional green spaces for all to enjoy within our area, whilst ensuring a sustainable recovery from COVID-19. Through our City Deal projects we will deliver £44m worth of major infrastructure projects, such as the new Greenlaw Business Centre and improved alignment of roads; driving innovation and growth through the support of key sectors and addressing challenges in the local labour market. These projects will allow a programme of work to go ahead which will greatly add to the value of the local economy over the next 20 years. City Deal will see the delivery of improved infrastructure and connectivity, supporting local growth and increasing employment opportunities through the development of these projects. There will also be increased longer term job prospects across the wider region.

We will continue to actively promote business support and employability services to help ensure our targets are achieved and will continue to play an important role in the delivery and promotion of national employability agendas, such as the City Deal Skills and Employability portfolio; the reduction of Child Poverty via intensive employability support to parents; halving the disability employment gap; and progressing the Scottish Government's No One Left Behind Strategy, which sets out 14 key actions to improve employability and support services to local residents.

Our Local Development Plan (LDP2) provides the Council with a development strategy that will guide the future sustainable growth of East Renfrewshire up to 2025 and beyond. Delivering a sufficient supply of housing is a key component of the Plan. Our LDP also addresses issues surrounding the preservation of the natural environment and we have in place strong planning policies to ensure our environmental impact is minimised. We are currently in the process of updating our LDP to provide a revised spatial development strategy covering the period up to 2029 and beyond. Furthermore we continue to work to protect the future of the local area; conserving the natural environment and refurbishing our parks and open spaces through ongoing capital investment; facilitating a shift towards more sustainable transport and improving accessibility to local destinations through infrastructure improvements; ensuring our streets are clean; and undertaking a range of regeneration work throughout East Renfrewshire.

Our Economic Development team continues to be committed to helping new and existing businesses grow and prosper through a coordinated package of advice, recruitment and training support. We can also offer financial support by providing access to a range of grants and loans. Our aim is to take a flexible approach, on a case by case basis, and help all types of businesses in East Renfrewshire Council meet their needs. The team also supports the development and implementation of physical regeneration projects which will improve town centres within East Renfrewshire.

Our recently developed Economic Recovery Plan as a response to the coronavirus issue sets out a number of objectives which include: Help local businesses combat the effects of COVID-19 through a series of already existing support mechanisms such as Business Gateway and the

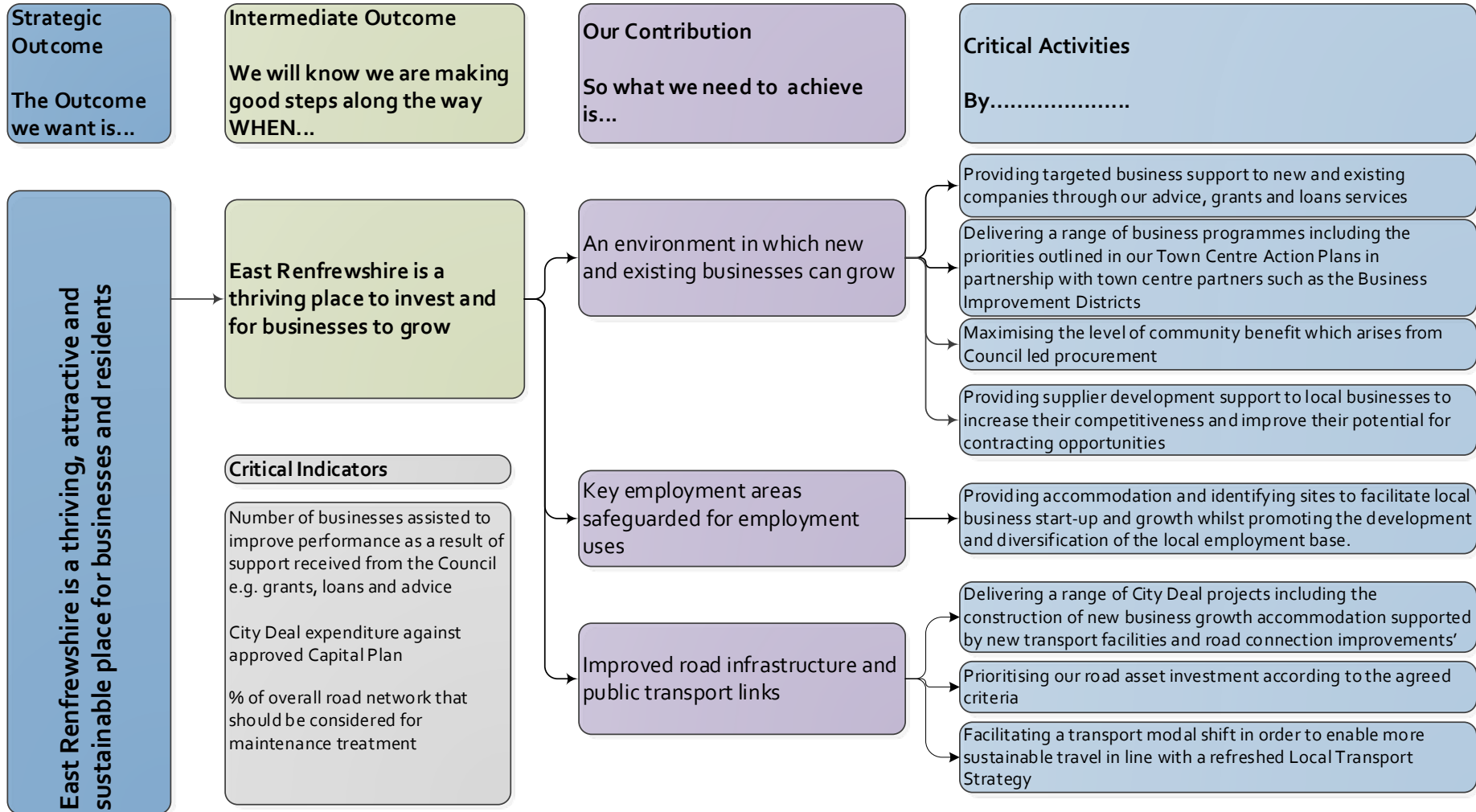
Council's Economic Development Team's Grant and Loans Programme; encourage business start-ups; reconsider and re-profile the purpose of the new Greenlaw business centre to ensure maximum positive impact on local employment and businesses in view of the learning over the coronavirus issue; promote access to our high streets and town centres and help local businesses and residents to adjust to the ongoing uncertainty over the timing and phased way in which lock-down restrictions are eased. This has included the set up of town centre recovery groups, a "Shop Local" marketing campaign to encourage spend in our town centres and localities and dedicated support to help our local businesses open safely through provision of PPE equipment, socially distancing materials, risk assessments and accredited training via our Business Recovery Toolkits. We will review our approach to economic development as the situation regarding any available government funding becomes clearer.

We continue to maximise affordable housing options, improve the quality of our housing stock, and protect and support private sector tenants to ensure their housing is up to standard. Our commitment to tackling climate change extends to our council house building programme which has seen tenants move into environmentally-friendly new homes in the last year. 45 new homes have been built at three sites in Barrhead and work will start on two further sites, in Barrhead and Newton Mearns, later this year. Our investment in improving roads and enhancing infrastructure is also an important priority for our residents. We have in place appropriate transport connectivity for our facilities to ensure residents have good access to the 28,000 jobs being created across the City Region.

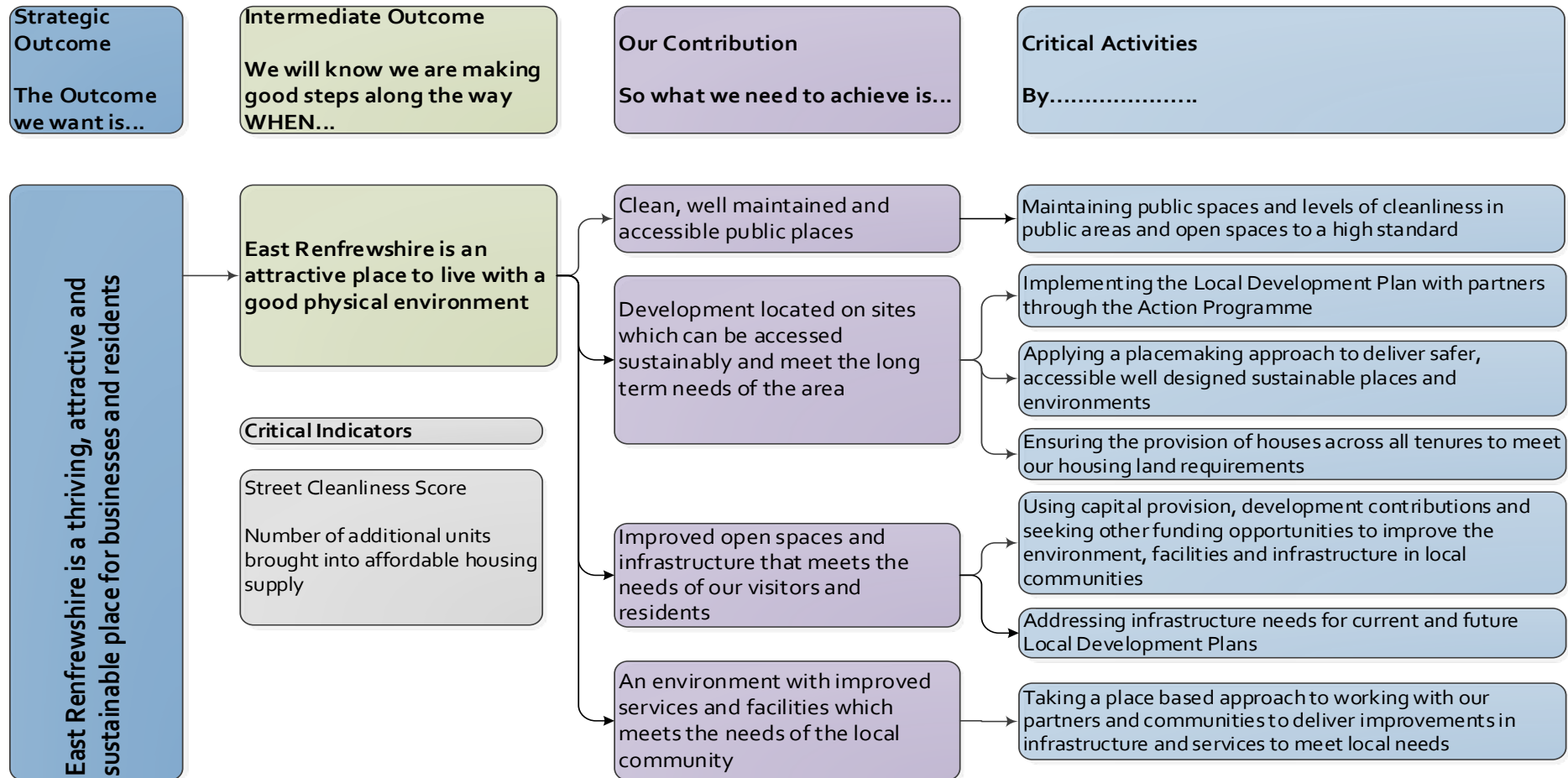
We have the highest recycling rate for household waste in Scotland and will continue to increase recycling by building on the success of our weekly kerbside collection service. However, our performance on recycling may in the short term be impacted negatively by service disruption and difficult decisions we had to make to continue to provide a refuse collection service to our residents due to the coronavirus issue. The Council has, through the Clyde Valley Partnership, positioned itself to meet the 2025 ban on residual waste going to landfill. We also have a commitment to achieve improved performance in energy consumption and generation.

Our ambitions around our critical activities over the period 2020/23 remain the same. However, the coronavirus issue has delayed our progress in many of those areas and may well continue to do so. The situation is continually changing. The priority until now has been to try to restore and renew frontline services which have been adversely affected. Our priority is now to move towards delivering and building better our ambitions as outlined below.

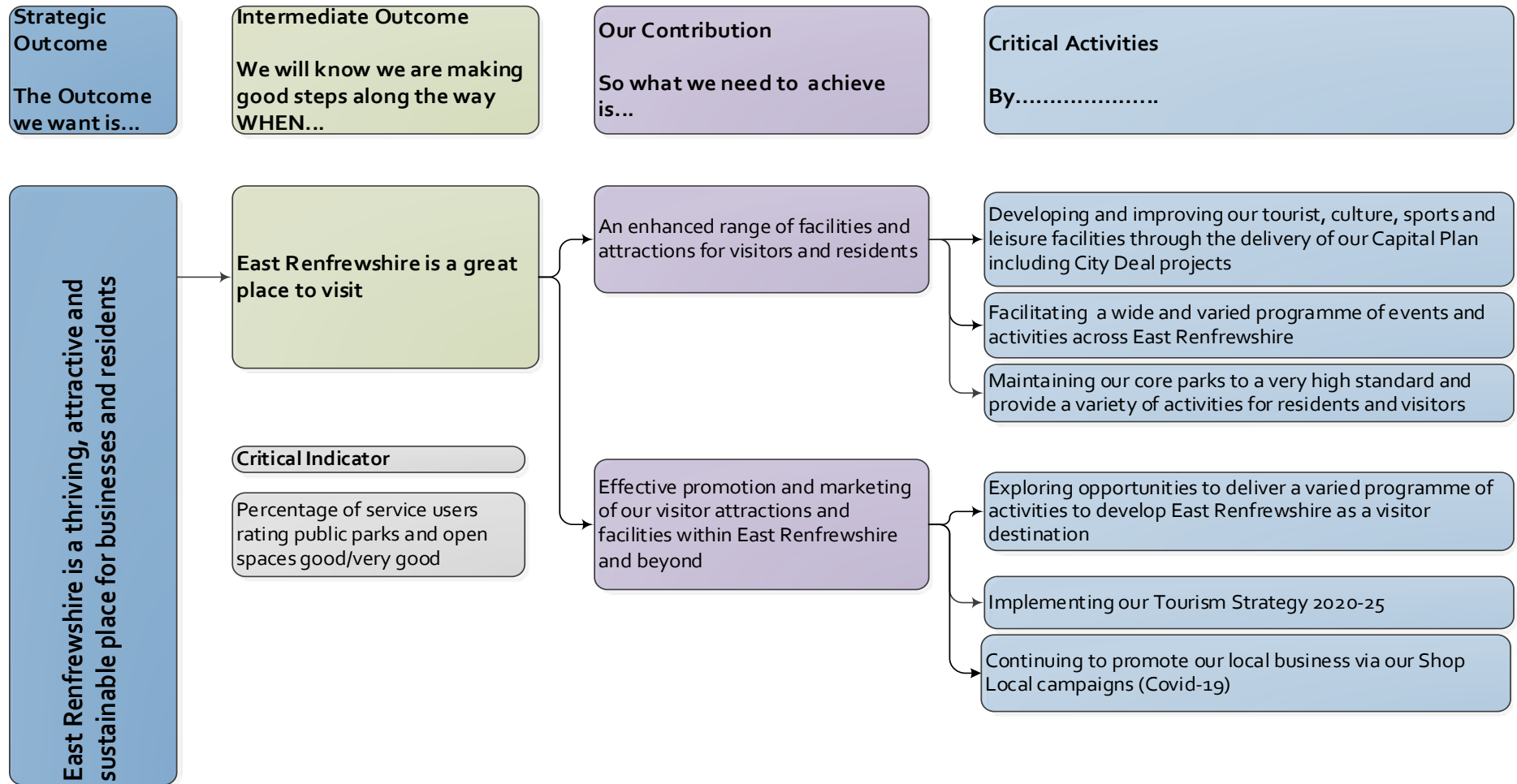
3.2 East Renfrewshire is a thriving place to invest and for businesses to grow



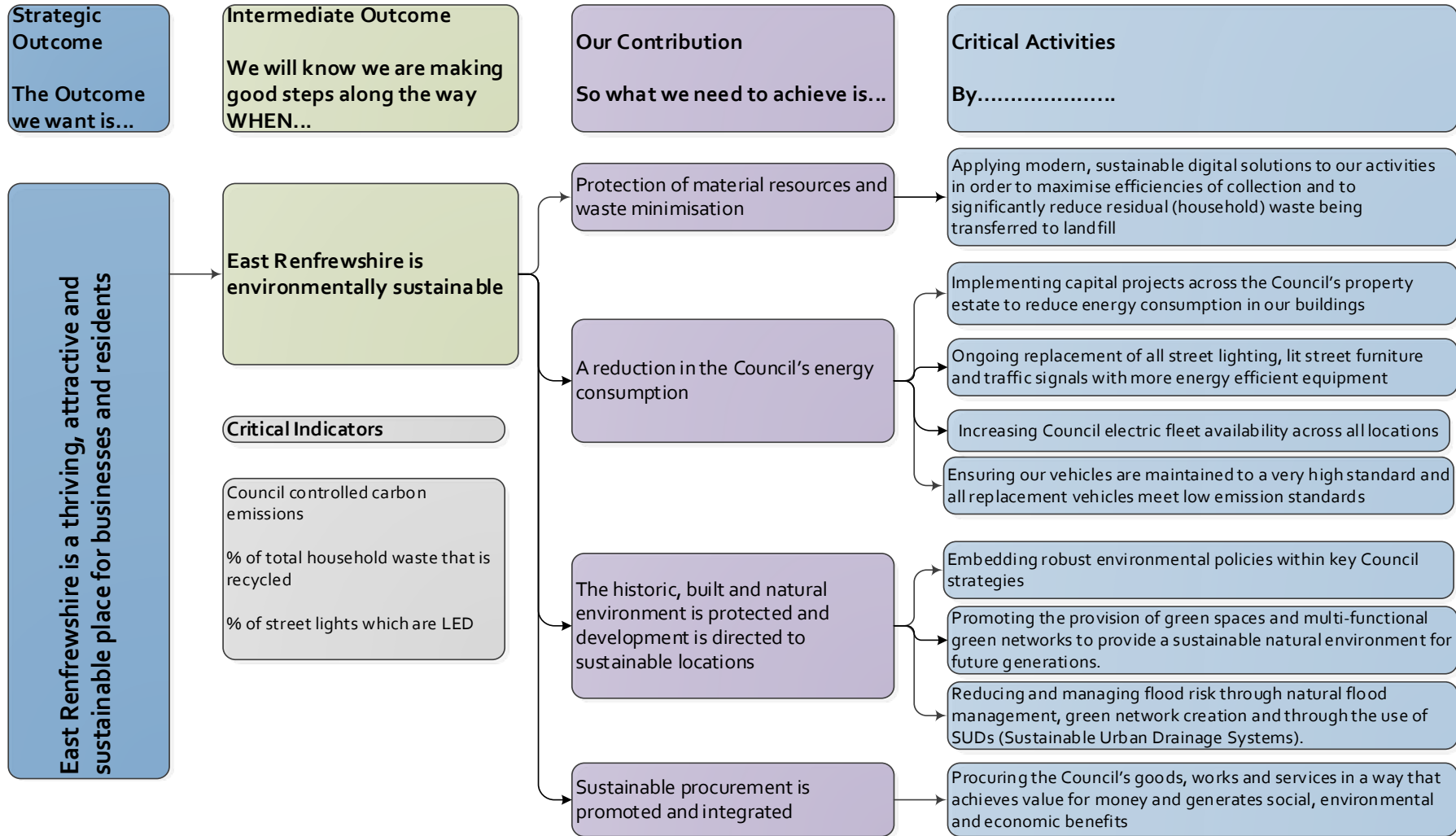
3.3 East Renfrewshire is an attractive place to live with a good physical environment



3.4 East Renfrewshire is a great place to visit

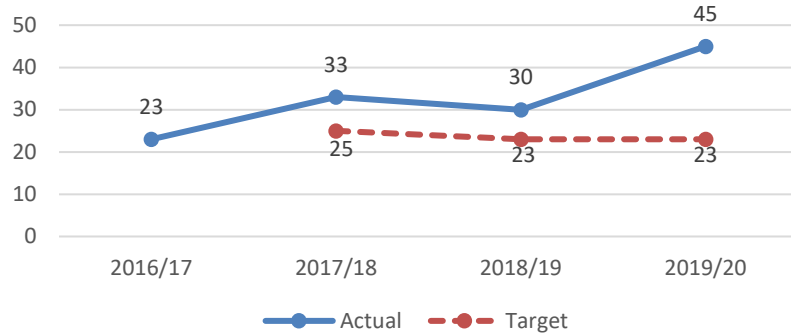


3.5 East Renfrewshire is environmentally sustainable

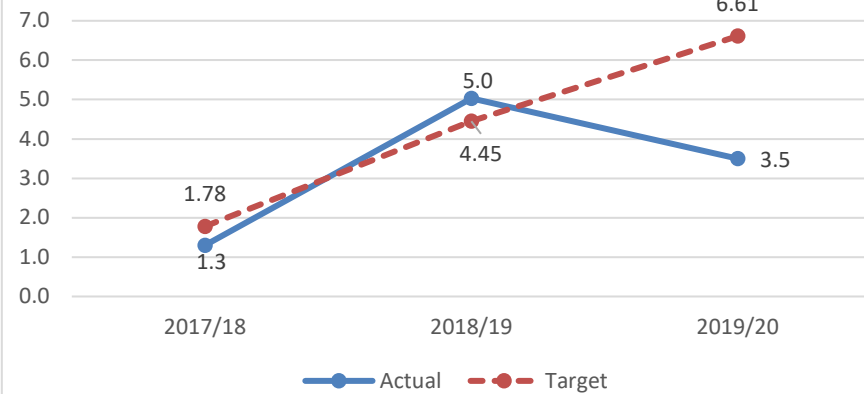


Outcome 3 indicators

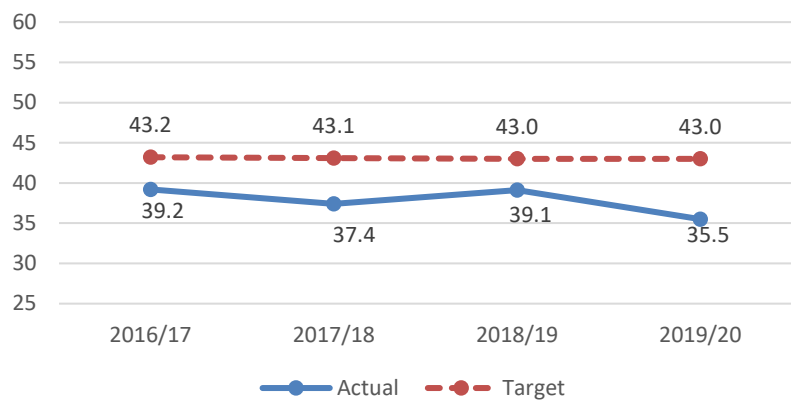
Number of businesses assisted to improve performance as a result of support received from the Council, e.g. grants, loans and advice



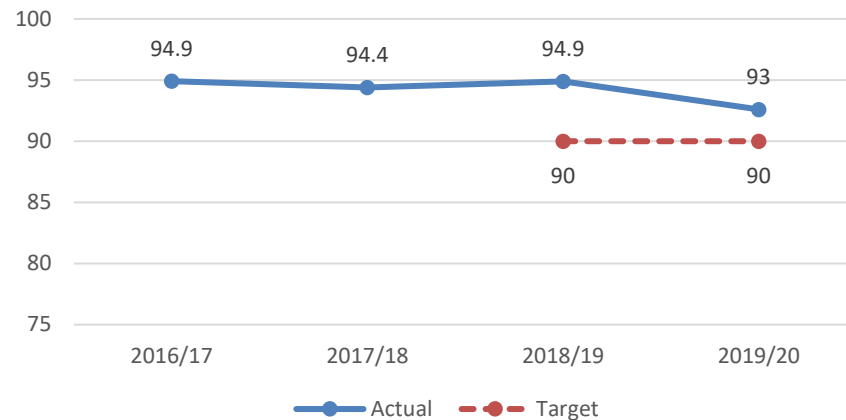
City Deal Expenditure against approved Capital Plan (£m)

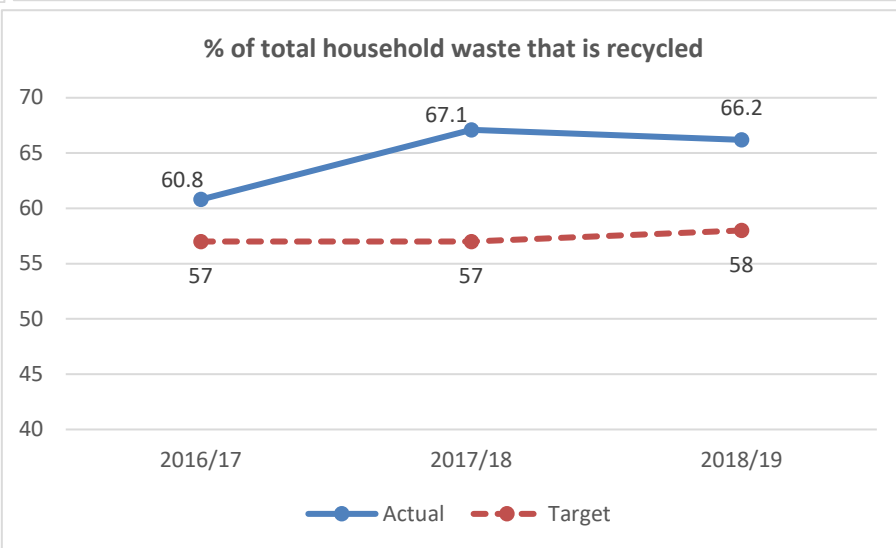
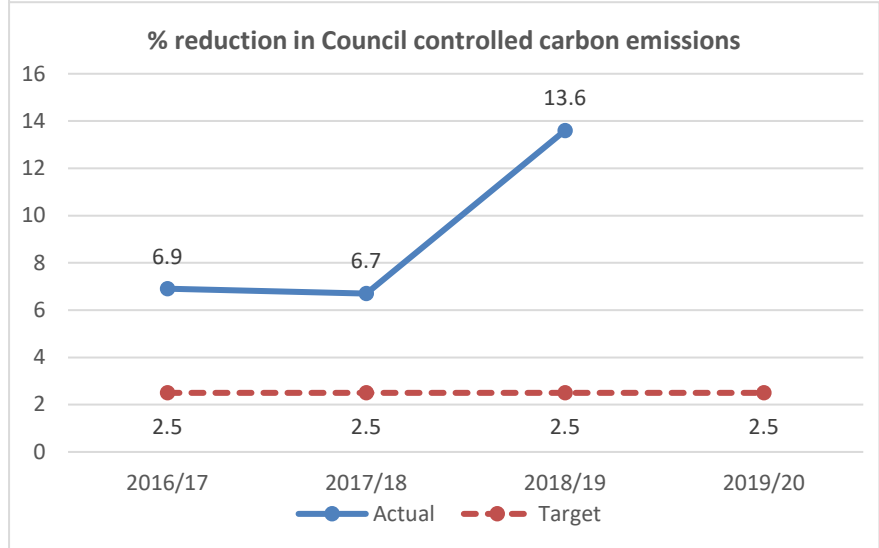
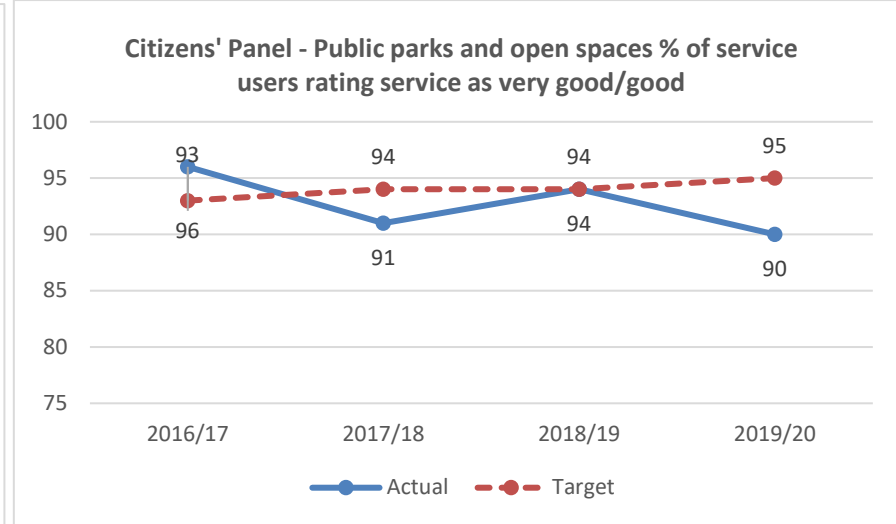
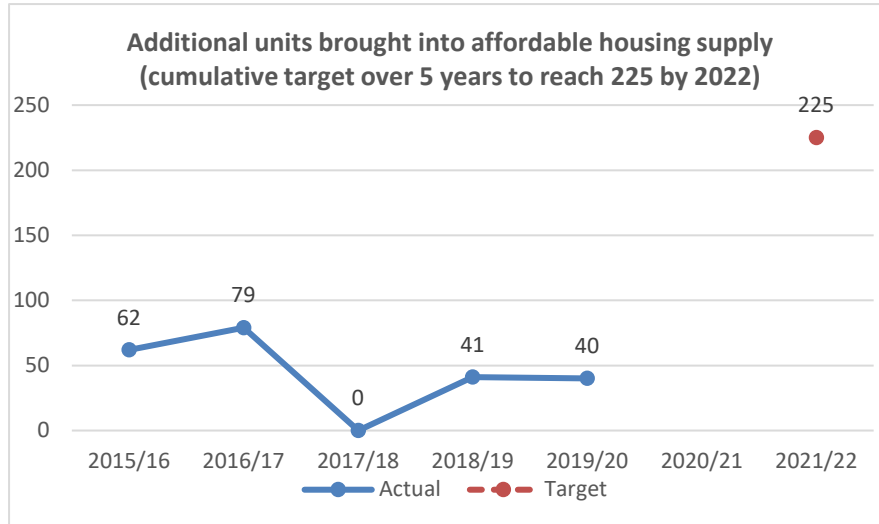


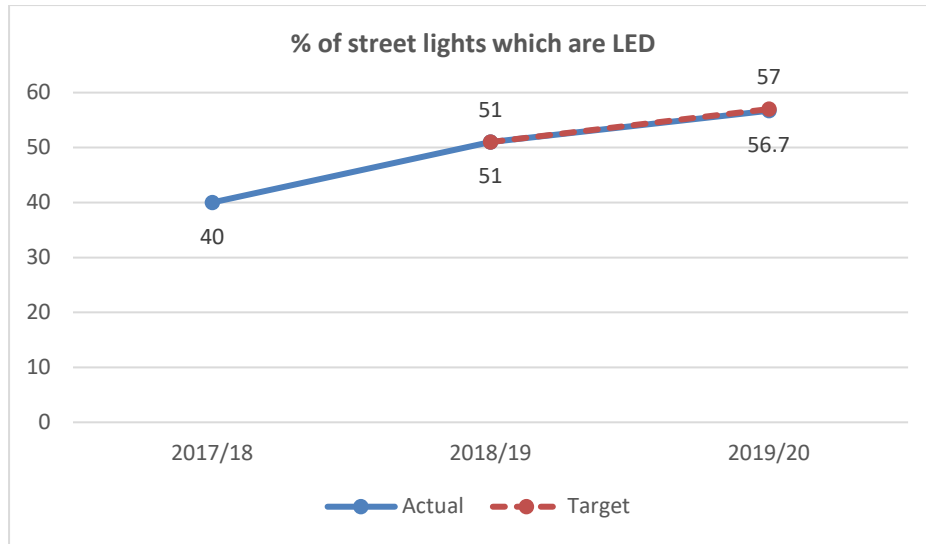
% of overall road network that should be considered for maintenance treatment



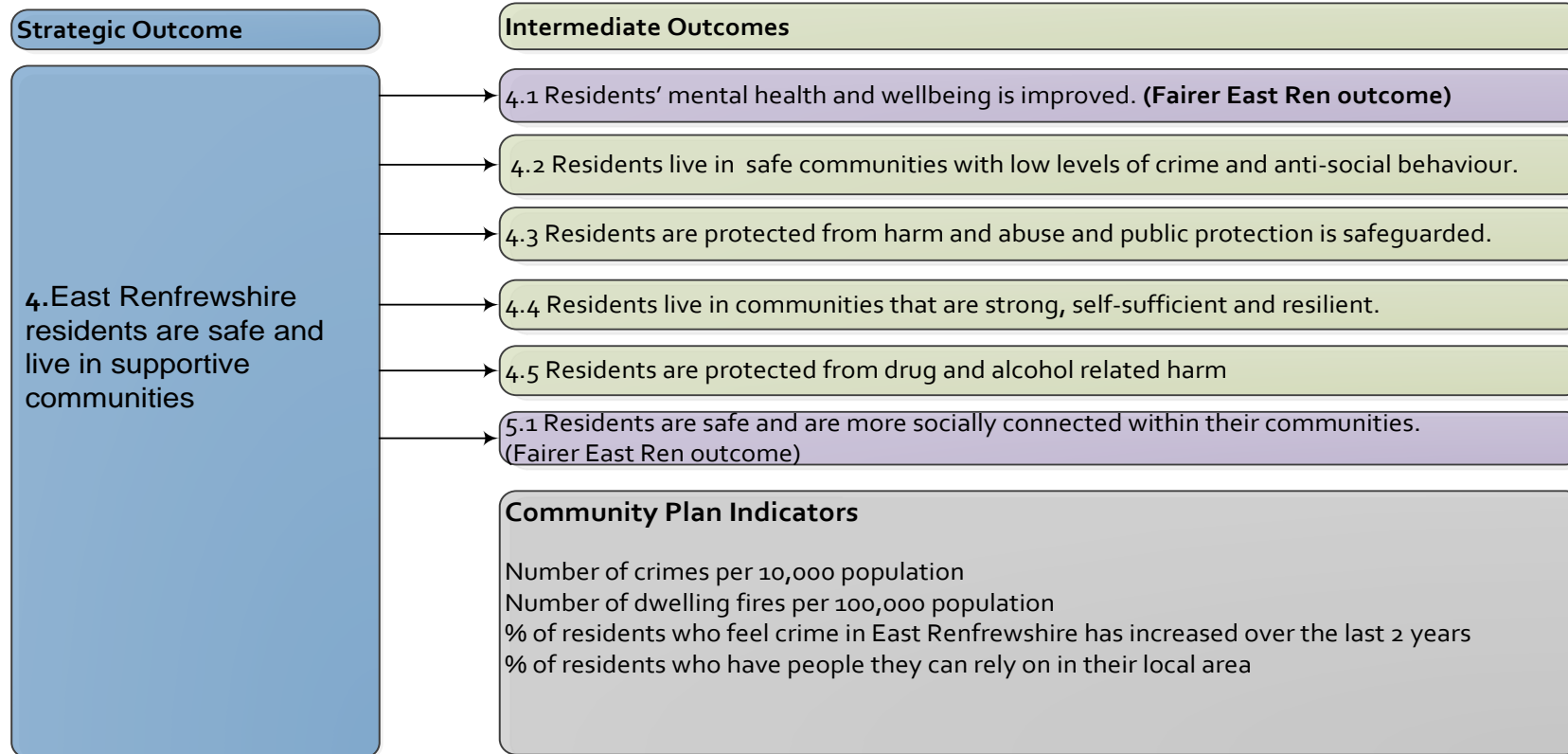
Street Cleanliness Score - % Clean







S4 SECTION 4
East Renfrewshire residents are safe and live in supportive communities



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 4

Safe, supportive communities

We know that in safe, supportive communities, people's outcomes in health and wellbeing can be improved. We recognise the valuable contribution that community organisations, groups and individuals make in their local areas and understand that we must involve people in the decisions that affect them and empower our staff and local residents to design and improve Council services fit for a stronger future. Our COVID-19 response has seen an unprecedented level of support provided for and by local communities. This has included support for over 2,700 local residents who were advised to shield by the Scottish Government; the establishment of a humanitarian food hub to provide much-needed support to those with food access and poverty issues throughout the early months of the pandemic; arranging outreach calls to vulnerable or lonely individuals; and distributing devices to empower people digitally through the Connecting Scotland programme.

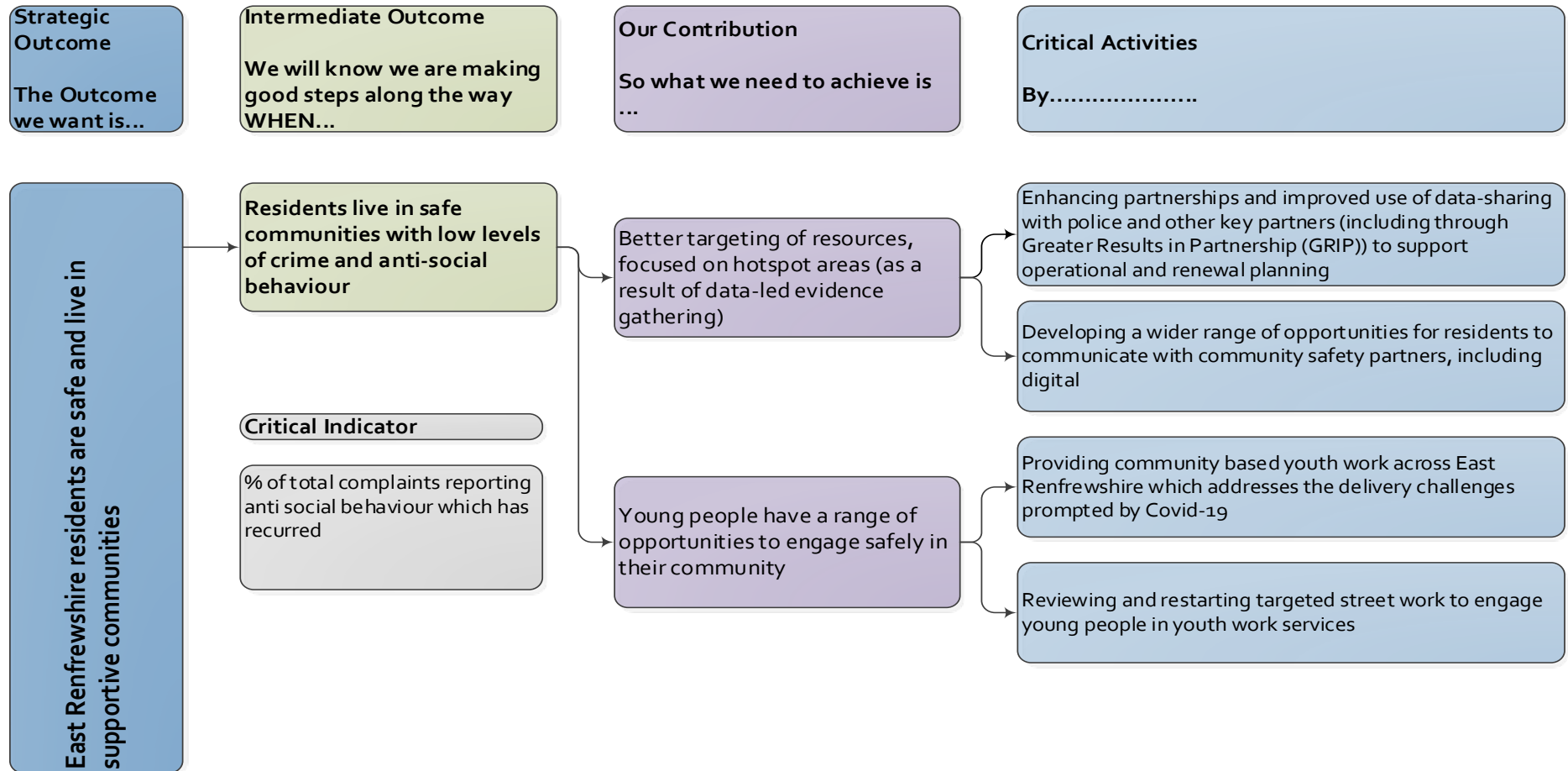
We use online platforms like Citizen Space and Commonplace for consultation however our engagement offline and in communities is vital too. Our Community Learning and Development (CLD) Team work alongside groups and individuals to build skills and opportunities to create positive impact. This work was diverted towards the provision of humanitarian support in the first 6 months of the pandemic, but CLD is more important now than ever before as we try to build back community confidence and resources. Through our partnership with the voluntary sector we want to further support the rise of people volunteering and taking a more active role in their communities – our response to COVID 19 has seen us take huge strides forward in this area and there will be significant reliance on third sector providers in the next months of the pandemic. Over 2020-21 and beyond our aspiration is to create more opportunities for community influence on how we spend our budgets. Through the democratic innovation known as participatory budgeting, or 'PB', we will continue to identify available budgets. COVID-19 has provided an opportunity to reflect on community issues like inequalities, democracy and health, and the participatory budgeting events scheduled for March 2020 had to be postponed. Although the Council's capacity and financial position will be challenged for some time yet, quality PB with a focus on inequalities can help to address some of the complex problems that we are facing.

In 2020 East Renfrewshire remains one of the safest places to live in Scotland. We have strong relationships and work closely with our partners to continue to reduce levels of crime and anti-social behaviour in East Renfrewshire. We help our residents feel safer in their neighbourhoods and homes through our community warden team, who deter incidences of crime and anti-social behaviour by their high visibility across the area. This role has been enhanced in recent months through the wardens' support for shielding individuals and through the delivery of food parcels from the humanitarian hub. Our Community Safety Unit operates 24/7, 365 days per year providing Telecare alarm-receiving centre services, monitoring our CCTV network and out-of-hours call handling for homelessness, housing repairs and the Anti-Social Behaviour 'Ring and Report' Line. The Community Safety service also has responsibility for parking enforcement within East Renfrewshire to help make our roads safer, although there was a suspension of these services in the early months of the pandemic.

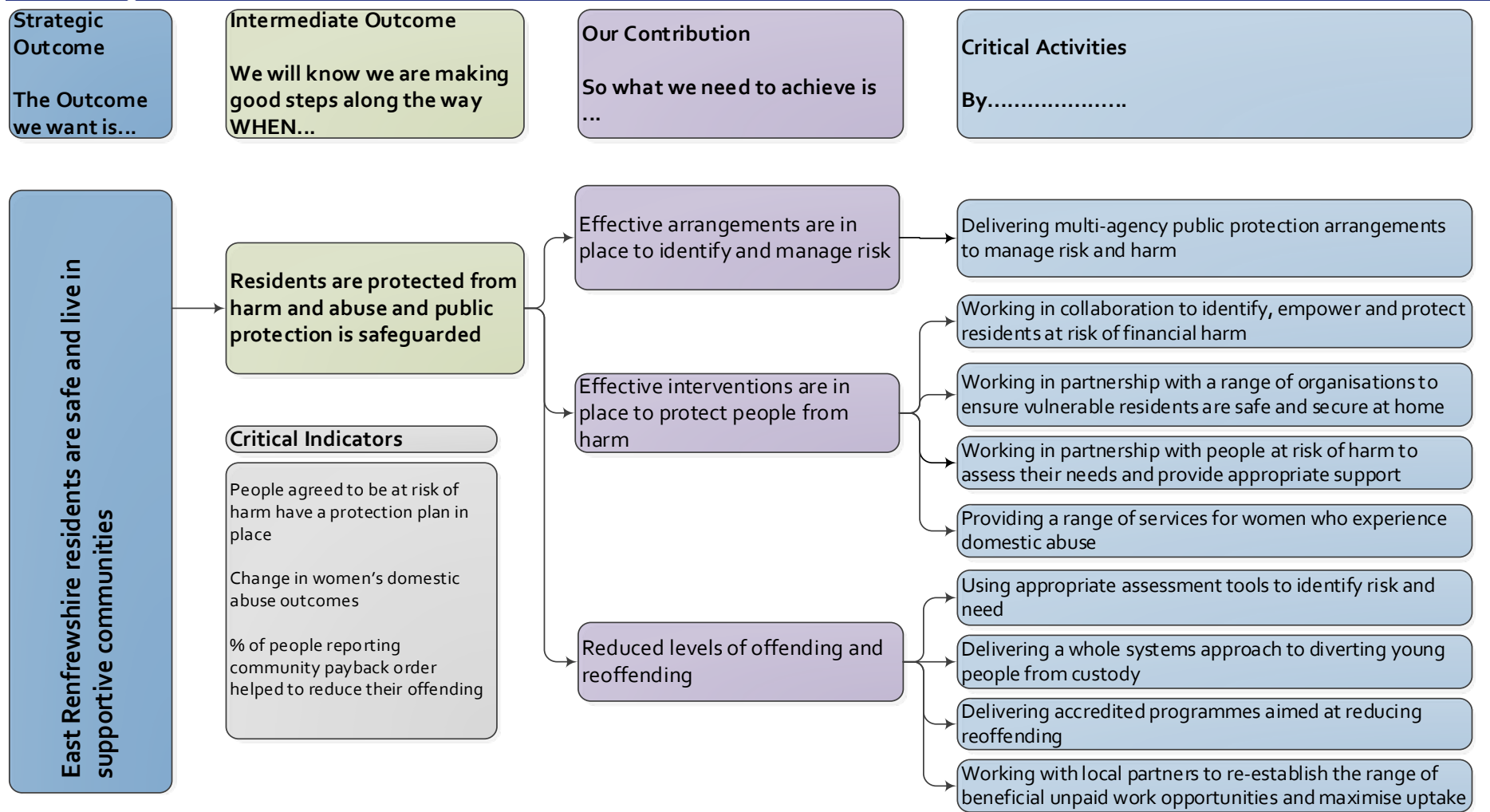
We are focused on prevention and share data to drive intelligence led strategic planning with our partners through a new Safe East Ren partnership group. In light of the COVID-19 pandemic we are working within social distancing requirements to enhance the visibility of community safety and community justice services and building back our strong links with local groups and networks. The reintroduction of our youth support and activities that aim to prevent youth anti-social behaviour is being focused on the most vulnerable children and young people however our CLD Team is continuing to work with schools to design new ways of working with all young people in line with public health guidelines. The CLD Team also delivers targeted street work to engage with and divert young people towards more positive activities.

Our aim is to improve community safety and public protection through targeting our resources to reduce the risk of offending and harm in local communities. Protecting residents from alcohol and drug related harm has continued to be a key priority during the COVID-19 outbreak. The Community Addictions Team continue to support individuals with problematic alcohol and/or drug use, including new referrals and making innovative changes to service provision to continue treatment and care safely. Learning from the experiences of individuals during this time will inform the redesign of services to achieve improved outcomes.

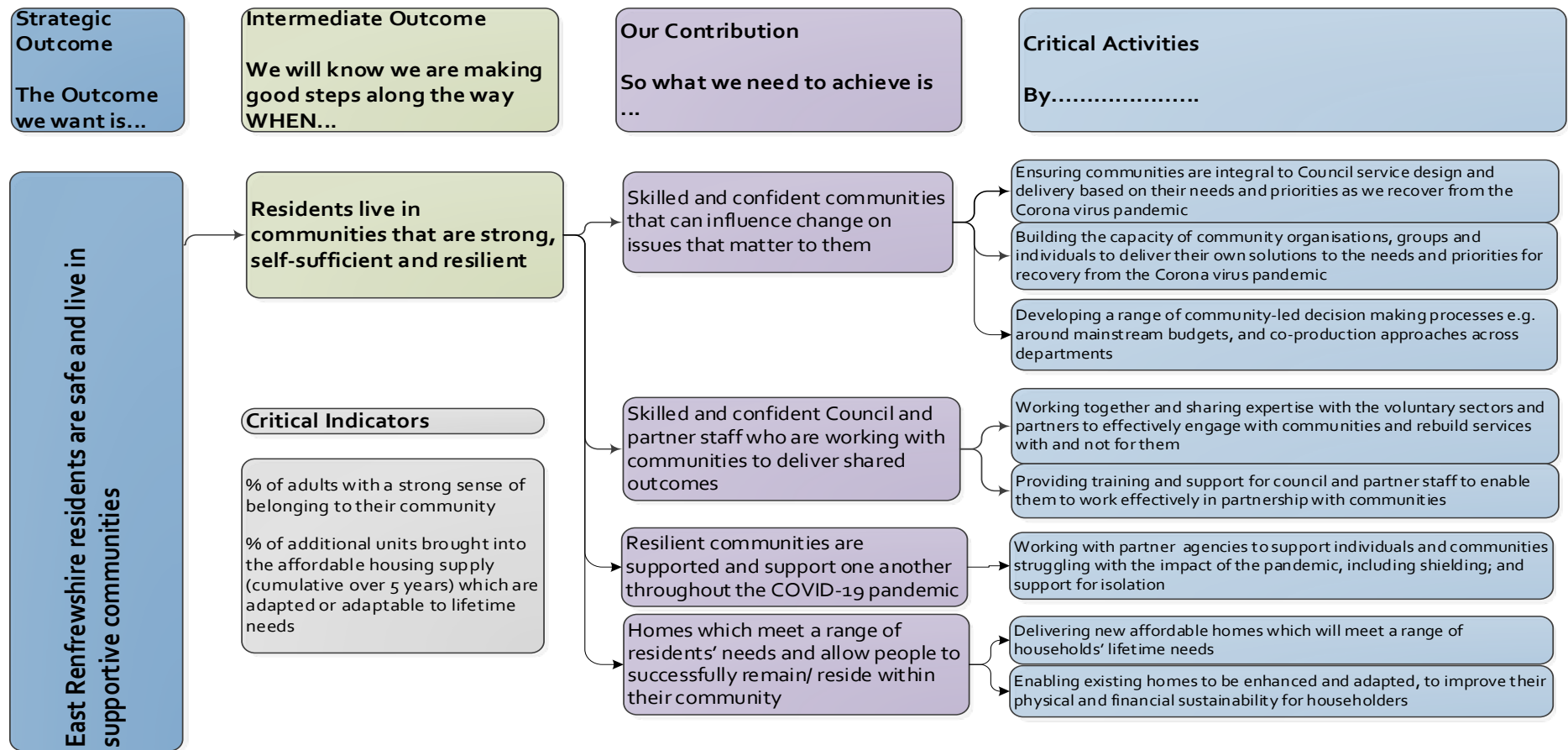
4.2 Residents live in safe communities with low levels of crime and anti-social behaviour



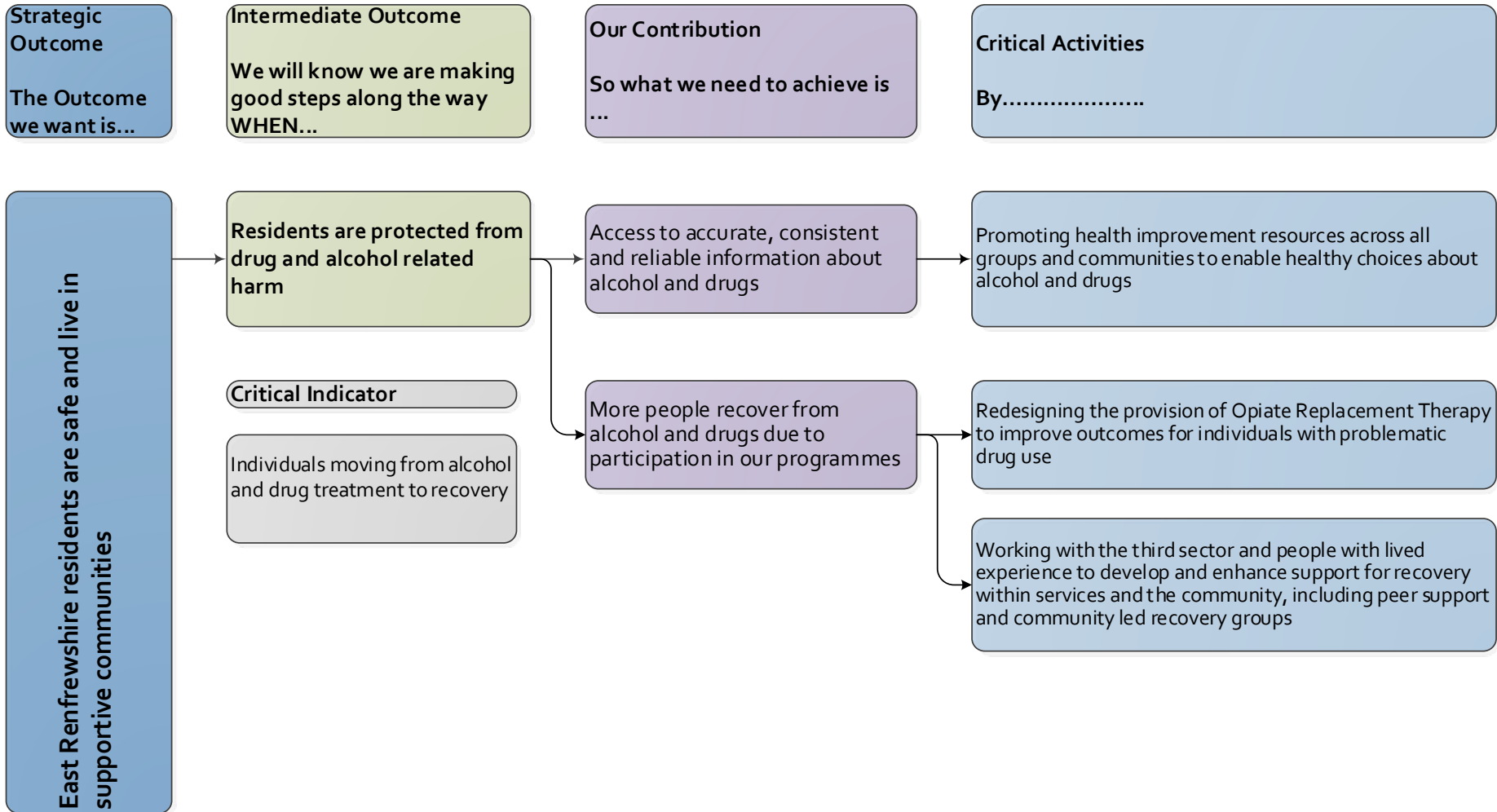
4.3 Residents are protected from harm and abuse and public protection is safeguarded



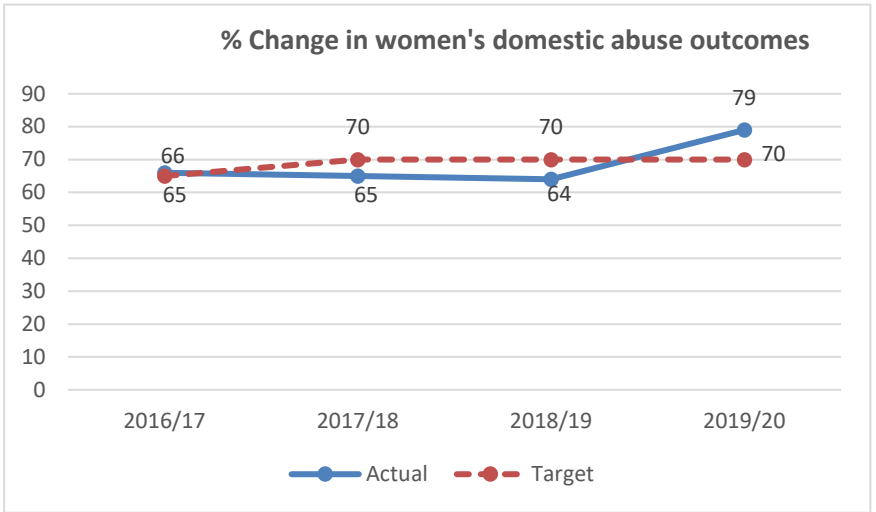
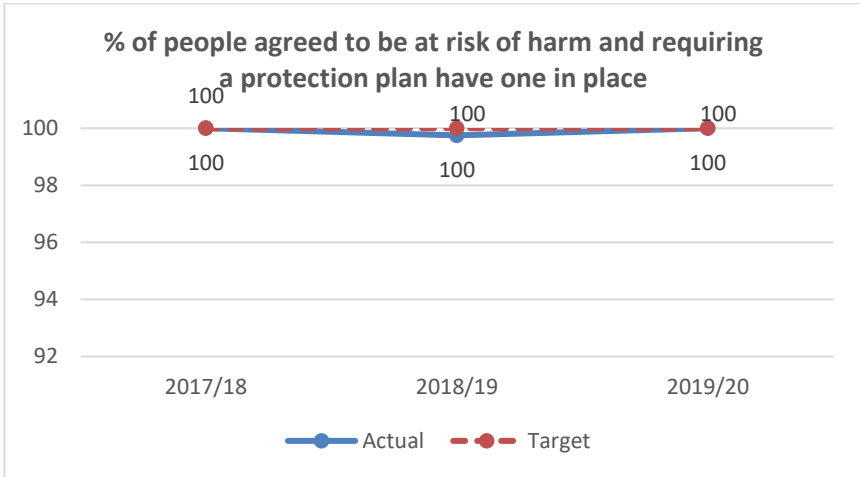
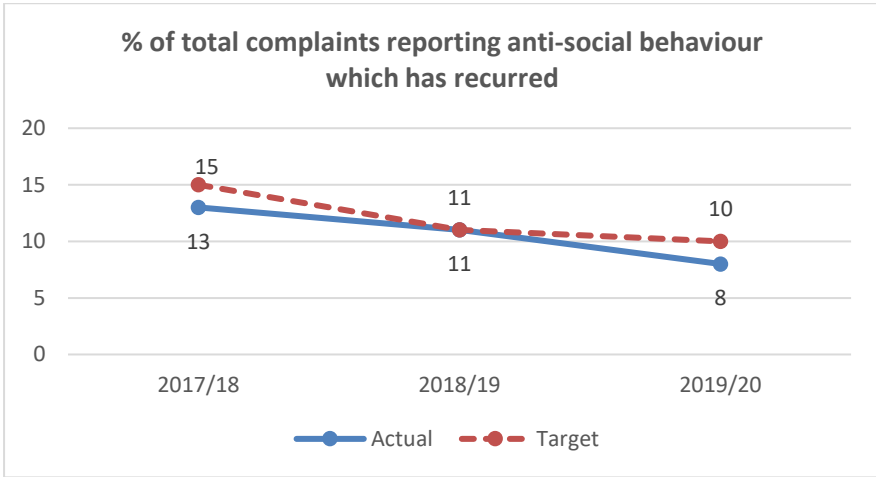
4.4 Residents live in communities that are strong, self-sufficient and resilient

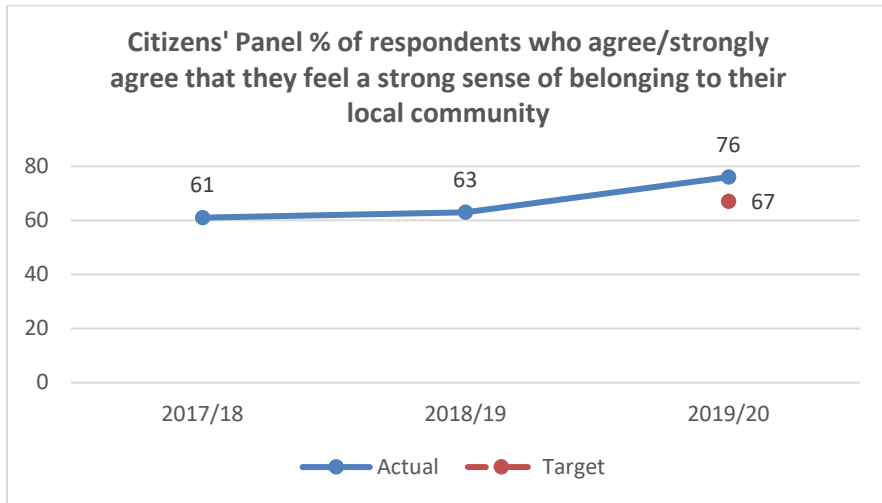
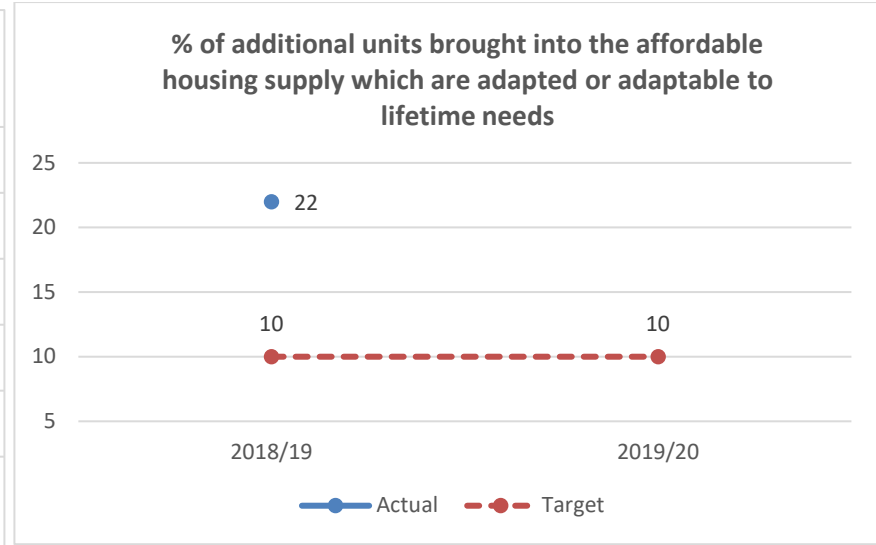
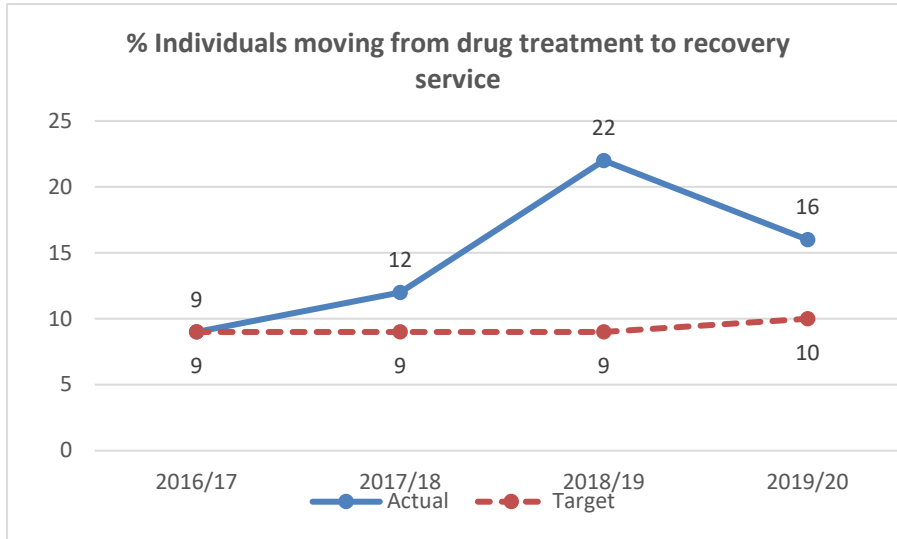


4.5 Residents are protected from drug and alcohol related harm



Outcome 4 indicators

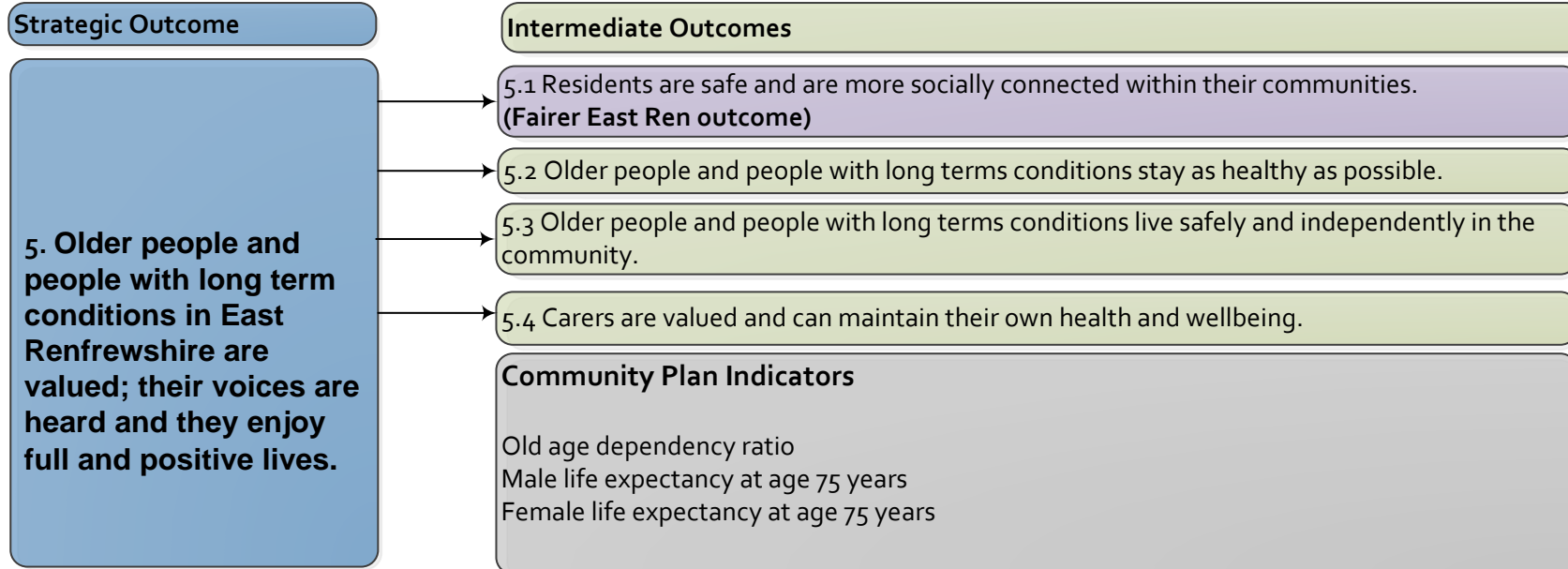




S5

SECTION 5

Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 5

Older people and people with long term conditions

The Health and Social Care Partnership (HSCP) Strategic Plan outlines our key strategic priorities including: supporting older people and people with long-term conditions to maintain their independence at home and in their local community; reducing unplanned admissions to hospital; ensuring carers are able to exercise choice and control; supporting recovery from mental ill-health; and ensuring wellbeing is improved in our communities that experience poorer health outcomes.

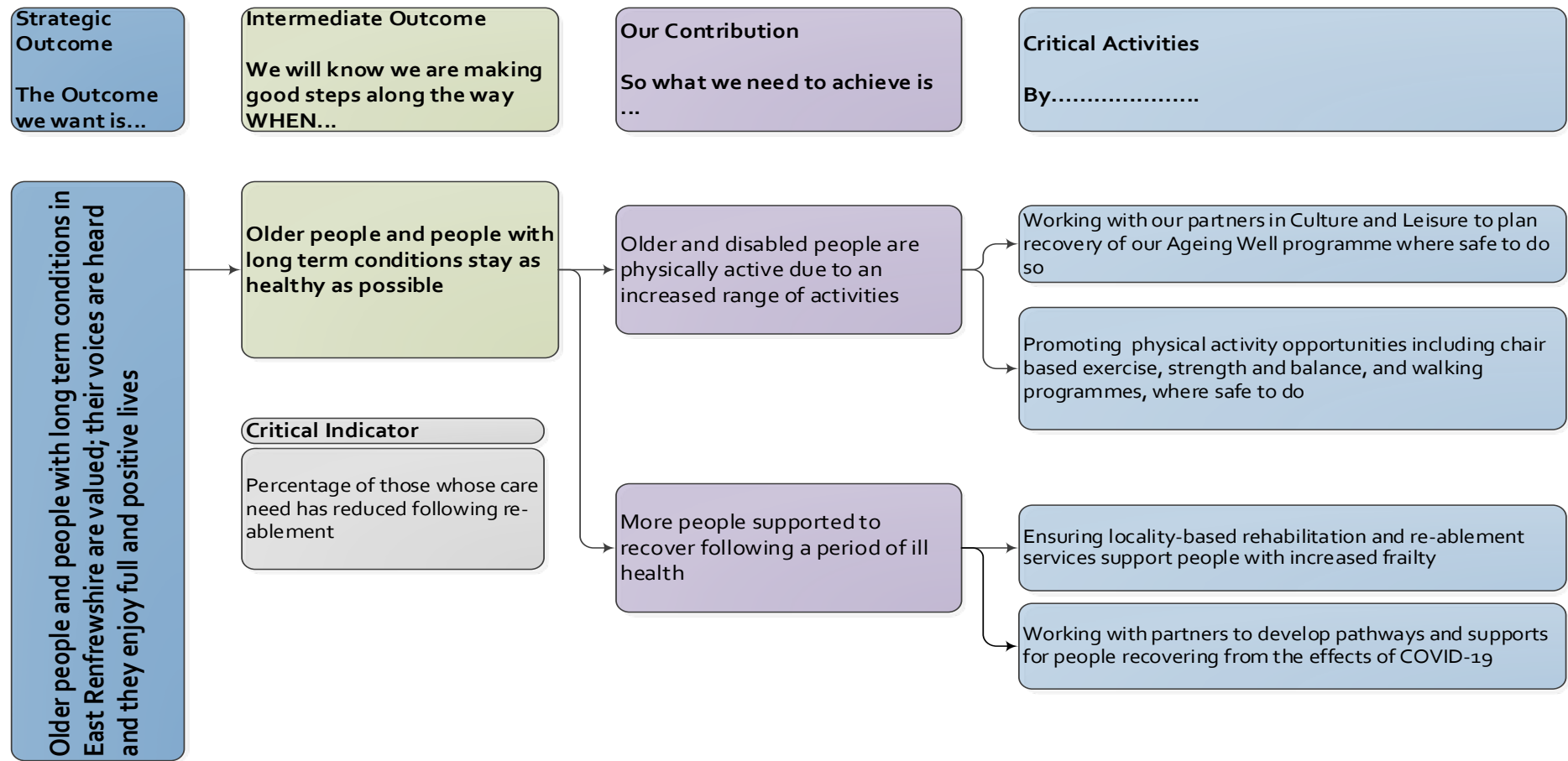
We have growing numbers of people living in East Renfrewshire with disabilities and long term conditions. Our oldest residents are most likely to experience ill-health and disability, as a result of this they are the greatest users of health and social care services. As people become frail they can become isolated from our local communities. Unfortunately, the lockdown measures, taken to protect ourselves from COVID-19, have meant that some people have become more isolated and had less opportunities for leisure, exercise and social activities. Throughout the coronavirus pandemic a team of volunteers have been keeping touch with the most vulnerable and isolated through the Community Hub. This work has been led by Voluntary Action East Renfrewshire with support from the HSCP and the Council. Together we have developed new responses to a variety of needs including food supplies, shielding support and delivery of medicines. We want to build on this joint working going forward to continue to reach out to older and vulnerable people in our communities and to increase the community supports and opportunities available.

Our health and care services have been running throughout the pandemic with a focus on those in greatest need, people experiencing severe symptoms of the virus, and at those greatest risk of admission to hospital. Care at home supports have been reduced or suspended only where there has been agreement with people and/or families that it is safe to do so. We maintained regular telephone contact with people whose services were reduced (and where appropriate their families) restarting or increasing services as needed. This involved putting in place dedicated phone lines and staff to take the calls, and increasing the numbers of staff working in our care at home services. We have been working closely with providers to offer practical support and guidance in relation to infection control and prevention. This has included setting up a PPE (personal protective equipment) hub and daily care home assurance calls, with a team offering direct support to care home staff and managers. This work will continue for as long as it is needed. Our daily safety huddle analyses information from care homes across East Renfrewshire and uses this to offer support and guidance to each care home. Assurance and support visits from nursing, social work and infection control staff and if appropriate the Care inspectorate are carried out in individual homes as required.

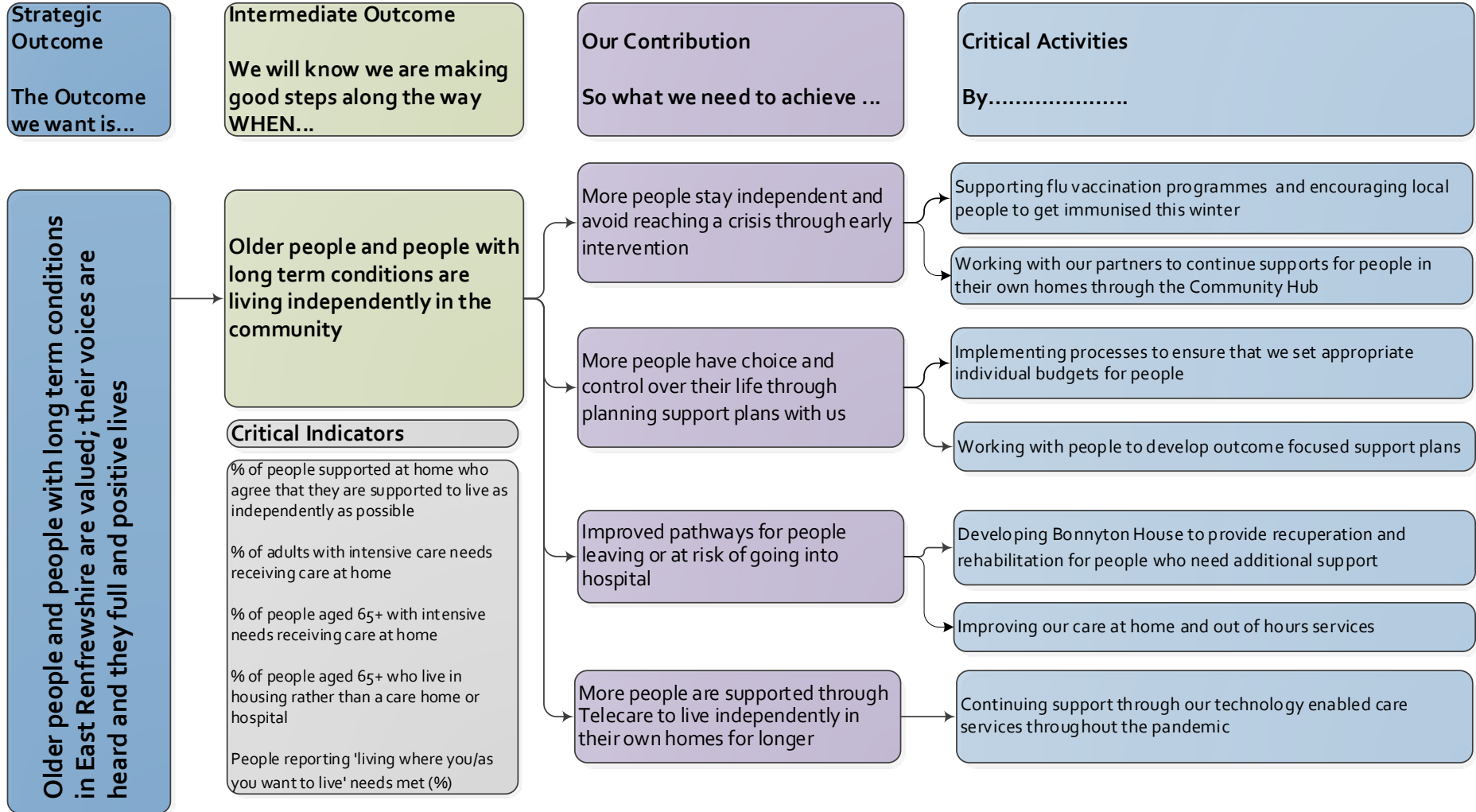
Extending choice and control for people who require support is an important aspect of our recovery work. In 2019 we introduced a new individual budget calculator for self-directed support, which we have continued to use wherever possible during the pandemic. Moving forward we want to make sure that all our systems support choice and control and that we make best use of technology and other innovative digital approaches to support.

Our Confidence at Home scam prevention packages are designed to help residents stay independent and safe. We have established more Confidence at Home packages per head of population than anywhere else in the UK, in the process blocking almost one million nuisance calls.

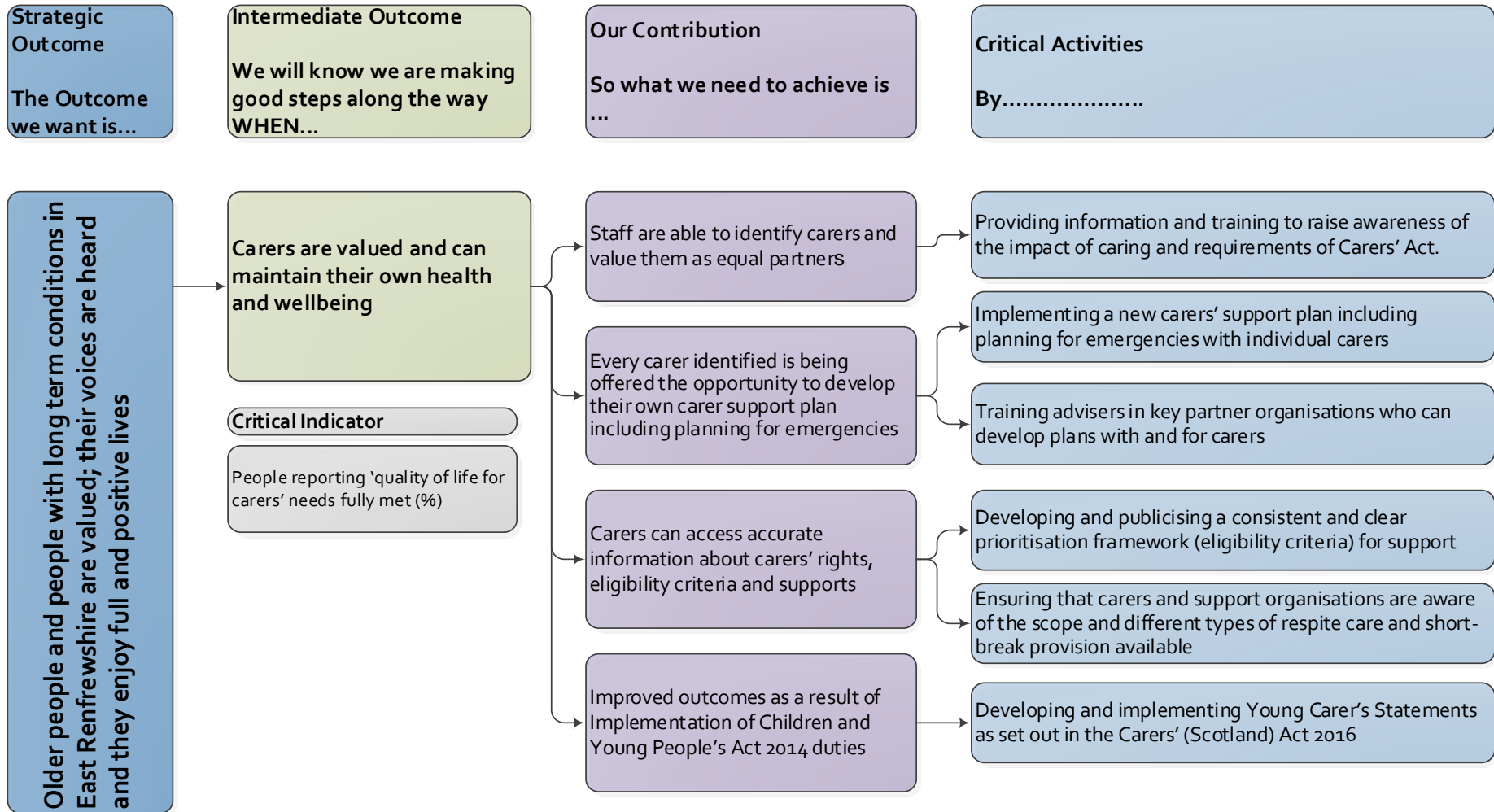
5.2 Older people and people with long term conditions stay as healthy as possible



5.3 Older people and people with long term conditions live safely and independently in the community

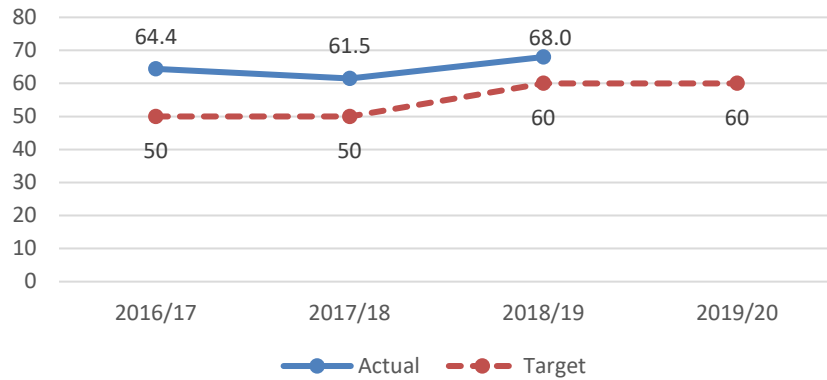


5.4 Carers are valued and can maintain their own health and wellbeing

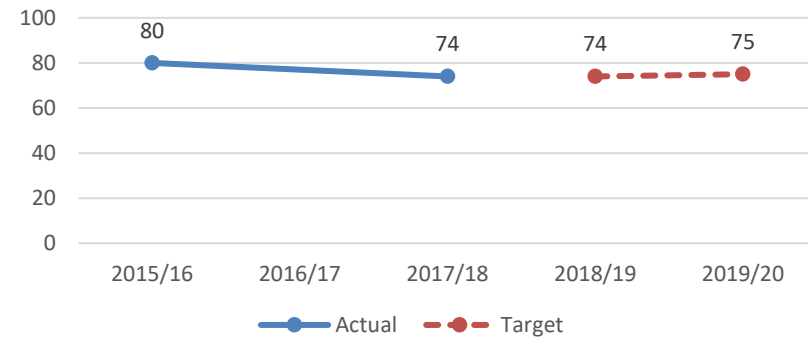


Outcome 5 indicators

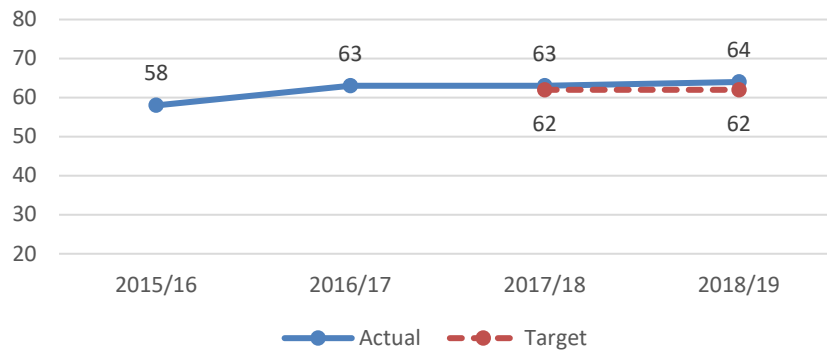
% of those whose care need has reduced following reablement



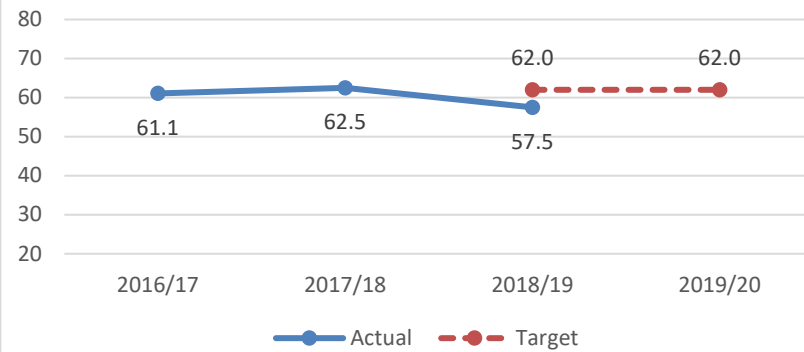
% of adults supported at home who agreed that they are supported to live as independently as possible

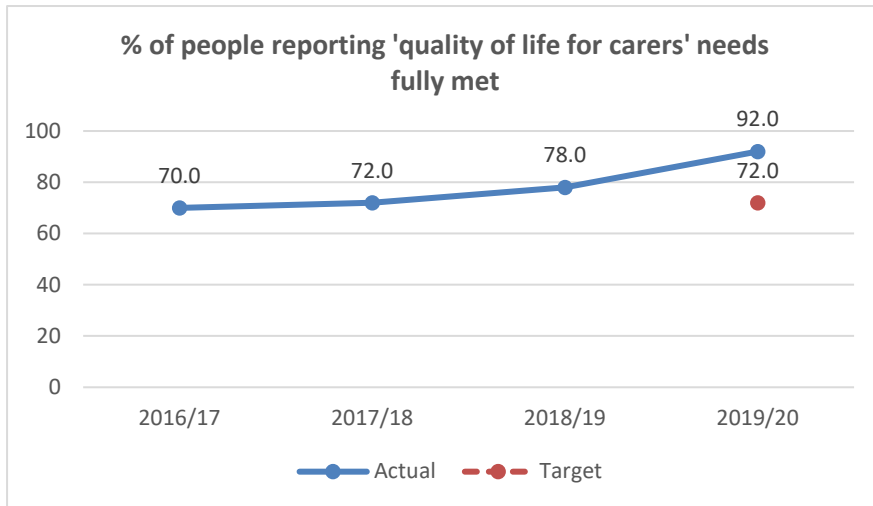
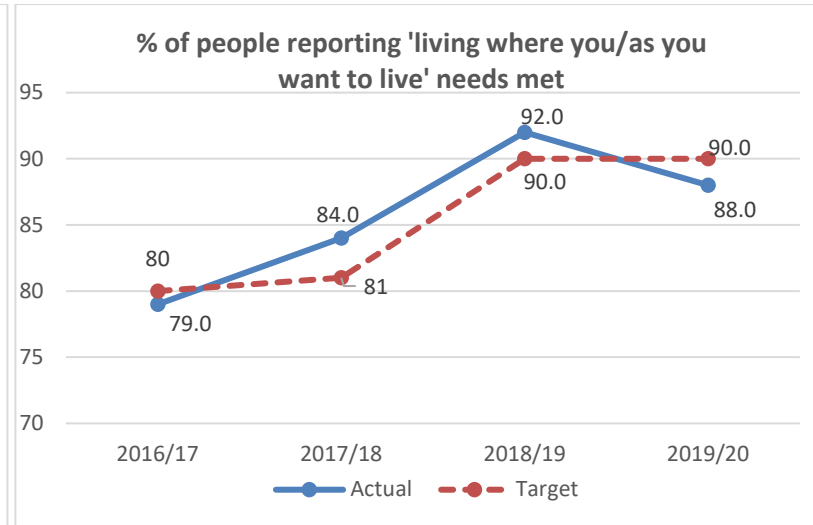
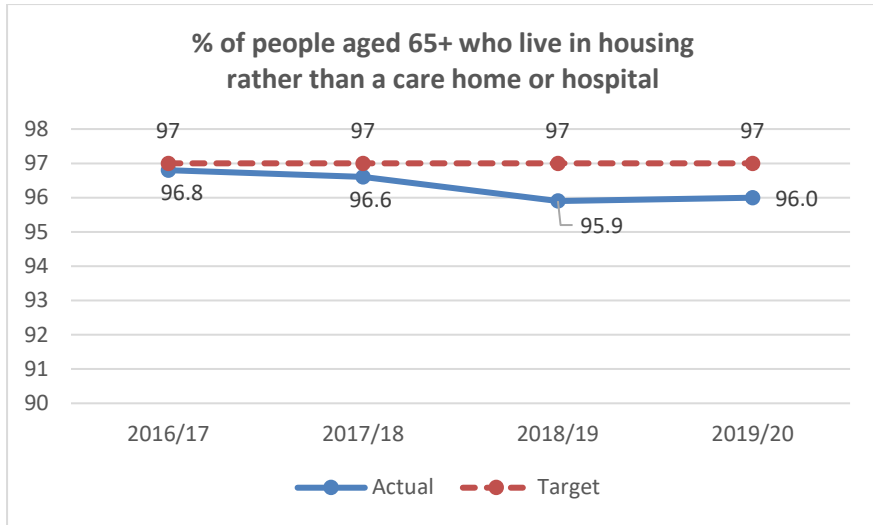


% of adults with intensive care needs receiving care at home

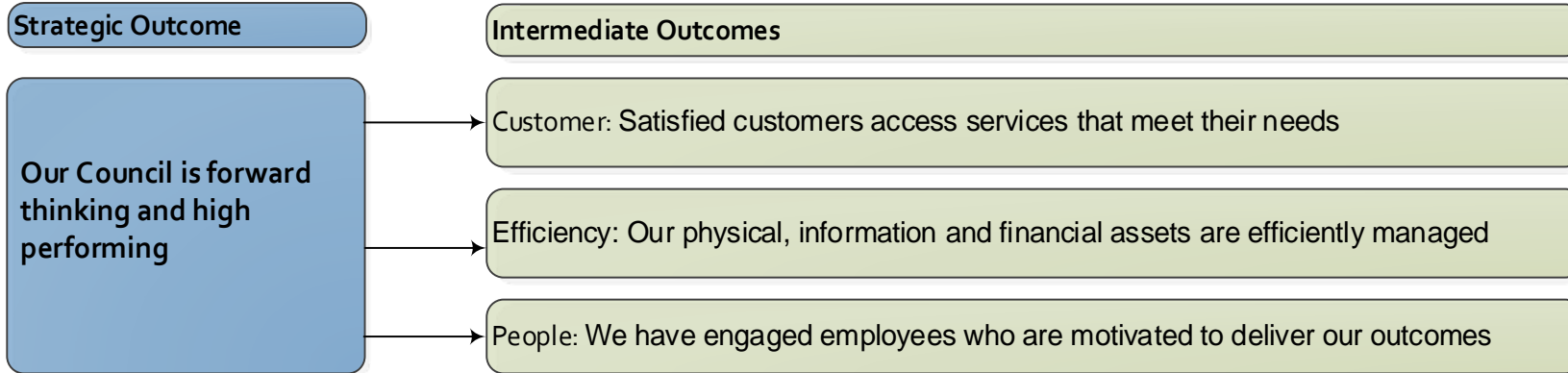


% of people aged 65+ with long term care needs receiving personal care at home (LGBF)





STRATEGIC OUTCOMES
Customer, Efficiency and People





CUSTOMER

Satisfied customers access services that meet their needs

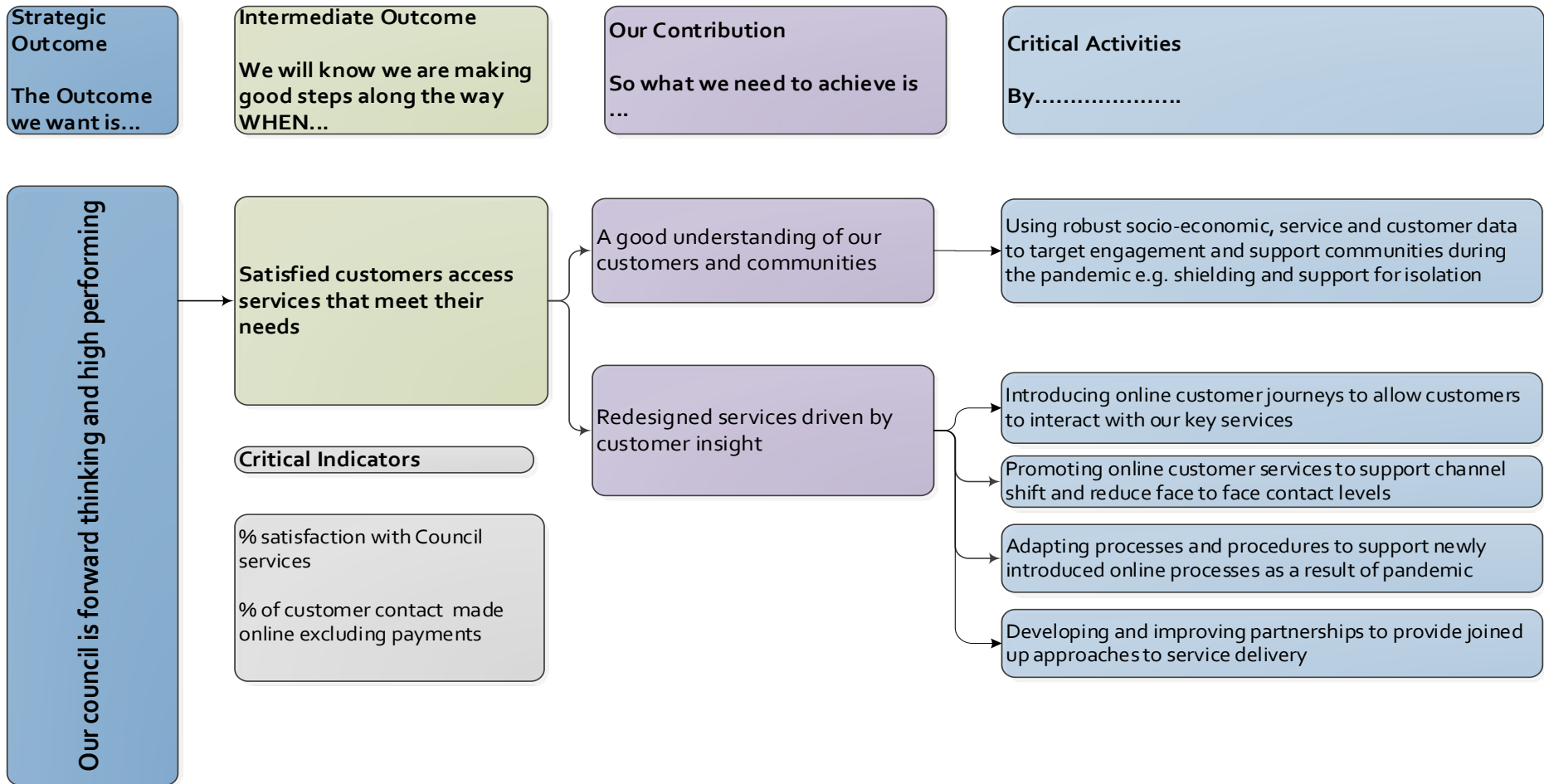
As a Council we continue to be customer focused and to put the customer at the heart of everything we do. Our Customer First service deals with nearly half a million contacts a year. We are developing the digital agenda with a shift to services online, with a customer experience approach with the ambition of a seamless end-to-end journey for the customer. We are also moving into social customer service, building on our social media success through Facebook and Twitter.

The Council's commitment to local residents has never been more important. The COVID-19 pandemic saw the Council become responsible for a range of new support services, including assistance to shielding residents. Our Customer First and Money Advice and Rights Services were at the forefront of customer enquiries and local responses to the national COVID-19 helpline. They triaged requests for support, provided food and medication delivery, and liaised with third sector providers to arrange the necessary services, using data analysis to join-up services and support residents' unique circumstances to best effect. Whilst shielding has now been paused, the Council continues to be on standby to support local communities in the event of further restrictions or COVID-19 impacts. We will use data and strategic insight to proactively plan a joined-up local response to whatever lies ahead.

Our focus on the digital agenda is a huge part of our drive for efficiency and to provide a better customer experience. A significant procurement exercise has been completed for a new Customer Experience Management platform to allow the development of a new website and an improved digital customer online journey. Phase 1 is complete with the successful launch of the new Council website and this has received positive customer feedback. Phase 2 will implement improved online forms and online digital experience for the customer. Overall, in 2019/20, 74% of Customer Contact and payments were made online or using 'preferred service methods' which include all online payments including Parent Pay. Currently 11% of the total contact through Customer Services is online, an increase of 3% in the last year. The timelines for this project are currently under review due to the impact of COVID-19.

We are committed to listening to the views of our residents and carry out an annual Citizens' Panel survey, which includes a range of questions about satisfaction with our services and current topical issues. The results of the survey are communicated to residents to ensure they are kept up to date with the changes that have been made in response to their views. In the latest survey 94% of respondents reported they were satisfied with East Renfrewshire as a place to live. In addition to our Citizens' Panel survey there are a number of front facing services that carry out their own specific user surveys. We also ensure complaints are responded to efficiently and effectively, and that we use this feedback to improve our services in the future. Our focus is on improving the experience of our customers by simplifying our processes and making more services available online - we aim to be digital by default wherever we can.

CUSTOMER
Satisfied customers access services that meet their needs





EFFICIENCY

Our physical, information and financial assets are efficiently managed

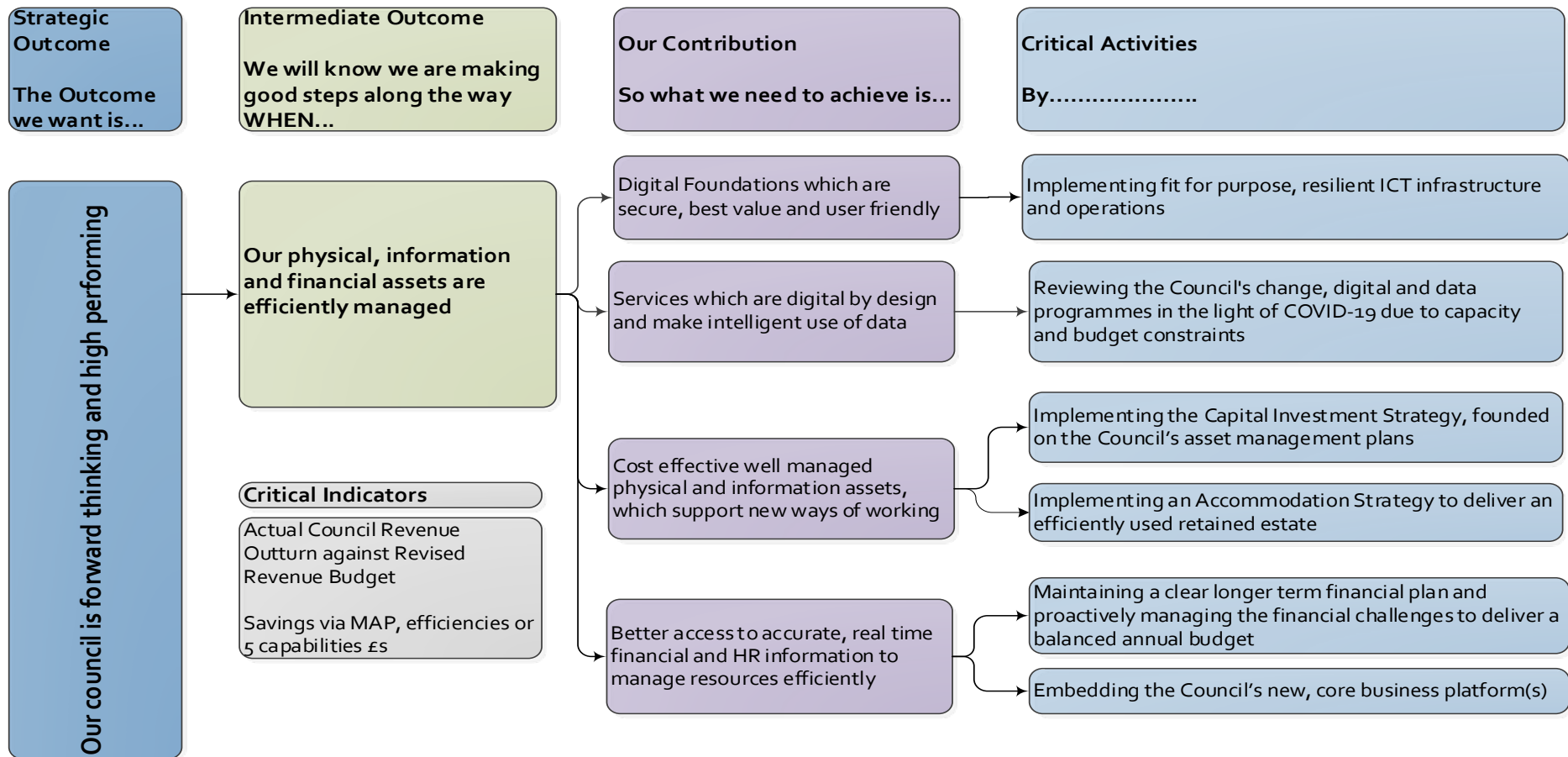
We are continually developing the way we work and have in place a change programme - the Modern Ambitious Programme (MAP), to ensure our resources are managed effectively and our services are efficiently meeting the needs of our customers and local residents. This programme particularly concentrates on 3 of our 5 capabilities: modernising, digital, and data. Our continuous aim is to drive up efficiencies wherever possible, by modernising and streamlining processes. This has helped us meet ambitious savings targets and significantly lessened the impact on frontline services

Each department within the Council, and the Health and Social Care Partnership, have a range of change projects that contribute to the delivery of the overall MAP programme. In 2019-20 MAP has driven improvement across the Council. The primary focus has been the Core System programme to replace our Finance/Procurement and HR/Payroll systems, our work on digital enablement, and development of a new Council Tax and Benefits ICT system. We have also set ourselves challenging targets for efficiencies in future years to help us cope with shrinking budgets. This is part of our long-term financial plan. The pandemic has meant that many of our projects have had to be rescheduled and we are reprioritising our change programme to focus on the COVID-19 response, and reviewing current capacity as a result of the challenging budget position.

In 2020-21 we will review the Council's aims and ambitions for transformation, aiming to realise the benefits from new ICT systems that have been the focus of much of our MAP capacity in recent years and developing our approach to data and strategic insight. Within budget constraints and capacity issues resulting from COVID-19, we will continue to lay the foundations for further digitisation of processes and redesign of services in our drive to become a fully digital Council, with more digital transactional services which are easy for the customer to use and which will reduce administration costs, albeit at a reduced pace due to the pandemic. We will develop more user engagement and self-directed support in the design of services to provide services which meet the needs of individuals and communities better and potentially at lower costs.

EFFICIENCY

Our physical, information, and financial assets, are efficiently managed





PEOPLE

We have engaged employees who are motivated to deliver our outcomes

Our people are our greatest asset and we recognise the need to invest in our people, seek their feedback, and ensure they are able to work efficiently and effectively. We are focused on developing our workforce planning arrangements, in particular our plans to make the most of technology. This will further enable us to provide a more efficient service to local residents and more effectively meet our outcomes for the local area.

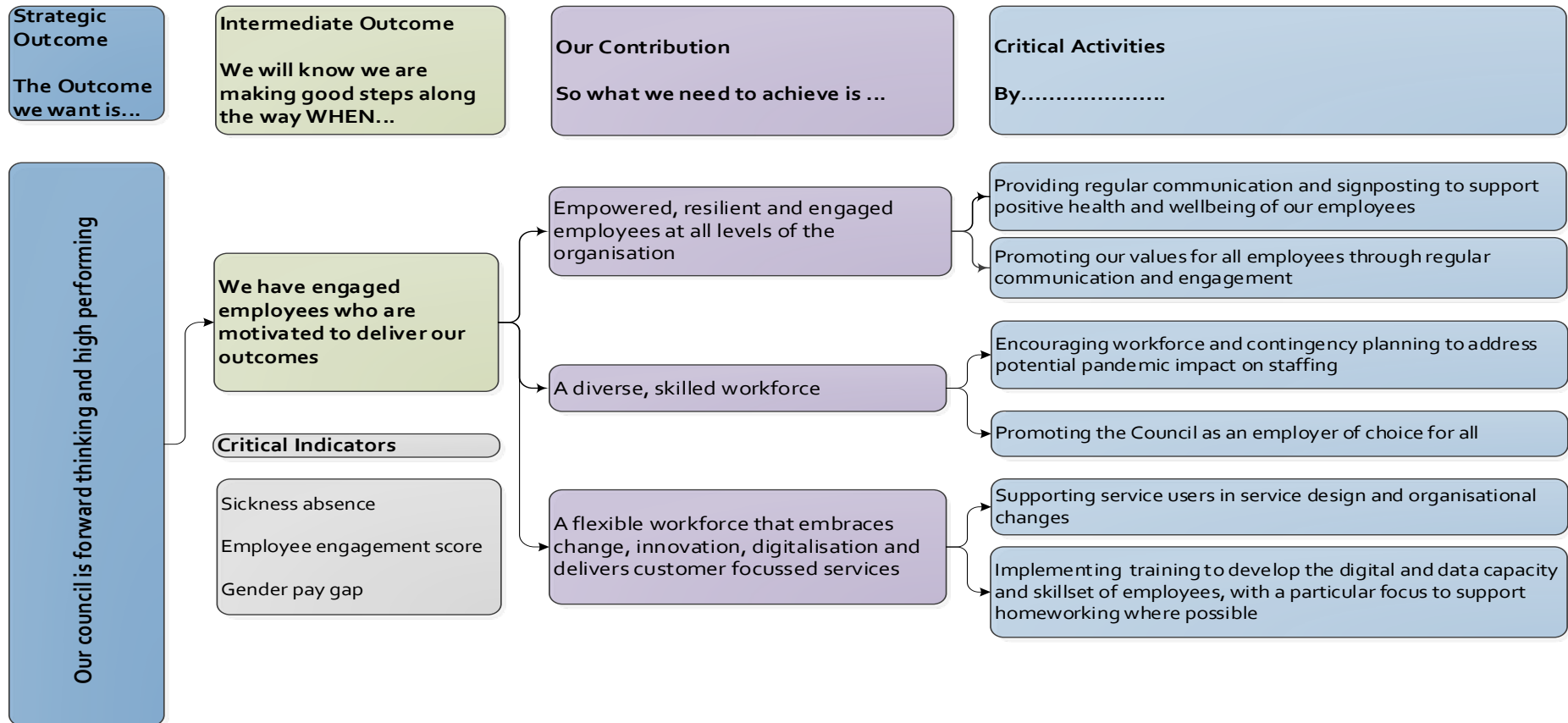
We are committed to supporting employees' health and well-being, and listening to and acting on their views. This is a vital part of our work to improve services, working practices and employee engagement and is all the more important given the huge shifts we have seen in working practices in recent months as a response to COVID-19 such as the rise in remote working. To ensure that employees are able to communicate their views on key issues affecting them we introduced iMatter, an employee engagement tool which builds on the previous employee survey approach and will result in tangible improvement actions across the organisation. With a high proportion of our workforce continuing to work from home, it is important that we find new and innovative ways of keeping up communication and ensuring that employees are supported to work effectively and to maximise the benefits of new technologies to assist their new ways of working.

We have a well embedded leadership programme aligned with our strategy which supports new, aspiring and existing managers to identify their needs as a leader and to work out a development plan to prepare them for any future career progression as well as benefitting the services provided by us. We offer a comprehensive programme of in-house training for staff to maximise their skills and capabilities to deliver effective, fair, efficient services. Our aspiration is to enhance the digital skills of all employees and we will have a particular focus in this area.

We wish to recognise and celebrate our employee's achievements and success and continue to build on the successful launch of our employee reward and recognition scheme in 2018, We Are East Ren awards. This year award applications have continued to increase, although COVID-19 has meant we are having to take a different approach to the awards ceremony for 2020. We remain committed to supporting staff development, career progression and modern working practices and we will work proactively to succession plan for key areas where we expect turnover and retirements in future years. Our values were reviewed in 2019 and are ambition, kindness and trust.

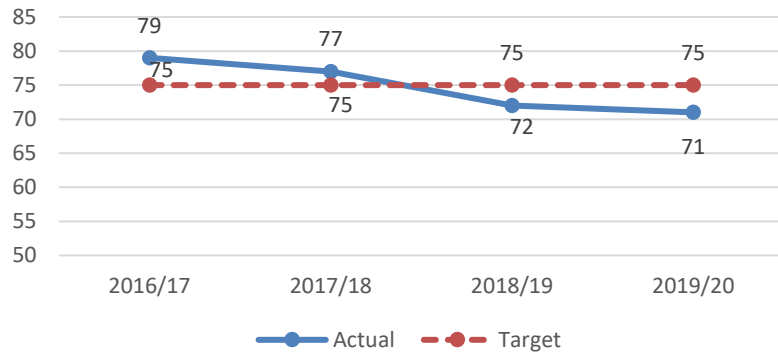
PEOPLE

We have engaged employees who are motivated to deliver our outcomes

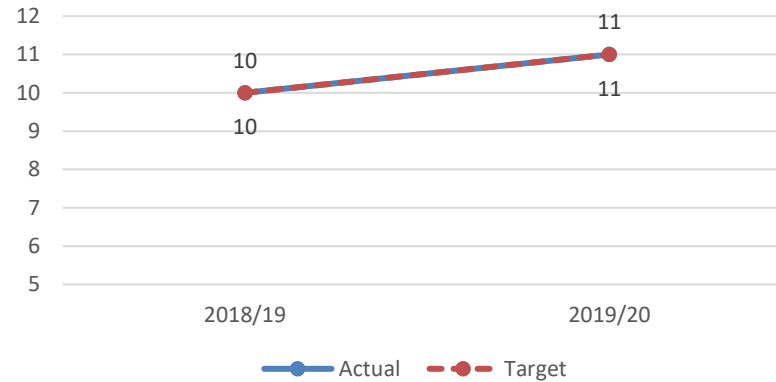


Customer, Efficiency and People indicators

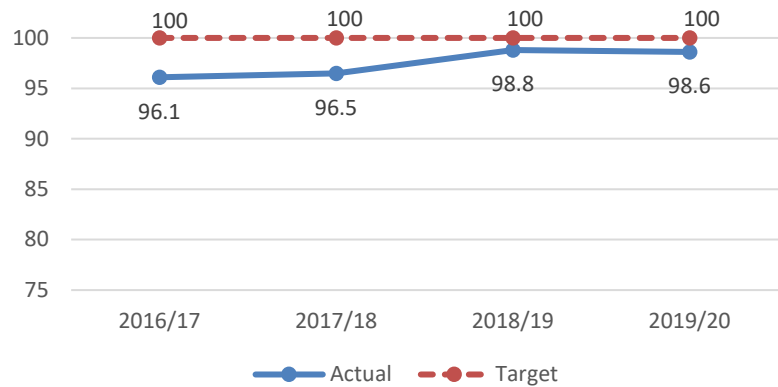
Citizens Panel - % of respondents who were satisfied or very satisfied with the services provided by the Council



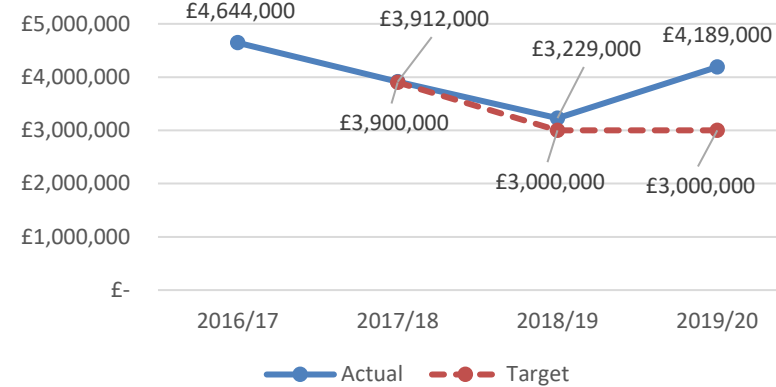
Percentage of customer contact made online excluding payments

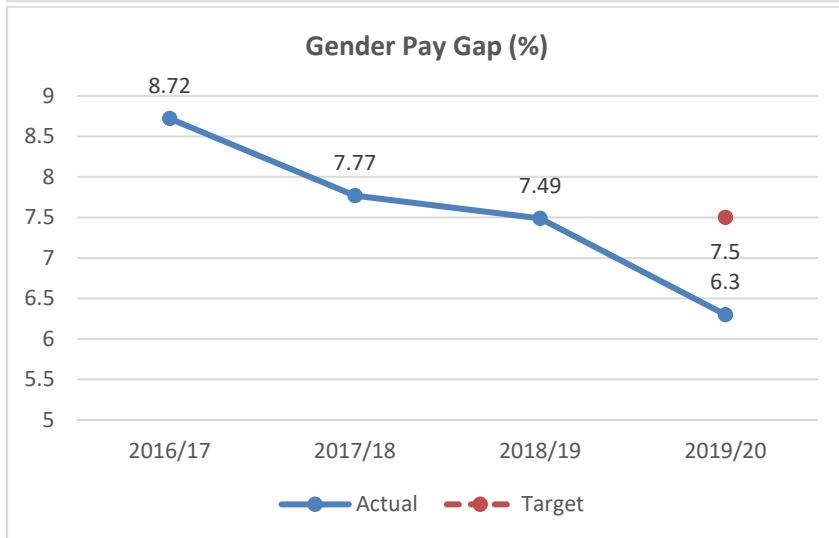
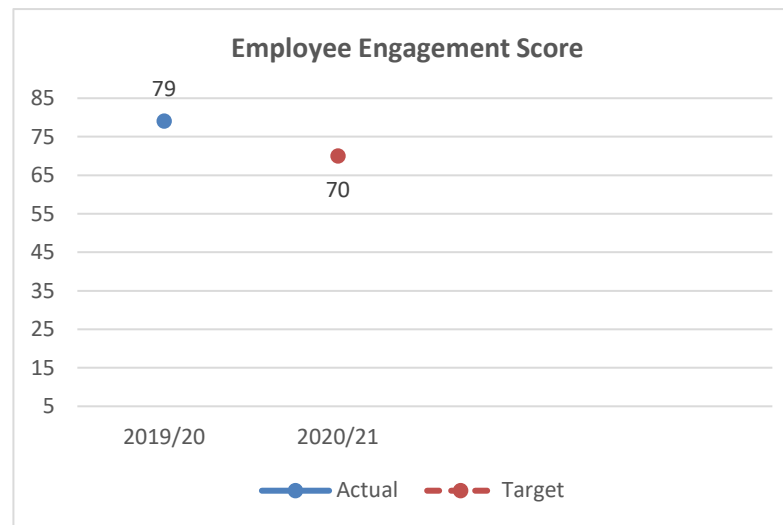
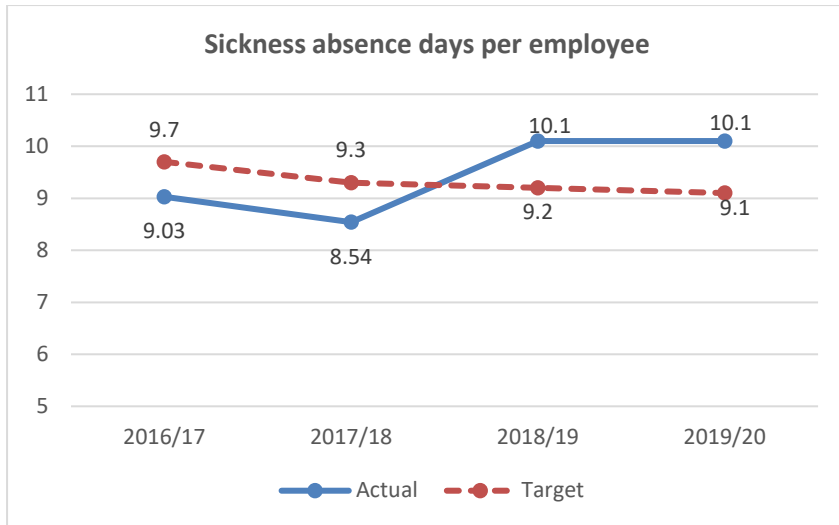


% actual Council revenue outturn against revised revenue budget



Savings via the Modern Ambitious Programme (MAP) or 5 capabilities (£)





Our finances

Department	2019/20	2020/21	2021/22	2022/23
	APPROVED	APPROVED	INDICATIVE	INDICATIVE
	BUDGET £'000	BUDGET £'000	BUDGET £'000	BUDGET £'000
Education	139,067	148,812	146,734	147,130
Contribution to Integration Joint Board	49,350	51,919	51,919	51,919
Environment	26,687	26,269	24,531	23,614
Corporate & Community - Community Resources	12,411	12,876	12,102	11,785
Chief Executive's Office	15	55	51	49
Joint Board	2,258	2,358	2,358	2,357
Miscellaneous Services	1,957	2,605	3,426	3,427
Capital Financing Costs	10,545	8,863	9,301	10,389
Total	242,290	253,757	250,422	250,670
Chief Executive - Central Support	3,034	2,910	2,661	2,528
Corporate & Community- Central Support	9,468	10,150	9,453	9,152
Environment - Central Support	2,234	2,291	2,111	2,022
	14,736	15,351	14,225	13,702
Capital - General Services	48,017	43,093	50,243	44,567
Capital - Housing Revenue Account	10,969	17,589	19,620	7,867

Budgets

Budgets are constrained by available funding, comprising Scottish Government grants and Council Tax income. The Council's grant has only been confirmed for 2020/21. Budgets are also listed for future years' figures reflecting spending pressures and service demands that could be faced and Exchequer commentary and economist forecasts on public sector funding levels, however they are purely indicative and are reflective of the mid-range scenario within the Council report on Financial Planning. Once more information on the likely level of future years funding is available these figures will be revised.

Joint Boards

The Council contributes, along with other local authorities, to the funding of joint boards providing public transport (including a concessionary travel scheme) and valuation and electoral services in the west of Scotland. The joint arrangements to which East Renfrewshire Council contributes are as follows:

Strathclyde Partnership for Transport

This joint body is responsible for the provision of public transport services in the west of Scotland.

Strathclyde Concessionary Travel Scheme Joint Committee

This body is responsible for determining the concessionary travel scheme for the west of Scotland. Strathclyde Partnership for Transport administers the scheme.

Renfrewshire Valuation Joint Board

This joint board is responsible for the provision of valuation and electoral registration services for East Renfrewshire, Renfrewshire and Inverclyde.

Miscellaneous Services

In addition to the services and spending plans allocated to each department, there are a number of miscellaneous services where spending is not allocated to service departments. These services currently account for 1% of the Council's total budget and fund the restructuring costs of the Council.

Annexes and data notes

Our ODP is a high level plan and cannot capture in detail the range of service strategies and operational plans which underpin the delivery of our outcomes. Further extensive detail can also be found in departmental and service plans. The diagrams that follow illustrate the linkages between national and local outcomes. The Outcomes on a Page diagram also illustrates the golden thread and how our plans link up.

Fairer East Plans

A set of the driver diagrams for Fairer East Ren (our LOIP) have been annexed. Due to the COVID-19 pandemic, our formal community planning meetings were paused. Following a Community Planning Recovery and Renewal workshop which took place in September 2020 and identified our key partnership priorities moving forward, we are now reviewing our community planning structures and processes and the Fairer Plans will be considered within this process.

Data notes:

Education Data – use of academic years

Following the national approach school attainment, exclusion and school leaver data in the plan refers to the relevant academic year rather than the financial year. 2019/20 data for these indicators is not available at this time and will be reported at a later date.

Graphs

The latest available data for indicators is used in the graphs.

Target setting

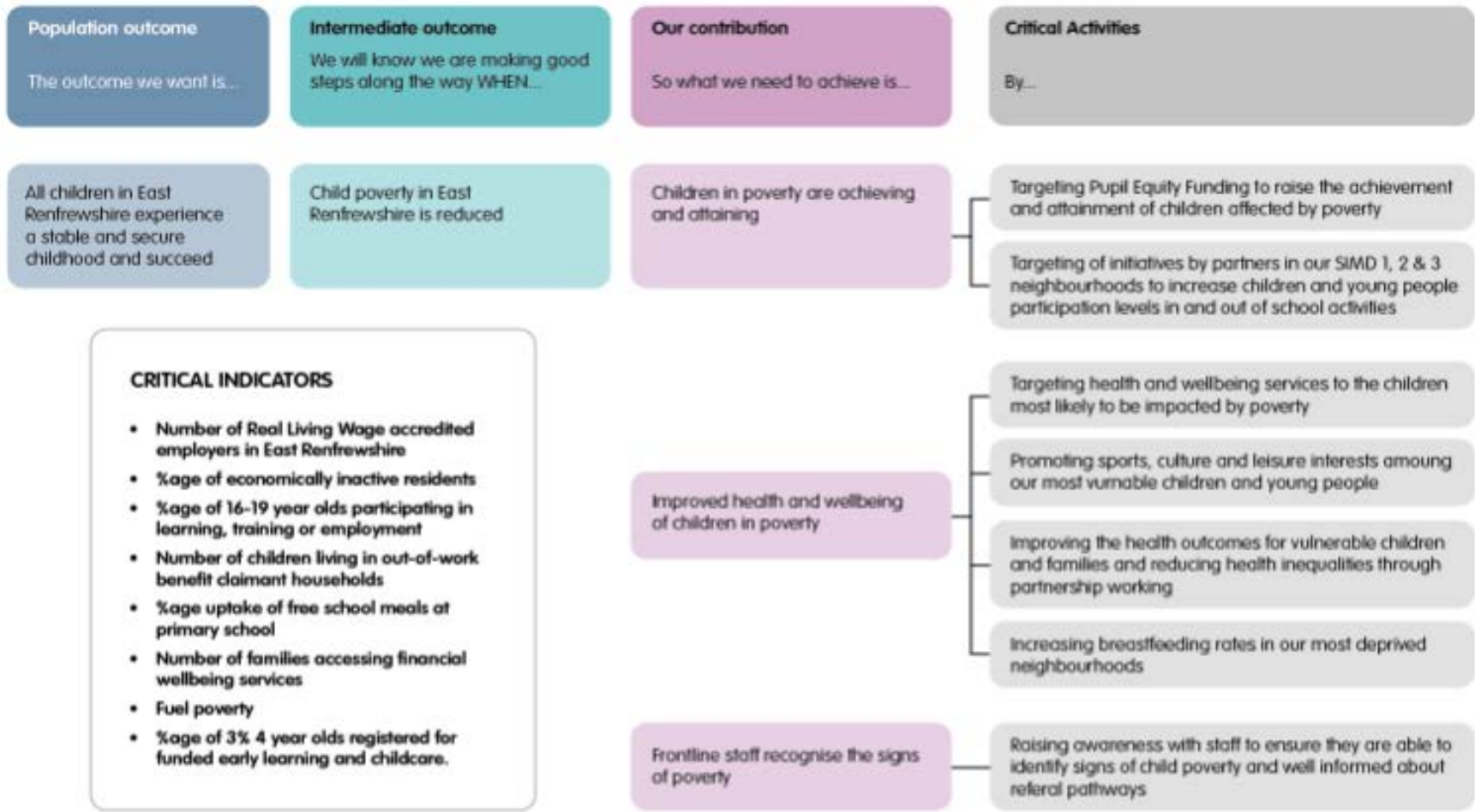
In light of the coronavirus pandemic and the subsequent focus on recovery, targets for indicators in the ODP have not been set and therefore will not be reported for the coming year 2020/21. This will be revisited the following year. End year performance on indicators will still continue to be reported to Council in June 2021.

Community Plan					
	1- Childhood	2 - Learning, life and Work	3 - Economy and Environment	4 - Safe, supportive communities	5 - Older People and people with long term conditions
Community Plan Strategic Outcomes	All children in East Renfrewshire experience a stable and secure childhood and succeed.	East Renfrewshire residents are healthy and active and have the skills for learning, life and work.	East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses	East Renfrewshire residents are safe and live in supportive communities	Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.

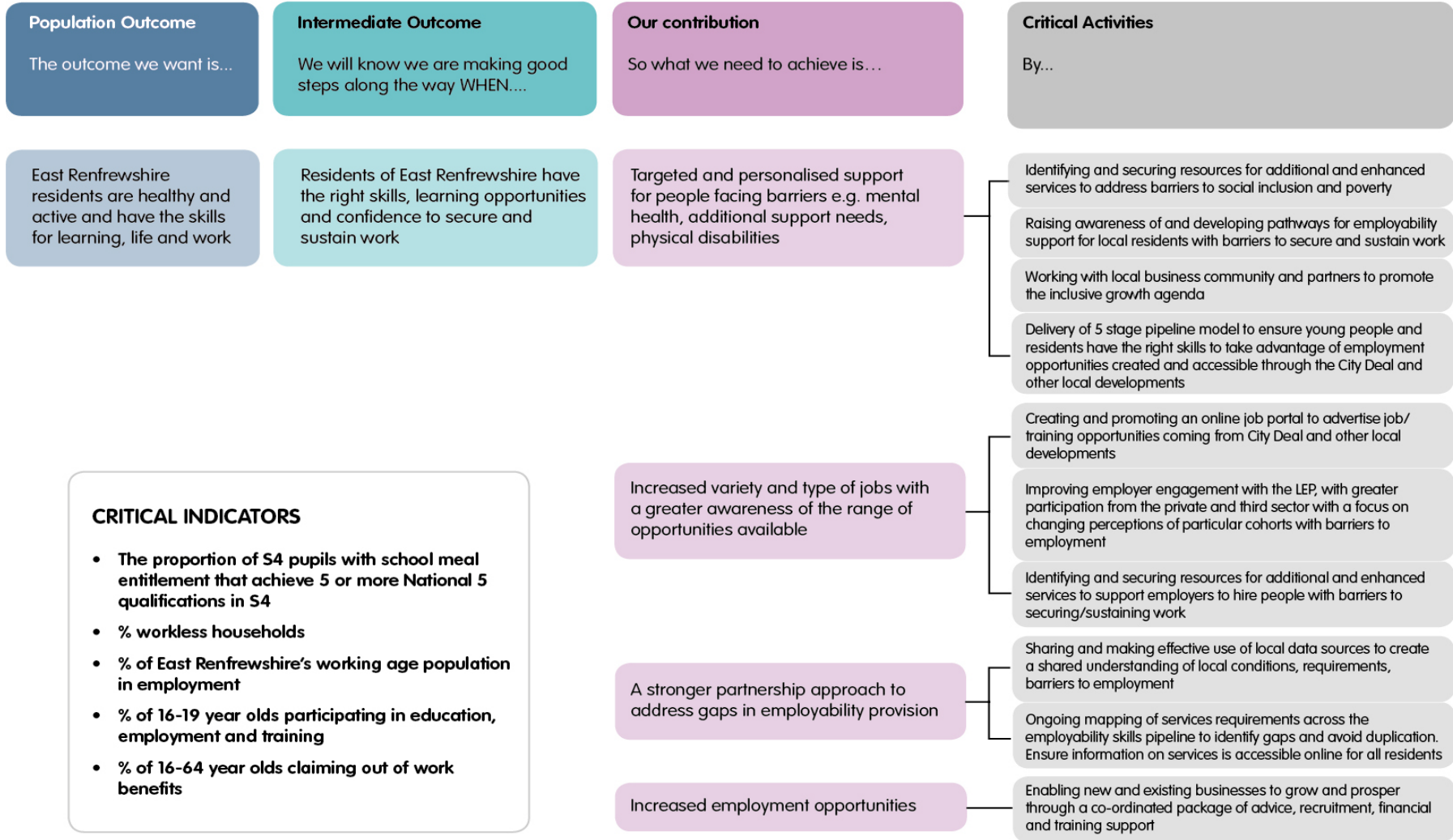
Intermediate Outcomes	1.1- Child poverty in East Renfrewshire is reduced.	2.1- Residents have the right skills, learning opportunities and confidence to secure and sustain work.	3.1 East Renfrewshire's transport links are accessible, attractive and seamless	4.1- Residents' mental health and wellbeing is improved.	5.1- Residents are safe and are more socially connected within their communities.
	1.2- Parents provide a safe, healthy and nurturing environment for their families. 1.3- Children and young people are cared for, protected and their wellbeing is safeguarded	2.2- Children and young people are healthy, active and included. 2.3- Children and young people raise their educational attainment and achievement and develop the skills they need. 2.4- Residents are as healthy and active as possible	3.2- East Renfrewshire is a thriving place to invest and for businesses to grow 3.3- East Renfrewshire is an attractive place to live with a good physical environment 3.4- East Renfrewshire is a great place to visit 3.5- East Renfrewshire is environmentally sustainable	4.2- Residents live in safe communities with low levels of crime and anti-social behaviour 4.3- Residents are protected from harm and abuse and public protection is safeguarded. 4.4- Residents live in communities that are strong, self-sufficient and resilient 4.5- Residents are protected from drug and alcohol related harm	5.2- Older people and people with long terms conditions stay as healthy as possible 5.3- Older people and people with long terms conditions live safely and independently in the community 5.4- Carers are valued and can maintain their own health and wellbeing

Outcome Delivery Plan Customer, Efficiency , People
Our council is forward thinking and high performing
<p>Customer: Satisfied customers access services that meet their needs</p> <p>Efficiency: Our physical, information and financial assets are efficiently managed</p> <p>People: We have engaged employees who are motivated to deliver our outcomes</p>

1.1 Child poverty in East Renfrewshire is reduced



2.1 Residents of East Renfrewshire have the right skills, learning opportunities and confidence to secure and sustain work



3.1 East Renfrewshire's transport links are accessible, attractive and seamless

Population Outcome
The outcome we want is...

Intermediate Outcome
We will know we are making good steps along the way WHEN....

Our contribution
So what we need to achieve is...

Critical Activities
A transport study investigating needs across East Renfrewshire with a focus on deprived communities may develop some of the following activities...

East Renfrewshire is a thriving attractive and sustainable place for residents and businesses

East Renfrewshire's transport links are accessible , attractive and seamless

Communities across East Renfrewshire are connected to services, leisure opportunities and employment/training

- Raise the ambition for public transport in East Renfrewshire
- Maximise opportunities for partnership working with bus operators, Transport Scotland and other stakeholders

CRITICAL INDICATORS
Indicators will be established through the transport study

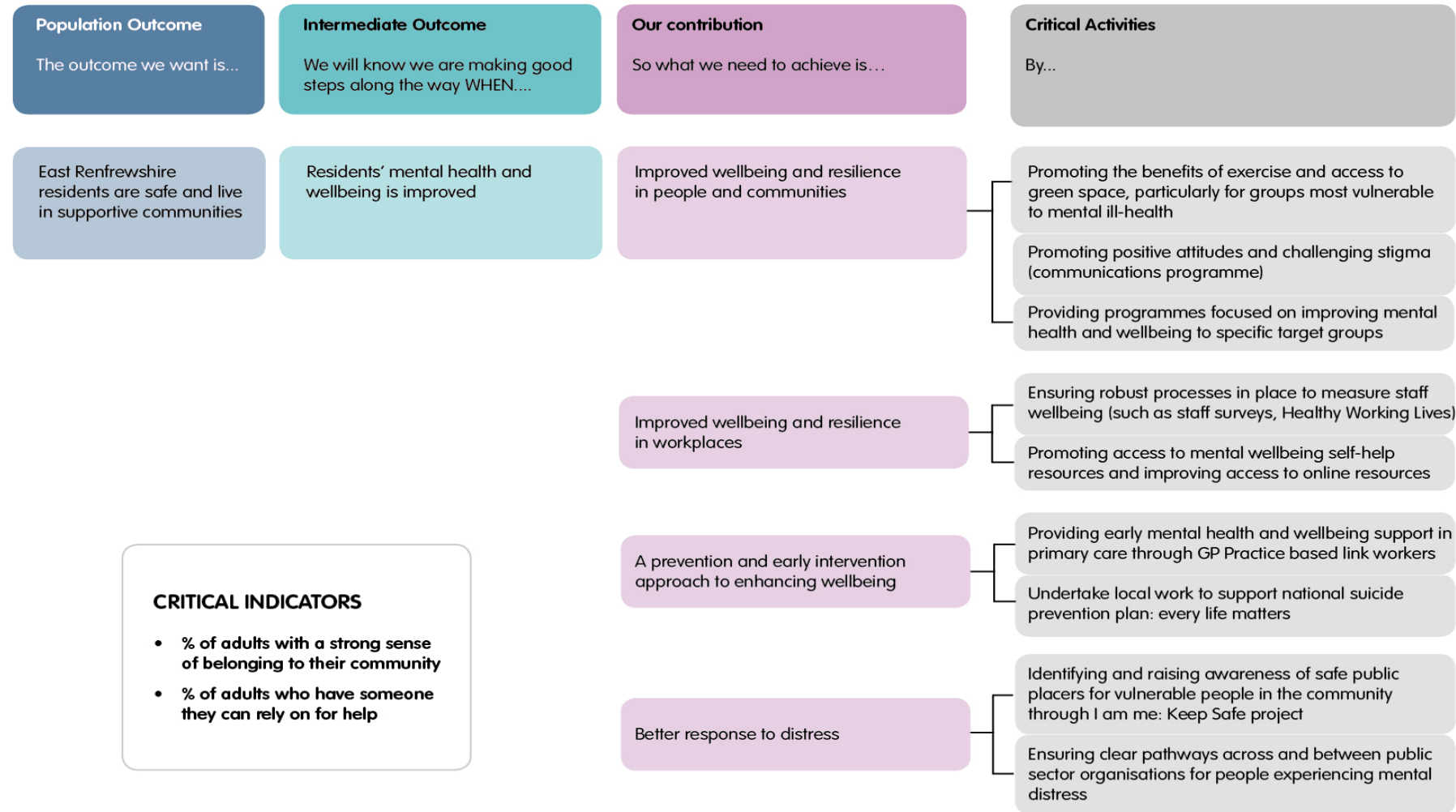
Affordable Transport and fewer barriers for deprived communities

- Delivering new projects identified in the East Renfrewshire Active Travel Action Plan
- Identify internal transport routes to address barriers to internal transport

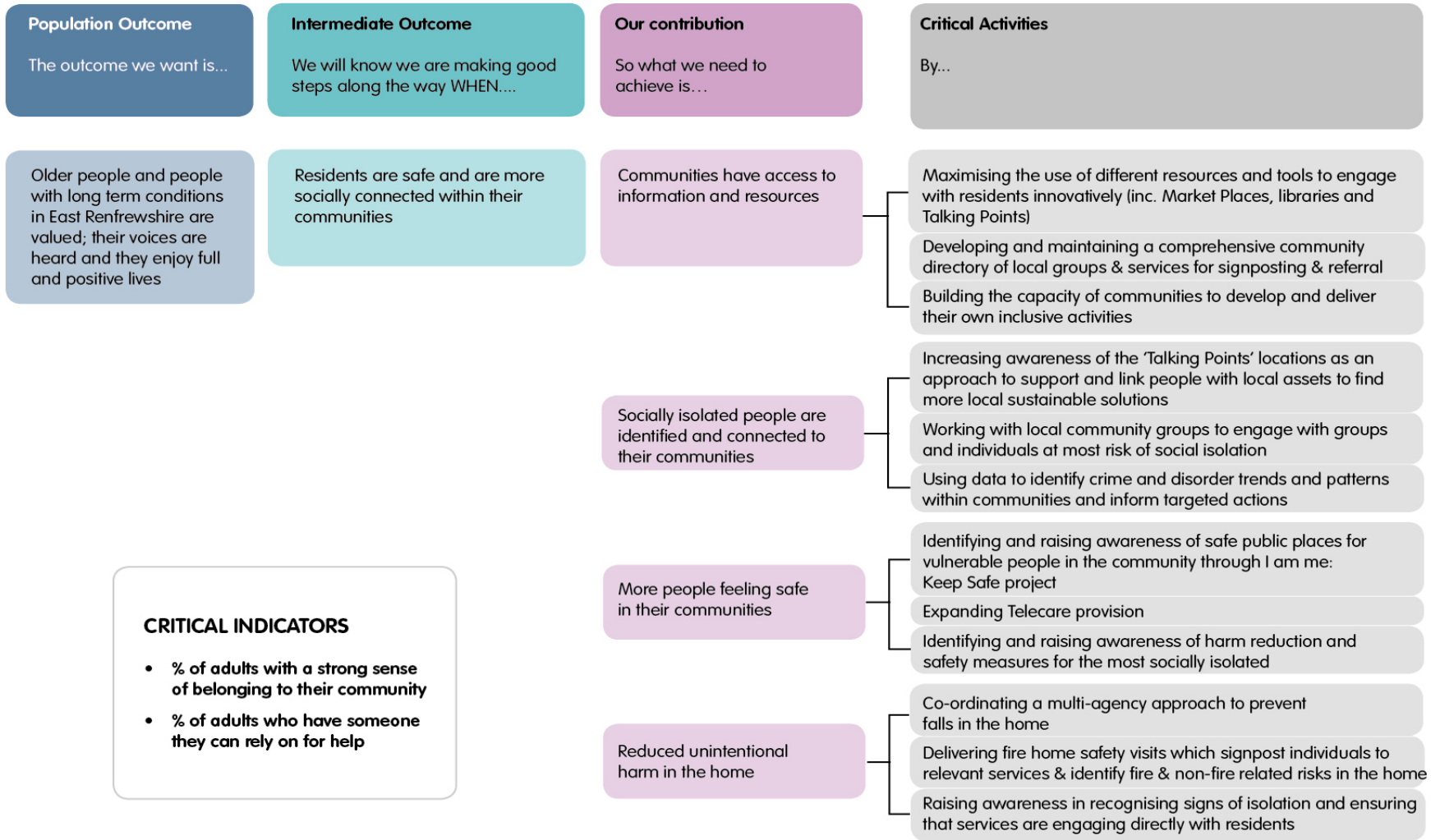
Accessible Transport that is easy to use

- Assess potential for social enterprise solutions
- Delivering infrastructure improvements including high access kerbs throughout East Renfrewshire

4.1 Residents' mental health and wellbeing is improved



5.1 Residents are safe and more socially connected within their communities



Integrating National, Community Planning Partnership and Council Outcomes

East Renfrewshire Council's Vision: A modern, ambitious council creating a fairer future with all.

National Outcome

Strategic Outcome

Outcome Delivery Plan (and Fairer East Ren) - Intermediate Outcomes

<p>5. We grow up loved, safe and respected so that we realise our full potential.</p>	<p>→ 1. All children in East Renfrewshire experience a stable and secure childhood and succeed.</p>	<p>→ - Child poverty in East Renfrewshire is reduced. <i>(Fairer East Ren)</i> - Parents provide a safe, healthy and nurturing environment for their families. - Children and young people are cared for, protected and their wellbeing is safeguarded.</p>
<p>6. We are well educated, skilled and able to contribute to society. 8. We are healthy and active.</p>	<p>→ 2. East Renfrewshire residents are fit and healthy and have the skills for learning, life and work.</p>	<p>→ - Residents have the right skills, learning opportunities and confidence to secure and sustain work. <i>(Fairer East Ren)</i> - Children and young people are healthy, active and included. - Children and young people raise their educational attainment and achievement and develop the skills they need. - Residents are as healthy and active as possible.</p>
<p>3. We tackle poverty by sharing opportunities, wealth and power more equally. → CROSS CUTTING OUTCOME INTEGRATED WITHIN ALL OUR LOCAL OUTCOMES</p>		
<p>1. We have a globally competitive, entrepreneurial, inclusive and sustainable economy. 7. We have thriving and innovative businesses, with quality jobs and fair work for everyone. 9. We value, enjoy, protect and enhance our environment. 10. We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.</p>	<p>→ 3. East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.</p>	<p>→ - East Renfrewshire's transport links are accessible, attractive and seamless. <i>(Fairer East Ren)</i> - East Renfrewshire is a thriving place to invest and for businesses to grow. - East Renfrewshire is an attractive place to live with a good physical environment. - East Renfrewshire is a great place to visit. - East Renfrewshire is environmentally sustainable.</p>
<p>4. We live in communities that are inclusive, empowered, resilient and safe. 11. We respect, protect and fulfill human rights and live free from discrimination.</p>	<p>→ 4. East Renfrewshire residents are safe and live in supportive communities.</p>	<p>→ - Residents' mental health and wellbeing is improved. <i>(Fairer East Ren)</i> - Residents are safe and are more socially connected within their communities. <i>(Fairer East Ren)</i> - Residents live in safe communities with low levels of crime and anti-social behavior. - Residents are protected from harm and abuse and public protection is safeguarded. - Residents live in communities that are strong, self-sufficient and resilient. - Residents are protected from drug and alcohol related harm.</p>
<p>8. We are healthy and active.</p>	<p>→ 5. Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives</p>	<p>→ - Residents are safe and are more socially connected within their communities. <i>(Fairer East Ren)</i> - Older people and people with long terms conditions stay as healthy as possible. - Older people and people with long terms conditions live safely and independently in the community. - Carers are valued and can maintain their own health and wellbeing.</p>
<p>2. We are open, connected and make a positive contribution (internationally).</p>	<p>→ Strategic outcomes- Customer, Efficiency and People</p>	

Vision for the future

Our vision is to be a modern, ambitious council creating a fairer future with all and our ultimate aim is to make people's lives better.

We are working across East Renfrewshire to achieve best Outcomes for



EARLY YEARS AND VULNERABLE YOUNG PEOPLE



LEARNING, LIFE AND WORK



ENVIRONMENT AND ECONOMY



SAFE, SUPPORTIVE COMMUNITIES



OLDER PEOPLE AND PEOPLE WITH LONG-TERM CONDITIONS

We will achieve this by excelling in our Five Capabilities



PREVENTION



EMPOWERING COMMUNITIES



DATA



MODERNISATION



DIGITAL

And along this journey, in everything we do, we must live our Values



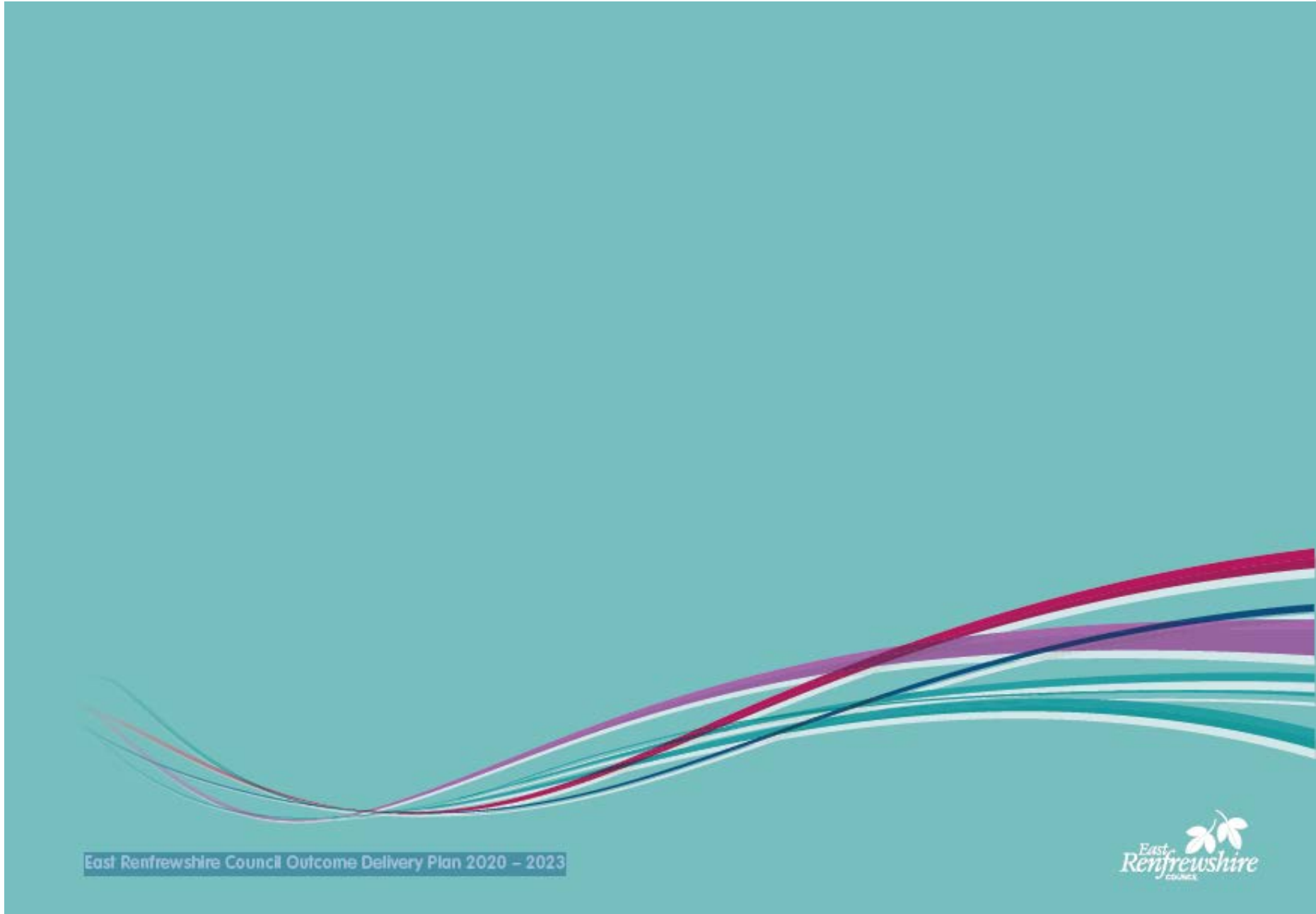
Ambition



Kindness



Trust



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EAST RENFREWSHIRE COUNCIL**28 October 2020****Report by Chief Social Work Officer****CHIEF SOCIAL WORK OFFICER ANNUAL REPORT 2019/20****PURPOSE OF REPORT**

1. The report presented to elected members is the Chief Social Work Officer Annual Report for 2019/20. The report is attached at Appendix 1.

RECOMMENDATIONS

2. The Council is asked to comment and approve the content of the Chief Social Work Officer Annual Report attached as Appendix 1 for submission to the Office of The Chief Social Work Advisor, Scottish Government.

BACKGROUND

3. In compliance with Chief Social Work Officers statutory functions under the Social Work (Scotland) Act 1968, they are required to produce an Annual Report. This is based on a template agreed with the Office of the Chief Social Work Adviser. This report has been presented to the Integration Joint Board on 23rd September 2020.
4. This year, given the workload implications caused by the COVID-19 pandemic, the template outline the current pressures being experienced across the service. We will use the completed reports to prepare an overview later in the year
5. The report provides a narrative of statutory social work and social care activity. It describes:
 - Governance and Accountability arrangements
 - Service Quality and Performance
 - Resources
 - Workforce
 - COVID-19
6. Performance data and analysis is set throughout the report and reflects the operational delivery of services for childrens services, criminal justice, mental health and adult services including social care.

CONSULTATION AND PARTNERSHIP WORKING

7. The Chief Social Work Officer role is key in a number of partnership arrangements including the Health and Social Care Partnership, North Strathclyde Community Justice Authority, Multi Agency Public Protection Arrangements (MAPPA), East Renfrewshire Child Protection Committee, East Renfrewshire Adult Support and Protection Committee, and the Violence Against Women partnership as well as being the professional advisor to the council.

IMPLICATIONS OF THE PROPOSALS

Finance

8. There are no financial implications arising from this report, however the report does refer to the significant financial challenges facing the delivery of social work and social care services for the HSCP.

CONCLUSIONS

9. This report provides an overview of the professional activity for social work and social care within East Renfrewshire for 2019/20 through the delivery of the statutory functions and responsibilities held by the Chief Social Work Officer.
10. We have many examples of success to celebrate and build on:
 - An enhanced Family Wellbeing Service achieving positive outcomes for children and young people's emotional wellbeing.
 - Multi-agency approach to Signs of Safety.
 - Reducing the number of children and young people looked after away from home and strengthening the voice of families in our processes.
 - Enhanced participation and engagement of looked after young people, ensuring their voices are heard and greater understanding of care experience.
 - In adult social work and social care the number of adults reporting their outcomes are met remains high and carer's quality of life is improved.
 - Improvement in timescales for Adult Protection inquiries.
 - Overall the strength of multi-agency working in East Renfrewshire, across children and families, criminal justice and adult services.
 - Piloting the Joint investigative interviews course, contributing to the ultimate ambition of protecting children and reducing the need for children to give evidence in court
11. There continues to be a number of significant challenges and risks facing social work and social care within East Renfrewshire including:
 - Rising incidences of domestic abuse which we are responding to through multi agency work, Safe and Together and the implementation of MARAC.
 - Implementation of learning from the Care Review in all aspects of our work with looked after children and young people.
 - The impact of COVID-19.
 - Recovery, particularly as we have seen a rise in mental health, emotional distress and for older people physical frailty and dependency.
 - The continuing challenging financial climate and the uncertainty for all public services.
 - The increasing expectations and demands from the public and stakeholders.
 - The increasing cost of supporting vulnerable people.
 - The management of increased service demand at a time of diminishing resources and workforce capacity.
12. The landscape for all Health & Social Care Services will change over the coming years as a consequence of COVID-19 and statutory social work and social care will be required to adapt to ensure we support the recovery, rising demand and renewal associated with protecting and caring for our most vulnerable citizens and all those who are at risk in our communities.

13. At the heart of the social work profession lies a commitment to enabling and supporting vulnerable individuals to make positive, sustainable changes to their lives to achieve the best outcomes for them, their families and communities as a whole.

RECOMMENDATIONS

14. The Council is asked to comment and approve the content of the Chief Social Work Officer Annual Report attached as Appendix 1 for submission to the Office of The Chief Social Work Advisor, Scottish Government.

REPORT AUTHOR

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October 2020

BACKGROUND PAPERS

Chief Social Work Officer Annual Report 2018-19

KEY WORDS

A report presenting an overview of the Chief Social Work Officer role in 2019-20

CSWO; adoption; fostering; protection; guardianship; statutory; governance; social work

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**EAST RENFREWSHIRE
HEALTH AND SOCIAL CARE
PARTNERSHIP**

**CHIEF SOCIAL WORK OFFICER
ANNUAL REPORT**

2019 – 2020

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Introduction – Reflection on the Past Year

The role of Social Work professionals is to support, care for and protect people across the whole of the life course, to enhance the wellbeing of and improve outcomes for children, young people, families and adults.

This report provides a summary of the activities and progress of statutory services and the commitment of our staff in supporting our residents and improving outcomes.

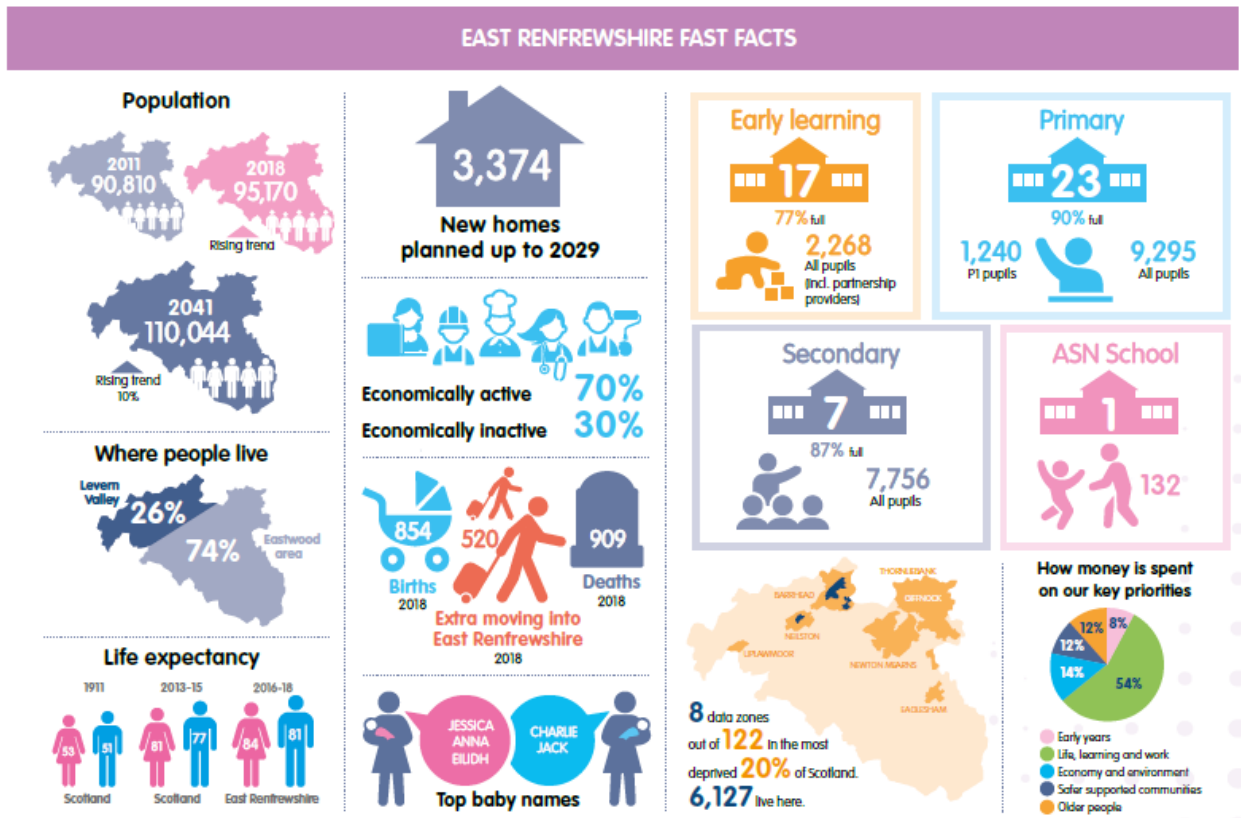
We have many examples of success to celebrate and build on:

- An enhanced Family Wellbeing Service achieving positive outcomes for children and young people's emotional wellbeing
- Multi-agency approach to Signs of Safety
- Reducing the number of children and young people looked after away from home and strengthening the voice of families in our processes
- Enhanced participation and engagement of looked after young people, ensuring their voices are heard and a greater understanding of care experience.
- In adult social work and social care the number of adults reporting their outcomes are met remains high and carer's quality of life is improved
- Improvement in timescales for Adult Protection inquiries
- Overall the strength of multi-agency working in East Renfrewshire, across children and families, criminal justice and adult services.
- Piloting the Joint Investigative Interviews course, contributing to the ultimate ambition of protecting children and reducing the need for children to give evidence in court

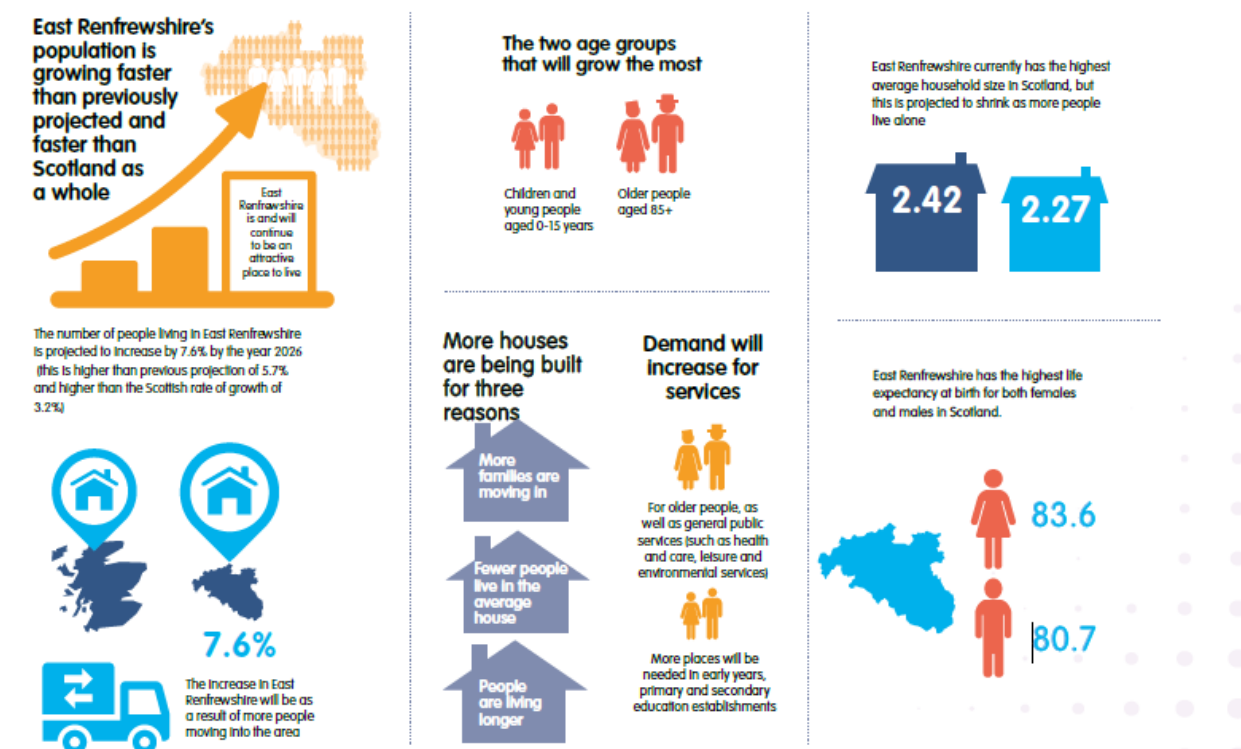
We also know what our most significant challenges are and are making progress in tackling these:

- Rising incidences of domestic abuse which we are responding to through multi agency work, Safe and Together and the implementation of Multi Agency Risk Assessment Conferences
- Implementation of learning from the Care Review in all aspects of our work with looked after children and young people.
- The impact of COVID-19 and the challenge of recovery, particularly as we have seen a rise in mental health, emotional distress and for older people, increased physical frailty and dependency.

East Renfrewshire Population Facts



EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT



Section 1: Governance and Accountability

East Renfrewshire Health and Social Care Partnership (HSCP) was established in 2015 under the direction of East Renfrewshire's Integration Joint Board and it has built on the Community Health and Care Partnership, which NHS Greater Glasgow and Clyde and East Renfrewshire Council established in 2006.

Our Partnership has always managed a wider range of services than is required by the relevant legislation. Along with adult community health and social work and care services, we provide health and social work services for children and families and criminal justice social work.

During the last 14 years our integrated health and social care management and staff teams have developed strong relationships with many different partner organisations. Our scale and continuity of approach have enabled these relationships to flourish. We have a history of co-production with our third sector partners and we are willing to test new and innovative approaches.

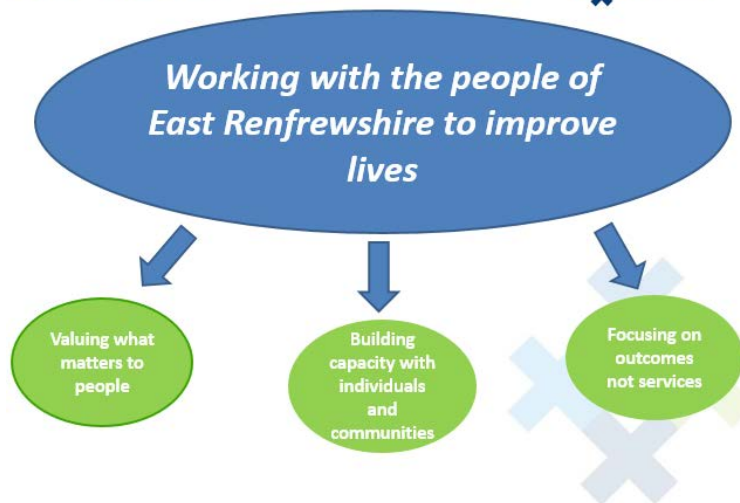
East Renfrewshire Health and Social Care Partnership is one of six partnerships operating within the NHS Greater Glasgow and Clyde Health Board area. We work very closely with our fellow partnerships to share good practice and to develop more consistent approaches.

This Chief Social Work Officer report reflects the fifth year of the move to a Health and Social Care Partnership and whilst it outlines the key statutory social work functions, it also explains how they are delivered within the spirit of the Public Bodies (Joint Working) (Scotland) Act 2014 legislation. The Chief Social Work Officer provides the HSCP, Council with professional advice, leadership and oversight of all social work and social care functions. She reports to the Chief Executive for East Renfrewshire Council in her role. The Chief Executive chairs the Chief Officer Public Protection Group and the Chief Social Worker is responsible for the scrutiny and quality assurance of all public protection services in East Renfrewshire. This also includes Violence against Women and Girls. The group is chaired by East Renfrewshire Council's Chief Executive and meets bi-annually and the Chief Social Work Officer acts as their professional advisor. The use of driver diagrams and logic modelling supports the scrutiny of public protection processes, outputs and outcomes. The Chief Officer Public Protection Group met regularly throughout lockdown and will continue to do so through recovery.

Our Strategic Vision and Priorities

East Renfrewshire has been integrating health, social work and care services for 14 years. From the outset of the Community Health and Care Partnership we have focused firmly on outcomes for the people of East Renfrewshire that improve health and wellbeing and reduce inequalities. Under the direction of East Renfrewshire's Integration Joint Board, our Health and Social Care Partnership builds on this secure foundation. Throughout our integration journey, we have developed strong relationships with many different partner organisations. Our longevity as an integrated partnership strives to improve outcomes for the citizens of East Renfrewshire.

Our Vision



Our vision statement, “*Working together with the people of East Renfrewshire to improve lives*”, was developed in partnership with our workforce and wider partners, carers and members of the community. This vision sets our overarching direction through our Strategic Plan. At the heart of this are the values and behaviours of our staff and the pivotal role individuals, families, carers, communities and wider partners play in supporting the citizens of East Renfrewshire.

Our Strategic Plan

The strategic plan for 2018 - 2021 sets out seven strategic priorities where we need to make significant change or investment during the course of the plan. These are:

- Working together with **children, young people and their families** to improve mental wellbeing.
- Working together with our community planning partners on new **community justice** pathways that support people to prevent and reduce offending and rebuild lives.
- Working together with our communities that experience shorter life expectancy and **poorer health** to improve their wellbeing.
- Working together with people to maintain their **independence at home** and in their local community.
- Working together with people who experience **mental ill-health** to support them on their journey to recovery.
- Working together with our colleagues in primary and acute care to care for people to reduce **unplanned admissions** to hospital.
- Working together with **people who care for someone** ensuring they are able to exercise choice and control in relation to their caring activities.

Annual Performance Report

Our Annual Performance Report 2019-20 has given us an opportunity to demonstrate how we have delivered on our vision and commitments over 2019/20. It provides information about the progress we are making towards achieving the national outcomes for children, the national health and wellbeing outcomes, and criminal justice outcomes.

Clinical and Care Governance Group

In order to exercise its governance role in relation to the delivery of effective social work and social care services, the Clinical and Care Governance Group focuses on governance, risk

management, continuous improvement, inspection activity, learning, service and workforce development, service user feedback and complaints. Although no longer a formal structure of the Integrated Joint Board it continues to provide regular scrutiny on the areas requiring development and improvement. Quality assurance is fundamental to safe and effective care and the Chief Social Work Officer Annual Report is remitted to the Clinical and Care Governance Group to provide them with assurance concerning the delivery and performance of statutory social work functions. Furthermore, this allows the group to consider the interdependencies of delivering effective and high quality care within the context of integrated practice. More information can be found in the [Annual Clinical and Care Governance Report](#).

Section 2: Service Quality and Performance

2.1 Children's Services

Early Identification and Intervention

The Request for Assistance team has now been operational for six years. The team ensures that children and their families receive a thorough and prompt response to any referrals and / or inquiries for a child or young person. We support our partner agencies at the earliest opportunity by sharing information and offering advice that strengthens our preventative approach to children, young people and their families.

The team is staffed by experienced social workers, an experienced health visitor and also benefits from the expertise of our third sector partner Children 1st, who consider referrals under Section 12 of the Children and Young People (Scotland) Act 2014 for Family Group Decision Making (FGDM).

From 1 April 2019 to 31 March 2020, the Request for Assistance team completed a total of 1,138 initial assessments, with 20% requiring targeted intervention. These figures are consistent with the previous year's activity.

Family Group Decision Making

As part of our early intervention approach and reducing the need for statutory service involvement with families, the Family Group Decision Making Service is provided by our third sector partner Children 1st. This offers an opportunity for families to work together with professionals at an early stage on planning and decision making to meet their children's needs. Following a review of the service to ensure it is making the greatest impact, the service has received 22 referrals, with 8 families progressing, preventing the need for statutory social work involvement.

Family Wellbeing Service

As a consequence of the significant new funding stream from Robertson Trust and East Renfrewshire Health and Social Care Partnership the new enhanced service began on 1 June 2019, expanding its reach to include all GP Practices. This has been very successful with almost all practices beginning to refer children and young people.

The service is funded to accept a minimum of 178 referrals per year but has exceeded this figure significantly already. Promotion of the service with GPs and strengthening the links with partner agencies is ongoing. A new set of measures and outcomes has been developed for the service and this is being reported through existing Health and Social Care Partnership and Robertson Trust structures. Early evaluation of the programme is indicating a significant improvement in the emotional wellbeing of the children and young people referred with fewer repeat presentations to GPs with distress.

Signs of Safety - Our Approach

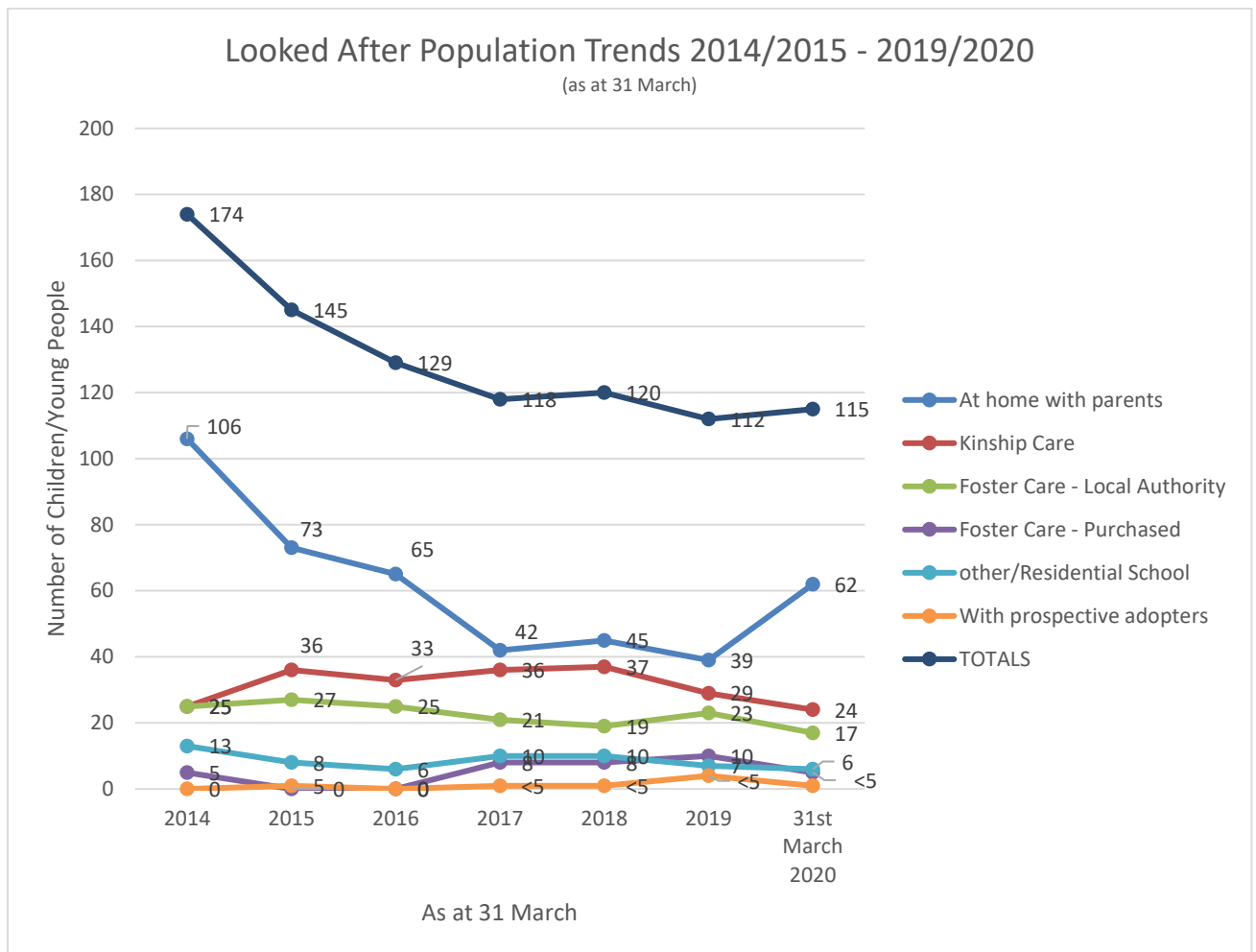
Over 2019/20 we have continued the implementation of the Signs of Safety model, led by the Chief Social Work Officer and the Head of Education Services (Equality and Equity). The model supports practice improvement, with a particular focus on developing relational interventions with children, young people, their families and carers in order to reduce risk and improve children's wellbeing.

Our key achievements for the second year of our five year implementation plan are:

- Continued commitment from the Multi Agency Implementation Team.
- The development of a multi-agency practice lead network, which meets quarterly with a clear focus on direct practice improvements.
- Continued workforce training provided at different levels, advanced and generic for all staff groups including education, health, police and adult services.
- The implementation and application of revised processes and documentation which complement the model for Child Protection, Looked After Children, Scottish Children’s Reporter Administration (SCRA) and Children with Additional Needs.
- The application of the model in our Child Protection Case Conferences to ensure they are solution orientated, strengths based and risk focused.

East Renfrewshire’s Looked After Children and Young People’s Population - A Profile of our Children

On 31 March 2020, 115 children and young people in East Renfrewshire were looked after in a range of settings. This constitutes approximately 0.5% of the total children’s population of the area and remains one of the smallest proportions in Scotland. 66 of the children were boys (57%) and 49 were girls (43%). We have continued to consolidate the Permanence and Care Excellence (PACE) Programme, working to improve outcomes for children by securing permanent destinations for them. The numbers of children who are looked after has remained consistent over the past four years.



The numbers of children in each of the respective placement categories has shown some subtle changes as a result of the PACE Programme. For example, several children have been secured on kinship care orders and are therefore no longer looked after and there were five adoption orders granted in 2019-2020.

Although this year has seen an increase in the number of children looked after at home, there has been a consistent reduction in the length of time children are looked after for, particularly for children who are 12 and under. At March 2016, the average period a child was looked after for was 19 months and this has reduced to 15 months at March 2020.

Further analysis of our reduction in children who are looked after at home has shown that during the period 1 April 2019 – 31 March 2020, 23% of Compulsory Supervision Orders for children and young people at home with parents were terminated. A further 23% remain open on a voluntary basis to the Youth Intensive Support Service and 54% to Children and Families, again on a voluntary basis.

Key Successes

- The length of time children and young people are looked after at home has decreased.
- The number of children looked after away from home has decreased.
- Implementation of Signs of Safety approach has strengthened the voice of the family network in looked after reviews and permanence planning.
- Improvement work in multi-agency contribution to Scottish Children's Reporter Administration to support effective decision making.

Key Challenges/Priorities

- Implementation of learning from the Care Review in all aspects of our work with looked after children and young people.
- To keep a continued focus on attainment of our looked after children.
- To continue to make effective permanence decisions within children's timescales.
- To develop our work in relation to decision making about siblings who are looked after.

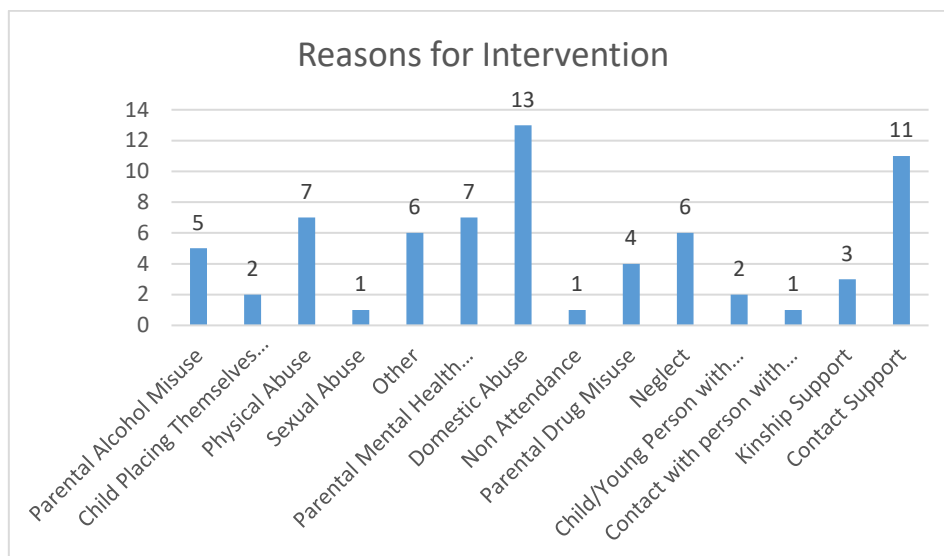
Intensive Family Support Team

The Intensive Family Support Service works alongside families who present with more complex needs and where it has been identified that extra support would be helpful. The service when required works across the week, including evenings and weekends and on an individual and/or group basis. The team operates a trauma sensitive and strengths based model to improve the safety and wellbeing of children.

Examples of support in 2019/20 include:

- Parenting capacity assessments to support permanence decision making.
- Intensive parenting support to contribute to child protection assessments and reducing risk.
- Attachment focused work to strengthen relationships and understanding within families.
- Intensive support to build on the identified strengths of families to help them manage family life including building routines; managing boundaries; understanding and addressing the health and development needs of children and the needs of parents.
- Intensive parenting and relationships support to help parents and children recover and support rehabilitation.

Between April 2019 to March 2020, 69 children received support from the Intensive Family Support Service, with children from all single year age groups from 0 to 13+. Domestic abuse is the most common reason for intervention, as shown in the chart below, and this is a consistent characteristic within our report.



The children and young people allocated to the team are as a result of a variety of legislative reasons however the majority (61%) of children fall under Welfare of Child in Need legislation. It should also be noted that six children were also on the East Renfrewshire Child Protection Register

Youth Intensive Support Service

The Youth Intensive Support Service was established during 2015 as the lead service for all looked after young people aged 12 years of age and over and for young people eligible for Continuing Care and After Care, recognising that more intensive interventions are required to improve their recovery from trauma, neglect and abuse.

The team delivers the statutory duties within the Children and Young People's (Scotland) Act 2014, to support young people eligible for continuing care up to the age of 21 and for after care up to the age of 26. For young people subject to the Children (Scotland) Act 1995, Section 22, who are at risk of being accommodated and or custody, intensive services provides direct interventions alongside their community social work colleagues and third sector.

The Youth Intensive Support Service and Intensive Family Support works closely with and alongside East Renfrewshire's Child and Adolescent Mental Health Services (CAMHS). The service has the following shared aims across social work and health services:

- To reduce the number of young people looked after, looked after and accommodated and at risk of hospitalisation.
- To reduce the impact of historical trauma and abuse for young people.
- To ensure that the transition into adulthood achieves better long term outcomes.

Of the 150 young people allocated to the Youth Intensive Support Service as at 31 March 2020:

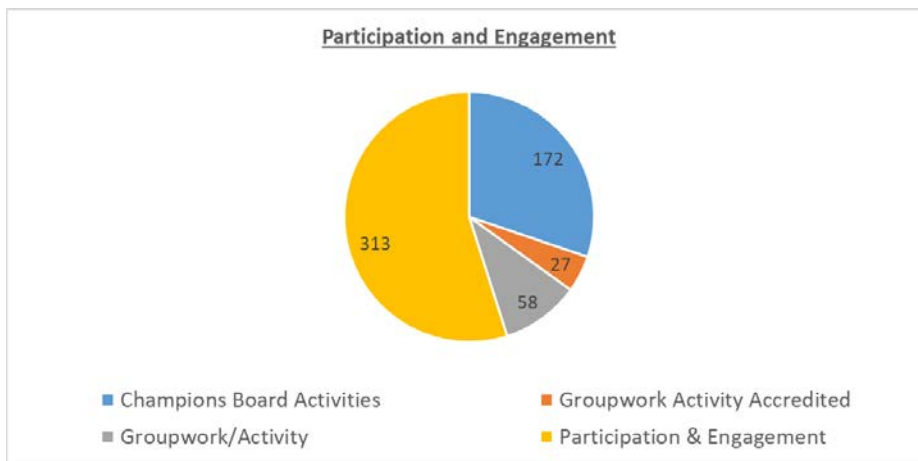
- 54% were receiving intensive support services.
- 23% were subject to Compulsory Measures of Supervision.
- 25% were care experienced young people in receipt of Continuing or After Care support.

- 86% of care experienced young people in receipt of Continuing or After Care support were supported through the Family Firm scheme.

In the period 2019-2020, the Youth Intensive Support Service gained two Advanced Practitioner posts. The Champions Board Co-ordinator co-ordinates, plans and delivers participation and engagement activities for care experienced young people known to the local authority whilst our Continuing and Aftercare Advance Practitioner focuses on support and provision to this distinct group of young people.

Champions Board, Group Work and Participation

Throughout 2019/20, we have continued to engage with our children, young people, families and communities. Between April 2019 and March 2020 there were 520 opportunities for children and young people to take part in participation and engagement, 27 of these have led to an accredited award. These opportunities were taken up by 87 children and young people from all age groups across the children and families teams. This is shown in the table below.



The 14-19 age group are most likely to participate but we are seeing increased engagement by the 7-12 age group which demonstrates the continued efforts of the community team to encourage involvement of all ages.

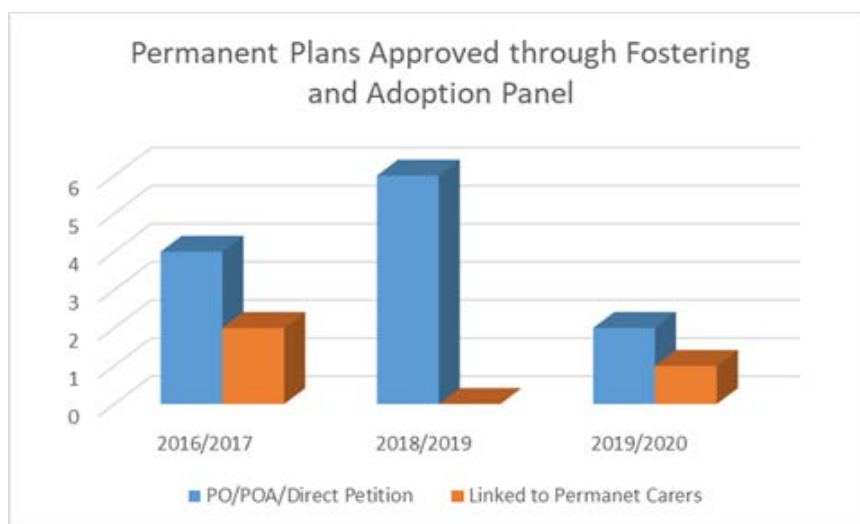
Our dedicated Champions Board Advanced Practitioner Post co-ordinates Champions Board activity. The Champions Board has continued to raise awareness about what it is like to be care experienced, helping corporate parents understand the impact services have had on their lives and what needs to be done to ensure that there is positive change. They have worked closely with the Care Review Participation Team, been involved in consultation and have created a video around their views given around 'STOP:GO' about what needs to change within the care system. Involvement in the Care Review has allowed young people to see that the Champions Board is part of a wider agenda. Young people have attended Care Review Road Shows, 1000 Voices events, and attended as a group to give their views on the 'stories' which were to be published within the Care Review reports.

This year an e-learning module on Corporate Parenting has been developed by our young people. Training is now available for Corporate Parents on East Renfrewshire Council training calendar.

Fostering, Adoption and Supported Care

In 2019/20, the service took forward new management arrangements and formalised the embedding of the service within the Intensive Support structure. A key focus has been the continuation of the improvement work identified within the previous independent review to strengthen the service framework and enhance the support and care for children and young people.

Our adoption assessments have remained relatively static as a result of the success of the Permanence and Care Excellence Programme in securing children's futures, reducing to two assessments in 2019-20.



Over the reporting period, the team have supported nine adoptive placements, seven of which are currently matched with children and two await a suitable match.

Foster carers continue to benefit from one to one support via their allocated supervising social worker as well as regular training and a two monthly foster carer support group which is well attended.

The service also provides direct support to families affected by adoption, including providing post-adoption support for all those affected. Working in this area can be challenging and there is a legislative duty to provide post-adoption support following the granting of an Adoption Order. The service also provides a counselling role to birth families who have themselves been adopted, as well as the siblings of adoptive families. During 2019/20, the service has:

- Continued to provide a quarterly adoption support group which is well attended.
- Provided targeted intervention and letter box contact support to a number of birth families, supporting 25 indirect contacts.
- Provided support to a small number of families who have been affected by adoption issues in the form of origin counselling and access to file requests.
- Offered birth parents ongoing support through piloting a fortnightly birth parent support group named by parents as 'Help us Heal'.

Registered Services Inspection

The three registered services, fostering, adoption and adult (supported care) placement were inspected in October 2019 and all services received Grade 5 (very good) for the areas inspected with a number of areas commended:

- The strengthened collaborative and relationship based approach by aligning registered services within our Intensive Services structure.
- The commitment from staff especially the partnership working across health, social work and education to ensure we are providing the best possible care to our children and young people.
- The way children, their families and foster households were empowered to contribute to decision making and feel listened to.

Fostering Service

Date	Type	Grading's	
11 October 2019	Announced (Short Notice)	Care and support Staffing Management & Leadership	5 – Very good 5 – Very good Not Assessed
8 November 2016	Announced (Short Notice)	Care and support Environment Staffing Management & Leadership	5 – Very good Not Assessed Not Assessed 5 – Very good
19 February 2015	Announced (Short Notice)	Care and support Environment Staffing Management & Leadership	5 – Very Good Not Assessed 5 – Very good 5 – Very good

Adoption Service

Date	Type	Grading's	
11 October 2019	Announced (Short Notice)	Care and support Staffing Management & Leadership	5 – Very good 5 – Very good Not Assessed
2 November 2016	Announced (Short Notice)	Care and support Environment Staffing Management & Leadership	5 – Very good Not Assessed Not Assessed 5 – Very good
19 February 2015	Unannounced	Care and support Environment Staffing Management & Leadership	4 – Good Not Assessed 4 – Good 4 – Good

Adult Placement

Date	Type	Grading's	
25 October 2019	Announced (Short Notice)	Care and support Environment Staffing Management & Leadership	5 – Very good Not Assessed 5 – Very good 5 – Very good

Below are some qualitative highlights from our [Fostering Service](#), [Adoption Service](#), [Adult Placements](#) inspection report.

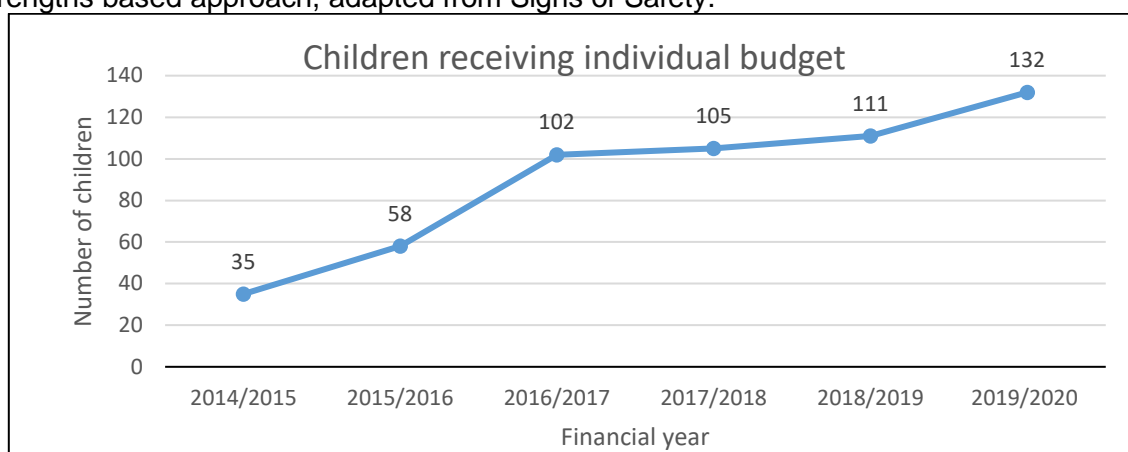
The team were highly motivated to ensure that best practice in relation to through-care, after care and continuing care, would be adopted in this relatively new dedicated service. (Adult placement supported care inspection)

The newly introduced 'Signs of Safety' strengths based, relational approach had transformed the service. The use of the 'Three houses' tool enabled younger children to verbalise fears and worries, hopes and aspirations was outstanding, as was the use of independent advocacy and intensive support services. (Fostering inspection)

A foster carer told us, "I feel I am part of decision making now and really listened to, it's not a case where I raise a worry and it's filed away somewhere, but something is actually done and it's addressed. It's all out in the open, it's a brilliant new way of working." (Adoption inspection)

Children with Disabilities

We have fully adopted the principles of self-directed support in partnership with children, their families and other people who are important to them. We recognise that good support planning is reliant on relationship based practice, starting with the family recognising what matters to them, and we are embedding this way of working throughout children's services. Given that 34% of children known to social work teams have a disability, we have undertaken a review of our assessment and planning and have implemented Signs of Wellbeing, a strengths based approach, adapted from Signs of Safety.



The number of children in receipt of an individual budget has quadrupled since 2014 as shown in the chart above. In 2019/20, three quarters of children with disabilities allocated to social workers were in receipt of an individual budget. This will continue to be an area of significant growth and budgetary pressure. Expenditure has increased from just over £200,000 in 2014/15 to £480,000 in 2019/20 and is likely to continue to rise overall, although the average budget award for a child / young person has decreased by 11.5% in the last year.

It is anticipated that this will continue to be an area of significant demand over the years, considering the migration of families who have children with disabilities into the local authority area. Further analysis will be needed to consider the required financial investment moving forward.

This impact is noted at the transition stage with a doubling of numbers of young people presented at Transition Resource Allocation Group from 11 in 2017-18 to 21 in 2018-19. 19 young people were considered in 2019/2020. It is predicted that this number will level out in the next five years but this figure continues to be impacted upon by families moving into the area.

Key Successes

- All staff have been trained in Signs of Wellbeing assessment approach.
- Children's Services processes for Resource Allocation have been brought in line with Adult Services.
- Advanced Practitioner for Transitions post has been created.
- Joint working between Children's and Adults services on Transitions pathway and successful joint Transitions event held for young people and their families.

Challenges / Priorities

- Delivery of training on Children's Services assessment, planning and resource allocation for all staff (delayed due to COVID-19).
- Development of a third sector market place for service provision for disabled children, young people and their families as there is a recognition that this is limited in East Renfrewshire.
- Partnership working with Education and Adult Services to develop a new transitions pathway which starts when young people are 14 years old or earlier.

Programmes for Parents

As there is a significant population of children with additional needs in East Renfrewshire our families requested more availability of parenting programmes. Two that are noteworthy are:

- Mellow Ability for families with children with complex needs is jointly delivered by Educational Psychology and Health and Social Care Partnership Children and Families. Two rounds of the full programme were delivered in 2018/19 with a third one having commenced. Evaluations of the programme indicate high parental satisfaction and there is now scope for parents who are trained to subsequently co-deliver the materials and establish peer/parent groups to support sustainability.
- Cygnet Parenting Programme for parents of children with an autism diagnosis has become a very successful programme with high attendance and completion rates. Families are now offered a place on the programme within six months of their child's diagnosis.

Corporate Parenting in East Renfrewshire

East Renfrewshire benefits from a very committed partnership of Corporate Parents who own their responsibilities and the legal duties that underpin these. The Corporate Parenting Planning Group comprises local Corporate Parent partners and a number of the national ones too. Our first Corporate Parenting Plan for the years 2016-2019 was successfully delivered and local partners have now agreed a new plan for 2020-2023. In 2019 the plan's achievements included the following:

- Fully embedded the principles and aims of the Permanence and Care Excellence Programme within Health and Social Care Partnership Children and Families Services with tests of change and improvement methodology used to target specific areas of challenge.
- Kinship Care Panel fully operational and directed by new local Kinship Care Procedures and Terms of Reference.
- Development of a Raising Attainment programme in partnership with Children 1st and funded by the Scottish Government Attainment Challenge Fund for care experienced children.
- New Education Policy for Care Experienced Pupils agreed and implementation commenced through joint working between East Renfrewshire Council Education and the Health and Social Care Partnership.
- Established a Mini Champs group to promote engagement and participation of the 8 – 12 year old age group, giving younger children an opportunity to be heard and feed into the older age group Champions Board.
- Launch of new "For Your Entertainment" culture, sport, and leisure initiative with East Renfrewshire Culture and Leisure Trust, for looked after children, young people and their families.
- Working in partnership with care experienced children and young people on the STOP:GO framework to determine the improvements that need to be made locally.

The new Corporate Parenting Plan for 2020 – 2023 intends to be even more ambitious as it focuses on how we will deliver on the recommendations of the Independent Care Review Report which was published in February 2020.

East Renfrewshire’s Children’s and Young People’s Plan 2017 – 2020

The Children and Young People’s Plan for 2017 – 2020 has reflected East Renfrewshire’s long established commitment to achieve better integrated service planning and delivery for children, young people and families.

The plan has demonstrated the range of integrated work being undertaken across universal, specialist, and targeted services, and highlights the role played by statutory and public bodies along with that of third sector partners. In the last year of the plan, considerable progress was made with delivery on agreed actions across the wellbeing indicators. Two areas of high need that have been identified by services include: mental and emotional wellbeing of children and young people; and support for families with a child or children with additional needs.

As the Independent Care Review report recommendations will require all local authorities to consider their existing universal and intensive family support models, this important area of work now features in the new East Renfrewshire Children’s Services Plan for 2020 – 2023.

The Rights of Children

Part 1 of the Children and Young People (Scotland) Act 2014 places a duty on local authorities and other public bodies to report on the steps they have taken to “*secure better, or further effect of*”, the United Nations Convention of the Rights of the Child requirements. Health and Social Care Partnership Children’s Services undertook a comprehensive assessment of policies and practices in 2019 to enable us to gauge progress and determine gaps in the realisation of the articles of the convention. A similar exercise has been undertaken in Education and other Council services, and in line with the statutory duty, a joint report is currently being compiled that will demonstrate the contribution being made locally. This activity will ensure that children and young people’s rights are respected, protected, enabled and fulfilled.

The Health and Social Care Partnership children’s rights audit exercise focused on the following areas:

- Kinship Care
- Child Protection
- Disability
- Health Visiting and School Nursing
- Inclusive Play and Leisure
- Speech and Language Therapy

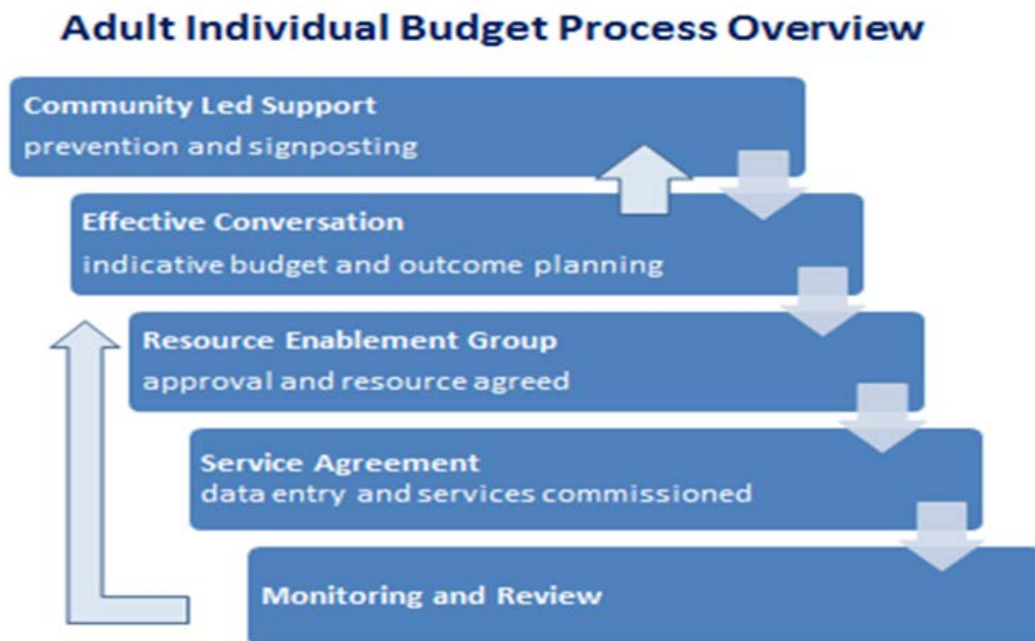
An audit of procedures and practices in these areas was carried out by managers and staff and the findings and recommendations of these evaluations are being considered. Improvements agreed will feature in the new Children’s Services Plan 2020-2023 along with those of the other Council services who underwent a similar process. As this is the first time children’s rights audits have been undertaken we have learned a lot about how we can make changes to the process over the next period. In particular we are keen to involve children and their families in leading in some areas and we are considering different approaches for how we can do this in a genuine and open way.

2.2 Adult Social Work and Social Care

Adults with Incapacity

Self-Directed Support

East Renfrewshire's Integration Joint Board approved a new approach to calculating adult Individual Budgets under Self Directed Support legislation alongside associated systems and processes.



Practice guidance was reviewed and updated that provides direction on the new individual budget process including how to work creatively with people to make the best use of their budget to meet their outcomes. From the launch of the guidance in December 2019 to the end of March 2020, the Resource Enablement Groups in Barrhead Locality considered 55 individual budgets and plans, and Eastwood Locality considered 70 individual budgets and plans.

Carers (Scotland) Act 2016

Over 2019/20, support to carers has been delivered in collaboration with our local Carers Centre. Carers Centre staff have been trained in outcome-focused, asset-based planning and Good Conversations, and have completed 56 Adult Carer Support Plans (ACSP) with carers since January 2019. Of these, using the eligibility framework, 14 carers were identified as having a substantial or critical need for support and referred for further social work intervention. A significant improvement in the percentage of carers reporting that their quality of life needs are being met (from 79% to 92%) has been observed. Further training for Health & Social Care Partnership staff planned during 2020 has been impacted by COVID. Adult Carer Support Plans, processes and pathways will be reviewed by Health & Social Care Partnership and other relevant stakeholders during 2020/21, incorporating any learning from our joint pandemic response.

Assessment and Review Activity

Over 2019/20 there has been significant work undertaken to improve the quality of social work practice within East Renfrewshire. This work has been progressed by the Head of Adult Health & Social Care Localities with the support of the Chief Social Work Officer. There is still much to do but early indications are promising in our improvement journey.

Taking Point measures are used by social workers to capture people's experience and outcomes following assessment and intervention by Adult Locality Teams. Whilst there was a marginal decline (1 - 2%) in most measures, the number of people reporting their outcomes as having been met remains high.

Talking Points Measure	2019-20	2018-19
People reporting 'being as well/staying as well as you can' needs met (%)	85	87
People reporting 'being as well/staying as well as you can' needs met (%)	91	90
People reporting 'feeling safe' needs met (%)	92	93
People reporting 'seeing people' needs met (%)	92	93
People reporting 'living where you/as you want to live' needs met (%)	88	92
People reporting 'being respected' needs met (%)	98	99
People reporting 'quality of life for carers' needs fully met (%)	92	78

In-house Care at Home Service

Following on from an unannounced inspection in February 2019 by the Care Inspectorate, it was identified that significant improvements were required within our in-house Care at Home service. These improvements were across nine key areas, including care planning and review of support packages, staff supervision, training and management of medication. A further interim inspection in September 2019 noted that the service has made significant progress across all identified improvement areas although further work was required to fully meet the requirements.

In order to support some key areas of required improvement the service embarked on a wide scale and successful recruitment campaign which resulted in the appointment of an additional 52 staff. The service has developed a robust suite of data and reporting systems which supports the management of service delivery and effective overview of performance across all improvement areas. The most recent survey of service users showed that 71% agreed or strongly agreed that the staff who delivered their care had enough time to do so and 95.6% stated that we regularly arrive on time for visits.

Health and Social Care Partnership senior officers continue to report to the Council's Chief Executive on progress of the in-house Care at Home service on improvement activity.

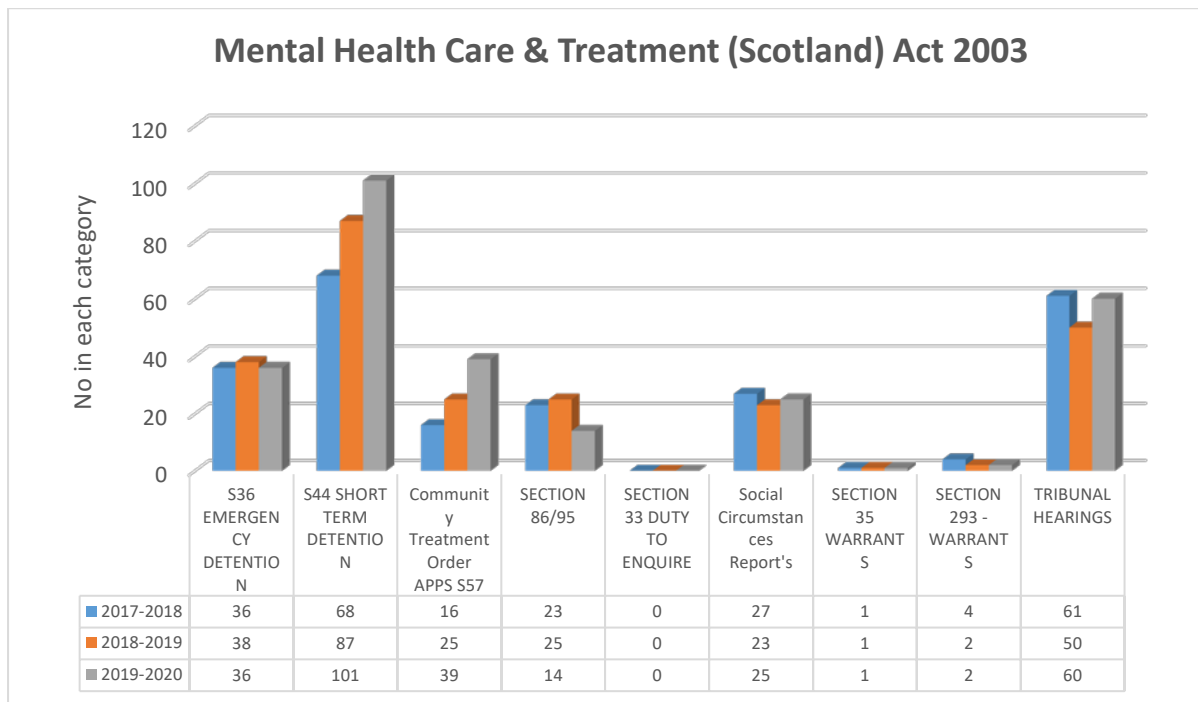
Telecare Services

The in-house telecare service has around 3000 service users and has performed well over the past 12 months. The management team were delighted with the outcome of the most recent Technology Enabled Care (TEC) Services Association audit, which resulted in the service having no requirements or improvement areas identified.

2.3 Mental Health

The Mental Health Officer service continues to discharge its functions under the Mental Health (Care and Treatment) (Scotland) Act 2013, Mental Health (Scotland) Act 2015, and Adults with Incapacity (Scotland) Act 2000, on behalf of the Local Authority as delegated to the Health and Social Care Partnership.

The Mental Health (Care and Treatment) (Scotland) Act 2003, and Adults with Incapacity (Scotland) Act 2000 continues to present challenges and pressures on the service, resulting in an increased demand for Mental Health Officer services over the past few years, new legislative responsibilities and workforce pressures. The graphs below highlight statutory activity relating to sections of both Acts in comparison with the previous year's figures. The majority of Mental Health Officers activity in 2019/20 related to short term detentions and tribunal hearings, with a particular increase in short term detentions over the last three years.



Mental Health Officers work closely with our professionals to improve the quality of experience of people who are in receipt of supports. Examples include the provision of:

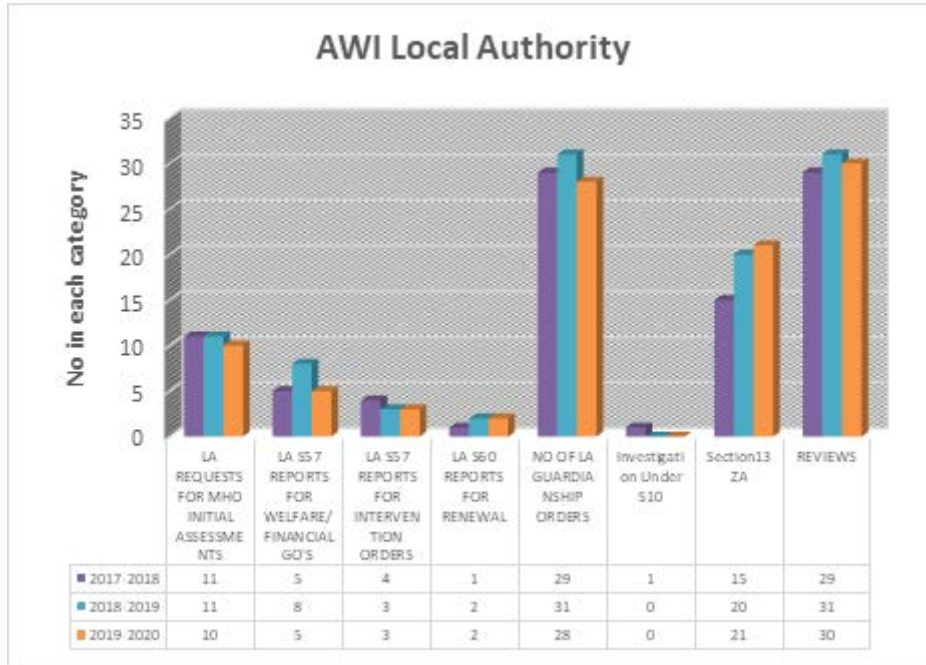
- Community-based services, not including those delivered in partnership with third sector providers and crisis intervention team
- Self-directed support
- Advocacy; and support for Advanced Statements; identification of Named Persons;
- Children and Young People who experience mental health; and
- Support for Carers

The Chief Social Work Officer is responsible for the governance and management of local authority Guardianship Orders.

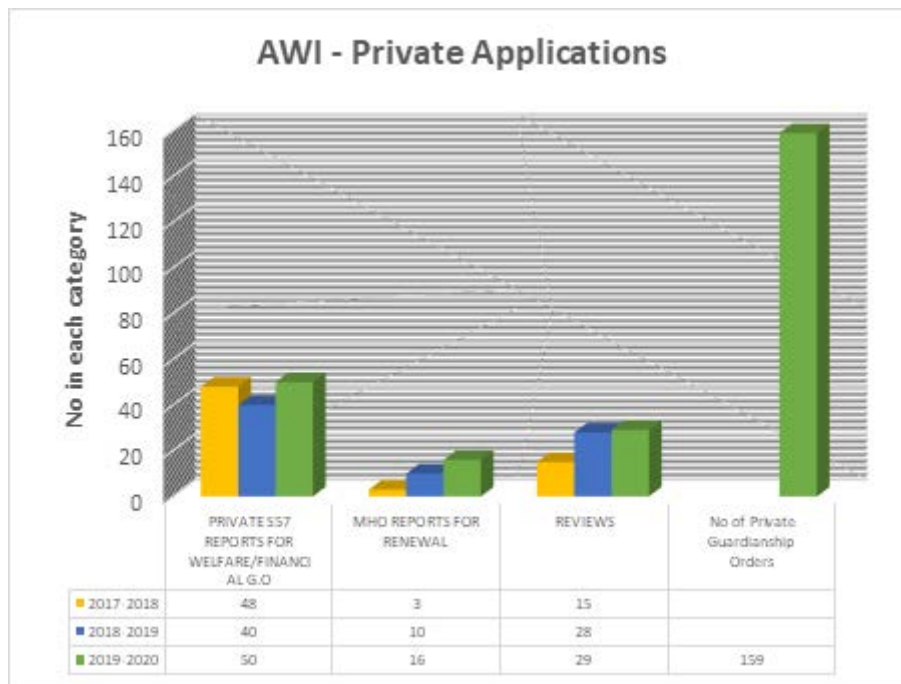
The graph below shows:

- The number of initial assessments for Guardianship Orders remains much the same as the previous year.

- An increase in the number of Section 13za meetings requiring attendance of Mental Health Officers - necessary to ensure that the rights, will and choices of the adult are upheld and that there is no deprivation of liberty.
- Private Welfare and / or Financial Guardianship referrals have generally remained the same from previous years.



Supervision of private welfare guardians continues to present a major challenge to the Authority given the increasing numbers of guardians to be supervised, currently 170, with many of these orders having two or three guardians. There has been an increase in the number of complex cases where more intensive supervision of the guardian(s) is required.



Mental Health Officers support both Local Authority and Private Applications for Welfare and/or Financial Guardianships that support individuals with fluctuating capacity or inability to consent due to diminished mental capacity and / or longstanding cognitive decline.

Although the data for the years preceding 2019/20 is not available it is reported that the use of Private Guardianships continues to grow and that family members in East Renfrewshire are taking on this responsibility as opposed to the local authority.

Referral for mentally disordered offenders remain low.

Over 2019/20 the Chief Social Work Officer commissioned a review of statutory social work activity for mental health officers based on the National Standards. The review concluded that the team were only in part meeting these standards and an improvement plan has been put in place which will be overseen by the Chief Social Work Officer in 2020/21. As a consequence of the review the operational delivery model will be subject to redesign over 2020/21 and will reflect the all necessary improvements to fully met national standards.

Moving forward, the challenge will be to recruit Mental Health Officers to ensure that there will be sufficient numbers of qualified social work professionals available to fulfil duties and functions under both Acts. The age demographic, nationally, of this workforce is also a significant pressure and will compound our longer term ability to fulfil statutory duties.

The Adult Protection Unit at the Scottish Government called for a bid for all local authorities to the Mental Health Officers development grant scheme. This is one of the key commitments of the 2017-2027 National Mental Health Strategy. It aims to support local authorities in identifying a shortfall in their Mental Health Officers numbers to train additional officers between 2020 and 2023. Unfortunately we were unsuccessful in our bid in 2019/20 but intend to reapply in 2020/21.

2.4 Criminal Justice

During 2019/2020, East Renfrewshire criminal justice service experienced a minimal increase in Community Payback Orders and a slight reduction in Criminal Justice Social Work Report requests, indicating that we have not yet experienced an impact from the introduction of the recent presumption against short sentences legislation. In contrast, there was a significant increase in workload in respect of those people being released from custody who were subject to statutory supervision. This was an increase we identified early and planned our services accordingly, with additional social work recruitment to the team.

Referrals from the Crown Office and Prosecution Service (COPFS) have further reduced. We continue to have regular meetings with this service through the local community justice forum.

	Number 2019-20	Number 2018-2019	Change (n)	Change %
Criminal Justice Social Work Reports	226	241	-15	-6.22%
Community Payback Orders	105	103	+2	+1.94%
Community Service Orders	0	0		
Through-care (released prisoners)	11	5	+6	+120%
Drug Treatment & Testing Order	0	0		
Fiscal Work Order	2	8	-6	-75%
Diversion	10	26	-16	-61%

In 2019/2020, 9057 unpaid work hours were successfully completed. This is approximately a 15% reduction in the number of hours completed in the previous year, although we note the significant disruption of COVID-19 in March 2020.

Key Successes

- Strong partnership working evident in the early planning of support for offenders being released from prison. Our criminal justice and housing services are working closely together to ensure short stay accommodation is identified for individuals prior to release and support then provided to access a permanent tenancy.
- During 2019/20, we continued to deliver a multi-agency programme of offender-focused trauma training. Led by the criminal justice service and delivered to a multi-agency group of professionals (including housing, alcohol and drug services, employability and adult learning), this has supported the multi-agency delivery of interventions with those who hold convictions and have experienced trauma.
- Several people with convictions were part of an employment training programme called Strive during the summer of 2019. This resulted in a number of positive outcomes for people who accessed this course, including employment. We have continued in 2019/2020 with a strong focus on our “No Barriers” project, which provides support with literacy and numeracy.
- East Renfrewshire audits of Multi Agency Public Protection Arrangements (MAPPA) have confirmed robust management arrangements are in place.
- In 2019/2020, the criminal justice team began to facilitate the local delivery of the nationally accredited sex offender treatment programme, Moving Forward Making Changes (MFMC). Three social workers are now trained to deliver the programme, with our Advanced Practitioner being supported to undertake the treatment management role to ensure accredited standards can be met.

- During this year we have enhanced our unpaid work service by ensuring that tasks are meaningful to communities and provide learning opportunities for service users, including improving the environment and supporting charitable and voluntary organisations. Workshop premises have also been secured to expand opportunities of unpaid work.

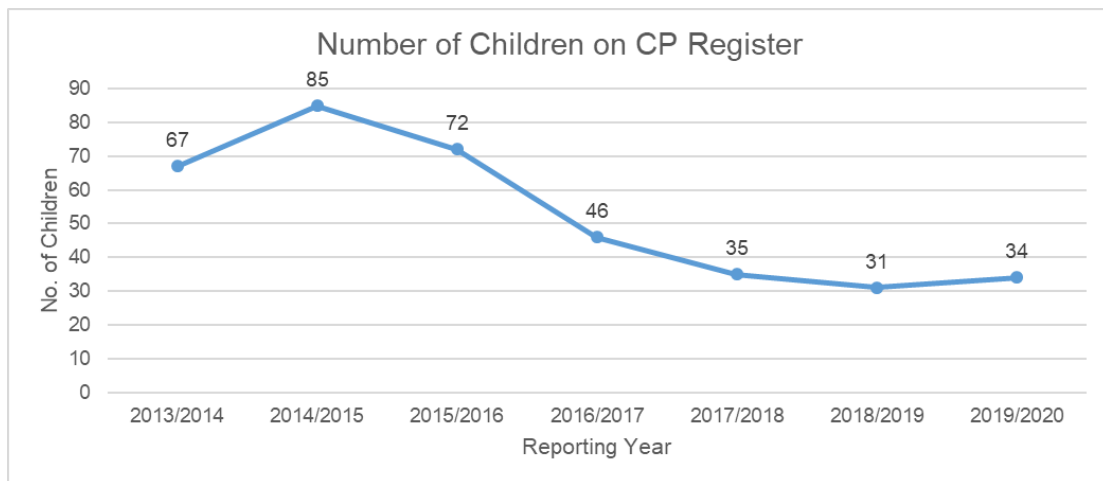
2.5 Public Protection

We continue to carry out and enhance our public protection duties around children and adults.

Child Protection, Quality Assurance and Continuous Improvement

The number of children on East Renfrewshire’s Child Protection Register was 34 in 2019/20. This is an increase of three on the previous year. Although we had experienced decreases in previous years higher than the national average, our registration rate appears to be stabilising at around 30 to 35 children each year. In addition to robust management and audit activity, we continue to benchmark against comparator authorities to ensure that the rate of registration activity is proportionate and necessary.

Child Protection Registrations

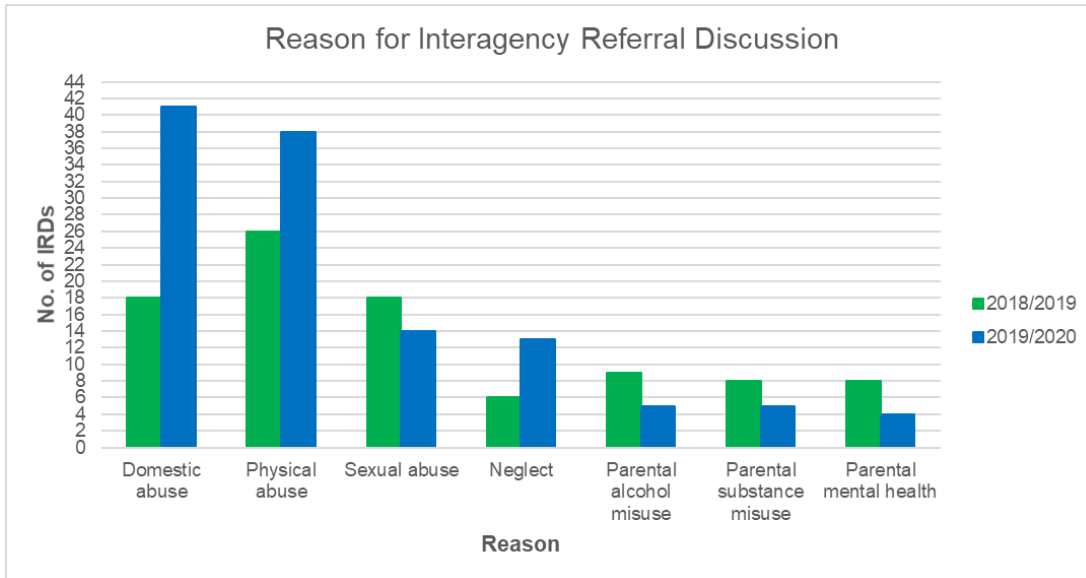


Interagency Referral Discussions

During the period April 2019 – March 2020, we have undertaken 126 Interagency Referral Discussions (between social work, police, health and where appropriate education services) in respect of 209 children.

The most common reasons for initiating an Interagency Referral Discussion during 2019/2020 are shown in the chart below. There has been a significant increase in Interagency Referral Discussions relating to domestic abuse which could be due to the increased awareness raising across the authority of the Multi Agency Risk Assessment Conference (MARAC) process. The associated Risk Assessment and Safe and Together training is also building confidence in the workforce in recognising and understanding the signs and impact of domestic abuse.

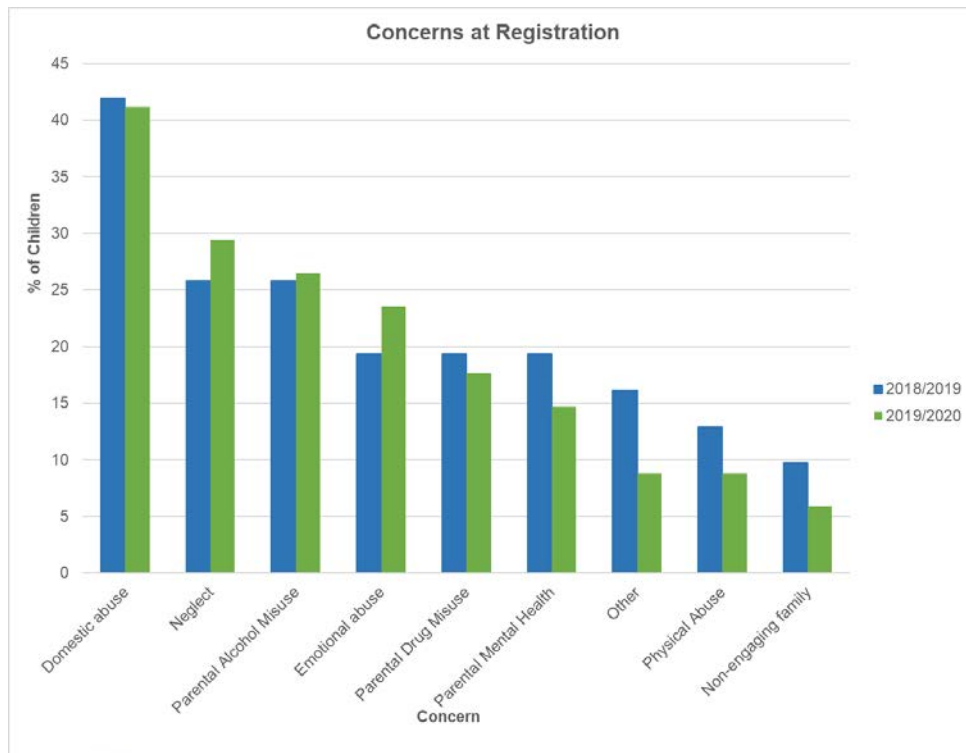
There was an increase in concerns of neglect and decrease in referrals relating to parental alcohol/substance misuse and mental health respectively.



Of the 209 children and young people subject to Interagency Referral Discussions, just less than half were subject to a child protection investigation. 20% went on to have an initial or pre-birth child protection case conference. Of the 20% of children and young people who were subject to an initial / pre-birth child protection case conference, 38% were registered. This equates to approximately 8% of all the children and young people who were subject to an Initial Referral Discussion.

Concerns Identified at Registration

The proportion of children who were registered for domestic abuse and parental alcohol misuse remained the same as the previous year, while the proportion of children who were registered for neglect and emotional abuse increased.



Quality Assurance Activity

Interagency Referral Discussion Audits

A quarterly programme of Interagency Referral Discussion audit is now an established part of our continuous improvement programme for Child Protection, allowing us to maintain an overview of the initial decision making in child protection processes. Since March 2020, this has been impacted significantly by the COVID-19 pandemic. Moving forward it is our intention to undertake retrospective work from April 2020.

The findings of the audits are discussed by the Child Protection Committee Continuous Improvement Subgroup and presented to the Child Protection Committee. The feedback is shared with frontline practitioners to support development of practice. Any appropriate areas for improvement will be taken forward as part of the new Scottish Interview Model for joint investigative interviews.

Prior to March 2020, the audits have reported significant strengths in our practice:

- 100% of the children subject to child protection investigation met the threshold for child protection.
- Initial Referral Discussion was assessed as good or above in identifying, analysing and making a decision for children about the risk of significant harm in over 90% of families.
- Planning to reduce risk to children was assessed as good or above in 97% of families.
- Early analysis suggests that changes to our discussion paperwork have improved the quality of recording around key decisions such as the requirement for medical examination.

Joint Investigative Interview Audits

Throughout 2019, we have reviewed quarterly the quality of our Joint Investigative Interviews (JII), with the audit team comprising of Police (G Division), Social Work, Health, Educational Psychology, Scottish Children's Reporter Administration and Speech and Language Therapy. The multi-agency audit team brings considerable skills and knowledge that is assisting us to improve the quality of the experience for children.

The audit programme is providing us with clear evidence of improvement in this area, and that our systems are supporting relational based practice. The audits identified:

- Clear evidence of good practice across the interviews audited, reflecting the individual commitment of the interviewers and their natural abilities with children / young people.
- That the manner and approach of the lead interviewers was sensitive to the child's age and ability across all interviews.
- That Lead Interviewers were child friendly, their tone was soft and they were able to relax the child in almost all interviews.
- That rapport was attempted and of good quality across the interviews.

As we move forward in piloting the Scottish Child Interview Model, a new process of evaluation, replacing the existing quarterly audit, will be in place to support the North Strathclyde Pilot. This will include:

- Introduction of a standard Quality Assurance Tool.
- Monthly Joint Investigative Interviews Multi Agency Audits.
- Feedback from Scottish Children's Reporter Administration / Crown Office and Prosecution Service on all Joint Investigative Interviews that are submitted for evidence.

- The collation of feedback from children and families.
- A formal system of peer evaluation and interviewer reflections.
- A process to capture longer term outcomes for children within the child protection system.

Joint Investigative Interviews Pilot

Police Scotland and Social Work Scotland, supported by the East Renfrewshire Chief Social Work Officer, have worked in partnership with the Scottish Government to take forward the recommendations of the [Evidence and Procedure Review](#) to improve the quality and consistency of Joint Investigative Interviews of children. A project team comprising police officers and social workers with experience of conducting and managing Joint Investigative Interviews was established in November 2017.

The aim of the training is to create the conditions for securing best evidence from child victims and witnesses, and for interviews to be of a sufficiently high standard to be used as Evidence in Chief or hearsay evidence. Reforms to interview practice make a significant contribution to the ultimate ambition of removing the need for children to give evidence in court. These improvements aim to reduce the potential for further traumatising of child victims and witnesses and to support them to continue their journey to recovery.

East Renfrewshire is one of the first areas nationally to pilot and implement the learning from the new Joint Investigative Interviews course, which aims to design a truly child-centred, trauma-responsive approach to Interviews with the best interests of children at the centre based on European Promise quality standards.

Together with a Children 1st rights and participation support worker we have brought together a fully trained specialist JII Cadre (police and social work) and will be able to ensure that:

- The JII cadre will have advanced knowledge, skills and competencies and the required experience of forensic interviews to create the conditions for producing the best quality evidence and ensure the protection of the child. This partnership will be a national best practice model based on shared resources and learning. This will provide risk sharing arrangements across authorities, ensuring that the quality of the interventions, interviews and investigations are not compromised and are consistent in improving the experiences for children and their families who are subject to child protection processes.
- A fundamental principle of the partnership is to build trauma informed recovery into the process from the point of disclosure for children. Children 1st have considerable national expertise in delivering whole family trauma recovery.

Having successfully completed the course, our Cadre members are now equipped to apply the model to practice. A co-located Joint Investigative Interview Team, supported by a team coordinator, will be in place across the partnership and 2020/21 will see the application of the model in practice. This, together with our partnership arrangements with Children 1st, will see our vision of a truly child-centred, trauma-responsive approach to child interviews become a reality.

Multi-agency Child Protection Case File Audit

This audit takes place every two years, with the most recent audit taking place in November 2019. The report was shared with the Child Protection Committee, highlighting strengths of practice and areas for development. The Child Protection Committee Continuous Improvement Subgroup will be taking forward an Improvement / Business Plan for 2020-2023 based on the audit findings as well as other core child protection business. However, it should

be noted that the Improvement / Business Plan will also be focussing on recovery due to the impact of the lockdown restrictions on our highly valued children and their families.

Key successes

In response to the increases we have seen around domestic abuse and neglect:

- We are delivering a robust training programme on Safe and Together which focuses on our approach to supporting families affected by domestic abuse.
- Our Multi Agency Risk Assessment Conference (MARAC) is now well established with very good multi-agency representation.
- We have delivered a new multi-agency training on Understanding Neglect in Child Protection. This has been well evaluated and will be part of our ongoing child protection training programme.

We have continued with the implementation of our Signs of Safety strengths based and relational approach, having completed the second year of a five year implementation plan. Both practitioners and families continue to respond positively to this shift in practice. As we move forward, we are working on an adapted programme of support / training for practitioners in line with COVID-19 restrictions.

Our biggest challenge – Domestic Abuse

Domestic abuse continues to be one of the most common reasons for referral to children's social work services. Over the course of this year there were a total of 443 referrals and 385 children affected by domestic abuse. This included 375 domestic abuse police concern reports - a 14% increase on the same period last year. It is evident that a significant number of these children were exposed to domestic abuse on more than one occasion.

Domestic abuse is one of the most common features of all Interagency Referral Discussions held in East Renfrewshire. Of the 180 Interagency Referral Discussions held within this reporting period, 31% of these listed domestic abuse as a significant factor, while 41% of all child protection registrations identified domestic abuse as a primary or secondary risk factor.

Multi-Agency Risk Assessment Conference (MARAC) in East Renfrewshire

Multi-Agency Risk Assessment Conferences are recognised nationally as best practice for addressing cases of domestic abuse that are categorised as high risk. Over the course of this year we successfully implemented Multi-Agency Risk Assessment Conference in East Renfrewshire. In the first year of operation, 86 high risk victims and 135 children were referred to Multi-Agency Risk Assessment Conference.

Of these figures:

- 35 victims were recorded as having a disability
- ten victims were from BAME communities
- no cases were identified as from the LGBT community
- 78% of children referred were under the age of 12 years
- 26% under the age of five years (Includes Pre-Birth referrals) and;
- Six young people referred between the ages of 16 and 18 years.

A total of 469 actions have been agreed via Multi-Agency Risk Assessment Conference in this reporting period. It is significant that a quarter of all cases referred had no children in the household. Women without children were not previously visible in the domestic abuse pathway and this demonstrates increased awareness, risk assessment and improved pathway response for domestic abuse across both adult and childrens services.

Safe Lives carried out an independent observation of the East Renfrewshire Multi Agency Risk Assessment Conference in February 2020. This was our twelfth conference since going live in March 2019. The observation report and findings were very positive highlighting a range of strengths in best practice, procedure and strategic oversight. This reflects the commitment by all agencies to share information to keep victims of domestic abuse and their children safe and improve outcomes.

Multi-Agency Risk Assessment Conference and Risk Assessment Training

Domestic Abuse Awareness and Multi-Agency Risk Assessment Conference Briefings are now delivered in house by the Domestic Abuse Co-ordinator in partnership with Women's Aid / Health Visiting and School Nursing colleagues. Over ten dedicated risk assessment briefings have been facilitated across this reporting period, taking in delegates from the following: Housing, Social Work, Community Addictions Team, Adult Mental Health Team, Psychological Services, Education and Family First.

The Multi-Agency Risk Assessment Conference and Risk Assessment Training Course has evaluated extremely well and high demand for the course has resulted in a waiting list.

A review of the training opportunities offered has identified training needs across the authority with specific courses being developed for Home Care and Telecare Staff. There is a keen commitment to meeting the training demands across the authority and planning to accommodate COVID-19 restrictions is now underway.

Safe and Together

The Safe and Together Model provides improved safety planning for children and adults and improves the assessment and management of perpetrators. Multi agency training has been delivered to key staff across addictions, children and families, adult services, mental health, primary care, housing, education, children's hearing panel members and the third sector.

The East Renfrewshire Safe and Together Champions have been invited to speak and deliver a practice workshop at the first international European Safe and Together Conference. Training is planned to recommence in the second half of 2020/21 via virtual / blended delivery to accommodate COVID restrictions.

Adult Protection

Adult Support and Protection Inquiries

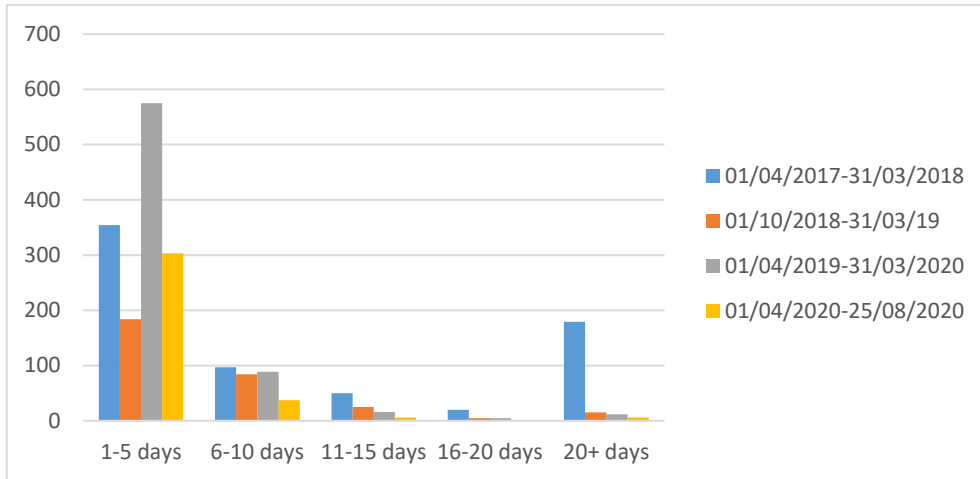
Over the last year, there has been a total of 697 inquiries undertaken by Council Officers (Adult Social Workers) of which 191 progressed to investigations. Over 2018/19, there were 624 inquiries carried out and 224 investigations carried out. This year shows an increase in inquiries but a reduction in investigations.

Of those inquiries carried out during 2019-20, 24% were received from third sector organisations delivering care and support to people in their own homes. This is an increase on previous years. For some years, we have been concerned about the under reporting of harm in people's own homes and are reassured that the identification of harm by providers is improving.

Police Scotland continues to be the main referrer for Adults at Risk. These referrals have generated 23% of all inquiries and we have seen a slight reduction in terms of our care home in this year (20%).

Due to improvements in our recording and reporting, a detailed comparison of the period 31/03/2018 to 30/09/2018 is not available. However to assist comparison and oversight, the period from 01/04/2020 to 25/08/2020 has been provided.

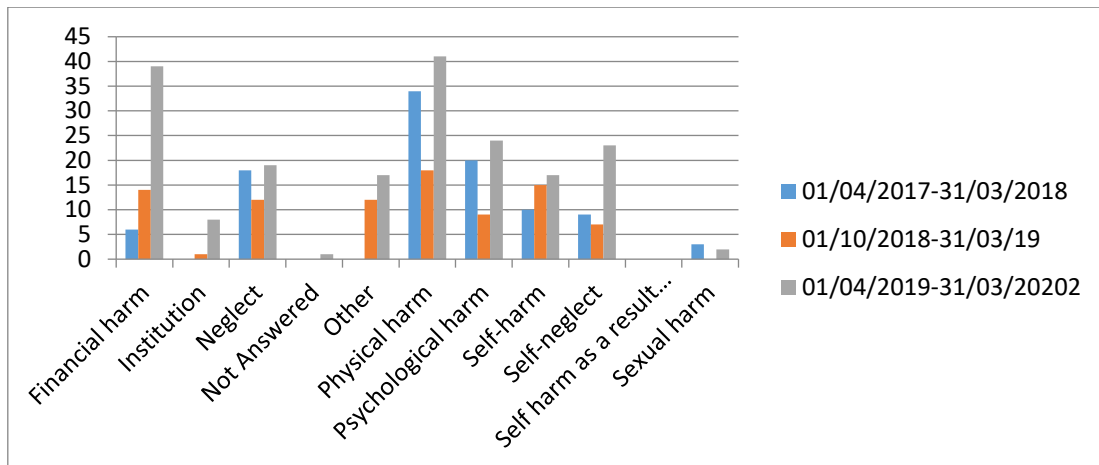
The table below gives an overview of our improvement in completing adult support and protection inquiries since April 2017. This year, 82.5% of all inquiries were completed within the five day standard timescale and we are seeing increased compliance with the timescale in comparison to the same period in 2018/19.



Adult Protection Investigations

For the period 2019/20 there were 191 Adult Support and Protection investigations that involved 175 individuals. The conversion rate from inquiry to investigations is 27% and is lower than in previous years. (36% in 2018/19 and 34% in 2017-18). Over 2020/21 we will be quality assuring this process, to gain a greater understanding of the decrease in conversion from inquiry to investigation in the context of an 11% increase in inquiries.

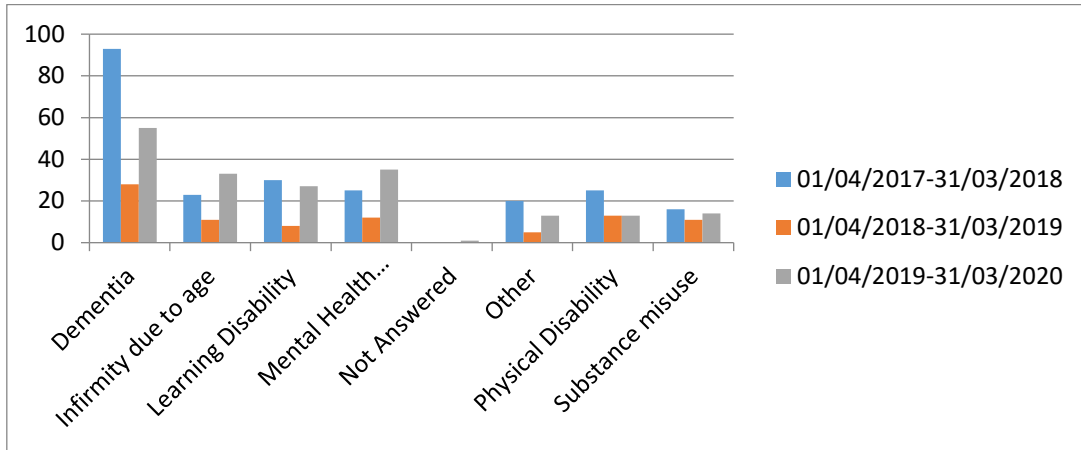
Type of Harm



During 2019/20, our recording showed that Physical Harm was reported to be the most common type of harm (21%). The second highest type of harm was Financial Harm (20%), which has also increased from 12% in the previous year. This is reflective of the national experience and will be an area for future development. Work is underway through the Adult Protection Committee to develop relationships and joint training with Trading Standards around scam prevention.

From October 2018, we have achieved more accurate reporting of principal and secondary types of harm and this has continued in 2019/20.

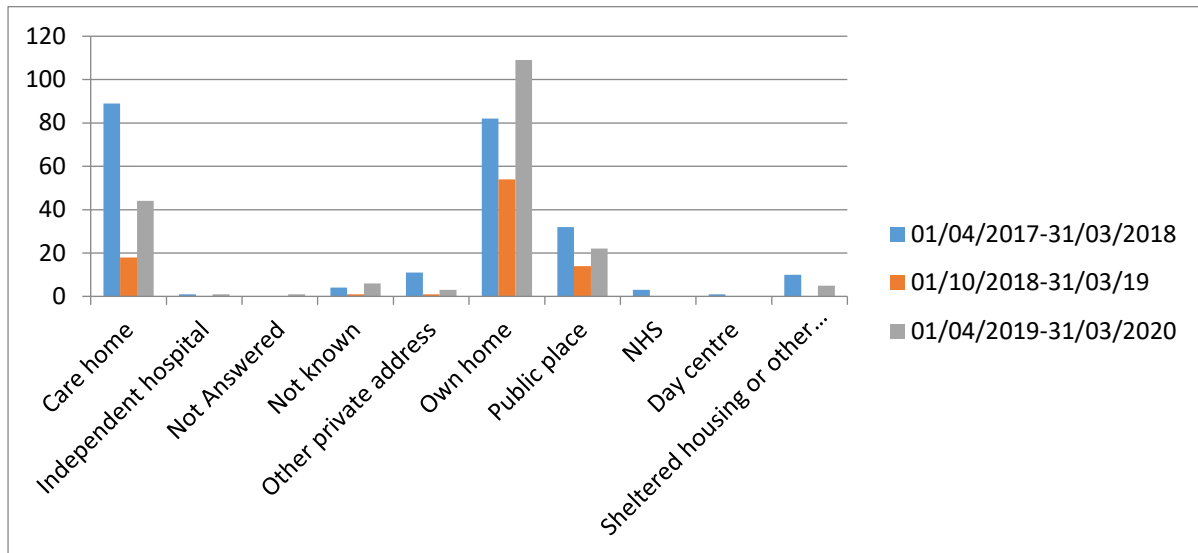
Key Characteristics



The adults most affected are those with dementia, who make up 29% of all investigations. The prevalence of adults who have dementia requires further examination over 2020/21.

Those with mental health problems constituted 18% of investigations and infirmity in old age featured as 17%. It is evident there has been an increase in those presenting with mental health problems with a 13% increase in the last year. Mental health and mental distress has been a key feature moving out of lockdown and this has been incorporated into the recovery plan for adult services.

Location of harm – Adult Support and Protection Investigation



The primary location of harm in 2019/20 in 57% of investigations was within the adult’s home. This is an 8% increase from 2018/19.

Adult Support and Protection Improvement Activity

Over 2019/20 the Chief Social Work Officer reviewed and implemented new professional governance arrangements and this has resulted in an improvement in the accuracy of our data

in Adult Support and Protection. In addition she has implemented enhanced senior management oversight and decision making within Adult Support and Protection. For example all Initial and Review Case Conferences are now chaired by a Senior Social Work Manager with escalation processes built in to the Head of Service. This provides professional reassurance to the Chief Social Work Officer about the implementation of Adult Support and Protection within East Renfrewshire Health & Social Care Partnership.

There has been no significant Large Scale Investigation (LSI) activity within 2019-20.

Whilst we have made great progress there is still much to do and this is supported with a very detailed improvement plan.

The performance of the service has continued to be reported to the Adult Protection Committee, supported by a Quarterly Reporting Format that identifies referral rates from agencies, patterns of harm and analysis of key performance indicators. Targets have been set to ensure that we are responding timeously in our interventions to keep adults at risk of harm safe.

The Adult Protection Committee and its sub-committees have made progress with the Improvement Plan for the service in 2019-20. This has improved multi-agency cooperation in Adult Support and Protection activity and focused partners on the development and improvement of multi-agency working. The progress that has been made in this area greatly assisted us to manage the impact of the lockdown on our most vulnerable adult citizens.

Section 3. Resources

In 2019/20 we ended the financial year with an overspend of £0.14 million against a budget of £154 million (including set aside) which we funded, as planned from our reserves. We expected to use reserves to balance our budget in 2019/20 as we recognised we would not achieve all savings required within that financial year due to lead in times and some capacity constraints to deliver our change plan and associated savings.

The impact of COVID-19 in the closing weeks of 2019/20 had minimal impact to our operational budgets and the main variances to the 2019/20 budget were:

- Children's Services £0.56 million underspend from staffing, purchased care costs, including residential care, fostering and adoption.
- Older Peoples and Intensive Services ended the year with a collective overspend of £0.87 million from care package costs for residential and care at home costs, reflecting the continued impacts of population growth in older people and the demand for services. We are addressing our care at home costs as an element within an action plan and redesign of this service.
- In addition to the two key areas above we had underspends from a number of services from staff turnover during the year, reflecting the general trends of recruitment and retention issues within the health and social care sector.

Our unaudited [annual report and accounts](#) was considered by East Renfrewshire's Integration Joint Board on 24 June and we plan to take our audited annual report and accounts to East Renfrewshire's Integration Joint Board in September (capacity permitting).

Financial Modelling for Service Delivery

The Health & Social Care Partnership continues to face a number of challenges, risks and uncertainties in the coming years and this is set out in our current [Medium-Term Financial Plan for 2019/20 to 2023/24](#) which supports our strategic planning process and provides a financial context to support medium-term planning and decision making.

The plan, agreed pre-COVID, sets out potential cost pressures of circa £5.1 to £5.7 million per year for the five year period 2019/20 to 2023/24. The resulting funding gap will be dependent on the funding settlement for each year and the impacts of scenarios are shown.

The 2020/21 budget settlement fell within the poor settlement range of scenario planning assumptions with cost pressures of just over £6 million and subsequent required savings of £2.4 million after all funding uplifts.

The budget of £158 million (including set aside) agreed on [18th March 2020](#) set out how we will achieve the £2.4 million savings to balance our budget. We identified £0.8 million from specific budget areas and we will need to prioritise care package costs to meet the remaining balance of £1.6 million savings. As we had previously signalled, this will mean an impact on our frontline services and care packages.

Section 4. Workforce

Workforce Development

Developing our workforce is at the heart of all of our improvement and over 2019/20 there has been considerable focused activity with adult services. The adaptability of the children's social work practice models to an adult social work context has been scoped out and the implementation of new ways of working will continue to commence over 2020/21. However the focus of this year's activity was the need to strengthen professional practice on core skills for example, chronologies, investigative interviewing, standards for recording and reflective supervision.

We have continued to explore our ability to be trauma informed and responsive. Mental health and emotional wellbeing, in particular moving to recovery, has been a significant feature of our training calendar. Our second multiagency public protection conference in November 2019 focused on this too.

We are currently exploring how we implement our workforce development plans as part of our COVID-19 recovery process. In addition our internal quality assurance activity has shown there is a need to ensure more robust management oversight in relation to practice and this will be a dominant feature going forward. Lastly, we will need to ensure our workforce is best equipped to respond to the impact of the trauma associated with the pandemic, both on themselves and others. In order to do this, we will endeavour to source the most up to date resources and to make them available to our staff as and when they require them.

East Renfrewshire Health & Social Care Partnership published a workforce plan for 2016-18. A Health & Social Care Partnership working group was established, consisting of managers from across the Health & Social Care Partnership in March 2019 in to review the previous action plan and develop a new workforce plan in line with impending guidance from the Scottish Government. The group had oversight of both the Directorate Management Team and the Health & Social Care Partnership's Strategic Planning Group. The plan would include reviewing the workforce across the Health & Social Care Partnership including that of primary care and private and voluntary providers. The Scottish Government published final guidance in December 2019 setting out the requirement for all Health & Social Care Partnership's to publish a three year workforce plan from March 2021. As such, the workforce group, developed an interim workforce action plan to cover the period 019-2021, taking direction from the 2018-2021 Strategic Plan.

As Chief Social Work Officer, I lead Health & Social Care Partnership commitment to developing the social work and social care workforce and a number of social work assistants have indicated a desire to become qualified social workers and two members of staff have been supported to undertake the course during 2020.

Section 5. COVID-19: Early indication of impact on workforce and services

COVID-19 will no doubt be recognised as having the greatest impact on our people and communities in our lifetime. Social Work and Social Care services across the Health & Social Care Partnership rose to the challenge to ensure that our most vulnerable people were supported and kept safe throughout the pandemic.

This section of the report details the key impacts, successes and themes for recovery planning across Social Work services. Statutory social work services are not delivered in isolation and the fact that we have strong partnership arrangements, whether through our integration of services, or joint delivery with Education, will serve us well in our recovery.

Chief Officer's Public Protection Group

Early in the Covid-19 outbreak, the East Renfrewshire Chief Officer's Public Protection Group commenced regular meetings to review and consider public protection risks identified by services and the actions in place to mitigate these risks. The multi-agency representation at Chief Officer's Public Protection Group emphasises the importance of partnership working and sharing information across agencies. The risks identified greatly informed service recovery plans.

Children's Services

Our engagement with families during this period has highlighted the following key impacts that must be a focus of our recovery plans:

- A significant impact on children with disabilities and their families, particularly on their mental health, due to the isolation and lack of respite during lockdown conditions.
- Impact on children and young people's physical and mental health.
- Support for children and young people to re-integrate into nursery, school and community life.
- Impact of limited or no support for children, young people and families during lockdown.
- Supporting children, young people and families who have been displaced to re-unite.
- Impact of parental anxieties, mental health, harmful alcohol and/or substance use on children and young people.
- Impact of bereavement during this challenging time.
- Impact of financial hardship/poverty due to job losses.
- Anticipated increase in referrals across Children's Services.

Key Successes during COVID

- Working closely with education, looked after children were quickly prioritised into school hubs.
- Contact between children and their families continued virtually and is now direct where possible.
- Reviews taking place virtually and directly where possible. Technology and support provided to allow children and families to fully participate.
- Innovative recruitment of foster carers to meet needs of children who have become looked after.
- High levels of engagement with our Aftercare population has remained consistent, averaging 96%.
- Continuation of intensive services required by our young people e.g. physical support to young people to change placements during crisis periods and accommodating young people who required temporary respite because of the lockdown conditions.

- Use of Inclusive Family Support staff to support the hub at Isobel Mair school which allowed more children and young people with disabilities to attend and be supported by staff that they know and trust.
- Use of Self Directed Support Option 1 to promote children and young people's safety and wellbeing through provision of equipment for a variety of purposes (technology, fencing, sports equipment and many other examples).

The following have been identified as key priorities for children and families social work recovery:

- Ongoing joint / partnership working to ensure that children, young people and families continue to receive the support they need when they need it.
- Joint / partnership working to meet the anticipated increase of referrals as lockdown eases.
- Children, young people and families' views and participation needs to be ensured, including access to advocacy support.
- Increase in number of children looked after and displaced during COVID.
- Anticipated longer term effects are potential increases in mental health referrals for both children and parents as the pandemic eases and impacts such as loss of income on family stress become evident
- Continued flexibility in relation to the use of technology and face-to-face meetings to support ongoing service delivery whilst maintaining social distancing.
- Ensuring there are appropriate carers to meet the needs of children and young people who have become looked after.
- There has been an impact on third sector providers and Personal Assistant services. As the marketplace in East Renfrewshire is limited this could have longer term implications for families trying to access appropriate support.

Adult Services including Mental Health

Key impacts:

- Since 15 March 2020 a total of 801 individuals received services either for the first time or at an increased level during this period.
- Adults over 65 years of age, living in their own home were the largest recipient of new or increased support during this period, accounting for 45% (367 individuals).
- Care and support services in the community have required to be reduced or suspended, however only where there has been agreement with people and / or families that it is safe to do so.

Key Successes:

- Guidance to support the implementation of the Coronavirus Scotland Act 2020 resulted in partial assessment of needs to ensure people requiring support would receive this more quickly.
- Where support has required to be stepped down, a range of alternatives including the third / community sector, technology enabled care and ongoing telephone support have been utilised.

Key Priorities for Recovery

- There will be a need moving out of lockdown to review the support that was put in place to ensure that it is based on current risk and need.
- As lockdown measures have been easing, people and their families who had their service suspended are now looking for support to be reinstated. We are currently seeing a rise in the complexity of people's needs due to an increases in their frailty during lockdown, increase in isolation and loneliness and a reduction in mental wellbeing.

Adult Protection

Key impacts:

- From the onset of the COVID-19 pandemic the rate of referrals reduced by 50% and this is consistent with the national picture. Since moving out of lockdown we have received a marked increase, which is slightly higher than the corresponding period in 2019.

Key successes:

- In response to the pandemic a Care at Home operational hub was rapidly established within the Kirkton Centre, including the effective management and distribution of PPE for frontline staff, supported by collaborative working across Health & Social Care Partnership, East Renfrewshire Council and the use of volunteers.
- All aspects of the Telecare service provision were maintained throughout.
- Staff absence levels were lower than anticipated and service delivery was maintained, supported by realignment of staff from suspended day service operations.
- Extremely positive feedback from service users and their families.

Key priorities for recovery:

- In preparation for the anticipated rising demand and complexity in adult protection concerns, a dedicated temporary adult protection team has been established at the request of the Chief Social Work Officer. New procedures have been developed by the Chief Social Work Officer for the Initial Contact Team and the impact of these will be reviewed in the autumn in preparation for the winter.

Criminal Justice

Key impacts:

- Significant disruption to carrying out unpaid work
- Whilst contact was prioritised throughout for high risk and vulnerable individuals, social distancing measures affected the service's ability to progress rehabilitation.

Key successes:

- Individuals subject to Multi Agency Public Protection Arrangements continued to have a robust risk management plan in place.
- Virtual arrangements were put in place for Multi Agency Public Protection Arrangements Level 1 review meetings.
- Early release of prisoners subject to short term sentences was managed successfully through early planning and joint working between services in East Renfrewshire and robust information sharing between local services and the Scottish Prison Service.

Key Priorities for Recovery:

- Whilst the Scottish Government has extended the time for completion of unpaid work orders, there will be increased pressure in relation to the significant number of outstanding hours.

Conclusion

Given the rapidly evolving nature of the COVID pandemic and that Social Work and Social Care had no blueprint to manage the impact they responded quickly and compassionately to ensure they just did the right thing for our most vulnerable citizens. The mobilisation of the workforce was underpinned by the core values and ethics of the profession and this was quite evident throughout the lockdown in keeping people safe.

As outlined in the report we have seen a rise in public protection activity across the partnership, increasing domestic abuse incidents, child and adult protection inquiries and notification of concern and mental and emotional distress.

For children's services, the impact of the lockdown was significant for children and their families across the spectrum and there was a significant increase in the number of children that required to be removed from their families.

Moving out of lockdown the level of complexity we are managing, particularly in Adult Services, is again unprecedented. For carers we are seeing them struggling to support many of their loved ones and as a consequence there is new demand into the service where there has been longstanding capacity issues. For service users the complexity of the concerns are around self-harm, self-neglect, mental health and increases in frailty and dependency for older people with rising demand in physical needs. There are significant issues for the workforce due to the additional demands on the service moving into recovery and this will require to be urgently addressed over the forthcoming months.

Finally I would wish to thank all the Social Work and Social Care workforce and would wish to commend their ability to be responsive, nimble, creative and, most importantly, resilient. They have been exceptional and we have learned so much about their strengths and the fact that they kept most vulnerable citizens safe, both physically and emotionally, throughout lockdown. We must shine a light on the significant contribution that they played as essential workers throughout this challenging period and as their professional leader I would just like to say thank you.

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EAST RENFREWSHIRE COUNCIL**28 October 2020****Report by Chief Executive****COVID-19 RECOVERY ACTIONS - UPDATE****PURPOSE OF REPORT**

1. To provide Elected Members with a further update on recovery work taking place across the Council.

RECOMMENDATIONS

2. That the Council note the report

BACKGROUND

3. As Members are aware, the Scottish Government has created a route map for moving through and out of the COVID-19 crisis. The route map sets out a 4 phase approach for recovery with each phase introducing a gradual relaxation of restrictions and increase in permitted activities. The country is currently in Phase 3.

4. Members will recall that at the meeting of the Council on 24 June a report was presented providing an update to the report first considered the Emergencies Committee on 21 May. The report considered by the committee in May provided comprehensive information on the work that had been undertaken by the Council and partners over the preceding 2 months in response to COVID-19 pandemic, whilst the June report provided an update on the earlier report as well as information on any subsequent additional actions that had been taken since the earlier report was considered.

REPORT

5. The purpose of this report is to provide a further update to Members on the further response and recovery work being carried out across the Council.

6. Departmental specific updates are provided first followed by updates in respect of the cross-cutting CRMT Sub-Groups. Only those departments and sub-groups where there has been a change to the level of service provided as compared to the previous report are included below. This report should be read in the context of the two fuller update reports presented to the [Emergencies Committee in May](#) and the [Council in June](#).

Health and Social Care Partnership

7. The Integration Joint Board has been receiving regular updates on the HSCP's recovery and response. Initial reports setting out the HSCP's [Response to COVID 19](#) and its [COVID-19 Recovery Plan](#) were considered by the Integration Joint Board at its meeting on 24 June. Further recovery updates were subsequently considered by the Board at its meetings on [12 August](#) and [23 September](#). The following paragraphs summarise further response and recovery activity.

Flu vaccination programme

8. East Renfrewshire Health and Social Care Partnership (HSCP) has commenced its biggest flu vaccination programme to date, in a bid to protect older and vulnerable residents this winter. Four community vaccination clinics have been set up at Eastwood Health and Care Centre, Barrhead Health and Care Centre, The Avenue shopping centre in Newton Mearns and Glen Community Hall in Neilston. Over 2,500 vaccinations have been delivered since 28th September and the HSCP is planning to administer the vaccination to over 18,000 people at these clinics in the coming weeks.

9. The clinics are run on an appointment only basis with strict social distancing and infection control procedures in place. Letters have started to go out and over the next 8 to 10 weeks those aged 65 and over will be prioritised. Local GPs are vaccinating vulnerable residents under 65. Programmes are in place for children aged 6 months to 2 years with a health condition that puts them at risk of flu, to all pre-school children aged 2 to 5 and to all primary school age children. Primary school children will get their vaccine at school and will be sent home with a letter and permission slip. Other eligible groups will receive their appointment letters toward the end of this initial 8 to 10 week period.

10. The majority of HSCP services have continued to be delivered throughout the period of the pandemic with adapted approaches. Services have modified service delivery to deal with restrictions in face to face contact and group work, typically adopting greater use of digital communication. During the period of the pandemic there has been reduced delivery of preventative activity as well as some restrictions on reviews and assessment work.

Brief overview Adult Health and Social Care Localities

11. **Social work locality teams** are undertaking assessments/reviews as normal. Home visits are being conducted when required, and for the more vulnerable clients.

12. Our **Community Rehabilitation and Rapid Access** service has now resumed a full service of urgent and routine assessments, equipment provision and ongoing rehabilitation interventions being undertaken. The service continues to have additional responsibilities for respiratory rehabilitation and face mask fitting.

13. All aspects of our hospital discharge service (**Hospital to Home**) are ongoing but with limited face-to-face contact with individuals and carers. The team is experiencing high volumes of referrals.

14. Essential **Community Nursing** services have been maintained throughout pandemic in keeping with national and local NHS GGC guidance. Restricted services include diabetes nursing community clinics.

15. **Day services** – All building based support has ceased. There has been some learning disability outreach on limited basis. The service is reviewing service users with view to gradually introducing reshaped day supports on a priority basis.

Brief Overview Recovery and Intensive Services

16. Our **Care at Home** services continue to be provided to vulnerable residents, operating from a single base. **Telecare** is fully operational at Thornliebank Depot base. Home visits for complex telecare assessments have been re-established (where assessed as safe to do so). Monthly wellness/courtesy calls with service users/ families have now been embedded into 'business as usual' processes

17. Provision at **Bonnyton House Care Home** continues with an increase in vacancies due to Covid-19. Building refurbishment has been completed and Bonnyton staff and residents returned on Thursday 15 October.

18. Providing support to the **independent care home sector** has been the primary focus of our Commissioning Team during the pandemic. Our daily safety huddle analyses information from care homes across East Renfrewshire and uses this to offer support and guidance to each care home. Assurance and support visits from nursing, social work and infection control staff and are carried out in individual homes as required.

19. Adult mental health services are engaging with people and their families via telephone / virtual, with face to face where specifically required. Adults with Incapacity (AWI) work continues (case conferences, welfare reports etc) using virtual meetings. Some restrictions remain on Court sessions although this is outwith the control of the HSCP.

20. All referrals to the **Community Addictions Team** are being allocated and routine referral assessments (alcohol and drugs) are taking place. Ongoing treatment and care is being delivered. Home visits are taking place for high risk individuals/vulnerable adults.

Brief Overview Public Protection and Children's Services

21. The majority of **Children's Social Work** services have been continuing during the pandemic including: home visiting; assessments; child protection; corporate parenting activity; regulated care services; fostering/adoption/kinship care. The **Children and Families Inclusive Support Team** has been reintroducing community and weekend supports.

22. **Children and Families Nursing** service is delivering required visits in line with national and local NHSGGC guidance. Childhood immunisation programmes are continuing. Psychology of Parenting Project (PoPP), parenting interventions for high risk families and breast feeding support continue through blended approaches.

23. **Child and Adolescent Mental Health Service (CAMHS)** activity continues with young people seen via Attend Anywhere.

24. **Speech and Language Therapy (SLT)** is delivering clinics using Attend Anywhere. Telephone and video consultations undertaken for SLT and Autism Spectrum Disorder (ASD) by clinicians (where clinically possible).

25. For our **Criminal Justice** service, client supervision continues although limited to monitoring. Multi Agency Public Protection Arrangements (MAPPA) level 1 meetings are taking place with police (teleconference). The service is delivering MAPPA audits, client quarterly

Education Department

26. All schools and nurseries across East Renfrewshire reopened to all pupils and staff in August and have been operating as close to normal as possible, in line with the guidance provided by the Scottish Government. Social distancing, in addition to the use of face coverings in communal areas in secondary schools in particular, is a key priority for all schools in seeking to reduce the risk of any outbreaks. Detailed bespoke building risk assessments were undertaken by Corporate Health and Safety with further risk assessments for staff (where necessary individual to meet particular needs), pupils and education provision undertaken by individual head teachers with support from the department's health and safety team. These all remain under review and continue to be updated to reflect any changes in national guidance.

27. Schools have been prioritising efforts to address the learning loss experienced by children and young people over the months of the closure, with a specific 'recovery curriculum' being put in place with a focus on literacy, numeracy and health and wellbeing. Establishments are using a range of strategies including study during the October break, supported study classes and a Saturday School Programme run in conjunction with East Renfrewshire Culture and Leisure. The Council has received an additional £1.736m from the Scottish Government to increase the numbers of teaching and support staff across our schools. Recruitment for these positions is ongoing and will be crucial in supporting the efforts to address learning loss in the months ahead. Support continues to be made available from Educational Psychologists to help pupils and staff returning to work and school after several months.

28. Schools have been making greater use of the digital learning opportunities available in recent months and are well prepared to utilise these further when required. There is a very significant use of GLOW across all of our schools (with some of the highest usage figures in Scotland) and schools are continuing to make good use of other digital tools such as Google Classroom. Feedback from children and young people has been very positive with clear support for the continuation of digital learning opportunities. In addition, through the funding received from the Connecting Scotland fund, a total of 590 additional Chromebooks have so far been deployed to schools with an additional 163 Chromebooks and 20 iPads currently being bid for. This will enhance the existing resources available for pupils to access digital opportunities. The department is also supporting schools with greater opportunities for parental engagement online. For example, parent council meetings have been continuing through online video conferencing with very high rates of participation and some schools are seeking to trial online parent engagement sessions to replace physical appointments.

29. A key element of the safe reopening of schools and nurseries has been the implementation of enhanced cleaning regimes and the availability of additional cleaning materials for use by staff and pupils themselves. Additional day cleaning provision has been put in place across all schools and nurseries with a particular focus on 'touch points' to reduce transmission risks. Pupils and staff have also been provided with wipes and cleaning products to enable them to wipe down desks and workstations when using them to further reduce any risks of catching COVID from shared spaces and offer additional reassurance. The Scottish Government have provided £426,000 of funding thus far with additional resources to be made available, to be allocated on evidenced spend.

30. The department's business support services, similar to other council services, are continuing to operate albeit remotely, with staff working from home in most cases. Over recent months, the department has introduced a number of digital solutions to improve customer engagement and continues to provide a high quality level of service, despite the challenging circumstances. For example, applications for key services are now completed online and the department is continuing to prioritise the further roll out of digital solutions, such as issuing pupil reports through the recently launched SEEMIS ParentPortal.

Future Planning

31. All schools and nurseries across the authority have detailed contingency plans which have been developed from the original planning for blended learning undertaken at the end of the last school session. These plans remain under constant review and closely adhere to the national guidance from both the Scottish Government and Education Scotland. Given the uncertainty of the months ahead, there is a recognition of the need for a flexible approach in our planning to ensure that we are able to respond quickly to meet the needs of our learners.

32. Given the increasing number of positive cases across our schools and the number of staff and pupils having to self-isolate, schools have already been providing home learning to children and young people, ensuring continuing access to education in spite of the current

circumstances. We have been working on the development of a 'Video Vault' with recordings of lessons for pupils to access and collaborating with the West Partnership contributing to the West Online School. These approaches will provide schools and learners with access to a wider range of digital materials designed to enhance learning in and out of school. We are also working alongside our schools to explore the opportunities for live lessons using digital technology. This will become increasingly important should the number of cases continue to rise across our schools in the weeks and months ahead.

Culture and Leisure Trust

Recovery to date

General

33. ERCL's recovery has been balanced between taking every advantage of available funding and programmes to minimise losses as agreed with ERC (for example by continuing to furlough staff where possible) and a staged reopening in line with the Scottish Government's Route Map. There has been a significant amount of work undertaken on booking systems and processes during this time and the new ERCL App has been launched and is available in iTunes and Google Playstore.

34. In addition, extensive 2 week staff training exercises together with reorganisation of spaces, equipment, schedules, and cleaning has resulted in exceptionally positive customer feedback.¹ Whilst demand has been good for services, social distancing, enforced reductions on both the occupancy levels and frequency of sessions means recovered services, whilst generally oversubscribed, are operating at around 30% pre-lockdown levels.

35. At present services are pre-booked only in line with government guidance, and limited to members due to restricted capacity. This is constantly being reviewed.

Library & Information Services

36. The Summer Reading Challenge took place during lockdown, despite the vast majority of staff being furloughed. Given many other authorities did not furlough library staff, the results have been extremely positive with our service achieving the 4th best in Scotland in terms of number of registered participants and 5th best in Scotland in terms of number of completers. This is an exceptional result and credit to hard work of just a few team members, working in partnership with Education. Library Services recommenced with the introduction of a Click-and-Collect Service on the 15th July at Giffnock and 22nd July at Mearns. From 21 September Barrhead Foundry Library, Busby, Eaglesham, Neilston and Thornliebank opened to the public with reduced capacity. Giffnock and Mearns will join them by moving from Click-and-Collect to a fuller service in early October.

Sports, Venues and Physical Activity

37. Eastwood High School began limited outdoor on 20th July, and on the 22nd outdoor fitness classes commenced at Eastwood Leisure Centre and Barrhead. On 7th September indoor Gyms & Fitness Classes recommenced at Barrhead Foundry and Eastwood Park Leisure (for pre-booked sessions only). On 22nd Sept a pilot programme was begun at Maidenhill campus to test outdoor community sports classes in schools with a view to planning the return of the use of the school estate out-of-hours by clubs and groups later in Autumn.

¹ "From assistance with the booking system, the clear guidelines on how the pool operates, the pleasant welcome from the staff at the door, clear rules excellently explained, clean changing facilities, excellent lifeguards all made the experience very pleasurable and having worked for the past 6 months and not been in lockdown I actually feel safer in Eastwood pool than anywhere else I have been in the covid times which is all due to your excellent staff."

38. On 14th September swimming pools at Barrhead Foundry and Eastwood Park Leisure re-opened. This will remain under review and continue to reflect the national guidance.

Communities and Arts

39. Community Halls require detailed work with each hiring group under the guidelines, and this is being worked through on a hall-by-hall basis, with 4 halls currently operating.

40. Eastwood Park Theatre remains closed and is unlikely to reopen this financial year, though ERCL has secured £90,000 under the Performing Arts Venues Relief Fund to bring staff back to work and develop programmes prior to reopening.

Future Stages

41. October will see the October school holiday week (Multi-Activity Holiday Camp Williamwood High School); the re-opening of Neilston Leisure Centre (gym & swimming); the restart of the Swimming Lesson Programme; Saturday Schools in partnership with ERC Education in response to lockdown learning and development impact; and subject to the learning from the pilot programme and the security of the schools, Bookings of outdoor spaces in schools to allow sports club activity to recommence. Arts Classes will recommence in October. Clarkston Library has been successfully refurbished during lockdown and will reopen in November.

Contingency Planning

42. Currently investigating outdoor spaces for location of temporary shelters to continue outdoor activities over winter / should restrictions on indoor activities be reintroduced, and an outdoor events programme during winter and closure of theatre is being developed.

Corporate and Community Services Department

ICT

43. ICT staff focused on supporting key projects across the Council are now largely recovered and supporting the organisation as required. The Service Desk and related functions remain focused on supporting both the response and recovery activities of the Council. This continues to require a balance of priorities and rapid reaction.

44. Work to further enhance stability and performance of the technology infrastructure in preparation for the return of schools in August was completed in advance of the return and has reduced the impact of maintaining a full in-school estate and largely remote working corporate estate.

45. Deployment of Windows 10 laptops has been completed across the majority of the deployed laptops estate, providing staff with the latest technology to support their continued remote working.

Community Safety

46. Community wardens continued supporting the food hub until 30 September, making deliveries to vulnerable residents. Wardens continue delivering essential support items to vulnerable residents whenever required but are now back to regular patrol duties, including parking. Control room operations, including 24/7 Telecare alarm call-handling and CCTV monitoring have continued throughout, operating as normal, whilst the Greater Results in Partnership (GRIP) weekly meeting with Police/Fire/Housing/Social Work etc has continued throughout, and is taking place online.

HR

47. Whilst overall services have been working hard to recover this is against a backdrop of ongoing additional demands to support the covid response and adapting to new ways of working. Some front line services experiencing increased demand as they work to support national initiatives such as flu immunisation and isolation support and managers are workforce planning behind the scenes to support this.

48. The health and wellbeing of our employees is very important and we continue to keep up-to-date with government and Public Health Scotland updates to ensure that the manager and employee guidance reflects the national position and that we communicate these changes to our employees. Regular meetings are held with the Trade Unions to ensure that any concerns raised are discussed and reviewed in a timely manner. Job specific risk assessments are in place for all roles and these continue to be reviewed on a regular basis. The council continues to encourage staff to work from home where possible, with the appropriate equipment and health and safety guidance provided to support employees in doing so. For those staff coming into buildings the numbers are tightly controlled to ensure all social distancing measures are maintained.

49. The number of employees absent as a result of COVID-19 including all those employees reporting sick, those isolating, and unable to work from home has improved and as at 12 October is 55 employees.

50. There has been an increased workload in the recording and monitoring of the COVID statistics, with the HR Case management team supporting. As the number of confirmed coronavirus cases increased in the community the council started to see an increase in the numbers in the workforce and particularly an increase in the numbers of those self-isolating. The Environmental Health team identified that as an employer we were aware of cases and potential contacts ahead of Test and Protect and as a result a process was introduced for schools and employees where managers undertake initial contact tracing until the formal process kicks in. This reduces the risk for our employees and managers are supporting this work.

51. As we move into the winter months the risk of absences increases and teams are working to ensure contingency plans are in place to cope with this alongside potential covid restrictions.

Customer First

52. Registration services are all available via an appointment system and the team have worked to clear the backlog of birth registrations. The level of death registrations continues to be monitored so that we can respond to any increases.

53. Customer contact volume remains high with the team supporting a number of changed processes as services adapt to support customers during this time.

54. As well as supporting the Isolation Support calls MART are supporting clients providing financial advice. During this time there has been increased demand from groups the team don't normally see e.g. self-employed residents, skilled unemployed.

Communications

55. The Communications team have ensured a regular presence on social media to ensure that key messages are communicated to our residents and managed and responded to feedback received. They also provide regular briefings to Elected Members during this time.

Democratic Services

56. Democratic Services staff continue to provide virtual meeting arrangements to enable committee business to be dealt with. Supporting meetings of these nature places additional demands on the service. It is also taking longer to plan and adapt for any events taking place within current circumstances.

Environment Department

Prevention Services (Environmental Health and Trading Standards)

Present Situation

57. Environmental Health Officers and Trading Standard Officers have been heavily involved with the pandemic response since early February and continue to spend the vast majority of their time on significant new additional COVID related issues such as advising local businesses on compliance with the Coronavirus Regulations and the regular updates to them. They are also assisting with the national Test and Protect system, mentoring the NHS contact tracers and assisting locally with any clusters or outbreaks. Food safety inspections have been curtailed by Food Safety Scotland for the time being otherwise there would be considerable strain on these services to continue working on COVID related issues. However, there are increasing public health demands on the officers again through public expectation that staff are able to undertake “normal” activities and should be providing services such as pest infestation, fly tipping, waste, drainage and sewerage issues. Given the urgent situation regarding COVID those issues have not taken priority and will be addressed when resources become available.

Forward Planning

58. Constantly changing Scottish Government advice means that priorities in relation to COVID continue to change and/or escalate on an almost weekly basis creating difficulty in any even short term planning.

Neighbourhood Services (Cleansing, Parks, Street Cleaning, Transport and Cemeteries)

Present

59. All major services have now been substantially restored with the exception of Special Uplifts. In addition, Household Waste Recycling Centres continue to work on a restricted basis due mainly to social distancing requirements.

60. It is important to note that these services have been struggling and will continue to struggle with the conditions imposed around social distancing within buildings and vehicles, absence rates through self-isolation and the impact of test and protect, accumulated annual holiday entitlement and increasing customer expectation/demand of “back to normal” service. Income has been substantially affected by loss of special uplifts and football lets.

Forward Planning

61. In view of the significant challenges outlined above and in order to try to protect essential/critical service delivery (mainly bins and winter gritting) a four week shut down of brown bins will be introduced in November / January to allow other collections to be undertaken over the public holiday period, protect crew “bubbles” during that period, and assist with winter maintenance requirements where necessary. Business continuity plans are in

place to protect those priority services and it may be necessary at short notice to suspend less essential services in order to support priority services such as bins and winter maintenance.

Economic Development

Present Situation

62. A comprehensive report was submitted to the Cabinet in August 2020. Until July 2020 the priority for the service was to process the Scottish Government funded business support grant scheme. Following the closure of the scheme the service has been working closely with the business community to support them and also with residents with the provision of bespoke labour market programmes including upscaling and reskilling the workforce and safeguarding apprentices.

63. However, recently the Scottish Government has announced a new business grants scheme commencing around 19 October 2020 which will be delivered by local authorities. As with the previous scheme this will present major staffing challenges to deal efficiently with the expected volume of enquiries and applications (which will take priority over other issues).

Forward Planning

64. A major challenge for the service will be in ensuring that sufficient staff resources are available to deal with the new business support grants. Volunteers will be required. However, there are other competing demands across the Council where volunteering will be a critical issue in supporting service delivery.

Roads & Transportation

Present Situation

65. There has been a reduction in output by the Roads Contracting Unit due to challenging new ways of working to comply with COVID Risk Assessments (staggered breaks, cleansing of vehicles/plant/equipment, social distancing, etc.). It is currently operating at around 90% capacity.

66. The need to carry out single person driven safety inspections has increased the time taken for inspectors to complete inspections. There is a backlog of walked inspections to be completed due to COVID related issues. In addition there has been a delayed start to capital and revenue roads works which has resulted in some capital funded road resurfacing schemes having to be postponed until next financial year (already reported to the Cabinet).

67. A major roads service redesign which identified substantial financial savings has been delayed.

Forward Planning

68. With regard to the Winter Maintenance Service this is considered a priority service by the Department. There are presently sufficient HGV Driver volunteers from the Roads Contracting Unit and Neighbourhood Services to cover out of hours winter maintenance treatments of the priority Primary and Secondary treatment routes. However, should there be COVID related issues (such as an outbreak among staff) there is a risk that there will be insufficient drivers available to cover all of the 11 Priority routes and other road maintenance work activities (pothole repairs, gully emptying etc) may have to be curtailed at short notice to help prioritise and support the Winter Maintenance Service. In a worst case scenario it may be necessary to revert to treating the 4 Primary routes only.

Planning and Building Standards

Present Situation

69. Building Standards Service provision has been maintained by staff working digitally from home. Site inspections which were previously restricted have recommenced in accordance with risk assessments and the Service is accepting alternative forms evidence e.g. photographs/video calls in accordance with Scottish Government guidance. However, a backlog of site visits and applications has resulted which will need to be prioritised and worked through in time. Despite the challenges emergency call out provision has been maintained.

70. Development Plans and Development Management service provision has largely been maintained by working digitally from home. Again, visits to application sites and for monitoring and enforcement purposes have been restricted due to Coronavirus restrictions. A backlog of site visits and applications has resulted which will need to be worked through in time.

71. Virtual Planning Application Committee meetings have been held on a monthly basis since 15/6/20 and Local Review Body meetings since 5/8/20.

72. There has been an additional workload on the Development Management team relating to the Scottish Governments agreement to allow pavement seating for cafes and restaurants. This has resulted in on site visits to ensure the guidance is being followed to ensure wheelchairs and large prams have sufficient space without having to go onto the road the road and responding to complaints from members of the public regarding this issue.

Forward Planning

73. Service provision can be maintained from home. However, a reinstatement of some of the Covid 19 restrictions could result in a stop to site visits which would create further backlogs of planning application and building warrants being processed..

City Deal

Present Situation

74. Service provision has been maintained by working digitally from home. However, the projects have been impacted adversely due to the lockdown and restrictions imposed because of the coronavirus.

75. The lockdown resulted in the Balgraystone Roads construction site being locked down on 23/3/20 until July. When the site was re-opened the contractors had to follow the new Scottish Government guidelines and develop new ways of working. These new ways of working involve social distancing and reduced numbers of personnel on site which leads to less productivity and increased costs.

76. The proposed Barrhead South Train Station Aurs Road projects have been significantly delayed because they require extensive engagement with Transport Scotland and Scottish Water who understandably have similar difficulties to the Council due to coronavirus and having to prioritise emergency work.

Forward Planning

77. Staff will continue to work from home. However, the risks to the Council with regard to City Deal Projects lies in relation to essential consultation with and consents from statutory agencies such as Transport Scotland and Scottish Water if they have to provide a restricted service due to COVID-19. This could result in a serious risk to the programme and lead to increased costs and delays.

Dams to Darnley Country Park and Whitelee Windfarm Access project

Present Situation

78. All staff have been able to work from home. All planned events at Dams to Darnley Country Park and Whitelee Wind Farm have been cancelled for the rest of the year but staff are working hard on creating new programmes of events for the future and working to catch up on repair and maintenance in both areas.

79. Both areas have seen a significant increase in footfall. At Whitelee visitor numbers have increased by a staggering 75% even though the visitor centre is closed (which demonstrates the importance of greenspace for our residents).

Forward Planning

80. No issues at present.

Housing

Present Situation

81. Housing operational services are substantially recovered but in a less productive manner. Due to the existence of a number of paper based systems at a time that office occupation is minimised effectiveness is reduced. This is compounded by reduced office visits by residents and reduced housing visits by staff. Many tenants prefer face to face contact and the new ways of working are proving difficult for them. This can have a particular impact with regard to anti-social behaviour investigations, homeless interviews and rental payments. The fact that a number of months were lost in the summer due to the limitations on house visits has meant that a number of capital improvements will be deferred until 2021/22

82. Voids (empty properties awaiting repair/letting) are creating a particular problem. The fact that staff are partially working from home is impacting on void performance. The situation is under review.

Forward Planning

83. Business continuity plans are in place should the situation regarding COVID deteriorate. Priorities would be housing allocations, homelessness and emergency and urgent repairs. Staff would be deployed from other areas to support delivery in these essential services.

Property and Technical Services/Corporate Health and Safety Unit

Present Situation

84. The situation for Property and Technical Services has been and will continue to be extremely challenging.

85. Several contractors have been badly affected by the coronavirus issue including having staff in furlough, having staff isolating, and/or reduced capacity due to social distancing requirements on site. In addition, in some cases material supply chains have been disrupted.

86. Some capital projects have been deferred including some in schools. With regard to the schools projects this is largely due to not being able to gain access due to coronavirus issues (normally these works are undertaken in the summer holidays).

87. With regard to Corporate Health and Safety the unit has since around March 2020 almost exclusively been engaged with coronavirus related issues including PPE, risk assessments and ensuring safe systems of work across all Council departments.

Forward Planning

88. As and when Council buildings seek to reopen including partially, the work of the Corporate Health & Safety Unit and Property & Technical Services will continue to be key in ensuring that buildings are safely operational. This has and will continue to include conducting comprehensive risk assessments and identifying safe ways of working, as well as ensuring that properties meet the required legislative standards.

89. The Council continues to follow Scottish Government guidance in respect of a return to work in office accommodation. Accordingly home working continues to be the default position and access to office premises continues to be restricted to staff who are unable to work from home or home working staff who need to visit premises for task specific reasons.

CRMT Sub-Groups

Humanitarian Support & Assistance

Shielding

90. Shielding was officially 'paused' on 31 July 2020. The Scottish Government continues to maintain the list of shielders so that they can communicate relevant advice and updates and there are currently over 2,800 people in East Renfrewshire in this category. There is no current intention to re-invoke shielding restrictions in their previous form. The Council has been asked by the Scottish Government to help coordinate Vitamin D distribution to those on the shielding list.

Humanitarian Food Hub

91. The Council's Humanitarian Food Hub at Dunterlie Community Centre ceased deliveries at the end of September, having delivered over 4,000 food parcels to families experiencing financial hardship or access issues as a result of COVID-19. Prior to the Hub closing, the Money Advice and Rights Team engaged individually with each household to ensure that they had appropriate financial advice and access routes to onward support, if required, from local foodbanks and food share schemes. The Humanitarian Support team has also worked closely with Voluntary Action East Renfrewshire and local providers to ensure that there is appropriate provision to meet local needs and to support local groups that we will rely on throughout the winter.

Support for Isolation

92. Local authorities are responsible for meeting new Scottish Government requirements around support for isolation. These requirements may be in place for a considerable period, linking to NHS contact tracing.

93. From 12 October councils are responsible for making proactive outbound phonecalls, 7 days a week to all people asked to isolate by NHS contact tracers. The Council will receive contact details from NHS contact tracers. Councils are required to do an initial c.30 minute screening call to assess impact on household income and wider support needs if the household has no local friends or family support (e.g. shopping, prescription deliveries etc). If the household has

income impact or support needs then there are to be two further follow-up calls during the period of isolation, each lasting 5-10 minutes. This is to check on support needs and encourage people to comply with their period of self-isolation.

94. There is a commitment from Scottish Government to cover the Council's additional costs as a result of this task. Given current workloads and rising caseload for teams like Money Advice and Rights, it will not be possible for the Council to carry out this requirement without recruiting new staff. Discussions are also ongoing with the Culture and Leisure Trust about use of staff.

95. To support people experiencing an impact on their income, who cannot work effectively from home, isolators will be able to apply to Council for £500 grant, funded by the Scottish Government. This scheme went live on 12 October and the grants were backdated to isolation cases from 28 September. The screening process for these grants takes place as part of the isolation support calls described above. Grants are then processed through the Council's Scottish Welfare Fund Team and paid direct to bank accounts via our Creditors team. We may also need to augment resource for these teams depending on the level of increase in caseload and the impact on day to day business (i.e. Scottish Welfare Fund and invoice payments).

96. Additional support needs (e.g. shopping and prescription deliveries) will be met in partnership with the Third Sector, with close monitoring of demand.

Connecting Scotland

97. The Council continues to work closely with SCVO, Council services and other Third Sector organisations to grant ipads and Chromebooks, with a year's worth of free connectivity (prepaid Mobile WiFi) and offer of support to use. Eligibility criteria was set by the Scottish Government with the target group being low income adults on the shielding list/clinically high risk group who didn't have personal access to a digital device and/or connectivity. In the first Tranche, the Council allocated 145 devices to local residents – 34 to shielded residents; 43 to those in the clinically high risk group and a further 68 to those with other health vulnerability that was impacting on level of isolation experienced.

98. In addition to the resource via the community Connecting Scotland programme, a separate phase of Connecting Scotland aimed at children in Education has also been underway. The Education Department has been loaning out devices and Mobile WiFi to families with limited or no access to the online based learning.

99. A further phase of Connecting Scotland has just commenced and the Council expects to access in excess of 300 more devices aimed at young care leavers up to age 26 years and low income families with children. Relevant training will be available and more of a focus on online safety and relevant content for families. There will also be an extension of the free WiFi connectivity up to 24 months, with Phase 1 recipients also benefitting from this extension.

100. There is a confirmed phase 3 of the programme due to take place in 2021 with target groups and local allocations still to be set by the Scottish Government.

Staff Volunteering

101. Over the last few months as services recovered staff have returned to their substantive posts from the volunteering roles they had covered. However in the last few weeks there are an increasing number of volunteer requests being made internally e.g. Isolation Support, Business support grants and from external organisations e.g. Trace and Protect. It is difficult to support all these requests due to the service demands and COVID response and the HR team are working with ERCLT as one avenue to identify volunteers.

CONCLUSIONS

102. The report provides details of the ongoing and new activities that have been undertaken since the previous report. As reported previously how long the Council will need to continue to deliver these services and functions is not clear and will have ongoing financial implications.

RECOMMENDATIONS

103. That the Council note the report.

Report author

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EAST RENFREWSHIRE COUNCIL28 October 2020Report by Head of Accountancy (Chief Financial Officer)UPDATE ON COVID-19 IMPACT ON FINANCIAL PLANNING**PURPOSE OF REPORT**

1. In view of the COVID-19 pressures now facing services, this report updates Council on the revenue budget position for the current year and the financial outlook for 2021/22 and beyond.

RECOMMENDATION

2. Council is asked to:
- (a) note the improved financial position for 2020/21;
 - (b) note that the recently announced fiscal flexibilities should allow us to bridge the remaining 2020/21 budget gap; and
 - (c) note the challenging financial position for 2021/22 and beyond and that further reports will be brought as more information becomes available.

BACKGROUND

3. On 24 June Council considered a report setting out a forecast shortfall for 2020/21 of some £8.4m as a result of COVID pressures faced by services. Further reports were presented to Cabinet on 27 August and 22 October, taking account of additional funding streams announced or anticipated to support the COVID response.

4. The latest Cabinet report forecasts a much reduced shortfall of £2.238m for 2020/21. This is made up of £4.503m of unfunded COVID pressures offset by £2.265m of managed Council underspends.

5. Some further funding may be made available to the Council in the coming months to help address the remaining current year shortfall as a result of the pandemic, however the funding outlook for 2021/22 is less certain.

6. As a result of the ongoing uncertainties relating to both the COVID-19 pandemic and Brexit, the planned UK budget did not go ahead this year and the outcome of the UK Spending Review will not be announced until November 2020. It is not yet clear whether this will result in a delay to the Scottish settlement announcement.

7. In view of the level of uncertainties resulting from the COVID pandemic, Council took the decision in June 2020 to prepare only a single year budget for 2021/22, rather than embark on a new 3 year budget exercise. Indicative figures for departmental planning purposes will, however, continue to be produced as part of the Council's Outcome Delivery Plan and 6 year projections will continue to be incorporated into our annual refresh of our long term Financial Planning document.

FINANCIAL OUTTURN 2019/20 AND FUNDING POSITION 2020/21

8. In setting the budget for 2020/21 Members agreed that a sum of £3.500m should be met from reserves and that £1.278m of savings was still to be identified in year. At that point it was expected that some of that shortfall could be covered by a forecast underspend in the 2019/20 revenue monitoring figures and directors were asked to maximise underspend wherever possible in the latter part of the year.

9. A late uplift in the grant settlement for 2020/21 increased our funding by £1.875m, eliminating the need for any further savings to be identified in year.

10. The directors' actions taken to reduce expenditure in 2019/20 were highly successful. The initial 2019/20 budget plans were to draw down £4.312m from reserves to balance the budget, but the final outturn position (still subject to audit confirmation) required only £0.964m of reserves to be utilised - an improvement of around £3.348m.

11. This left the Council's General Reserve (Non-Earmarked) with a balance of £9.590m at 31 March 2020 (3.8% of the annual budgeted net revenue expenditure). This is only slightly below the Council's most prudent target level of 4%. However the balance will significantly reduce as the Council's budget plans involve use of £3.5m of this during 2020/21, bringing the reserve down to £6.090m (around 2.4%) by the end of 2020/21. The recommended target range for this reserve is 2% to 4%.

12. The Modernisation Fund balance at 31 March 2020 has also reduced slightly and is £7.050m, with future plans to use £1m each year to support ongoing transformation projects.

COVID IMPACT

13. All of the above plans were made before the COVID pandemic arose. This has had a severe impact on the Council's finances in 2020/21, bringing significant new expenditure pressures. Although additional government funding has been announced to assist Councils, the full extent of additional grant support is still not clear and a shortfall of around £2.238m is presently forecast for the current year. This comprises estimated unfunded COVID pressures of £4.503m offset by Council underspends of £2.265m as directors seek to avoid all non-essential spend.

14. In recent weeks, some fiscal flexibility measures have been agreed by the UK and Scottish Governments, whereby Councils may use capital receipts or a 12 month loans fund repayment holiday to meet COVID revenue pressures on a one off basis, or can revise their accounting approach to PFI debt repayments to release recurring longer term revenue budget savings.

15. The Scottish Government also expects that Councils will make use of their reserves to help meet the current pressures.

16. Further details on the new flexibilities are still emerging. Accounting staff are currently assessing these flexibilities and expect that these will enable us to address the immediate COVID pressures and close off the 2020/21 budget shortfall. If this can be achieved, we would avoid further depletion of reserves and retain some scope for utilisation of these reserves to assist with the 2021/22 budget pressures. This is illustrated in the table below.

GEN FUND RESERVE FORECASTS	FEB 2019	FEB 2020	OCT 2020
	£m	£m	£m
Actual balance 31/3/2020	10.554	10.554	10.554
Expected use of reserves 2019/20	-4.312	-2.690	-0.964
Expected balance 31/3/2020	6.242	7.864	9.590
Planned use of reserves 2020/21	-1.500	-3.500	-3.500
Expected balance 31/3/2021	4.742	4.364	6.090
Unfunded COVID pressures 2020/21			-4.503
Managed underspend 2020/21			2.265
Est use of flexibilities 2020/21			2.700
Revised balance 31/3/21	4.742	4.364	6.552

FUNDING POSITION 2021/22 AND BEYOND

17. Taking account of the position set out above, and **assuming a 1% cash reduction in grant, together with a 3% Council Tax increase, and typical non-pay spending pressures, an initial budget shortfall of £11.828m was calculated to remain for 2021/22.** This estimate does not include unfunded COVID pressures. Should the grant settlement position worsen and/or the level of pay award increase, the budget shortfall would further increase.

18. This shortfall figure will change significantly as more detailed information on the 2021/22 settlement and spending pressures becomes available and is factored in. This will be closely monitored in the next few months.

19. The forecast position for 2021/22 takes account of the full implementation of the consolidation of the Living Wage into the Council's pay scales from late March 2020.

20. Given the level of uncertainty around the 2021/22 financial position and any ongoing financial support for COVID related pressures, it is expected that a flexible approach to addressing the shortfall will be needed, taking cognisance of the emerging picture on COVID funding support and fiscal flexibilities and considering a range of options:-

- a. Utilisation of reserves, recognising whilst this cannot be regarded as an ongoing solution, there is still some potential to use reserves in the next financial year;
- b. Application of fiscal flexibilities. The flexibilities which are not restricted to addressing COVID related pressures are particularly useful in addressing the shortfall calculated above with restricted flexibilities available for COVID pressures;
- c. Consideration of a Council Tax increase above the modelled 3% level, if this is permitted in the settlement (a 1% increase generates roughly £0.6m);
- d. The application of departmental savings. Directors have been asked to identify savings of up to £11.828m.

21. In the past, the Council has published information on How We Spend Our Money, to help stakeholders understand the Council's spending patterns and the scope for savings. Appendix 1 sets out an updated graphical illustration of the Council's current budget to assist elected members assess the scope for action.

22. The graphs are based on the planned expenditure for 2020/21 as approved by Council in February 2020 and do not reflect the impact of COVID-19 on spending plans.

23. From 2022/23 the outlook continues to be challenging. The Council has already been made aware of the significant rise in loan charge repayments in the coming years due to our ambitious Capital Plan. This position may be exacerbated in future if we apply the available short term fiscal flexibilities in relation to capital receipts and loans fund payment holidays.

24. The Council's capital plans and loan charge position are currently being updated and will be submitted for approval in February 2021.

CONCLUSIONS

25. Finalisation of the 2019/20 accounts has improved the scope for the use of reserves to help address the budget challenges ahead.

26. Although the COVID pandemic has brought significant additional financial burdens in the current year, the recently announced fiscal flexibilities should allow these to be addressed without excessive depletion of reserves. The position for 2021/22 and beyond is less certain but will be clarified in the coming months.

27. Given the continuing uncertainty in relation to the financial outlook, a single year budget should be set for 2021/22 and a flexible approach adopted to closing next year's budget shortfall.

28. The outlook for 2021/22 and beyond remains challenging, however the potential introduction of multi-year settlements in future will help with longer term planning.

RECOMMENDATIONS

29. The Council is asked to:

- (a) note the improved financial position for 2020/21;
- (b) note that the recently announced fiscal flexibilities should allow us to bridge the remaining 2020/21 budget gap; and
- (c) note the challenging financial position for 2021/22 and beyond and that further reports will be brought as more information becomes available.

Margaret McCrossan
Head of Accountancy (Chief Financial Officer)
16 October 2020

East Renfrewshire Council

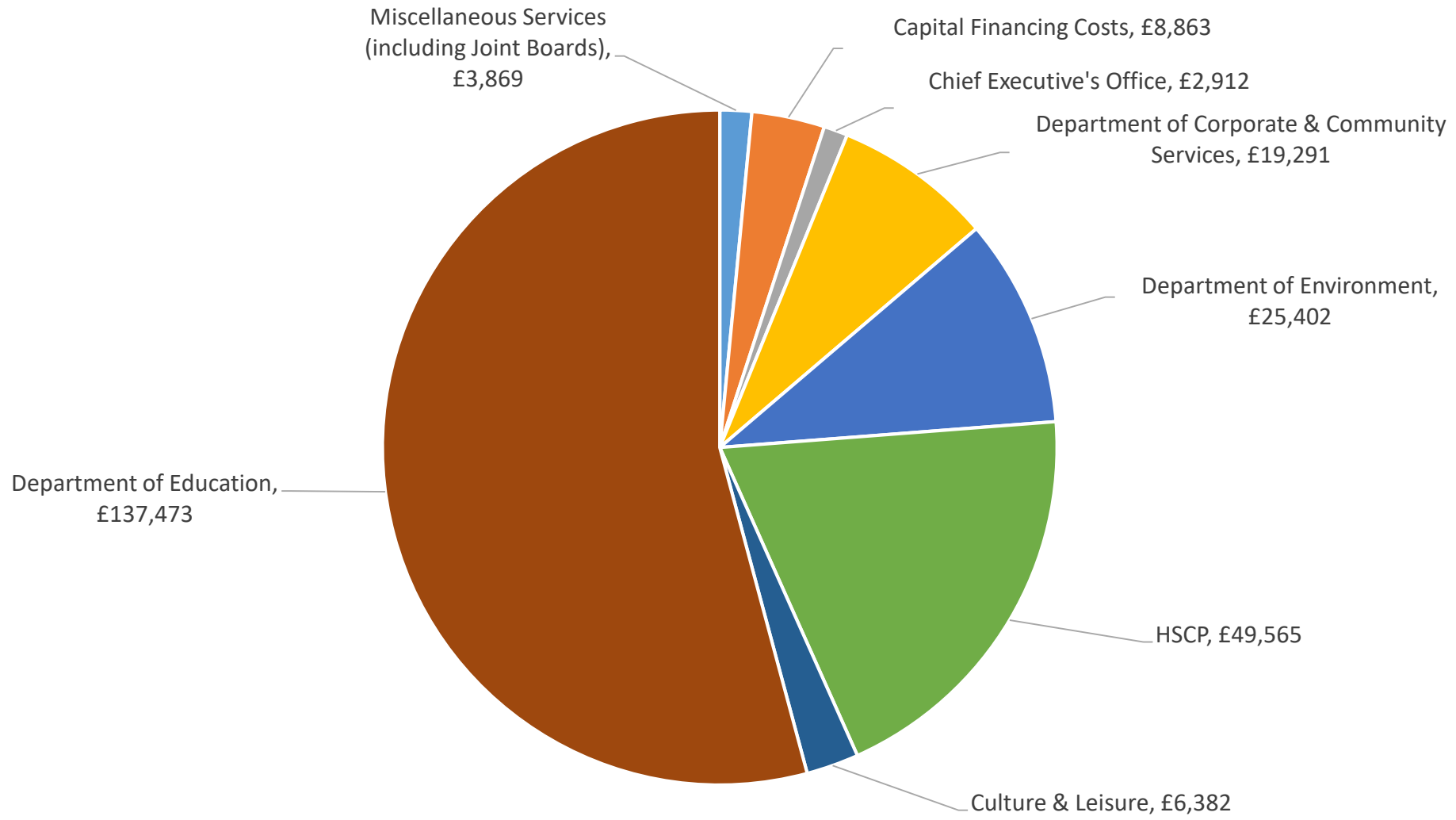
28th October 2020

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How we spend money

- In 2014 we prepared a brochure for residents on how we spend our money
- The pie charts which follow are an updated version of the figures in the brochure, based on our planned net expenditure for 20/21 (pre Covid-19)
- The first pie chart breaks down the spend by department
- The following charts break down departmental spend
- Because of the size and complexity of the education spend an appendix is included which breaks down education spend in more detail
- Appendix 2 contains additional HSCP information
- This information provides background for council to support decision making for budget setting for 21/22

East Renfrewshire Council Total Net Expenditure 2020/2021 (£k)

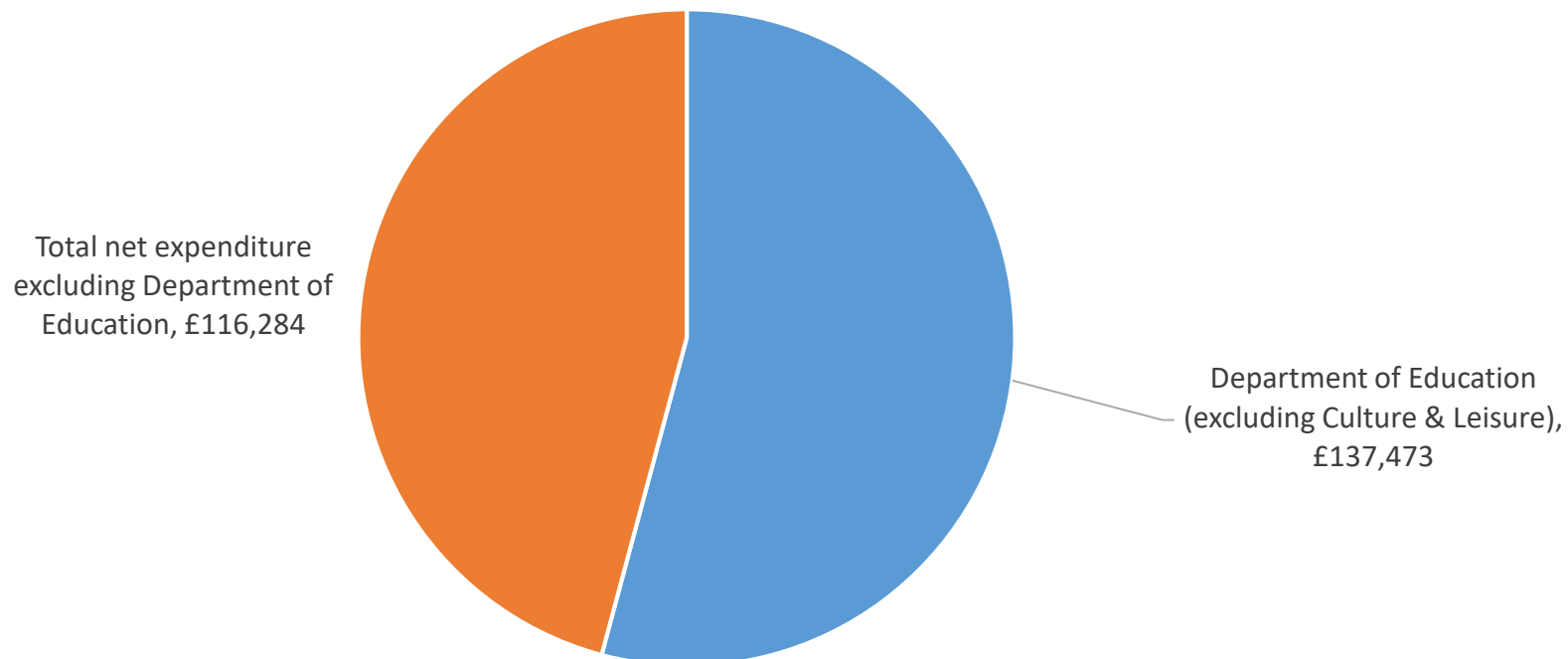


Total East Renfrewshire Council Net Expenditure 2020/2021 (£k) - £253,757

Education and Culture and Leisure

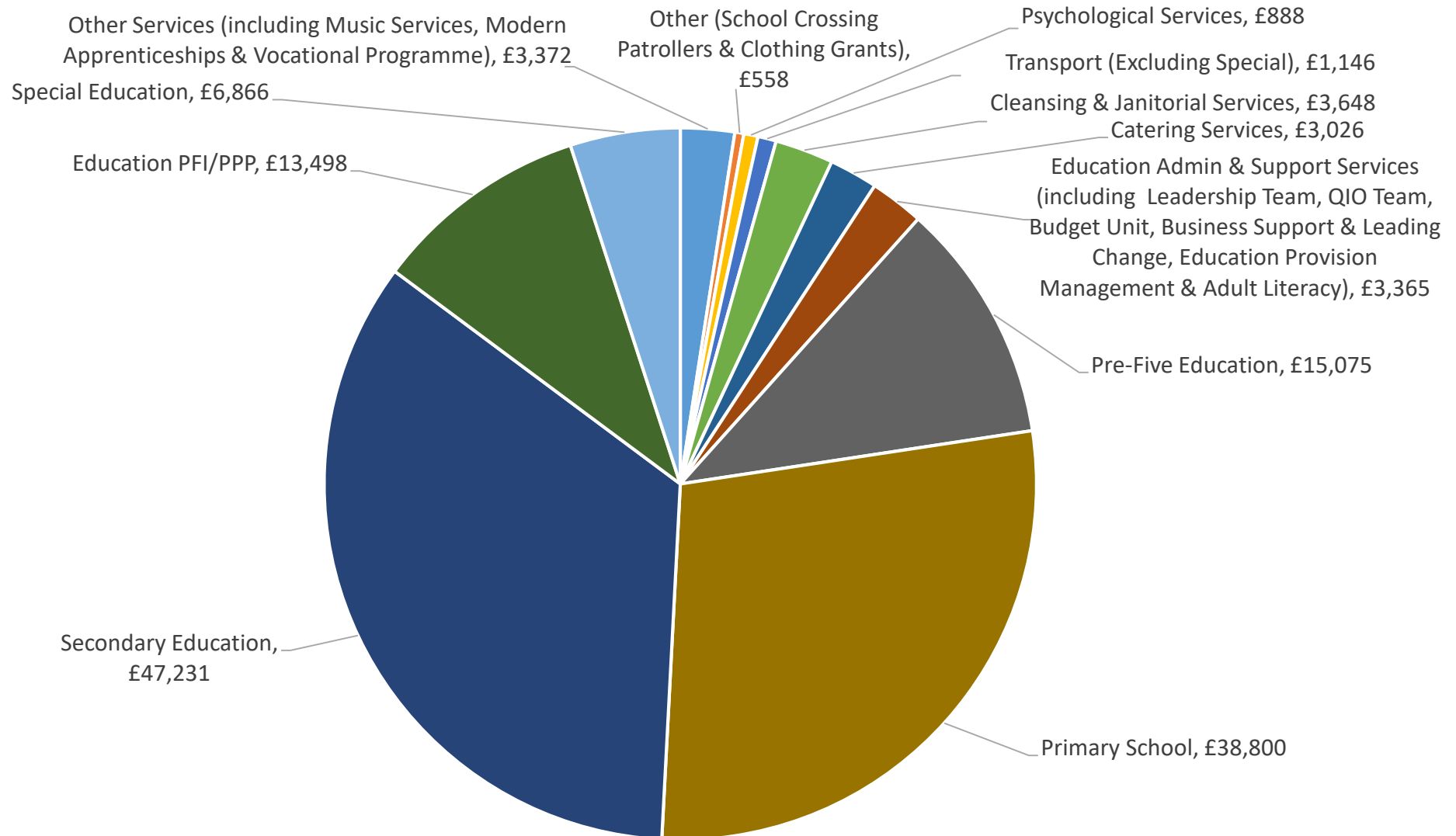
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Department of Education (Excluding Culture & Leisure) Net Expenditure vs Total Net Expenditure excluding Education (£k)

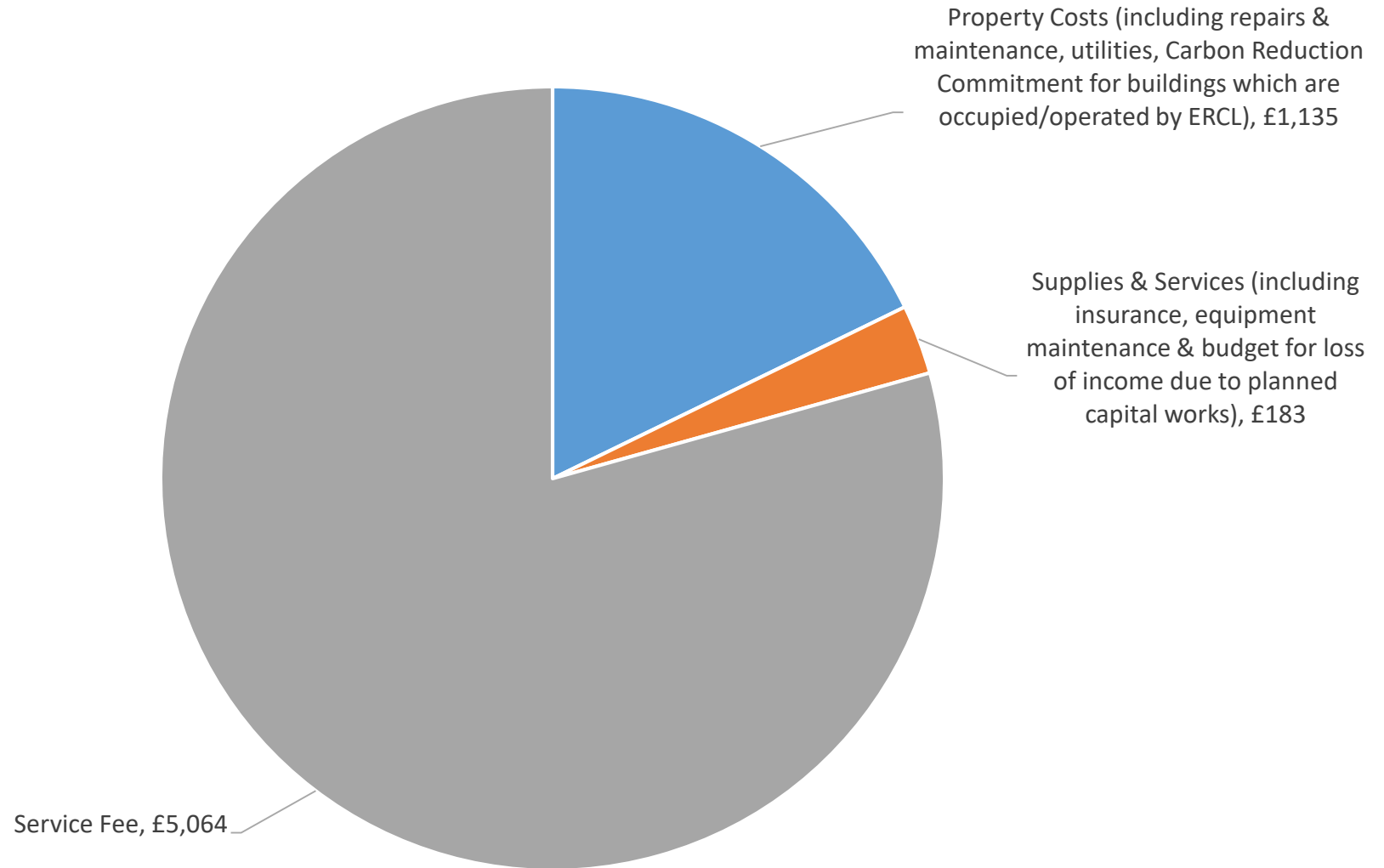


Department of Education	
Total Net Expenditure (£k)	£137,473 (54.2%)
Total FTE	1,969.9

Department of Education (Excluding Culture & Leisure) Net Expenditure 2020/2021 (£k)



East Renfrewshire Council – Culture and Leisure Net Expenditure 2020/2021 (£ 6.382k, 2.5%)

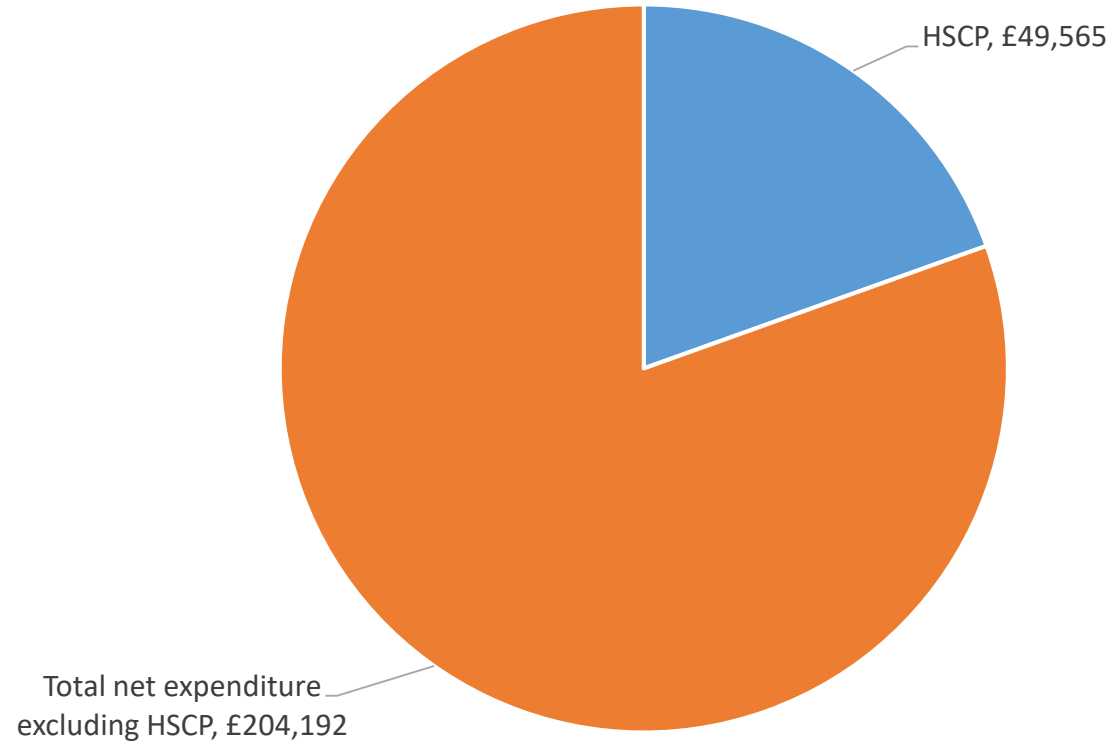


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IJB contribution/HSCP

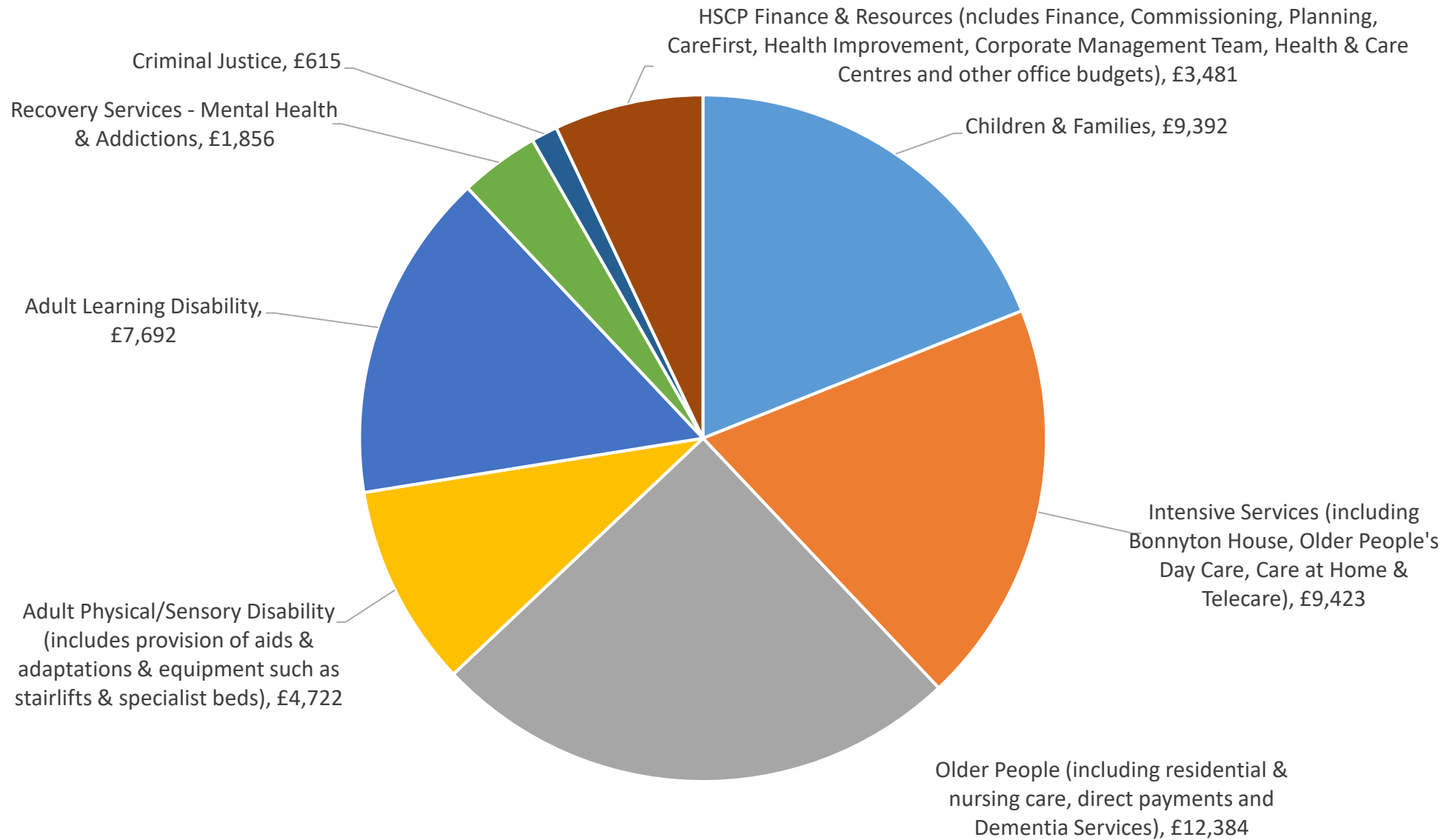
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HSCP Net Expenditure vs Total Net Expenditure excluding HSCP (£k)



HSCP	
Total Net Expenditure (£k)	£49,565 (19.5%)
Total FTE	582.1

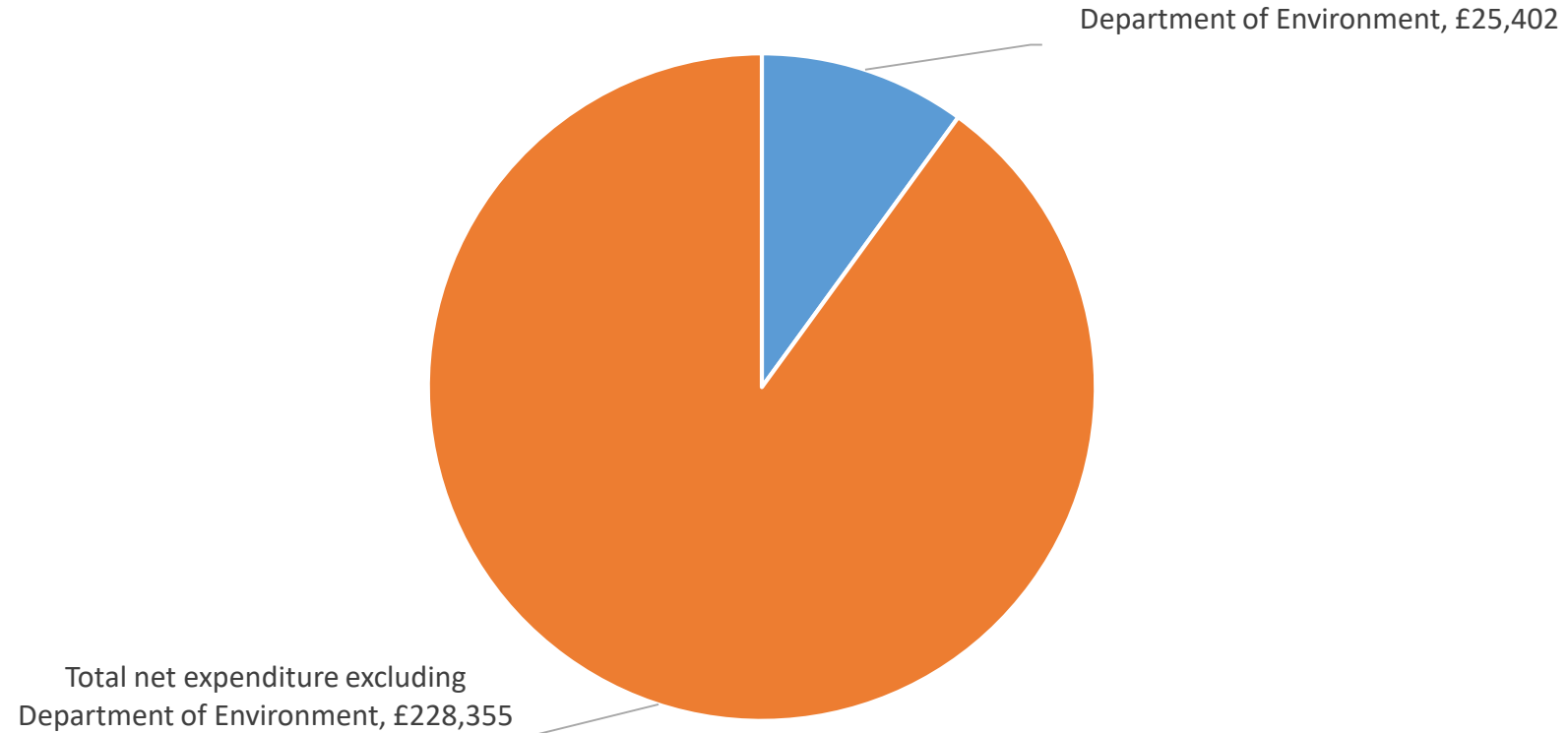
HSCP Net Expenditure 2020/2021 (€49,565k)



Environment

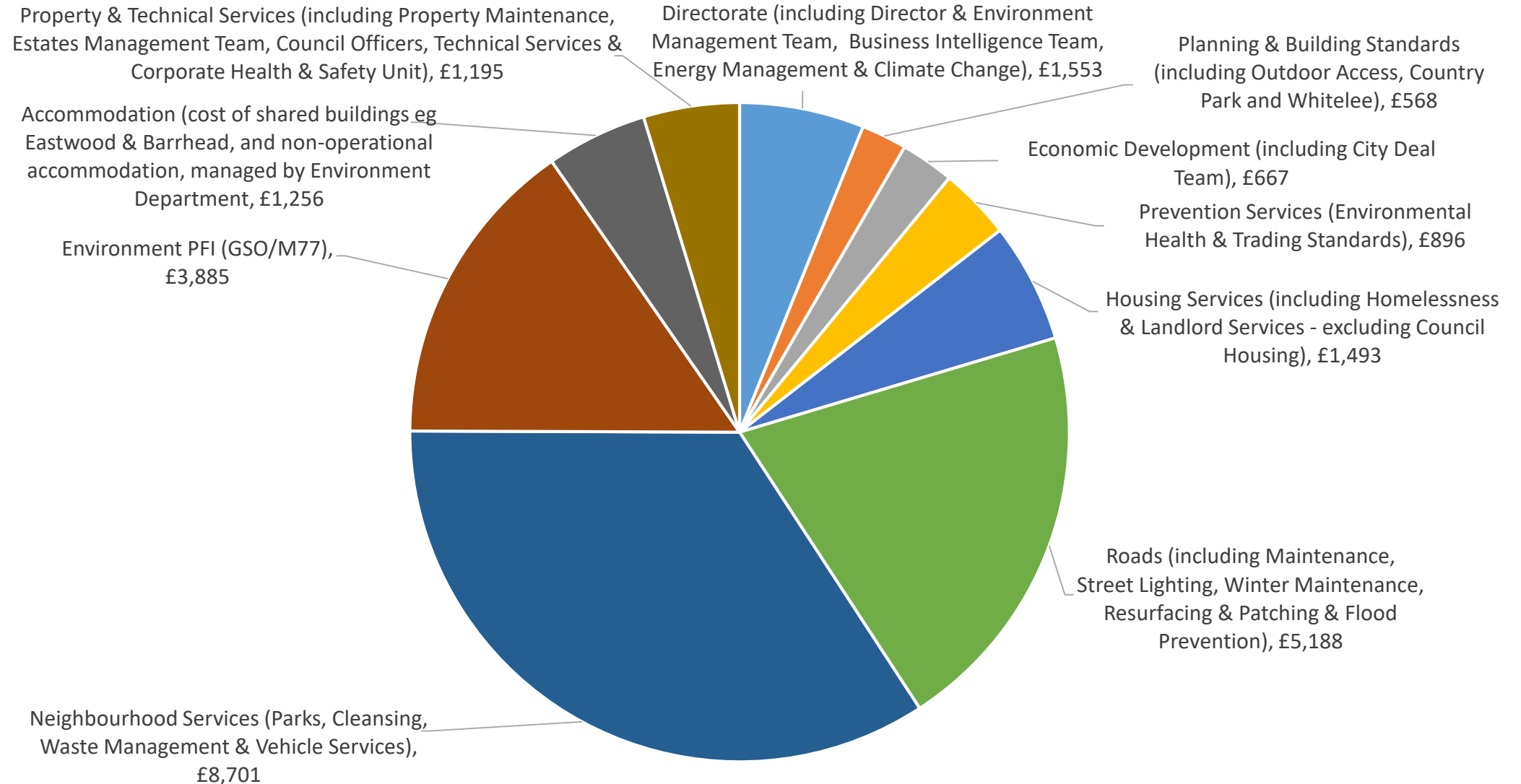
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Department of Environment Net Expenditure vs Total Net Expenditure (£k)

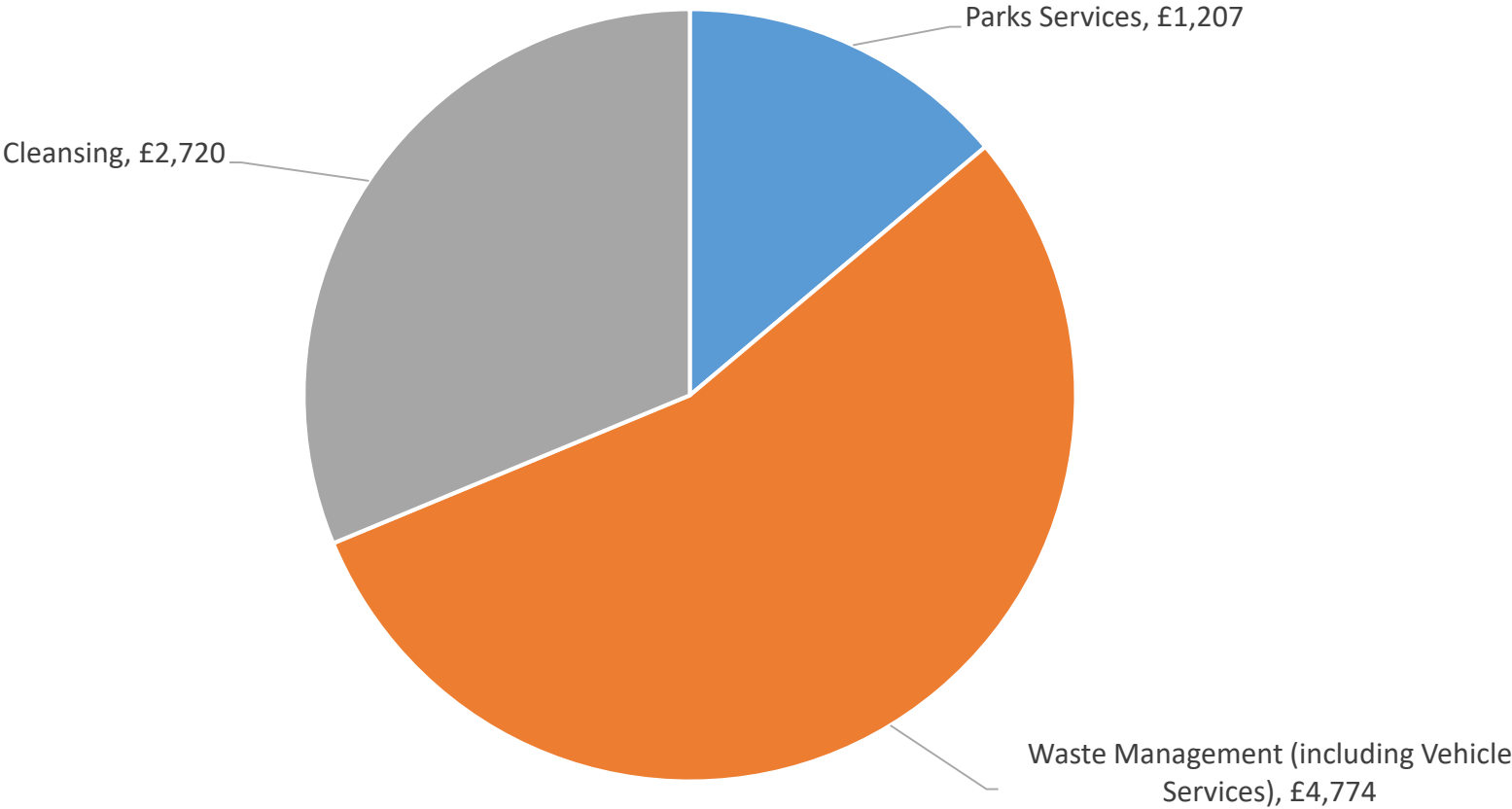


Department of Environment	
Total Net Expenditure (£k)	£25,402 (10%)
Total FTE	392.8

Department of Environment Net Expenditure 2020/2021 (£25,402k)



Neighbourhood Services Net Expenditure 2020/2021 (£k)

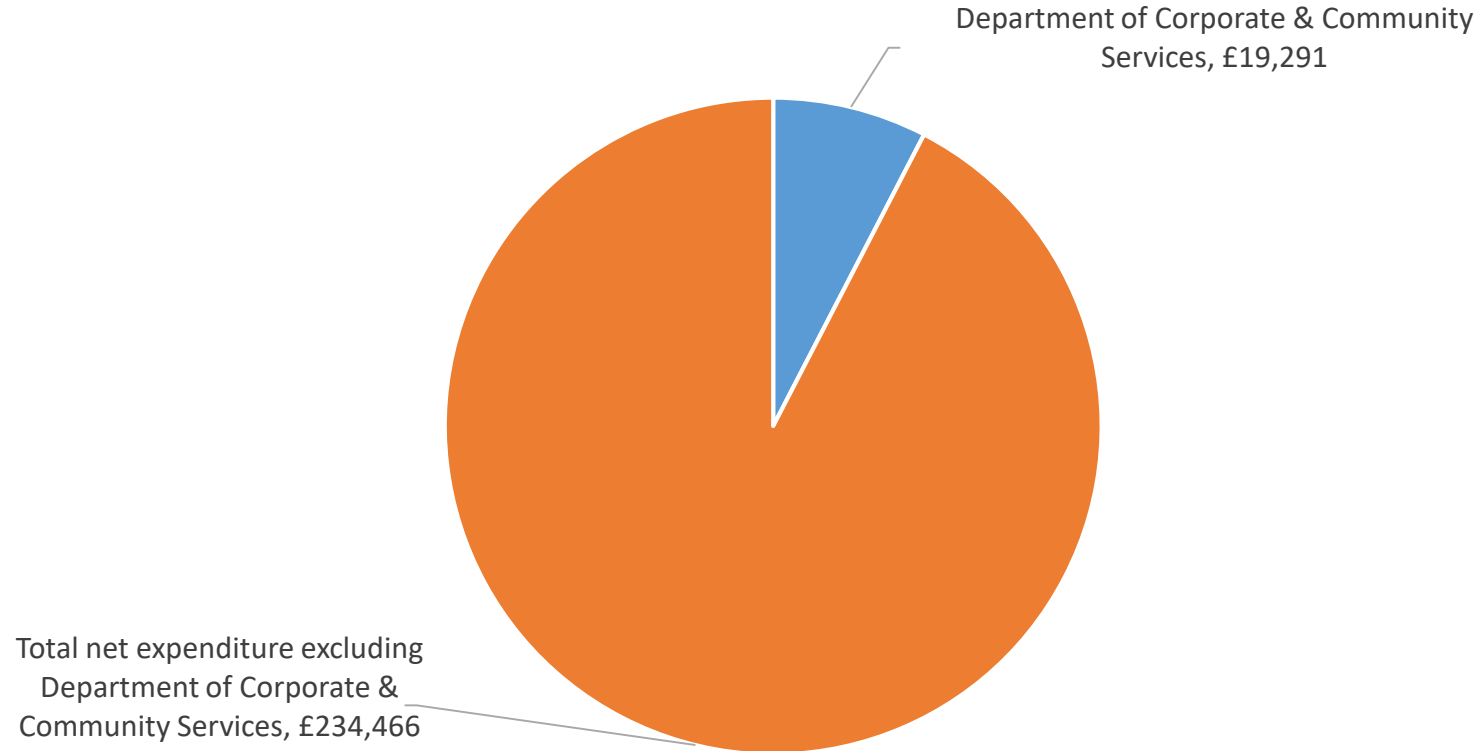


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Corporate and Community

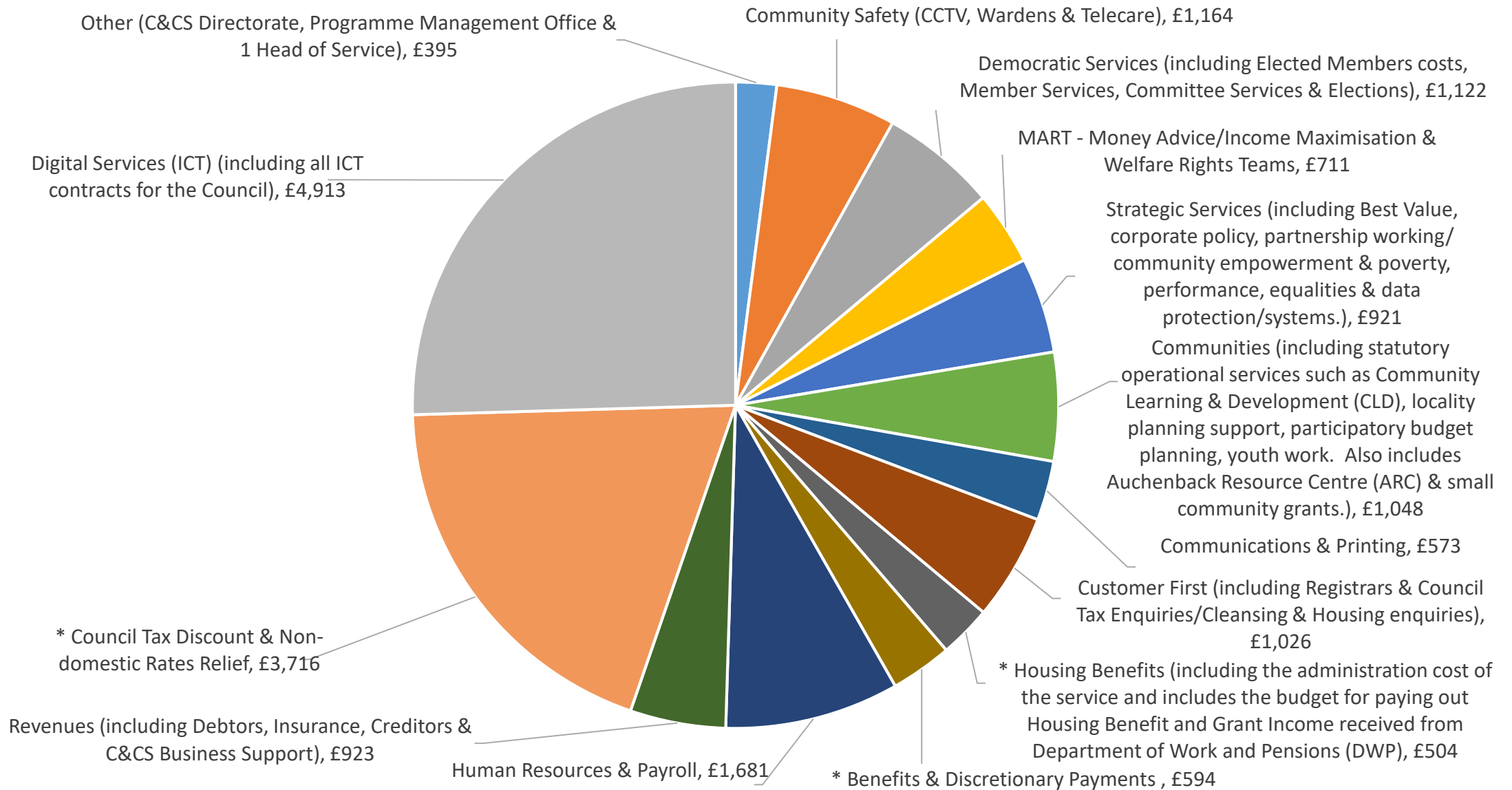
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Department of Corporate & Community Services Net Expenditure vs Total Net Expenditure excluding C&CS (£k)



Department of Corporate & Community Services	
Total Net Expenditure (£k)	£19,290 (7.6%)
Total FTE	308

Department of Corporate & Community Services Net Expenditure 2020/2021 (£19,291k)

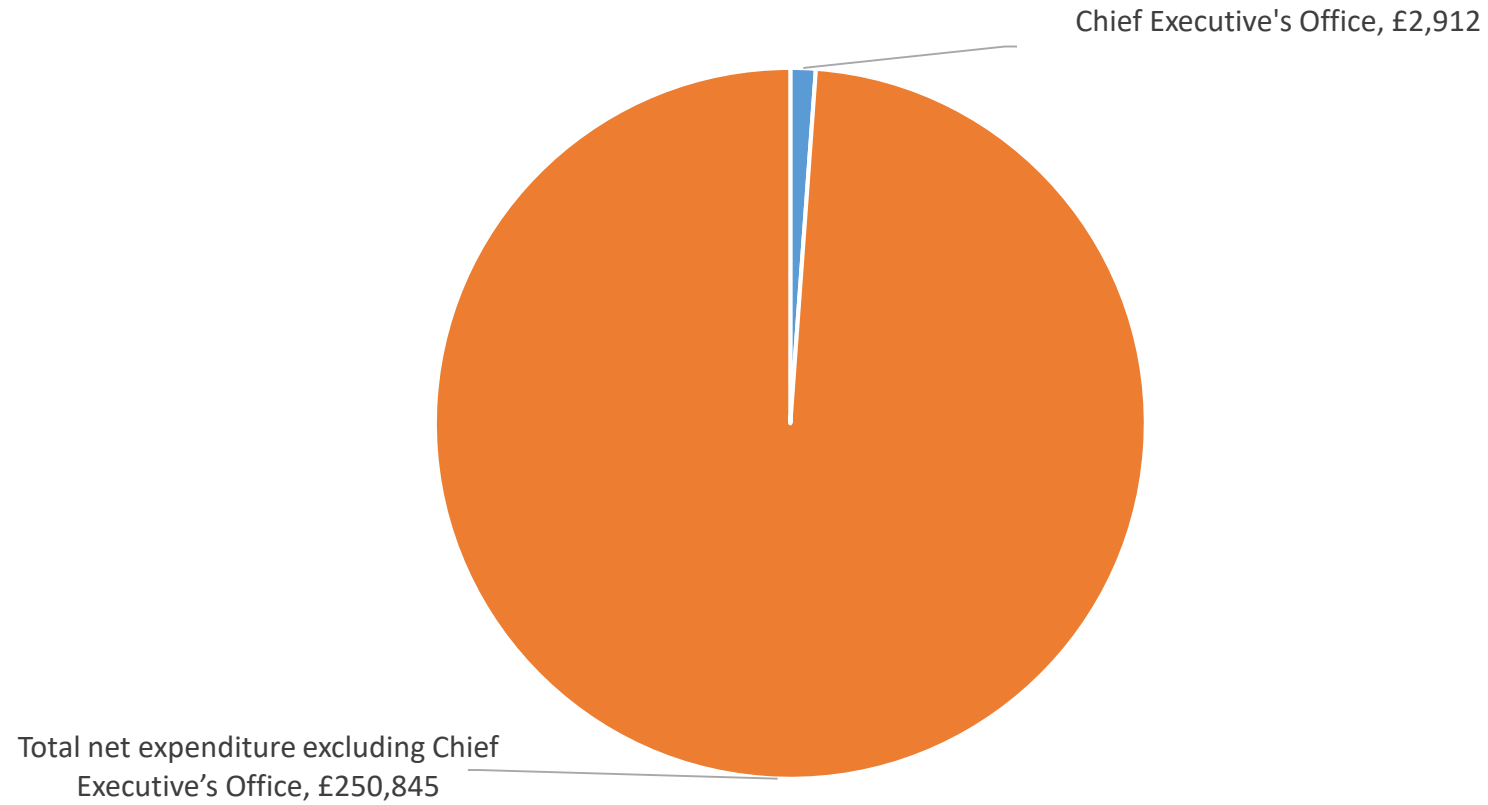


* Unable to influence

Chief Executives Office and Miscellaneous Services

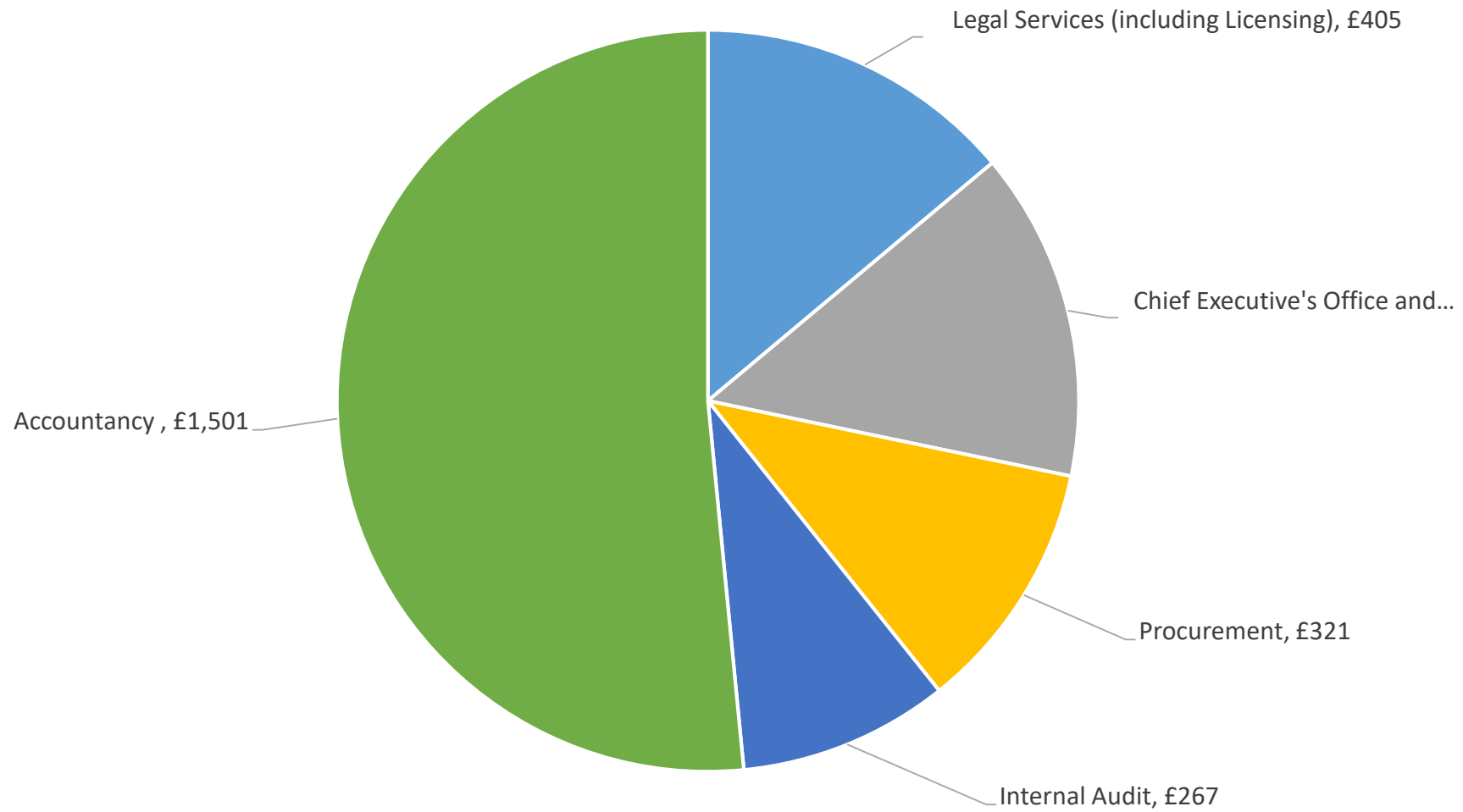
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Chief Executive's Office Net Expenditure vs Total Net Expenditure excluding CEO (£k)



Chief Executive's Office	
Total Net Expenditure (£k)	£2,912 (1.1%)
Total FTE	53.2

Chief Executive's Office Net Expenditure 2020/2021 (£2,912k)



Miscellaneous services £3,869K (1.5%)

- Joint boards £2,352K
- Welfare contingency £200K
- Superannuation costs £1,036K
- Restructuring costs £343K
- Miscellaneous £360K
- Late grant unapplied £597k
- Adjustment for Central Support recharged to HRA (£1,019k)

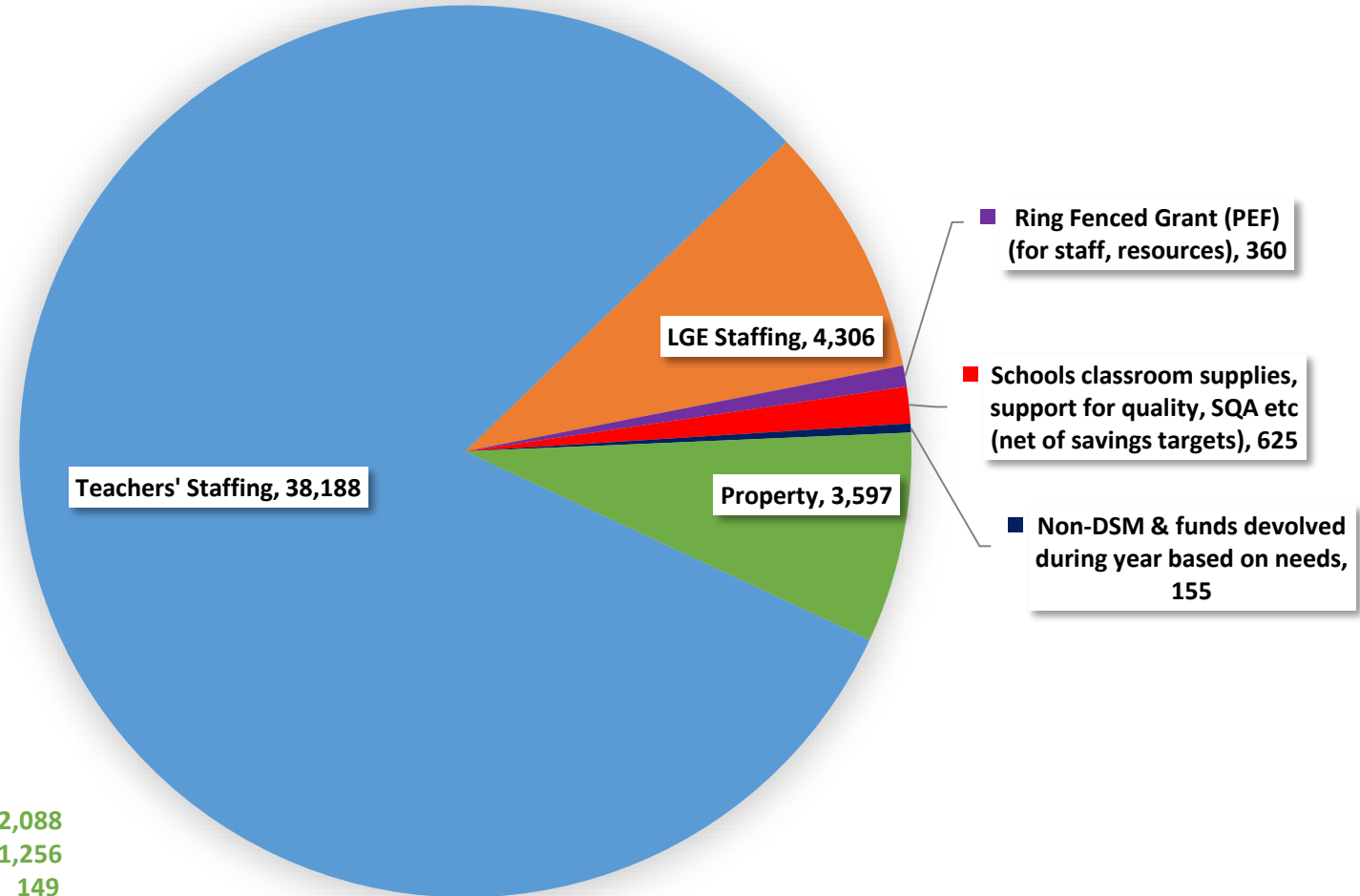
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Appendix 1 – Education details

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Secondary Schools: Revised Net Expenditure 2020/21 £47,231 (£'000)

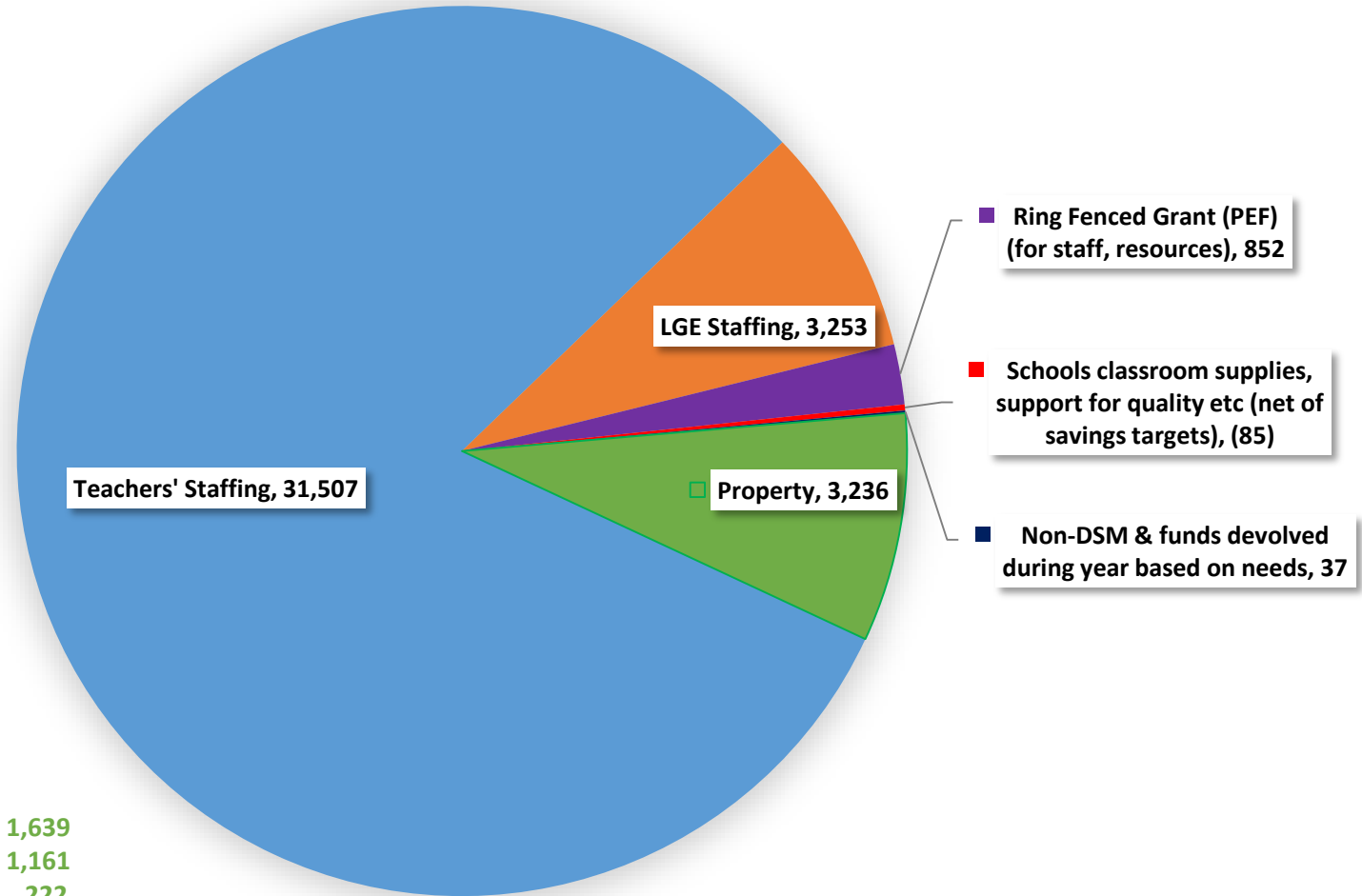


Property:

Rates	2,088
Utilities & Carbon Reduction	1,256
Grounds Maintenance & Waste	149
Repairs and maint (managed by PATS) & CEEF. (Net of cont repairs & renewals)	104
Subtotal	3,597

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Primary Schools: Revised Net Expenditure 2020/21 £38,800 (£'000)

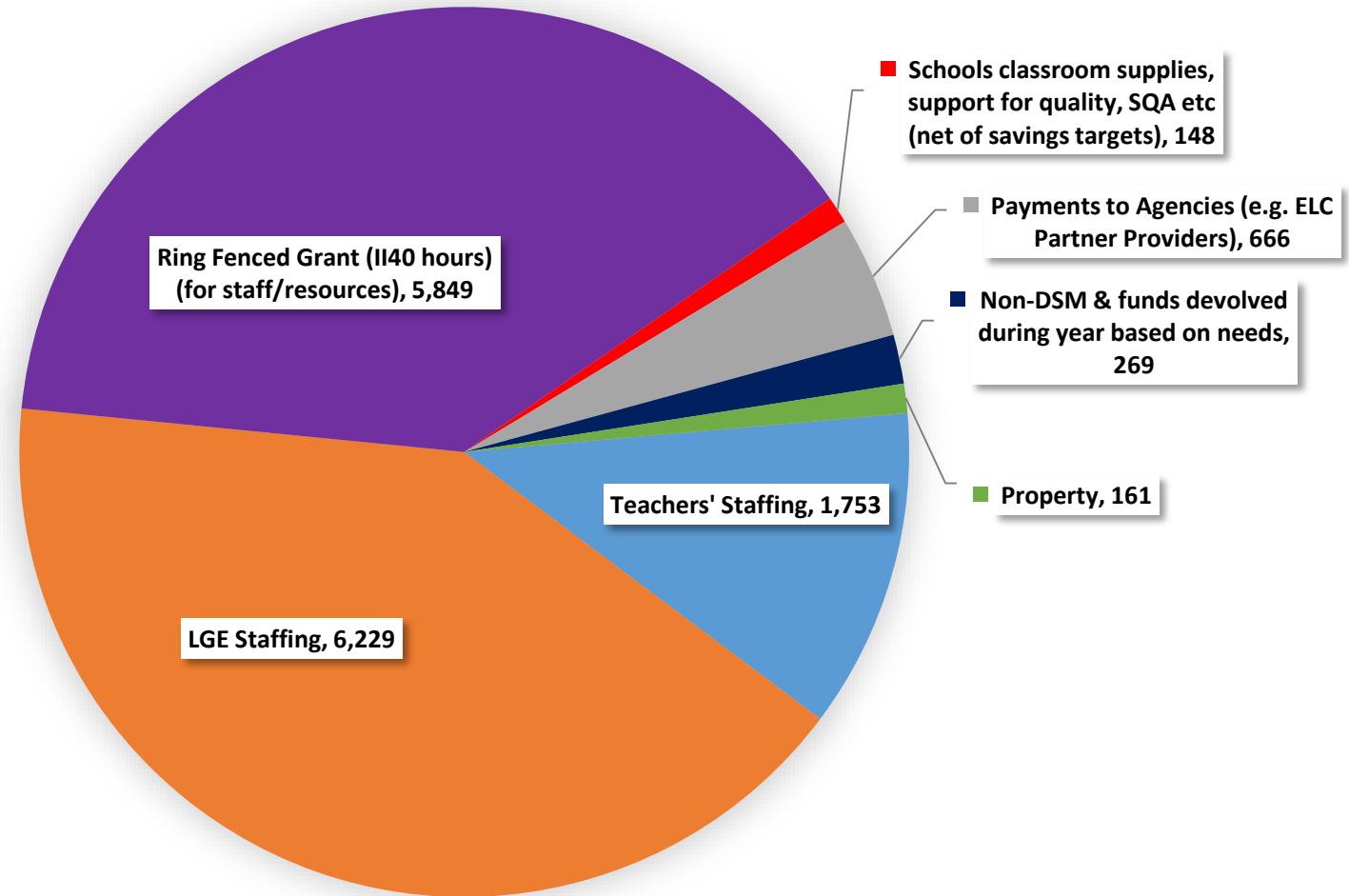


Property:

Rates	1,639
Utilities & Carbon Reduction	1,161
Grounds Maintenance & Waste	222
Repairs and maint (managed by PATS) & CEEF. (Net of cont repairs & renewals)	214
Subtotal	3,236

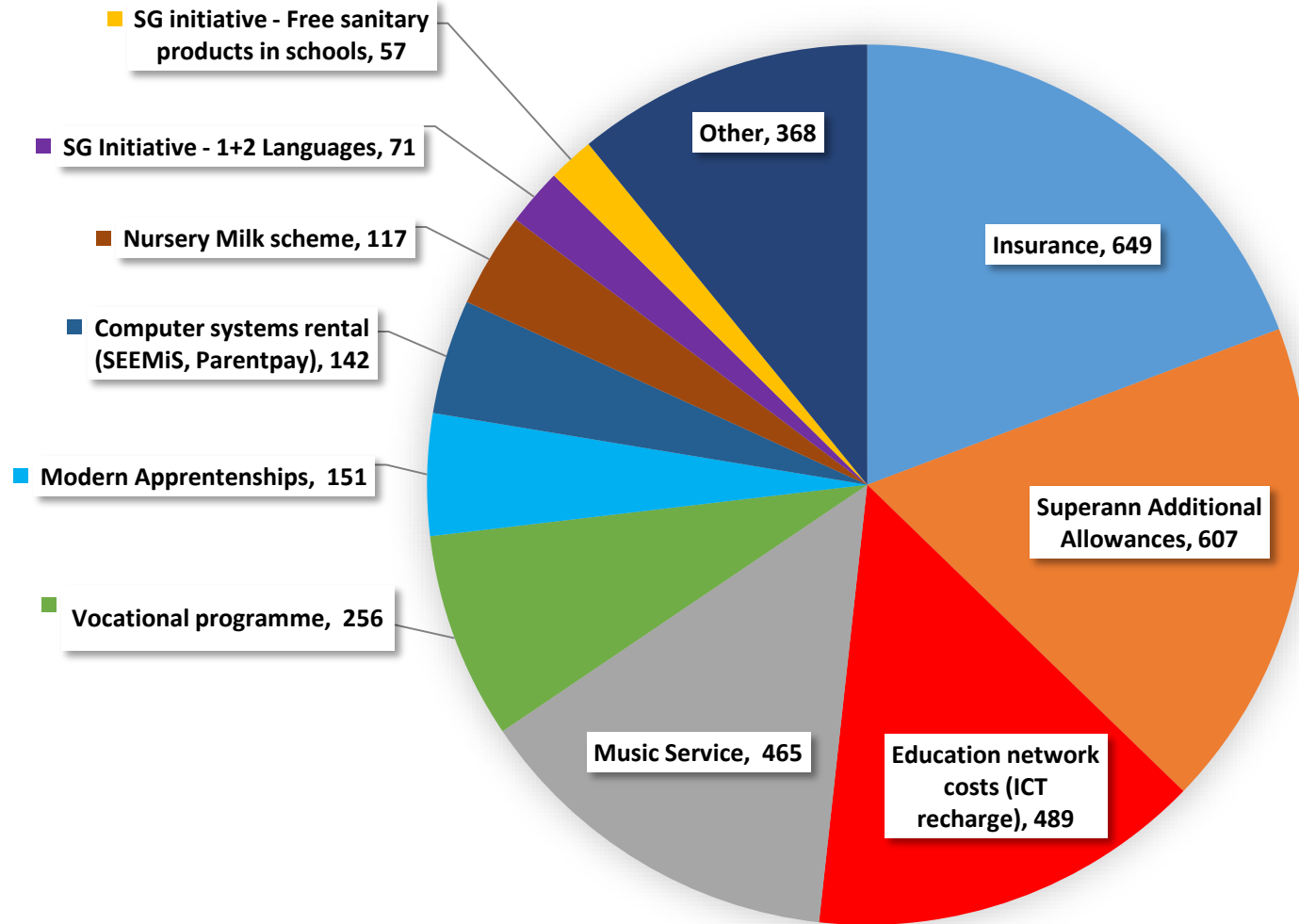
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Early Learning & Childcare: Revised Net Expenditure 2020/21 £15,075 (£'000)



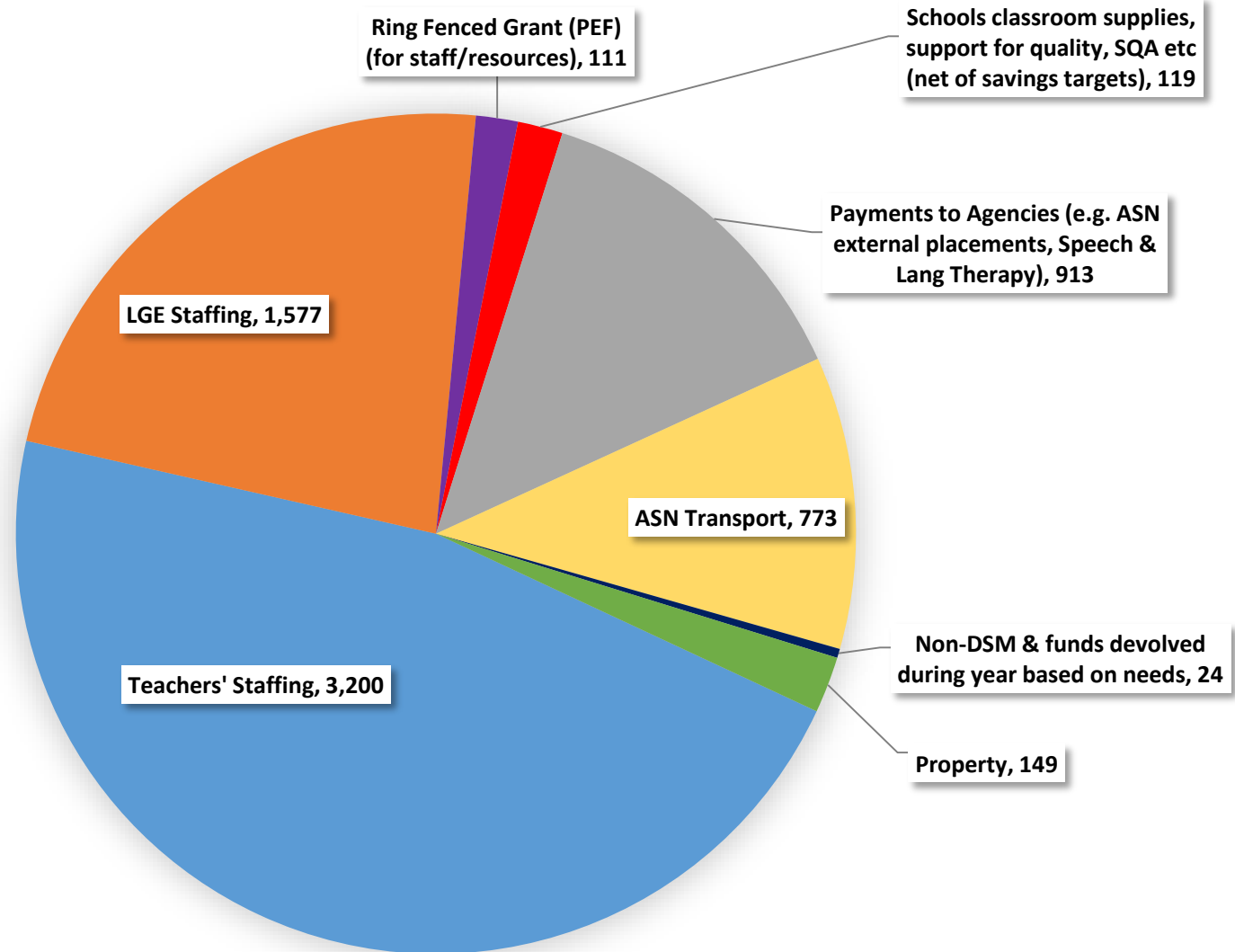
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Other: Revised Net Expenditure 2020/21 £3,372 (£'000)



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**Special Education: Revised Net Expenditure 2020/21 £6,866
(£'000)**

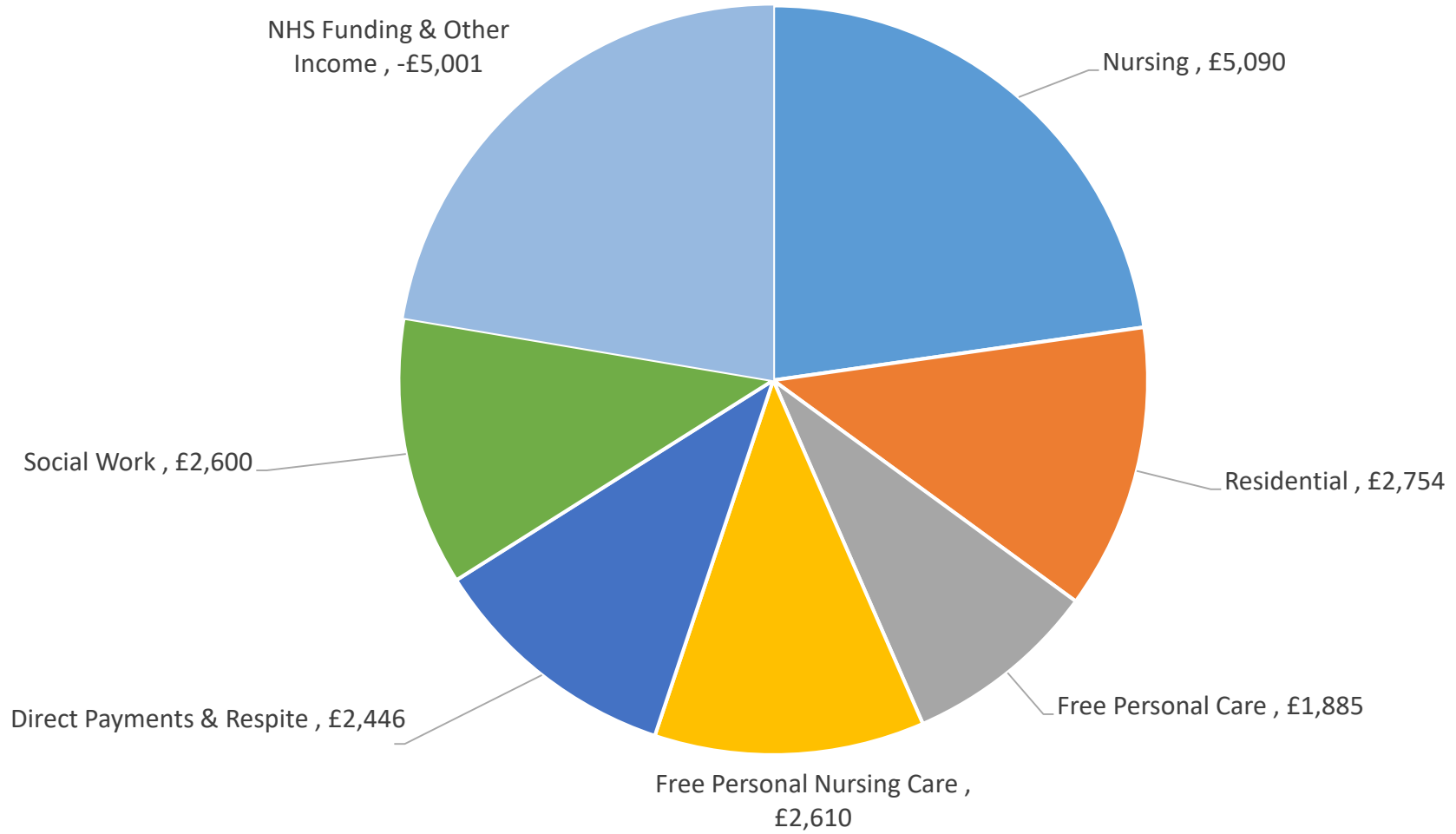


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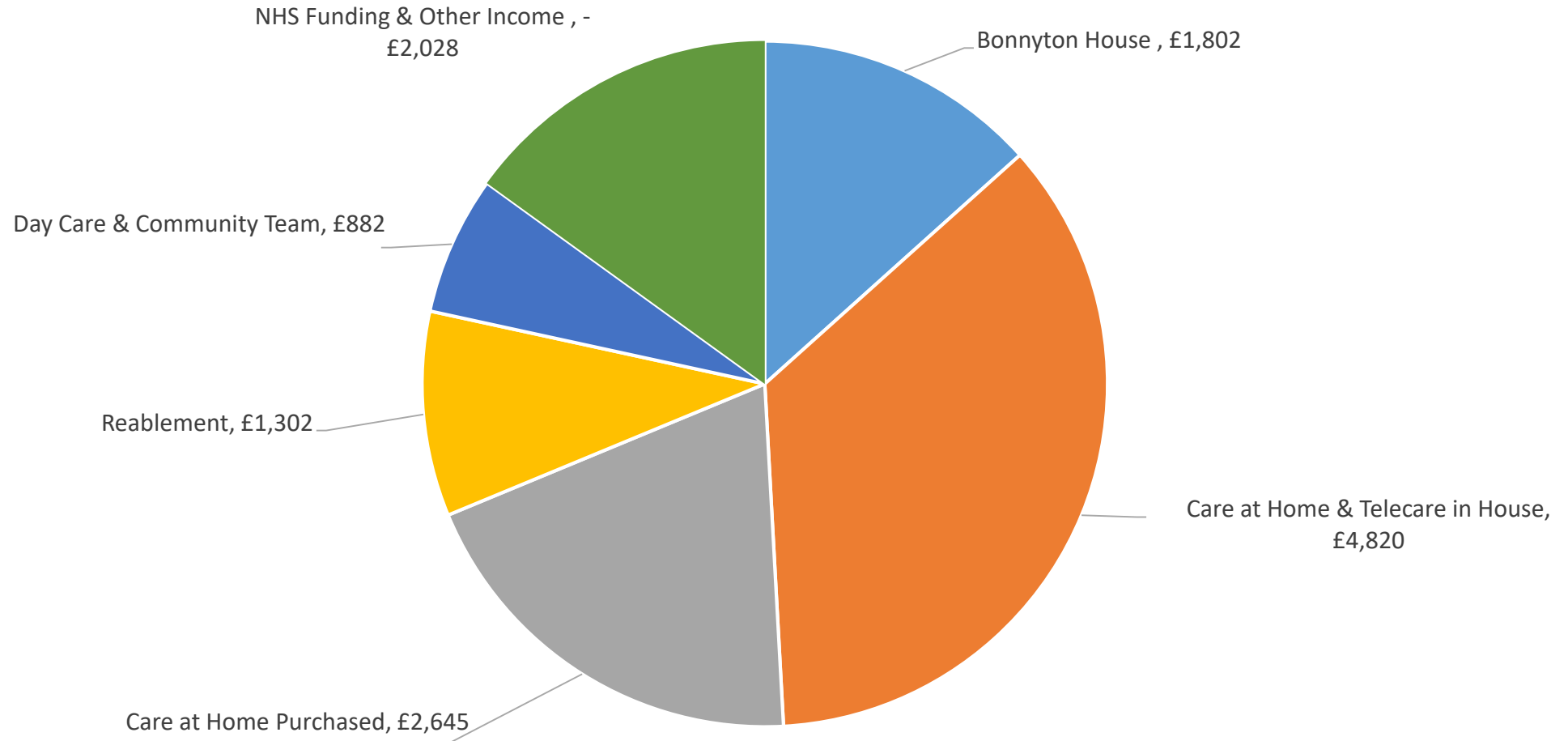
Appendix 2 – HSCP details

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Older People Expenditure £12,384 (£k)

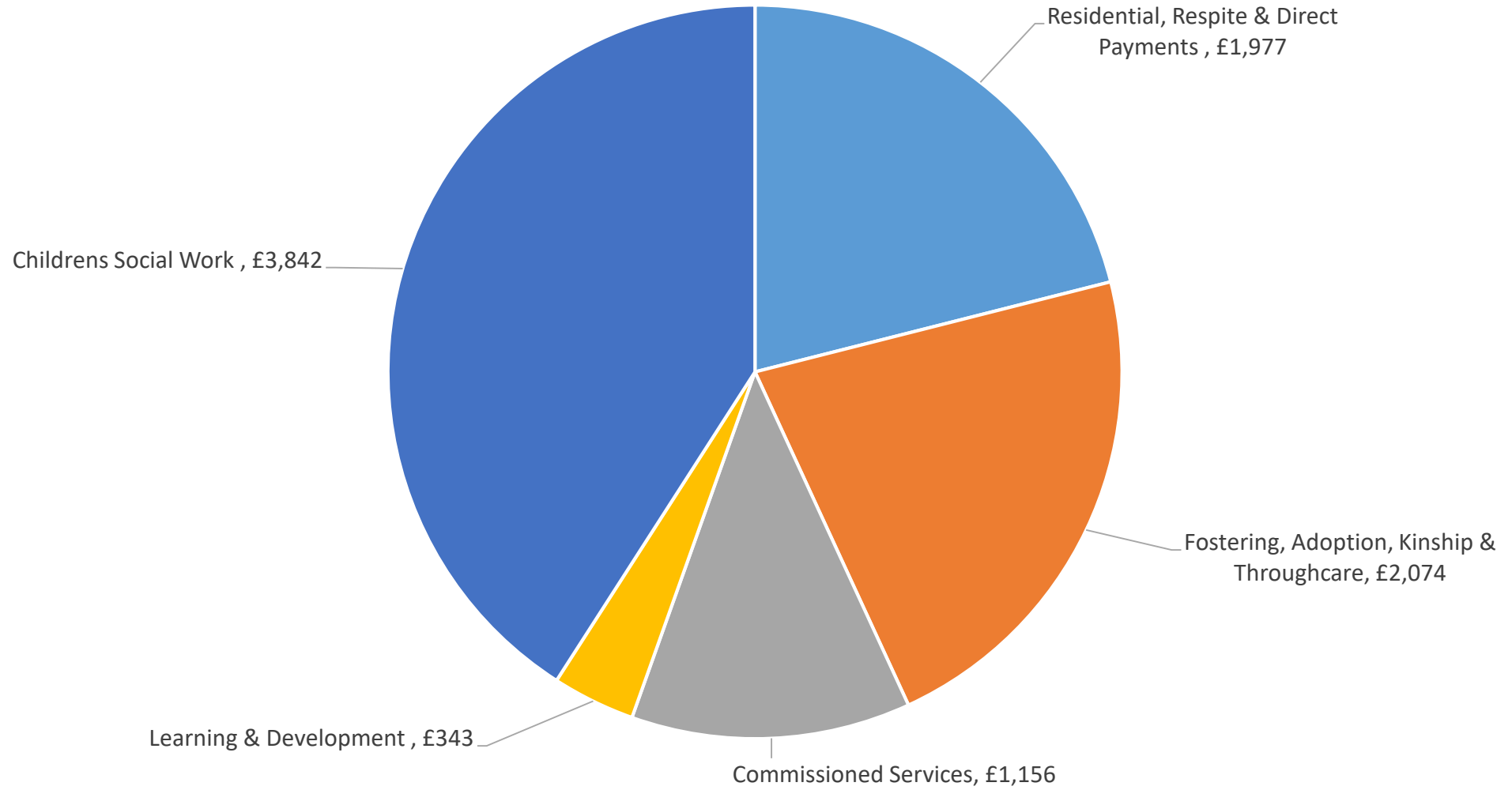


Intensive Services Expenditure £9,423 (£k)



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Children & Families and Public Protection £9,392 (£k)



East Renfrewshire Council

28th October 2020