

Department of Corporate and Community Services

Deputy Chief Executive: Caroline Innes BSc (Hons)

Council Headquarters, Eastwood Park, Giffnock, East Renfrewshire, G46 6UG

Phone: 0141 577 3000 Fax: 0141 577 3834

website: www.eastrenfrewshire.gov.uk

Date: 11 September 2020

When calling please ask for: Paul O'Neil (Tel. No 0141-577-3011)

e-mail: paul.o'neil@eastrenfrewshire.gov.uk

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

CABINET

A meeting of the Cabinet will be held on **Thursday, 24 September 2020 at 10.00am.**

The agenda of business is as shown below.

Please note this is a virtual meeting.

Caroline Innes

C INNES
DEPUTY CHIEF EXECUTIVE

AGENDA

1. **Report apologies for absence.**
2. **Declarations of Interest.**
3. **Chief Executive's Office End-Year Performance Report 2019/20 – Report by Chief Executive (copy attached, pages 3 - 14).**
4. **Redesign of Homelessness Services in East Renfrewshire – Report by Director of Environment (copy attached, pages 15 - 22).**
5. **Response to the Audit and Scrutiny Committee's Investigation on Income Generation and Commercialisation - Report by Chief Executive (copy attached, pages 23 - 52).**
6. **Strategic Risk Register and Risk Management Progress - Report by Chief Executive (copy attached, pages 53 - 78).**

This document can be explained to you in other languages and can be provided in alternative formats such as large print and Braille. For further information, please contact Customer First on 0141 577 3001 or email customerservices@eastrenfrewshire.gov.uk

BLANK PAGE

EAST RENFREWSHIRE COUNCILCABINET24 September 2020Report by Chief ExecutiveCHIEF EXECUTIVE'S OFFICE END YEAR PERFORMANCE REPORT 2019/20**PURPOSE OF REPORT**

1. The purpose of this report is to present a summary of performance of the Chief Executive's Office for 2019/20. This is presented at Appendix 1.

RECOMMENDATIONS

2. It is recommended that the Cabinet:
- (a) Scrutinises the performance of the Chief Executive's Office; and
 - (b) Notes this report as a summary of the Chief Executive's Office's End Year Performance for 2019/20 (Appendix 1).

BACKGROUND

3. The Chief Executive's Office is led by Lorraine McMillan and comprises the following governance functions:-

- Accountancy Services - Margaret McCrossan (Head of Accountancy and Chief Financial Officer)
- Legal Gerry Mahon (Chief Officer - Legal)
- Internal Audit - Michelle Blair (Chief Auditor)
- Procurement Services - Debbie Hill (Chief Procurement Officer)
- Chief Executive's Business Unit – Gill Darbyshire (Chief Executive's Business Manager)

4. A one-page summary is included in Appendix 1 for each service.

REPORT

5. Staff from all areas of the Chief Executive's Office support a wide range of operational projects across the Council, the East Renfrewshire Culture and Leisure Trust (ERCLT) and the Integrated Joint Board (IJB).

6. The Accountancy Service continues to monitor the financial position of the Council and take appropriate action to address the challenges to service delivery in the future from increased demand combined with constrained budgets.

7. The annual accounts were produced within the statutory timescale, despite staff working from home due to COVID-19, and are still subject to external audit but at year end (2019/20) the draft accounts show spend within budget and with an overall General Fund surplus of £1.8m. This demonstrates management action taken to reduce net expenditure to assist with future years' financial challenges. Overall, the underspend is smaller than in previous years, reflecting how budgets are being tightened.

8. The non-earmarked general fund reserve balance was £9.590m as at 31 March 2020 with reserve levels at 3.8% of the annual budgeted net revenue expenditure. The Council continues to demonstrate its track record of strong financial management by maintaining a sound financial position.

9. Accountancy staff maintained a longer term financial view throughout the year, updating the Council's Financial Planning document and updating the Capital Investment Strategy as required by accounting regulations. We also successfully implemented the new financial system across the Council in August 2019.

10. External Audit (Audit Scotland) placed reliance on the work of the Internal Audit service. A report submitted to the Audit and Scrutiny Committee in August 2020 indicated that sound documentation standards and reporting procedures are in place and that main requirements of the Public Sector Internal Audit Standards (PSIAS) are complied with.

11. Legal Services continued to experience high workload demands and concluded over £1 million worth of legal work during the reporting period, based on comparable private sector charging rates.

12. Procurement have been implementing the recommendations of the Scotland Excel Procurement Review which is focused on delivering 8 inter-related projects which will move the Service towards a Strategic Procurement model to support the Council in its Strategic Commissioning ambitions. A key focus has been the implementation of new processes to identify savings opportunities and capture the benefits associated with procurement activity.

13. The Strategic Risk Register has been further refined and is directly linked to the Council's strategic outcomes. This is reviewed at every meeting of the Corporate Management Team.

14. There continues to be high levels of customer and elected member satisfaction with services across the Chief Executive's Office.

15. During 2019-20, the Council dealt with 1,257 requests under Freedom of Information and related legislation, and 82% of these requests were responded to within the statutory timescale of 20 working days. The Chief Executive's Office dealt directly with 65 Fols, 94% of which were answered within time, and 80 cross-departmental F o I requests of which 99% were responded to within the statutory period.

16. During 2019/20, 9.33 days per employee were lost through absence in the Chief Executive's Office, below the Council wide target of 10.8 days per employee.

PUBLICATION OF END YEAR PERFORMANCE INFORMATION

17. This report and appendix will be posted on the Council's website.

FINANCE AND EFFICIENCY

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

PARTNERSHIP WORKING

19. This report highlights the Chief Executive's Office's contribution to the delivery of the Council's Outcome Delivery Plan. Whilst it focuses on the Office's contribution, many of the results could not have been achieved without excellent partnership working across departments and partner organisations such as the East Renfrewshire Culture and Leisure Trust (ERCLT), Integrated Joint Board (IJB) and Scotland Excel.

IMPLICATIONS OF REPORT

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

CONCLUSION

21. This report provides an overview of the Chief Executive's Office's performance at year end 2019/20.

RECOMMENDATIONS

22. It is recommended that the Cabinet:
- (a) Scrutinises the performance of the Chief Executive's Office; and
 - (b) Notes this report as a summary of the Chief Executive's Office's End Year Performance for 2019/20 (Appendix 1).

Lorraine McMillan, Chief Executive, 0141 577 3009
Lorraine.mcmillan@eastrenfrewshire.gov.uk

Further information can be obtained from Craig Geddes, Senior Information and Improvement Officer on 0141 577 3059 or by email at Craig.Geddes@eastrenfrewshire.gov.uk

Cabinet contact: Councillor Tony Buchanan, Leader of the Council
Email; Tony.Buchanan@eastrenfrewshire.gov.uk Tel. 07976 360398 (Mobile)

BLANK PAGE

CHIEF EXECUTIVE'S OFFICE
YEAR END SUMMARY
2019-2020

Contents:

- Internal Audit
- Legal
- Procurement
- Accountancy
- Other Performance Indicators

BLANK PAGE

Chief Executive's Office – Internal Audit 2019/20

Summary	<p>Budget £260,000 3.7 FTE</p> <p>84% of planned audits were carried out across the Council and East Renfrewshire Culture and Leisure Trust. Several pieces of unplanned work carried out resulting in 48% of contingency time being used in 2019/20.</p>
Outcomes	
Efficiencies	<ul style="list-style-type: none"> • 33 reports and memos issues • 603 Audit days completed • Assurance statement for 2019/20 provided to Audit and Scrutiny Committee in August 2020. • More detailed progress reports are now submitted to the Audit and Scrutiny Committee • Internal self- assessment of compliance with PSIAS was carried out and presented to Audit and Scrutiny Committee in June 2019 which concluded that internal audit service is fully compliant with 95% of the standards. • A range of internal performance measures were submitted to the Audit and Scrutiny Committee quarterly showing performance against target (where applicable). • Two director of Finance Indicators are submitted for internal audit. For 2018/19, the cost of audit per £million of net expenditure is £1,206 (2017/18 £1,204) and the productive days achieved as % productive days as per the audit plan is 96.93% (2017/18 99.79%). • Internal Audit work with departments and services to ensure the highest standards are adhered to and that resources are managed to provide services across the Council that represent value for money • Provided internal audit services to the Integrated Joint Board (IJB), attended IJB Audit Committee during year and provided audit assurance statement. • Provided 20 working days of internal audit service to East Renfrewshire Culture & Leisure Trust and attended Finance, Audit and Risk Committee.
Customers	<ul style="list-style-type: none"> • Due to Covid-19 lockdown and prioritization no user satisfaction study was issued this year. • External audit submitted a report containing comment on internal audit to Audit and Scrutiny Committee in June 2020 which confirms that sound documentation standards and reporting procedures are in place and that main requirements of the Public Sector Internal Audit Standards (PSIAS) are complied with. • When preparing the Internal Audit Strategic Plan and annual Audit Plan, a wide range of customers including Elected Members, the Corporate Management Team (CMT) and the Council's External Auditors are consulted to ensure that current and developing risks are appropriate, considered and included.
People	

Chief Executive's Office – Legal 2019/20

Summary	<p>Budget £472,900 7.8 FTE</p> <p>Day to day instructions to the service at large have generally remained of a consistent volume (1160 cases as opposed to 1230 last commensurate period) although demands in some particular areas of work have increased. A long term absence brought some pressure on property/contracts side of the team. Maintaining reasonable response times is again a focus for staff although new instruction sheets and regular workload meetings with relevant staff in services have assisted in work planning. Review and appeal matters under the FOI regime continues to take up a significant portion of time of the Chief Officer. Work continues to be outsourced as required under framework contract agreements based on resource, expertise and timing demands but majority of work continues to be handled by in house team. There has been a greater involvement of staff in working groups and sub committees across HSCP business following inspections and significant case reviews in that service. There has also been a notable increase in HR related business including tribunal work and advice.</p>
Outcomes	<p>The following are an illustrative indication of the types of work undertaken by Legal services in support of the Outcomes rather than an exhaustive list</p> <p><u>Outcome 1</u></p> <ul style="list-style-type: none"> • 9 permanency planning processes undertaken leading to permanent care solutions for children <p><u>Outcome 2</u></p> <ul style="list-style-type: none"> • 2 ASL (Additional Support for Learning) tribunals resolved to client satisfaction (100%) <p><u>Outcome 3</u></p> <ul style="list-style-type: none"> • 7 Section 75's completed to secure affordable housing and financial contributions from developers • State aid working group initiated under legal chairmanship <p><u>Outcome 4</u></p> <ul style="list-style-type: none"> • 3 properties successfully recovered on anti-social /drug / conviction grounds (100% success rate) • Successful oversight of RIPSAs inspection including preparation and drafting of revised policy and procedures <p><u>Outcome 5</u></p> <ul style="list-style-type: none"> • 6 Orders obtained under the Adult's with Incapacity legislation
Efficiency	<ul style="list-style-type: none"> • Work to the value of £1,059,000 undertaken by in house team (based on comparable private sector rates) • £36289 savings achieved as a result of income generation • Development of instruction sheets for various business matters to minimise delays • 88 new rent recovery cases initiated with 41 decrees obtained (some cases currently on hold due to restricted court operations due to Covid) • 1 commercial property recovered due to rental arrears
Customers	<ul style="list-style-type: none"> • Ongoing participation in a number of cross partner committees and sub-committees in the public protection regime eg adult care professional governance group, public protection sub group, policy and procedures subgroups (adult and child protection committees) • Training events held for child and adult care Social Workers on court skills and giving evidence. Further training developed in connection with Childcare law to be presented later in year (delayed due to Covid-19 lockdown) • Assisted Data Protection Officer to provide training in Data Protection Impact Assessments • Long term absence on the property/contracts side necessitated increased outsourcing of some of this type of work given resource demands and timeframes for completion. • Supported HSCP in responding to and meeting obligations in respect of historical Child Abuse Inquiry • Urgent production and dissemination of guidance on legal interpretation and implications of emergency Coronavirus legislation
People	<ul style="list-style-type: none"> • 100% of solicitors completed Law Society Continuing Professional Development (CPD) and received practising certificates for the current year • Quality conversations undertaken with all employees • All employees actively involved in networking opportunities via the Society of Local Authority Lawyers & Administrators in Scotland (SOLAR) throughout the year

Chief Executive's Office – Procurement 2019/20

Summary	<p>Budget £365,300 6 FTE</p> <p>A period of change and transformation for the team with the appointment of a new Chief Procurement Officer and the implementation phase of the Scotland Excel Procurement Review underway. The Service is working towards a Strategic Procurement model for procurement based on a category management approach which will support the Councils ambition for Strategic Commissioning within Services. Work is underway in key project areas of: Opportunities Assessment, Savings and Benefits; Team Development; Stakeholder Engagement and Relationships; Workload Planning; Contract and Supplier Management; Sustainable Procurement Community Benefits and “Grow Local”; Strategic Direction and Strategic Change Projects.</p>																		
Outcomes	<p><u>Outcome 1</u></p> <ul style="list-style-type: none"> Education Frameworks – working with officers in Education to review core products purchased from Framework Agreements and catalogue accessibility <p><u>Outcome 3</u></p> <ul style="list-style-type: none"> Glasgow City Region City Deal – working with officers in Environment on the commissioning and procurement of key strategic projects “Grow Local” and Community Benefits – working with Economic Development to encourage local supplier development and ensure that Community Benefits from Procurement activity are captured Sustainable Procurement – a new Sustainable Procurement policy is in place focusing on the social, economic and environmental aspects of Procurement Activity <p><u>Outcome 4 & 5</u></p> <ul style="list-style-type: none"> Social Care contract portfolio - working with officers in Health & Social Care Partnership to review contract portfolio and improve financial monitoring of providers. 																		
Efficiency	<ul style="list-style-type: none"> A summary of the contracts arranged in the financial year 2019/20 is provided in the table below: <table border="1" data-bbox="394 906 2063 1139"> <thead> <tr> <th></th> <th>2018/19</th> <th>2019/20</th> </tr> </thead> <tbody> <tr> <td>Number of Regulated Procurements</td> <td>22</td> <td>37</td> </tr> <tr> <td>Number of Contracts Awarded via Route 2 (£50,000 to £189,329 (Goods and Services), £500,000 and £4,733,251 for Works) or Route 3 (for larger contracts)</td> <td>14</td> <td>25</td> </tr> <tr> <td>Number of Quick Quotes Awarded</td> <td>71</td> <td>68</td> </tr> <tr> <td>Number of Contracts Awarded through mini-competition</td> <td>20</td> <td>25</td> </tr> <tr> <td>Number of Contracts Awarded through direct award</td> <td>13</td> <td>19</td> </tr> </tbody> </table> <ul style="list-style-type: none"> Improved business intelligence including work towards development of a new online contracts register, harnessing the functionality from existing systems such as Public Contract Scotland, SPIKES and Council core systems. Areas for Savings Opportunities identified and new process for tracking the Benefits of procurement activity rolled out 		2018/19	2019/20	Number of Regulated Procurements	22	37	Number of Contracts Awarded via Route 2 (£50,000 to £189,329 (Goods and Services), £500,000 and £4,733,251 for Works) or Route 3 (for larger contracts)	14	25	Number of Quick Quotes Awarded	71	68	Number of Contracts Awarded through mini-competition	20	25	Number of Contracts Awarded through direct award	13	19
	2018/19	2019/20																	
Number of Regulated Procurements	22	37																	
Number of Contracts Awarded via Route 2 (£50,000 to £189,329 (Goods and Services), £500,000 and £4,733,251 for Works) or Route 3 (for larger contracts)	14	25																	
Number of Quick Quotes Awarded	71	68																	
Number of Contracts Awarded through mini-competition	20	25																	
Number of Contracts Awarded through direct award	13	19																	
Customers	<ul style="list-style-type: none"> Participation in Supplier Development Programme including “Meet the Buyer” event and “Twitter Takeover” Improved communications with internal and external customers, including building effective relationships supported by improved processes and business intelligence 																		
People	<ul style="list-style-type: none"> Council wide Staff Survey undertaken to establish Procurement Training needs across the organization Revised Internet content and working towards development of enhanced intranet content 																		

Chief Executive's Office – Accountancy 2019/20

Summary	<p>Budget £1,505,000 27.6 FTE</p> <p>All statutory accounting requirements met, budget set, new financial system implemented and further progress made on updating reporting, systems and processes as part of the Accountancy elements of the Council's Modern Ambitious Programme (including two key staff seconded to Core Systems). Annual accounts for 2018/19 completed well within schedule.</p>
Outcomes	<p>Accountancy project support for-</p> <p><u>Outcome 1</u></p> <ul style="list-style-type: none"> • financial planning of new schools, nurseries and family centres <p><u>Outcome 2</u></p> <ul style="list-style-type: none"> • financial planning of new schools, nurseries and family centres • governance of East Renfrewshire Culture and Leisure Trust <p><u>Outcome 3</u></p> <ul style="list-style-type: none"> • City deal and housing financial planning
Efficiencies	<ul style="list-style-type: none"> • Unqualified annual accounts for 18/19 with no unadjusted errors & streamlined charitable trusts format. • Closed 2018/19 accounts earlier than in previous years & reported to Audit & Scrutiny Committee before 30 June 2019. • Overall Council spend for 2019/20 within budget with surplus reported for year despite difficult financial situation. Draft accounts production kept on schedule despite COVID-19 impact. • Close control of budgets in year and action taken to assist 2020/21 budget pressures. • 2020/21 budget set despite significant financial challenges & late settlement issues. Balanced budget for 2020/21 but with potential £12m gap for 2021/22. • Long term financial planning – Outline Financial Plan 2020-2026 produced and Capital Investment Strategy updated. • Successful implementation of new financial system in August 2019 and ongoing involvement in remainder of Core Corporate system change programme. • Continued improvement to reporting formats (revenue and capital) and Trust information.
Customers	<ul style="list-style-type: none"> • Annual internal customer satisfaction survey not carried out due to impact of COVID-19 • Anti-Money Laundering training provided • Tailored support for various client department Change Programmes. • Ongoing senior level support for Audit & Scrutiny Committee & Trust Board.
People	<ul style="list-style-type: none"> • Staff consulted and actively involved in change and self-evaluation projects.

Chief Executive's Office 2019/20 Year End Report: other indicators

Absence:

During 2019/20, 9.33 days per employee were lost through absence in the Chief Executive's Office, below the Council target of 10.8 days per employee. This was above the 2018/19 figure (4.44 days per employee) due to a number of longer term absence within the Chief Executive's Office.

Invoice Performance:

- A total of 245 invoices were dealt with by the Chief Executive's Office in 2019/20 of which 173 were paid within 30 days giving 70.6% below the Council-wide performance of 75.3%. These figures are currently unaudited.
- Given the relatively small number of invoices to be processed it is disappointing that the level of performance is not higher and work is currently ongoing to address this for 2020/21.

Efficiency Outcome Indicators

- Director of Finance Indicator (within the Outcome Delivery Plan) - Actual Revenue Outturn against Revised Revenue Budget.
 - The 2019/20 figure will not be available until the audit of the Council's Annual Accounts has been finalised.
- Local Government Benchmarking Framework (LGBF) Indicator - Support Services as a percentage of total gross expenditure
 - The figure for 2018/19 was 4.8% an improvement from 5.3% in 2017/18. The 2019/20 figure will not be available until late October 2020.

Freedom of Information

- During 2019/20 the Council dealt with 1,257 requests under the Freedom of Information Scotland Act 2002 and the Environmental Information Regulations (Scotland) 2004
- 82% of requests were responded to within the statutory timescale with an average response time of 13.7 working days.
- The Chief Executive's Office dealt directly with 65 requests of which 94% were responded to within the statutory 20 working days with an average response time of 11 working days.
- 80 cross-departmental FOI requests were coordinated and responded to. 99% of these responses were within the statutory timescale and they had an average response time of 12 working days.

BLANK PAGE

EAST RENFREWSHIRE COUNCILCABINET24 September 2020Report by Director of EnvironmentREDESIGN OF HOMELESS SERVICES IN EAST RENFREWSHIRE**PURPOSE OF REPORT**

1. To advise the Cabinet of the need to review the approach to addressing homelessness in East Renfrewshire and to reinforce the importance of a corporate approach to tackling the issue in accordance with Scottish Government guidance issued in November 2019.

RECOMMENDATIONS

2. The Cabinet is asked to note the need to review the approach to addressing homelessness in East Renfrewshire and the importance of a corporate approach to tackling the issue.

BACKGROUND AND REPORT

3. The Covid crisis has highlighted to society just how many people are insecure in their housing situation. Domestic violence, financial hardship arising from an uncertain labour market or low wages and unscrupulous private landlords are all areas that can result in people losing their home at a moment's notice.

4. In such circumstances people will, assuming that they understand their rights, approach the council for assistance. Scotland has some of the most progressive housing and homelessness legislation in Europe and the assistance available can genuinely transform people's lives for the better. However, this isn't always the case. Sometimes there can be insufficient houses of the right type or size or not in the right location and people can be faced with either waiting in expensive temporary accommodation (an unsettling time for households) or be required to accept accommodation that isn't their first preference. The Local Housing Strategy is in place to try and address the issue of inadequate housing supply and the Council has committed to an ambitious council house building programme to assist with this.

5. Addressing the issue of homelessness is not just about the provision of housing alone. It is about access to support, financial advice, legal advice, mental health and addiction services. Sometimes practical services such as transportation or decoration is required.

6. Many of these services are already provided by either the Council, the NHS or third sector agencies. Frequently these individual services are excellent. However, a person facing homelessness can be required to make contact with and navigate a range of services to meet their needs. This can be complicated, time consuming and sometimes expensive.

7. The Council has agreed on a number of occasions that, as desired by the Scottish Government and COSLA, it will have a corporate duty towards homelessness. Some extracts from the guidance are attached as Appendix 1. All Scottish Local Authorities have a duty to provide advice and assistance to anyone who is homeless or threatened with homelessness

and prevent homelessness if possible, provide temporary accommodation while it investigates the circumstances and provide a reasonable offer of accommodation if a person is unintentionally homeless and has a local connection.

8. In addition there is a duty on local authorities to conduct a housing support assessment for applicants who are unintentionally homeless or threatened with homelessness. If an assessment of a need for support is made, local authorities must ensure that housing support services are provided.

9. Finally there is a requirement for local authorities to provide both preventative and supportive advice to households.

10. What this means in practice is the responsibility to address homelessness rests with a range of services and not, as is often perceived, just the Housing Service. There is capacity for an improvement in the Council's corporate approach to the provision of such services and how they knit together. However, it is acknowledged that it can be difficult for services to shape their service provision to meet the needs of homeless people without a clear indication of what services are needed and how these services can best be delivered.

11. The best way to establish what services are needed and how these services can best be delivered is to ask homeless people. We need to ensure that services are designed to meet the needs of customers as articulated *by them* and not as imagined by professionals. This can be about how appointments are made, how information is conveyed and how support is provided.

Rapid Rehousing Transition Plan

12. The Council has recently been provided with an element of short term funding from the Scottish Government to implement a legislative requirement known as the Rapid Rehousing Transition Plan.

13. The Scottish Government set up the Homelessness & Rough Sleepers Action Group (HARSAG) in October 2017 to produce solutions to end homelessness and rough sleeping. A key recommendation made by this group is that all local authorities transition to a rapid rehousing approach. The group found that homeless households in many areas were not being provided with offers of permanent housing in a suitable time period. This resulted in extended periods of time in temporary accommodation. As a result many authorities had huge pressures on their supply of temporary accommodation and were unable to meet their duty to provide accommodation to roofless households, resulting in rough sleeping.

14. "Rapid rehousing" is about rehousing people that have experienced homelessness as quickly as possible rather than staying in temporary accommodation for too long.

15. In East Renfrewshire there are low levels of rough sleeping and it has been shown that it mostly occurs before the household contacts the Council for assistance. In addition, the Council's allocation policy ensures homeless households are the top priority and any delay is caused by our desire to offer households choice wherever possible. However, in East Renfrewshire there is a small cohort of households who despite the provision of accommodation find themselves homeless again shortly thereafter. It is this cohort of people who perhaps encounter the greatest difficulty in accessing and effectively utilising the range of services required to address their homelessness.

16. Often such households can be placed in bed and breakfast accommodation due to a lack of suitable accommodation.

Unsuitable Accommodation Order

17. In 2014, the Homeless Persons (Unsuitable Accommodation) (Scotland) Order limited the time that local authorities could place homeless applicants that were pregnant or a household which includes dependent children in temporary accommodation that was unsuitable for no longer than 14 days, and only where the local authority had no suitable accommodation immediately available.

18. Unsuitable accommodation is defined in the order as accommodation which does not meet standards relating to physical properties of the accommodation, its proximity to health and education services and its suitability to be used by children. Consequently the use of bed and breakfast accommodation for such households is deemed unreasonable.

19. The Homeless Persons (Unsuitable Accommodation) (Scotland) Amendment Order 2017 reduced the maximum time to be spent in unsuitable accommodation from 14 days to 7 days for the same group.

20. As part of the recommendations from the HARSAG work, the Scottish Government are extending this duty to all households and this came into effect from 5th May 2020.

21. This new piece of legislation makes it even more important that East Renfrewshire Council's provision of temporary accommodation is sufficient and fit for purpose

Service Design

22. The Scottish Government has introduced a new method of developing and reviewing services, known as "The Scottish Approach to Service Design".

"The vision for the Scottish Approach to Service Design is that the people of Scotland are supported and empowered to actively participate in the definition, design and delivery of their public services (from policy making to live service improvement).

23. Given the stated complexities of the navigating homeless services and given the desire of the Scottish Government to utilise a service design approach it is proposed to apply this approach to the delivery of homeless services in East Renfrewshire Council.

24. The numbers involved are relatively small. In 19/20 there were 344 homeless presentations to ERC. This means that such an approach is ideal to involve homeless households to design how services are delivered.

25. What this will mean in practice is that when we approach service users we would not only ask them about a range of services that they may have used, but involve them in how they were delivered. There is a degree of flexibility in how this could be done and a Council wide collaborative approach to the task will be adopted involving **all** departments whose services in any way relate to issues around homelessness.

26. This approach will engage not only with service users, but also with the various Council services that homeless households' access to ensure a truly corporate approach can be delivered.

27. When commencing this work a key driver will be looking at the causes of homelessness and will review the following areas:

- What key services did the household regularly engage with?
- What support services were in place?

- Do the various services have effective communication and a joined up approach driven by the needs of the household?
- Were there missed opportunities to prevent homelessness?

28. Any significant changes to service provision that are suggested in the course of the review/service redesign would be the subject of a further cabinet paper.

FINANCE AND EFFICIENCY

29. The Scottish Government set aside an overall budget of £24m to support the work of the Rapid Re-housing Transition Plans over a five year period. The budget is allocated to authorities based on annual homeless presentations. This funding will finance the work to be undertaken in East Renfrewshire Council.

CONSULTATION AND PARTNERSHIP WORKING

30. To ensure an effective and comprehensive corporate approach a working group of senior officers will be established. Each Director will be asked to nominate a representative or representatives for their service. This group will be co-ordinated and chaired by the Head of Environment (Strategic Services) who would agree the approach and review the findings. The findings of the exercise would not commit services to making any changes to their service provision but merely provide an opportunity to obtain valuable feedback from customers of their services who have been homeless.

IMPLICATIONS OF THE PROPOSALS

31. There are no immediate implications associated with this report in terms of finance, property, legal, IT, equalities and sustainability.

CONCLUSIONS

32. Whilst homelessness & rough sleeping in East Renfrewshire is lower than some of our neighbouring authorities, it still presents a significant challenge for the Council and the local community.

33. By taking a corporate and Scottish Government Service Design approach there is an opportunity to deliver services differently and based on the need of the household. There is also a significant opportunity to break the cycle of homelessness that some households find themselves in.

RECOMMENDATIONS

34. The Cabinet is asked to note the need to review the approach to addressing homelessness in East Renfrewshire and the importance of a corporate approach to tackling the issue.

Director of Environment

Further information can be obtained from: Phil Daws, Head of Environment (Strategic Services) phil.daws@eastrenfrewshire.gov.uk 0141 577 3186

Convener contact details

Councillor Danny Devlin
(Convener for Housing and Maintenance Services)

Home: 0141 580 0288
Office: 0141 577 3107/8

September 2020

BLANK PAGE

Extracts from Code of Guidance on Homelessness Guidance on legislation, policies and practices to prevent and resolve homelessness (Interim Update) November 2019 relevant to corporate responsibility for homelessness.

1.5 The Code sets out a summary of legislative duties with supporting explanation and guidance. It is principally intended for local authority staff dealing with homelessness policy and responsible for making decisions on homelessness applications. It should be emphasised, however, that a local authority's duties towards a person experiencing homelessness are corporate in nature and not solely the responsibility of the department dealing with housing. This corporate approach is a key feature of local homelessness strategies (see paragraph 2.2).

2.2 Refreshed guidance published in September 2019 to support local authorities in preparing Local Housing Strategies encourages each authority to provide information on its approach to tackling homelessness. All local authority departments and all relevant local agencies should work together to prevent homelessness occurring wherever possible. It is also vitally important that, where homelessness does occur and is being tackled, consideration is given to the factors which may cause repeat homelessness and action taken to prevent homelessness recurring. Preventing homelessness is important to alleviate the misery that homelessness causes. It also helps to prevent the additional problems that can be caused by being homeless (such as health problems, losing employment, and losing contacts with support networks). It is also important to allocate resources to preventing homelessness to reduce pressure on health, housing, social work, employment and justice services in the longer term.

CHAPTER 3 - WAYS OF WORKING

3.1 **Summary** - this chapter sets out how relevant parts of local authorities should work in partnership to deliver effective services to homeless people, and gives advice on drawing up relevant protocols on working together and sharing information. Local authorities should assess the applicant household's needs in their entirety and should work in partnership across departments and with other agencies to meet those needs, and in such a way that applicants feel valued and respected.

Partnership working

3.2 The defining characteristic of those experiencing homelessness is that they need a home, and as such they should not necessarily be regarded as a community care client group or in need of other types of support. However, it must be acknowledged that people experiencing homelessness may require housing support services, social work support, health care, assistance in rebuilding social networks and accessing employment and training opportunities and a range of other support services.

3.3 Housing departments must co-operate as necessary with other council departments and landlords and a wide range of statutory, voluntary and private sector agencies in order to ensure that the support which is required is provided. Other departments must also ensure that they deliver services and adopt policies which are consistent with the aim of preventing and tackling homelessness. Effective co-operation is particularly important when such support is required to prevent homelessness occurring in the first place or to ensure those experiencing homelessness can maintain themselves in a new home, and do not become homeless again.

3.4 Enabling the shift to prevention and supporting quick, effective responses to housing crises, will both be best served by planning and working across housing partners and the wider third and public sector responsible for supporting vulnerable people. The Ending Homelessness Together Action Plan²⁸ outlines what we can do to ensure planning and

resources are joined up around a person-centred approach, keeping the needs of the people the services are for at the forefront and talking more with each other about how to end homelessness and rough sleeping.

3.5 Local authorities should ensure that there is provision for joint training approaches which involve all sectors and providers with a role to play in delivering the homelessness strategy (see paragraph 2.2). As a minimum, training should cover the definition of homelessness, risk assessment techniques to help "first-to-know" agencies to respond effectively, needs assessment, support packages, consultation techniques, information sharing and how to help and empower homeless people to find appropriate solutions. All partners should be involved in jointly assessing training needs and arranging for these needs to be met.

3.6 Homelessness strategies should also provide for the development and agreement of inter-agency protocols, particularly where these are necessary to clarify arrangements for preventing homelessness. Such protocols should cover basic contact details, information sharing and procedures for swift communication of any new developments (e.g. new legislation) alongside more detailed information regarding operational practices. The implementation of these protocols should be monitored in order that they can be revised if necessary. All protocols and partnerships should be periodically evaluated.

3.7 All protocols, and wider arrangements, should take account of the need to develop an information sharing regime which preserves client confidentiality and complies with the General Data Protection Regulation (GDPR), without erecting barriers to timely action to help homeless people.

3.8 Local authorities and partners should work towards establishing a common definition of vulnerability in order to ensure that all the needs of the household can be met. However agencies should also be aware that partners may be working to different legislative definitions for certain aspects of their work. Whilst every attempt should be made to take a flexible approach, and to find a solution which best meets the need of the homeless household, agencies should be aware that these differences may affect the criteria used in different assessments.

3.9 All partners should also be involved in monitoring implementation of the homelessness strategy and should be represented on any fora established for this purpose.

4.3 Initial identification of homelessness or threatened homelessness may be via the housing department or other routes such as social work or youth services. Local authorities have a corporate responsibility towards the applicant to ensure they are helped appropriately and effectively, and all relevant departments must play a part in discharging this responsibility. Chapter 3 of this Code gives guidance on how different parts of local authorities should work together.

EAST RENFREWSHIRE COUNCILCABINET24 September 2020Report by Chief ExecutiveRESPONSE TO THE AUDIT AND SCRUTINY COMMITTEE'S INVESTIGATION ON
INCOME GENERATION AND COMMERCIALISATION

1. To provide a response for Cabinet consideration to the Audit and Scrutiny Committee's Investigation on Income Generation and Commercialisation Opportunities.

RECOMMENDATION

2. It is recommended that the Cabinet
 - considers and approves this response to the Audit and Scrutiny Committee's report of 21st November 2019 on its investigation on income generation and commercialisation opportunities within East Renfrewshire Council and
 - notes the progress made to date by Departments in relation to implementing the recommendations (where accepted)

BACKGROUND

3. As part of the Investigation on Income Generation and Commercialisation Opportunities within East Renfrewshire Council, the Audit and Scrutiny Committee undertook a range of range of meetings with the Council's departments and services to gather information and take evidence in August and September 2019. The focus of these meetings included: how annual savings targets are being met each year; the ways in which external income is currently being generated; how commercialisation is being introduced to the culture of the departments; examples of where savings are being achieved, or other benefits gained, for example by working with other councils, partners, or the business community; and which new commercialisation opportunities the department or service intended to introduce.

4. The Scrutiny and Evaluation Officer, working closely with the Audit and Scrutiny Committee, prepared a report summarising the work of the investigation, and providing recommendations based upon the views of members. A final report with recommendations was submitted to, and approved by, the Audit and Scrutiny Committee on 21st November 2019.

5. It was agreed that a further report should be considered by the Cabinet in approximately 6 months from November when the Audit and Scrutiny Committee approved the Report, where an update on each recommendation would be provided.

6. Following consideration of this report by the Audit and Scrutiny Committee in November 2019 the Council has had to deal with the Covid-19 pandemic. This challenging situation has inevitably required departments to focus on delivering essential services. Some aspects of the Report recommendations have still to be fully considered by Directors and although some initial progress has been made it is important to note that most work could only be taken forward once the focus on the ongoing Covid-19 challenge has reduced.

7. Given the time which has elapsed since these recommendations were initially proposed, and the impact of Covid-19, a brief update on initial work undertaken to date is included, where available, in Appendix 1 of this report.

REPORT

8. The following recommendations were made by the Audit and Scrutiny Committee following its Investigation on Income Generation and Commercialisation Opportunities. Directors were asked to consider the recommendations within the report and advise if these were to be accepted (or not) and provide an outline of possible timescales for implementation.

No	Recommendation	Decision	Lead Contact
1	That the Council establish a new policy on commercialisation.	Agreed	Director of Environment
2	To invite representatives of other councils, with successfully developed approaches to commercialisation, to address a joint grouping of East Renfrewshire Council Members and officers	Agreed	Director of Environment
3	That the Council develop further a programme of staging major events to be held at various venues in East Renfrewshire, building on the commercial success of the Playground Festival held in Rouken Glen Park in August 2019. (Advance planning of future events should focus strongly on community consultation, reinstatement of facilities, liaison with other agencies, and lessons learned from previous events).	Agreed	Director of Environment
4	To agree, in principle, to investigate options for income generation which might be available from the proposed new digital telecare system, through provision of care services on behalf of other local authorities or organisations, and to market the associated business development skills.	Agreed	Director of Corporate & Community Services
5	To support taking a more commercial approach to procurement, to achieve efficiencies and maximise income potential from the council's collaborative framework arrangements, e.g. with Scotland Excel.	Agreed	Chief Executive
6	To maximise the use of local companies through procurement and purchasing activities to help stimulate the economy of East Renfrewshire, in accordance with the existing provisions which enable this through the Council's contract standing orders.	Agreed	Chief Executive
7	To further develop links between schools, the business community and other partners, to create	Agreed	Director of Education

	further opportunities for young persons in relation to training; assistance with technology; and other benefits.		
8	To monitor closely, and to receive regular reports, on the financial implications arising from the expected reduction in levels of income from the Wraparound care service. (This will occur during and after the transition from the provision of 600 hours to 1140 hours of free early learning and childcare by August 2020).	Agreed	Director of Education
9	To keep under review, options to develop income generation opportunities at roundabouts, bus shelters, council vehicles and other locations.	Agreed	Director of Environment
10	To support the ongoing development of proposals (subject to submission of further reports where appropriate) by the Environment Department, to generate new income, or maximise potential from existing arrangements.	Agreed	Director of Environment
11	That the departments involved submit a report on the option to introduce a public car parking policy, to regulate activities better at key pressure points in East Renfrewshire	Agreed	Director of Environment
12	That the Chair of the Audit and Scrutiny Committee extends an invitation to meet the Chair of the Performance and Audit Committee of the Health and Social Care Partnership, to share information and discuss good practices arising from the review	Agreed	Director of Corporate & Community Services

CONCLUSION

9. This review area has the potential to generate new income streams, which may assist the Council in several areas: financial planning now and for the future; demonstrating financial responsibility to the East Renfrewshire community; delivering Best Value; sustaining or improving service levels for local citizens and customers; developing stronger links with businesses and organisations; developing collaborative links with other Councils; and self-awareness of where the Council is positioned, in terms of benchmarking information.

10. All twelve of the recommendations within the Audit and Scrutiny Committee report of 21st November have been agreed by Directors. Despite the challenges of dealing with the Covid-19 pandemic, work has been started in many of these areas with future work planned in due course.

RECOMMENDATION

11. It is recommended that the Cabinet
- considers and approves this response to the Audit and Scrutiny Committee's report of 21st November 2019 on its investigation on income generation and commercialisation opportunities within East Renfrewshire Council and
 - notes the progress made to date by Departments in relation to implementing the recommendations (where accepted)

Chief Executive
September 2020

Report author:
Gill Darbyshire Chief Executive's Business Manager
gill.darbyshire@eastrenfrewshire.gov.uk

Background Papers

Report by Chief Executive to Audit and Scrutiny Committee, 20 June 2019: Proposed Guide to Scrutiny and Review

Report by Chief Executive to Audit and Scrutiny Committee, 15 August 2019: Investigation on Income Generation and Commercialisation – Update on Progress

Report by Chief Executive to Audit and Scrutiny Committee, 26th September 2019: Investigation on Income Generation and Commercialisation – Update on Progress

Report by Chief Executive to Audit and Scrutiny Committee, 21st November 2019: Investigation on Income Generation and Commercialisation – Final Draft Report

Recommendation 1

That the Council establish a new policy on commercialisation, to include:

- creating action plans, and setting of income/savings targets;
 - developing the existing culture of commercialisation within the council, including training for employees and Elected Members;
 - formation of a cross-departmental team with commercial expertise;
 - including commercialisation skills and experience in the person specification for specific posts which are advertised;
 - continued participation in commercialisation workshops e.g. through the Association of Public Sector Excellence (APSE);
 - structured information sharing between departments, and greater collaboration with other councils; and
 - requiring all departments of the council to discuss their commercialisation plans with Legal Services for advice, prior to entering into discussions with third parties.
- Agreed
 - A policy has been prepared covering the recommended points and will be considered by the Corporate Management Team in due course.
 - A cross departmental commercialisation seminar with SOLACE coordinated by the Environment Department is proposed. This could be delivered virtually but it would be preferable to hold it face to face once Covid-19 restrictions allow this. Options are being considered

Recommendation 2

To invite representatives of other councils, with successfully developed approaches to commercialisation, to address a joint grouping of East Renfrewshire Council Members and officers.

- Agreed.
 - Options are being considered which could include formal seminars and/or co-learning from councils. Timescale is mid-2021, dependent on Covid-19 restrictions on face-to-face meetings.

Recommendation 3

That the Council develop further a programme of staging major events to be held at various venues in East Renfrewshire, building on the commercial success of the Playground Festival held in Rouken Glen Park in August 2019. (Advance planning of future events should focus strongly on community consultation, reinstatement of facilities, liaison with other agencies, and lessons learned from previous events).

- Agreed.
 - However, Covid-19 National restrictions on large-scale gatherings has impacted on the Council's plans to stage major events at various venues in East Renfrewshire. The Playground music festival scheduled for August 2020 was cancelled by the organisers who have submitted a request to hold the event in August 2021. As had been the case with this year's abandoned plans, there will be

community engagement and consultation with Elected Members as well as learning lessons from the inaugural event in 2019. Preliminary discussions with the organisers of other events have not yet progressed.

- Corporate and Community Services will support the Environment Department with the marketing of their Parks and other assets suitable for hosting of events. We will continue to liaise with Environment Department colleagues to determine how best to support their needs and aspirations in this area. Covid-19 National restrictions on large-scale gatherings has impacted on the Council's plans to stage major events at various venues in East Renfrewshire. The Playground music festival scheduled for August 2020 was cancelled by the organisers who have submitted a request to hold the event in August 2021. As had been the case with this year's plans, there will be community engagement and consultation with elected members as well as learning lessons from the inaugural event in 2019. Preliminary discussions with the organisers of other events have not progressed.

Recommendation 4

To agree, in principle, to investigate options for income generation which might be available from the proposed new digital telecare system, through provision of care services on behalf of other local authorities or organisations, and to market the associated business development skills;

- Agreed
 - Delays incurred through the Covid-19 response has resulted in an extension to the project timeline so as a result the scope for marketing of a digital telecare service to other users is likely to be some way off and not before 2023.

Recommendation 5

To support taking a more commercial approach to procurement, to achieve efficiencies and maximise income potential from the council's collaborative framework arrangements, e.g. with Scotland Excel

- Agreed
 - The Council currently receives rebates from Scotland Excel Frameworks on Education Materials, PPE, Electrical Materials, Plumbing and Heating Materials. Rebates returned to the Council for financial year 2018/19 from the use of Scotland Excel Frameworks was £18,000. Data for 2019/20 has been delayed due to COVID-19 impact. A report outlining savings opportunities was recently considered by the Council's Corporate Management Team and the Procurement Team are currently working with service representatives to deliver these savings.

Recommendation 6

To maximise the use of local companies through procurement and purchasing activities to help stimulate the economy of East Renfrewshire, in accordance with the existing provisions which enable this through the Council's contract standing orders;

- Agreed

- East Renfrewshire Council percentage spend with local small/medium enterprises remains comparably low given factors such as the existing supplier base and size and location of the local authority area. However, as identified in the new Procurement Strategy 2019-2022 the Procurement Team are working together with the Council's Economic Development team to focus on maximising opportunities to encourage local businesses, third sector organisations and supported businesses to do business with the Council.
- The temporary amendment to Standing Orders Relating to Contracts to support the Council's response to COVID-19 construction recovery by increasing the works Quick Quote threshold from £150,000 to £500,000. This amendment for 12 months will allow flexibility to accelerate delivery of projects that have been adversely affected by the Covid-19 outbreak. The use of Quick Quote up to the threshold of £500,000 would reduce both the time and resources required to get contracts into place and support economic recovery.

Recommendation 7

To further develop links between schools, the business community and other partners, to create further opportunities for young persons in relation to training; assistance with technology; and other benefits.

- Agreed
 - East Renfrewshire schools continue to see the benefit of positive working relationships with employers within and beyond the local community. This activity is developed principally by the Education Department and schools along with support from partners such as Developing the Young Workforce (DYW) West Regional Group to provide reciprocal benefits to both employers and to young people. Examples include:
 - The East Renfrewshire Developing the Young Workforce Banquet which allows local employers to see first-hand the skills young people have gained from their school experiences and also from a wide range of vocational experiences.
 - Working closely with Skills Development Scotland (SDS) ERC schools have increased the number of young people participating in level 6 Foundation Apprenticeships (FA) (a work-based learning opportunity for senior-phase pupils, broadly equivalent to one Higher). The FA programme has expanded to include opportunities at level 4/5 to meet the needs of all learners wishing to undertake a qualification which offers work based learning across a range of sectors. From an initial recruitment of 7 young people in session 16-17, our recruitment continues to grow with 72 young people participating in the FA programme in session 19-20.
 - Community benefits are helping schools embed meaningful employer engagement into the curriculum and introduce new employer partnerships. Recently an event run in partnership with the Fraser of Allander Institute, Glasgow City Region and the Economic Futures initiative introduced new pathways for young people.
 - Given the impact of Covid-19 on schools and employers, we anticipate that going forward, this recommendation will be more challenging to deliver, particularly the provision of work related opportunities for young people including a negative impact on the FA programme. Schools and the Education Department will continue to plan and deliver relevant work based experiences for young people, supported

by DYW West. This session, this will involve working in partnership with Gateway Shared Services (Work Placements) to identify and support potential opportunities for young people to participate in real life or virtual work placements. Virtual work placements will become more prevalent, as will work based challenges and projects which simulate work experience placements. This will be closely monitored to ensure safe participation of young people and staff and relevant contexts for learning.

- The Local Employability Partnership (LEP) will continue to have a key role in supporting and facilitating partnership working. Data from SDS will inform plans for future curriculum development where labour market information identifies growth sectors and also those sectors most impacted by Covid-19. The Education Department will continue to work closely with the Environment Department to develop employer partnerships through the Community Benefits Working Group.

Recommendation 8

To monitor closely, and to receive regular reports, on the financial implications arising from the expected reduction in levels of income from the Wraparound care service. (This will occur during and after the transition from the provision of 600 hours to 1140 hours of free early learning and childcare by August 2020).

- Agreed
 - Wraparound income continues to be monitored closely as part of normal budgetary control processes and pricing is reviewed annually via the Charging for Services exercise. Commentary on the latest projected wraparound income is included in the periodic Revenue Budget Monitoring reports submitted to Cabinet over the course of the financial year.
 - The closure of all schools and early years centres from 20 March 2020 due to the COVID-19 pandemic obviously led to no wraparound income being generated for the remainder of the 2019/20 academic session (or indeed over the summer holiday period). Free emergency childcare was provided during this period for the children of key workers as well as those most vulnerable. The opportunity to sell any wraparound currently is extremely limited given the unavoidable delays in the early years infrastructure expansion programme due to the pandemic.
 - We will continue to monitor the situation as the academic year progresses and the new buildings come on-stream but the ongoing impact of COVID-19 will continue to be a major factor in our ability to offer this service. Parent/carers own working arrangements going forward (e.g. increase in home working) will determine demand for additional hours over and above the free 1,140 hours of early learning and childcare (up from 600 hours) introduced within East Renfrewshire Council from the start of this session for all 3 and 4 year olds and eligible 2 year olds.

Recommendation 9

To keep under review, options to develop income generation opportunities at roundabouts, bus shelters, council vehicles and other locations.

- Agreed
 - These opportunities had been explored previously and were found to be of low value and therefore of low priority but will be kept under review.

Recommendation 10

To support the ongoing development of proposals (subject to submission of further reports where appropriate) by the Environment Department, to generate new income, or maximise potential from existing arrangements, through some or all of the following:

- Trade waste and refuse collection;
 - Fleet Services;
 - Undertaking landscaping and grounds maintenance in new housing developments;
 - Leasing of storage units;
 - Potential purchase of new commercial units;
 - Grazing lets;
 - Asset Management and taking a more commercial approach to managing vacant buildings;
 - Renewable energy, including options for developing council-owned or shared partnership arrangements, e.g. creation of a biogas facility;
 - Burial and Related Services; and
 - Annual garden waste collection arrangements.
- Agreed
 - A range of opportunities have been considered and will be kept under review.
 - Annual garden waste collection and special uplifts are to be prioritised. Research and planning is underway to support targeted implementation from 2021/22 onwards.
 - After further investigation it was found that a number of the potential opportunities listed were either not commercially viable or would provide a very limited return and so are low priority e.g. fleet services, leasing of storage units, new commercial units and grazing lets.
 - It should be noted that the commercial waste service brings in a significant income, primarily from utilising one vehicle. To extend the service would mean adding another vehicle and crew, which would not be cost effective at this time.
 - Charges for burials are already now at a high level compared to other local authorities. Some alternative memorial style work is underway, but income generation potential is unknown at this time and is likely to be modest.
 - With regards to Asset Management and taking a more commercial approach to managing vacant buildings – there is now a commercial landlord role within the Environment Department exploring this.
 - With regard to the Council taking on landscaping and grounds maintenance in new housing developments the situation is complex legally. However, the possibility is being investigated.
 - The Audit and Scrutiny Committee also supported the prospect of identifying opportunities for generating income from factoring linked to new-build housing developments. Again this is legally complex but is being investigated.

- In relation to renewable energy, including options for developing council-owned or shared partnership arrangements, e.g. creation of a biogas facility discussions are ongoing with a Developer;

Recommendation 11

That the departments involved submit a report on the option to introduce a public car parking policy, to regulate activities better at key pressure points in East Renfrewshire;

- Agreed
 - A brief has been prepared and external consultants are to be commissioned. Part of this work will include a survey to assess traffic and parking patterns across the Council area. Due to current Covid-19 restrictions on non-essential workers returning to offices this work has been delayed until normal travel patterns have resumed.

Recommendation 12

That the Chair of the Audit and Scrutiny Committee extends an invitation to meet the Chair of the Performance and Audit Committee of the Health and Social Care Partnership, to share information and discuss good practices arising from the review.

- Agreed
 - A meeting will be arranged in due course once these recommendations have been considered, and if approved, by Cabinet.



EAST RENFREWSHIRE COUNCIL

INCOME GENERATION AND COMMERCIALISATION

INVESTIGATION BY THE AUDIT AND SCRUTINY COMMITTEE

FINAL DRAFT

Date: 31 October 2019

BLANK PAGE

CONTENTS

	Page
Foreword	5
Executive Summary	7
1. Introduction	9
2. Scope of Investigation	10
3. Methodology	10
4. Findings	11
5. Conclusion	14
Appendix 1 Recommendations	17
Appendix 2 References	19

BLANK PAGE

FOREWORD

The principal purpose which underpinned the drive from the members of the Audit and Scrutiny Committee to undertake a review of income generation and commercialisation, was how the committee could help East Renfrewshire Council meet the serious financial challenges it faces now and in the future, and how these could be mitigated.

Successful outcomes from this investigation will help the Council to deliver on the strategic priority areas of the Community Plan and the Council's corporate plan 'Vision for the Future'. Clearly, there are other benefits which can be derived from the investigation under the Council's general approach to delivering Best Value, and these are described in more detail in the following sections.

During the discussions which we undertook with the Council's departments and services, some common themes were evident. It was clear that a culture of commercial awareness was emerging, and that departments were starting to collaborate more with each other on generating income. Closer working was also taking place with other organisations which, for example, could provide advice or training on commercialisation, such as the Association of Public Sector Excellence (APSE). All of the departments were planning ahead to extend their reach on income generation activities, and recovery of costs.

A word of caution however. This is only the start of the process for East Renfrewshire Council and the good work already put in place should be continued and developed. We feel that the culture of commercialisation should be expanded more widely across all departments, and the skills and knowledge of existing employees with experience in commercialisation should be used for the benefit of the Council. This base of commercial expertise should be enhanced through the Council's recruitment process by including commercialisation requirements for certain key posts. The committee were pleased to note that this process had already commenced in some areas for example in relation to property asset management.

One of the key recommendations from the investigation is that the Council considers developing a policy on income generation and commercialisation to better coordinate activities, and to maximise opportunities for success.

In the course of the investigation, the committee were very impressed with the level of commitment which the departments showed, and we thank the teams which we met, and their management too, for contributing to the committee's work. My gratitude is also extended to the members of the committee for their support throughout this process.

Finally, on behalf of the committee members, I commend this report and its recommendations to you.

Councillor Stewart Miller
Chair of Audit and Scrutiny Committee
31 October 2019

BLANK PAGE

EXECUTIVE SUMMARY

1. The Audit and Scrutiny Committee has undertaken its first full investigation since 2016, in compliance with a recommendation from the Best Value Assurance Report of East Renfrewshire Council by Audit Scotland in November 2017.
2. Positive measures are underway across the Council's departments to develop a culture of commercialisation, building upon current income generation activities, and planning of new areas for implementation. These approaches are commended and should be continued as part of planned actions.
3. Cross-departmental working on income generation initiatives is evident, for example in the staging of major events, and liaison with external bodies for advice and training purposes regarding commercialisation. These initiatives should be supported and encouraged.
4. Further work is required to develop commercialisation skills and experience 'in-house'. This should include various measures, including targeted recruitment practices, evidence of which is already underway for example in property asset management.
5. Strong leadership from senior management in encouraging income generation and commercialisation initiatives is welcomed, and should be continued.
6. The recommendations for actions on discrete areas of income generation and financial management are listed in the Appendix 1 to this report, and are wide-ranging. The over-arching recommendation is to establish a new policy for East Renfrewshire Council on income generation and commercialisation, which would involve:
 - creating action plans, and setting of income/savings targets;
 - developing the existing culture of commercialisation within the Council, including training for employees and Elected Members;
 - formation of a cross-departmental team with commercial expertise;
 - including commercialisation skills and experience in the person specification for specific posts which are advertised;
 - continuing participation in commercialisation workshops e.g. through the Association of Public Sector Excellence (APSE);
 - structured information sharing between departments, and greater collaboration with other councils; and
 - including a requirement for all departments of the Council to discuss their commercialisation plans with Legal Services for advice, prior to entering into discussions with third parties.

BLANK PAGE

1. INTRODUCTION

1. On 20 June 2019, the Audit and Scrutiny Committee decided that a detailed review should be progressed on income generation and commercialisation opportunities within East Renfrewshire Council. The investigation was carried out from July to October 2019. The decision to select this topic area originated from a suggestion made by the Chair, and was discussed initially at an informal meeting of the committee held on 31 May 2019, along with a draft *Guide to Scrutiny and Review*, and a range of potential areas for scrutiny and review investigations.

2. This review area has the potential to generate new income streams and develop innovative solutions to address the Council's financial challenges. This may assist the Council in contributing towards its savings targets. Additional potential benefits include: financial planning now and for the future; demonstrating financial responsibility to the East Renfrewshire community; delivering Best Value; sustaining or improving service levels for local citizens and customers; developing stronger links with businesses and organisations; developing collaborative links with other Councils; and self-awareness of where the Council is positioned, in terms of benchmarking information.

3. Further informal meetings between the committee and the Council's departments took place during August and September to discuss plans for income generation and commercialisation. This allowed the committee to ask questions, and take a considerable amount of evidence. A final informal meeting was held on 8 October to allow provisional views to be formed on the options, and to allow the committee to decide the recommendations it wished to make. Fuller details of these meetings are provided in the following sections.

4. Progress reports on the investigation were submitted to the scheduled meetings of the committee held on 15 August and 26 September, with the final draft of the report on the investigation considered on 21 November 2019. The final report includes terms of reference, methods used, findings, and recommendations for further consideration by the Cabinet. An open dialogue was maintained with members of the committee which allowed them to contribute their views, ask questions, and participate actively throughout the investigation.

5. It is worthwhile noting some contextual background to the investigation. The Best Value Assurance Report for East Renfrewshire Council (Audit Scotland: November 2017), included a recommendation that Elected Members should take a more transparent and active role in scrutiny. Following the appointment of a Scrutiny and Evaluation Officer in April 2019, to assist the Audit and Scrutiny Committee, a *Guide to Scrutiny and Review* in East Renfrewshire Council was considered by the committee on 20 June 2019, and subsequently approved by the Council on 26 June 2019.

6. The new *Guide* includes advice on scrutiny, review and evaluation which is now available to all committees and Elected Members for their use. Future reviews will be assessed using selection and rejection criteria, and prioritised using the ratings for reviews which were agreed by the committee on 15 August:

Priority 1: High (A review is required: work to be scheduled to commence following completion of latest review on list);

Priority 2: Medium (A review is required: timing of commencement of work to be considered to achieve optimum outcomes); and

Priority 3: Low (Area suitable for a review, although not in the immediate future: however, area to remain under observation).

2. SCOPE OF INVESTIGATION

7. The Audit and Scrutiny Committee on 20 June 2019, agreed that a detailed review be progressed on income generation and commercialisation, in relation to which the following objectives would be pursued:-

- (i) gathering background information on current practices within other local authorities in Scotland and England, including lessons learned;
- (ii) reviewing benchmarking information available, to identify service charges in other local authority areas not currently in place in East Renfrewshire Council;
- (iii) considering ethical, risk, reputation management and legal issues associated with selling advertising space;
- (iv) exploring potential to pursue commercialisation opportunities in East Renfrewshire including identifying any potential restrictions and barriers; and
- (v) reviewing audit reports available on the area of review.

8. The questions posed by the committee, when they met the Council's departments, centred on common themes which had been discussed with departments on a preliminary basis in advance, and included:

- how annual savings targets were being met each year;
- the ways in which external income was currently being generated;
- how a culture of commercialisation was being introduced within departments;
- protecting the interests of East Renfrewshire citizens, and the Council's reputation;
- examples of savings, or other benefits gained, for example by working with other - councils, partners, or the business community; and
- which new commercialisation opportunities departments or services intended to introduce.

3. METHODOLOGY

9. The committee decided that a mixed-methods approach should be adopted to undertaking the investigation, to realise the potential for achieving maximum benefits. Arguably the more information sources which were used and reviewed the better equipped members of the committee would be to form a more rounded picture of the issue under scrutiny. This involved the following approaches:

1. Gathering information from other local authorities regarding their income generation activities, both in Scotland and England. This was carried out through meetings, telephone conversations, email correspondence and website searches;
2. Collecting evidence from national organisations of guidance which was available on income generation and commercialisation;
3. Accepting an invitation from Audit Scotland to hold an informal discussion between their representatives and the Chair and Vice Chair of the committee, and the Scrutiny and Evaluation Officer, on 2 July 2019. This involved the sharing of experiences on commercialisation opportunities undertaken by other audited bodies, primarily in England, which was of value to the investigation;

4. Asking the Scrutiny and Evaluation Officer to liaise with East Renfrewshire Council's departments to hold initial discussions on their current income generation activities; to hear about plans which they may have to create new commercial opportunities; and to pass on information gathered from other local authorities about their initiatives and experiences;
5. Arranging for the committee to meet each of the Council's departments to ask questions, and to take evidence; and
6. Inviting the committee membership to contribute suggestions at each stage of the review, and keeping them informed through the issuing of briefing notes and guidance from national organisations.

The following section provides details of the work undertaken, and findings.

4. FINDINGS

Liaison with External Bodies and Background Material

10. One of the first actions undertaken involved the Chair and Vice Chair of the committee and the Scrutiny and Evaluation Officer meeting representatives of Audit Scotland on 2 July 2019 to discuss commercialisation experiences of other audited bodies, primarily in England. Due to pressures arising from the different arrangements for central government funding of councils in England, there had been a greater tendency for some English councils to be less risk-averse than their Scottish counterparts. Examples of commercialisation activities by some English councils included: creating public energy companies; establishing a solar wind farm; and purchasing property such as hotels, shopping centres, supermarkets, and land for mixed-use housing. Reflecting the substantially increased use of the Public Works Loans Board (PWLB) by local authorities in recent months, as the cost of borrowing had fallen to record low levels, HM Treasury on 9 October 2019 increased the cost of borrowing by 1%. This increase will apply to new loans, and has various implications for local authorities, including commercialisation plans which involve borrowing from PWLB to invest in property, in order to provide new income streams. We did not consider all such approaches viable or appropriate for East Renfrewshire Council in any case due to the level of risk involved.

11. Discussions have been taking place for some time between senior officers of East Renfrewshire Council, and a range of bodies such as: the Society of local authority chief executives and senior managers (Solace), which provides advice on commercialisation opportunities; APSE which organises commercialisation workshops which the council participates in, and has published a generic business case framework for establishing fees and charges for the Environment Department; the Chartered Institute of Public Finance and Accountancy (CIPFA) which organises workshops on commercialisation with a particular focus on property and asset management; and Price Waterhouse Coopers (PwC) which produced a benchmarking report on charges for services in 2017 which included East Renfrewshire Council. Audit Scotland through its 'how councils works' series, has also produced helpful advice on charging for services. This was all useful information in the context of the review.

12. In May 2018, Audit Scotland produced a report on Arms-length External Organisations (ALEOs), which has particular relevance given that many councils have used this mechanism to run commercial enterprises such as facilities and property management, as the Council did when it established the Culture and Leisure Trust. It reflects that financial advantages which could have been realised previously from using an ALEO, in relation to Non-Domestic Rates (NDR) have changed. For example, NDR relief on leisure trust properties is still available, but

it has been capped at the current level. A web-link was provided for the committee giving access to an Improvement Service publication on 'Income Generation Research' which provided examples of where councils had taken action beyond raising fees and charges, and instead, had taken a commercial approach to delivering services, maximising their assets, or entering into partnerships with other providers.

13. All of the above provided useful background to the investigation.

Briefings

14. Members of the committee were provided with a briefing note from the Scrutiny and Evaluation Officer on 19 August in advance of meeting the Council departments. This included links to advice which was available from national organisations on commercialisation, and examples of potential areas for further investigation, which had been obtained from other councils through meetings; email exchanges, telephone conversations and Internet searches. This provided useful background material for the committee.

15. A second briefing note was issued to the committee on 4 October which summarised the discussions with departments, and provided options for consideration, which assisted the committee with the formulation of recommendations.

Meetings with Council Departments

16. The committee discussed income generation and commercialisation opportunities with the Council departments during August and September, to enable evidence to be taken and the gathering of information:

Informal Meetings of Audit and Scrutiny Committee	Date
Corporate and Community Services	23 August 2019
Chief Executive's Office	26 August 2019
Education Department	9 September 2019
Environment Department	13 September 2019

17. Discussions between representatives of the committee and the departments on existing initiatives, and potential future ones, informed our thoughts, and have been summarised below:

Corporate and Community Services

18. The committee noted the good work which the department was carrying out on the transformation of services; and in reclaiming monies due to the Council from people who were not entitled to single person's council tax discount. The following areas were also discussed and considered in more detail:

- staging of future major events, such as the Playground Festival at Rouken Glen Park in August, which involved collaborative working with other departments;
- the need to consider a new public car parking policy due to pressure points across East Renfrewshire;
- digital telecare system, and the potential to provide care services on behalf of other local authorities or organisations, and to market the associated business development skills around this area;
- the need to recruit employees who have the requisite commercial experience and skills;

- the importance of further participation in external commercialisation groups involving a mix of representatives from other local authorities and organisations; and
- workforce planning in the context of what the committee was looking at.

Chief Executive's Office

19. The committee noted that the Legal Services team provides valuable legal advice and assistance on new commercial opportunities. A council-wide procurement service is also provided under the management of the Chief Officer – Legal and Procurement which is focused on achieving Best Value, with decisions being reached after an options appraisal exercise is carried out. The following areas were discussed and considered in more detail:

- taking a more commercial approach to procurement, to achieve efficiencies/maximise income potential from collaborative framework arrangements, e.g. with Scotland Excel;
- to stimulate the East Renfrewshire local economy by using local suppliers in relation to Council procurement and purchasing activities;
- establishing a requirement for all departments of the Council to discuss their commercialisation plans with Legal Services, for advice, prior to entering into discussions with third parties. It was felt that this requirement could be included in a Council-wide policy on income generation and commercialisation (see Recommendation 1); and
- due to the obligation of Legal Services to look after the Council's interests as its primary client, there were restrictions on the type of income-generating work which can be carried out on behalf of third parties. Options would continue to be looked at for recharging work which is carried out, e.g. on licensing.

Education Department

20. The committee noted that one of the principal objectives of Education Services was to raise attainment levels for all pupils, and introducing charges for services or raising prices could have a detrimental effect on the successful work being carried out. Additional funding which Education receives is often ring-fenced, and is reinvested in schools, such as the Pupil Equity Fund, which gives Headteachers responsibility for choosing how the funding is spent. The following areas were discussed and considered in more detail:

- exploring opportunities from links between schools and the business community and other partners, in relation to training; assistance with technology, and other benefits for young persons;
- the expected financial impact of reduced levels of income from the Wraparound care service, during and following the transition to the provision of 1140 hours of free early years provision;
- the option to generate income from selling spare capacity on the school transport privilege place scheme which would not be explored further, due to the potential financial risks involved in supplying larger capacity buses; and
- the option to extend the supported study service, in addition to provisions which are already in place such as Easter Schools which would not be explored further, due to potential for widening the attainment gap between pupils from disadvantaged areas and those from more affluent ones on the basis of ability to pay.

Environment Department

21. In the same way that the committee welcomed the way in which other departments were willing to consider income generation and commercialisation initiatives, the approach which the Environment Department was undertaking at a strategic level on income generation was also supported. This included: the encouragement of cultural change; engagement with the APSE commercialisation working group in Scotland; the establishment of an income generation/commercialisation internal group; and the creation of a commercialisation action plan with income targets. The following areas were discussed and considered in more detail:

- commercial awareness training, to be open to Elected Members and officers;
- cross-departmental working, e.g. staging of major events;
- advertising opportunities;
- renewable energy options, including biogas;
- options for trade waste; waste transfer station; fleet services; grounds maintenance in new housing developments; burials; grazing lets; rental of storage units; purchase of new commercial units;
- potential introduction of a new public car parking policy to address pressure points across East Renfrewshire;
- asset management, including the appointment of a Corporate Landlord Manager which has a commercial focus; and
- garden waste collection options.

5. CONCLUSION

22. This review area has the potential to generate new income streams, which may assist the Council in its savings targets. New income streams will help the council to meet its community plan objectives, and deliver the Council strategy 'Vision for the Future'.

23. An informal meeting of the committee was held on 8 October 2019, at which the information gathered and evidence taken from the meetings with departments was discussed, allowing the committee to form provisional views on various options. All members of the committee were given the opportunity to submit their comments either in advance or at the meeting.

24. One of the committee's key proposals is to develop an East Renfrewshire Council policy on income generation and commercialisation. Such a policy could be supported by a cross-departmental team (with commercialisation skills and experience), to implement the key recommendations of the policy, and any associated action plan with income targets. This approach is already in operation successfully within the Environment Department, and is commonly used effectively by other councils often as part of a transformation policy, which gives increased focus to the whole activity of income generation and commercialisation (see Recommendations 1 & 2).

25. The committee supports plans for developing a programme of staging major events, following the commercial success of the Playground Festival at Rouken Glen Park in August 2019 (see Recommendation 3). The proposed new digital telecare system offers income generation opportunities through joint working with other councils and care providers (see Recommendation 4.). Regarding procurement, the committee would like to see further efficiencies (such as through better value for money and greater financial returns) being realised from framework contracts. Members of the committee were keen to stimulate the local East Renfrewshire economy. In keeping with this it was their view that procurement and purchasing should involve local companies as much as possible, within the provisions of the Council's contract standing orders, to help the economy of East Renfrewshire (see Recommendations 5 & 6).

26. Partnership working is taking place between schools, the business community and further/higher education sector to provide training opportunities and work experience for young persons, and should be developed further (see Recommendation 7). The committee heard that the associated benefits tended to be in kind, rather than income being generated, but we considered that beneficial none the less.

27. The Council receives a significant amount of income from its Wraparound care service at present. The financial implications of reduced levels of income from that service should be monitored closely, during and following the introduction of 1140 hours free early learning and childcare by August 2020 (see Recommendation 8).

28. Income generation opportunities at roundabouts, Council vehicles etc. should be kept under review (see Recommendation 9) as it is not as financially attractive to pursue this as it might appear, principally because there are overheads (e.g. staff costs) associated with pursuing this. However, the Environment Department is working on a range of current and proposed commercialisation ventures, which offer real potential to generate new income. The committee supports this approach and looks forward to monitoring progress on these (see Recommendation 10). On one specific issue, the committee was aware of car parking pressure points at various locations in East Renfrewshire, and have called for a report from the departments involved, to propose a way forward to better regulate activities (see Recommendation 11).

29. As a matter of good practice and information sharing between partner organisations, it is proposed that the Chair of the committee extends an invitation to meet the Chair of the Performance and Audit Committee of the Health and Social Care Partnership to discuss the results of the investigation (see Recommendation 12).

30. During the course of the investigation, a high degree of cooperation was experienced with external organisations, other councils, and internally too across East Renfrewshire Council. The committee welcomed this.

31. It was agreed that a final report would be prepared for the committee to consider at the meeting to be held on 21 November. This summarises the work of the investigation, and provides recommendations based upon the views of members, one of which will be that the recommendations are considered at a future meeting of the Cabinet. It is also proposed that an update report be considered at a future meeting of the Audit and Scrutiny Committee on the implementation of those recommendations approved by the Cabinet.

BLANK PAGE

RECOMMENDATIONS

It is recommended that the Cabinet considers the following recommendations:

1. That the Council establish a new policy on commercialisation, to include:
 - creating action plans, and setting of income/savings targets;
 - developing the existing culture of commercialisation within the council, including training for employees and Elected Members;
 - formation of a cross-departmental team with commercial expertise;
 - including commercialisation skills and experience in the person specification for specific posts which are advertised;
 - continued participation in commercialisation workshops e.g. through the Association of Public Sector Excellence (APSE);
 - structured information sharing between departments, and greater collaboration with other councils; and
 - requiring all departments of the council to discuss their commercialisation plans with Legal Services for advice, prior to entering into discussions with third parties.
2. To invite representatives of other councils, with successfully developed approaches to commercialisation, to address a joint grouping of East Renfrewshire Council Members and officers;
3. That the Council develop further a programme of staging major events to be held at various venues in East Renfrewshire, building on the commercial success of the Playground Festival held in Rouken Glen Park in August 2019. (Advance planning of future events should focus strongly on community consultation, reinstatement of facilities, liaison with other agencies, and lessons learned from previous events);
4. To agree, in principle, to investigate options for income generation which might be available from the proposed new digital telecare system, through provision of care services on behalf of other local authorities or organisations, and to market the associated business development skills;
5. To support taking a more commercial approach to procurement, to achieve efficiencies and maximise income potential from the council's collaborative framework arrangements, e.g. with Scotland Excel;
6. To maximise the use of local companies through procurement and purchasing activities to help stimulate the economy of East Renfrewshire, in accordance with the existing provisions which enable this through the Council's contract standing orders;
7. To further develop links between schools, the business community and other partners, to create further opportunities for young persons in relation to training; assistance with technology; and other benefits;
8. To monitor closely, and to receive regular reports, on the financial implications arising from the expected reduction in levels of income from the Wraparound care service. (This will occur during and after the transition from the provision of 600 hours to 1140 hours of free early learning and childcare by August 2020).

9. To keep under review, options to develop income generation opportunities at roundabouts, bus shelters, council vehicles and other locations;
10. To support the ongoing development of proposals (subject to submission of further reports where appropriate) by the Environment Department, to generate new income, or maximise potential from existing arrangements, through some or all of the following:
 - Trade waste and refuse collection;
 - Fleet Services;
 - Undertaking landscaping and grounds maintenance in new housing developments;
 - Leasing of storage units;
 - Potential purchase of new commercial units;
 - Grazing lets;
 - Asset Management and taking a more commercial approach to managing vacant buildings;
 - Renewable energy, including options for developing council-owned or shared partnership arrangements, e.g. creation of a biogas facility;
 - Burial and Related Services; and
 - Annual garden waste collection arrangements.
11. That the departments involved submit a report on the option to introduce a public car parking policy, to regulate activities better at key pressure points in East Renfrewshire; and
12. That the Chair of the Audit and Scrutiny Committee extends an invitation to meet the Chair of the Performance and Audit Committee of the Health and Social Care Partnership, to share information and discuss good practices arising from the review;

REFERENCES

Association of Public Sector Excellence (APSE). Commercialisation Advisory Group (2019). <https://www.apse.org.uk/apse/index.cfm/members-area/regions/scotland/past-scottish-advisory-groups/commercialisation-advisory-group/>

Audit Scotland. Best Value Assurance Report: East Renfrewshire Council (2017) <https://www.audit-scotland.gov.uk/report/best-value-assurance-report-east-renfrewshire-council>

Audit Scotland. Council's use of arm's-length organisations (2018) https://www.audit-scotland.gov.uk/uploads/docs/report/2018/nr_180518_councils_aleos.pdf

Chartered Institute of Public Finance and Accountancy (CIPFA) (2019). A Practical Guide for Local Authorities on Income Generation. <https://www.cipfa.org/policy-and-guidance/publications/a/a-practical-guide-for-local-authorities-on-income-generation-2019-edition>

East Renfrewshire Community Plan (2018) <https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=25050&p=0>

East Renfrewshire Council. Vision for the Future (2019) <https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24354&p=0>

East Renfrewshire Council. Guide to Scrutiny and Review (2019) <https://www.eastrenfrewshire.gov.uk/CHttpHandler.ashx?id=24721&p=0>

Improvement Service. Income Generation Research (2017) http://www.improvementservice.org.uk/documents/change_management/income-generation-research.pdf

Price Waterhouse Coopers (2017). Income Generation Analysis for Local Authorities.

BLANK PAGE

EAST RENFREWSHIRE COUNCILCABINET24 September 2020Report by Chief ExecutiveREVIEW OF THE STRATEGIC RISK REGISTER
AND RISK MANAGEMENT PROGRESS**PURPOSE OF REPORT**

1. This report provides the latest biannual update of the Council's Strategic Risk Register and a summary of risk management progress. The previous update of the Strategic Risk Register was considered by the Cabinet on 6th June 2019. This report was due to be considered by Cabinet in May 2020 but was delayed due to the Covid-19 Pandemic.

RECOMMENDATIONS

2. The Cabinet is asked to consider and note the development of the Council's Strategic Risk Register noting that this is considered a "live" document and will be updated and amended by the Corporate Management Team (CMT) as appropriate.

BACKGROUND

3. The Strategic Risk Register (Appendix 1) sets out the key strategic risks to be considered by East Renfrewshire Council and details the actions that management has put in place to manage these risks. Each service has an operational risk register to record day to day and service specific risks.

4. The previous update of the Council's Strategic Risk Register was considered by the Audit and Scrutiny Committee on 12th March 2020 and was previously considered by the Cabinet on 6th June 2019.

5. Several risks have been amended to include additional control measures and the risks have been rescored for significance. A thorough review of all risks on the register has been undertaken by the CMT. There are now 33 risks of which 15 are evaluated as high and 18 as medium. Where a risk has been evaluated as "low" it will be removed from the Strategic Risk Register and monitored within Departmental or Operational registers if appropriate.

6. Given the current Covid-19 pandemic the Strategic Risk Register is reviewed and updated frequently as appropriate to reflect the current "live" situation and therefore liable to change. The Strategic Risk Register in Appendix 1 to this report is therefore reported below as dated (9th September 2020).

7. Where risk numbers are not sequential within the Register this is as a result of a risk having been removed from the Strategic Risk Register.

8. Relevant significant risks which may impact on the achievement of the Council's outcomes relating to the work of the Integrated Joint Board and the Culture and Leisure Trust have been considered as part of this update.

REPORT

9. The following risks remain as **high risks**:

- Failure to deliver 1,140 hours of free early learning and childcare (ELC) by August 2020. *(Risk 1.1)*
- Increase in the number of children and adults with additional support requirements leading to a rise in demand on services. *(Risks 2.2)*
- Ensuring sufficient catchment places for East Renfrewshire children and young people across all sectors in light of impact of new residential developments – in particular the Local Development Plan. *(Risk 2.3)*
- Scottish Child Abuse Inquiry - Children accommodated by East Renfrewshire Council and legacy areas from 1930 may have been the victims of historical abuse whilst in foster care. Capacity to meet the demands of the S21 notice. *(Risk 4.4)*
- Increase in older people, particularly very old, due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity. *(Risk 5.1)*
- Risk of failure of a key care provider, including care home, care at home and other care provider due to financial instability or significant care concerns. *(Risk 5.2)*
- Significant pressures and lack of service capacity (vacancies and absence) impacts on service delivery and quality standards. Impact on service users and carers. Reputational risk to HSCP and Council. Risk of enforcement action should we fail to meet the Care Inspectorate requirements. *(Risk 5.3)*
- Interruption to service or total inability to provide ICT services, resulting in impact to Council business, due to the loss of the Barrhead Data Centre and/or other critical infrastructure components due to fire, vandalism, equipment malfunction (including environmental controls). *(Risk 6.7)*
- Brexit leads to economic uncertainty and detrimental impact on the Council budget, operations and services. *(Risk 6.9)*
- Impact of Living Wage on the council salary scales with continuing pressure on the lower grades of the scale. Not maintaining differentials between grades. *(Risk 6.10)*
- Failure to implement a new Finance/HR/Payroll System within planned timescales leading to the anticipated benefits and savings not being delivered for the Council. *(Risk 6.14)*
- A Brexit with no further agreement between the UK and EU leads to significant disruption to Council operations and the services we provide, including front line and support services. *(Risk 6.16)*
- The UK significantly diverges from existing EU legal and regulatory provisions, leading to significant disruption to Council operations and services provided. *(Risk 6.17)*

- The Re-emergence, escalation or further waves of Covid-19; or the emergence of a new Pandemic Disease – with impact on staff availability, supply chain, increased demands on service; with resultant impact on financial and service planning. Potential for : Panic buying, limiting our ability to purchase.; Government advice / measures leading to isolation / closure of buildings or communities; Significant increase in burials, cremations & associated registrations; need to provide continued support to vulnerable communities as a result of poverty and access challenges (*Risk 6.18*)
10. The following risks **were added to** the register:
- Ongoing threat of COVID-19 impacts on the Council's ability to provide education to children and young people, either through significant rates of absence or school/class closures in schools across the authority. Ongoing impact of school closures on attainment of young people. Ongoing threat of COVID-19 impacts on the Council's ability to provide early learning and childcare through our nurseries and early years centres and our work with funded providers. (*Risk 1.4 – medium*)
 - Changes in SQA certification processes in 2019/20 and 2020/21 detrimentally impacts upon exam results of young people in the 2020/21 exam diet with a subsequent negative impact on the Council's reputation. (*Risk 2.6 – medium*)
 - Failure to implement a new Council Tax/Benefits ICT system within planned timescales, leading to the anticipated benefits and savings not being delivered for the Council & significantly increased project costs (*Risk 6.19 – high*)
11. Risk 2.5 “Potential successful judicial review into lawfulness of charging for instrumental music leads to additional budget pressures due to loss of income as well as increased service demand” was **removed** from the Strategic Risk Register and will be monitored though the Education Department Risk Register.
12. The following risks retained the same score as before but the risk descriptions were amended to **reflect the current position or provide further clarity** (additions in bold, removed text with line through and revised risk included below for clarity).
- Failure to deliver 1,140 hours of free early learning and childcare (ELC) **by beyond** August 2020: Inability to deliver our preferred or at least an acceptable model to locally address the principles of quality, flexibility, accessibility and affordability.
 - Failure to deliver 1,140 hours of free early learning and childcare (ELC) beyond August 2020: Inability to deliver our preferred or at least an acceptable model to locally address the principles of quality, flexibility, accessibility and affordability. (*Risk 1.1*)
 - New Scottish Government Funding Follows the child guidance in relation to parents accessing Early Learning and Childcare (ELC) in their choice of provider will have a significant financial impact on budget. **Use of ELC funding for wider COVID related expenditure across Education throughout 2020/21 as required by the Scottish Government**
 - New Scottish Government Funding Follows the child guidance in relation to parents accessing Early Learning and Childcare (ELC) in their choice of provider will have a significant financial impact on budget. Use of ELC funding for wider COVID related expenditure across Education throughout 2020/21 as required by the Scottish Government. (*Risk 1.3*)

- Scottish Child Abuse Inquiry - Children accommodated by East Renfrewshire Council and legacy areas from 1930 may have been the victims of historical abuse whilst in foster care. **Capacity to meet the demands of the S21 notice and the possibly increased demand of access to records and potential claims against the Council as Inquiry work progresses** (*Risk 4.4*)
 - Scottish Child Abuse Inquiry - Children accommodated by East Renfrewshire Council and legacy areas from 1930 may have been the victims of historical abuse whilst in foster care. Capacity to meet the demands of the S21 notice and the possibly increased demand of access to records and potential claims against the Council as Inquiry work progresses (*Risk 4.4*)

- The Re-emergence, escalation or further waves of Covid-19 (or **any other** emerging Pandemic Disease) ~~with impact on staff availability, supply chain, increased demands on service, with resultant impact on financial and service planning~~ **result in an increased requirement for testing among employees and residents; as well as the potential for controls and restrictions to be implemented within East Renfrewshire. This will impact on employee availability, supply chain, demands on services, financial and service planning.** There is significant potential for: Panic buying, limiting our ability to purchase; Government advice / measures leading to restrictions on Council and community activity – e.g. isolation, closure of buildings / communities, lockdown, etc. Significant increase in burials, cremations and associated registrations. **Adaptions of services and Council properties to respond to changed demand dynamics in offering support to vulnerable communities. Consideration of suitable premises to support testing, treatment & vaccinations (where applicable).**
 - The re-emergence, escalation or further waves of Covid-19 (or any other emerging pandemic) result in an increased requirement for testing among employees and residents; as well as the potential for controls and restrictions to be implemented within East Renfrewshire.

This will impact on employee availability, supply chain, demands on services, financial and service planning. There is significant potential for:

- Panic buying, limiting our ability to purchase;
- Government advice / measures leading to restrictions on Council and community activity – e.g. isolation, closure of buildings / communities, lockdown, etc.
- Significant increase in burials, cremations and associated registrations.
- Adaptions of services and Council properties to respond to changed demand dynamics in offering support to vulnerable communities.
- Consideration of suitable premises to support testing, treatment & vaccinations (where applicable). (*Risk 6.18*)

RISK TOLERANCE

13. Map of strategic risks in East Renfrewshire Council

Likelihood	4			2.2; 4.4; 5.2; 6.9; 6.10	5.1; 6.16; 6.17; 6.18; 6.19
	3			1.3; 1.4; 3.2; 6.1; 6.4; 6.8; 6.12	1.1; 2.3; 5.3; 6.7; 6.14
	2			3.3; 6.3	2.4; 2.6; 3.1; 3.5; 3.7; 4.1; 4.2; 6.6; 6.15
	1				
		1	2	3	4
Impact					

<i>Risk Score</i>	<i>Overall Rating</i>
11-16	High RED
5-10	Medium YELLOW
1-4	Low GREEN

Count of risk	Category			
	Low GREEN	Medium YELLOW	High RED	Total
1. All children in East Renfrewshire experience a stable and secure childhood and succeed	-	2	1	3
2. East Renfrewshire residents are healthy and active and have the skills for learning, life and work	-	2	2	4
3. East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses	-	5	-	5
4. East Renfrewshire residents are safe and live in supportive communities	-	2	1	3
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	-	-	3	3
Our Strategic Outcomes: Customer, Efficiency and People	-	7	8	15
Total strategic risks	-	18	15	33

RISK PROGRESS

14. The Corporate Management Team has discussed and reviewed the Strategic Risk Register on a regular basis. A number of updates have been made to reflect the risk Control Measures currently in place and the proposed risk control measures.

FINANCE AND EFFICIENCY

15. The review of the Strategic Risk Register forms a fundamental role in ensuring that the Council meets the objectives detailed in Fairer East Ren, the Modern Ambitious Programme (MAP) and the Outcome Delivery Plan.

CONSULTATION

16. The Corporate Management Team, Heads of Service and all Corporate Risk Representatives were invited to provide updates to the Strategic Risk Register. In addition, all operational risk registers were scrutinised and high risks examined to determine if they should be escalated to the Strategic Risk Register. Risks associated with East Renfrewshire Culture and Leisure (ERCL) and the Integrated Joint Board were also considered and escalated to the Council's Strategic Risk Register where appropriate.

CONCLUSION

17. As part of the review of the register, 3 new risk was added, 1 risk was removed and 4 risk descriptions were amended to reflect the current position. There are now 33 risks on the register of which 15 are classified as "high" risk.

18. The risks captured in the Strategic Risk Register continue to be monitored and evaluated by the Corporate Management Team on a regular basis. Given the current Covid-19 pandemic the Strategic Risk Register is under constant review and liable to change. The Appendix to this report therefore contains the most up to date position at the time of this report (9th September 2020).

19. The Strategic Risk Register is reported every 6 months to the Audit and Scrutiny Committee and annually to the Cabinet.

RECOMMENDATIONS

20. The Cabinet is asked to consider and note the development of the Council's Strategic Risk Register noting that this is considered a "live" document and will be updated and amended by the Corporate Management Team (CMT) as appropriate.

Lorraine McMillan, Chief Executive

September 2020

Report Author: Gill Darbyshire, Chief Executive's Business Manager
gill.darbyshire@eastrenfrewshire.gov.uk

Appendix 1 East Renfrewshire Council Strategic Risk Register_V9.1_09.09.2020

KEY WORDS

This report provides the Cabinet with the latest annual update of the Council's Strategic Risk Register.

C (24/08/2020)	1.3	<p>New Scottish Government Funding Follows the child guidance in relation to parents accessing Early Learning and Childcare (ELC) in their choice of provider will have a significant financial impact on budget.</p> <p>Use of ELC funding for wider COVID related expenditure across Education throughout 2020/21 as required by the Scottish Government</p>	High quality, flexible accessible childcare available within East Renfrewshire Local Authority settings.	3	3	9	Promote the quality and affordability aspects of all ELC settings with parents and carers.	30/08/2021	1	3	3	Director of Education
			Rigorous scrutiny process to determine partnership status for ERC Funded Providers.				Revised ELC admissions policy reflecting the enhanced 1140 provision and the allocation of places.	17/08/2021				
			As new facilities become operational, flexibility and choice is available for parents.				Implement the WP Cross Boundary Protocol within current financial and space capacity.	17/08/2021				
N (25/8/2020)	1.4	<p>Ongoing threat of COVID-19 impacts on the Council's ability to provide education to children and young people, either through significant rates of absence or school/class closures in schools across the authority.</p> <p>Ongoing impact of school closures on attainment of young people.</p> <p>Ongoing threat of COVID-19 impacts on the Council's ability to provide early learning and childcare through our nurseries and early years centres and our work with funded providers.</p>	Local Delivery Phasing Plan and individual school recovery plans in place to ensure continuing provision of education in the event of a localised or widespread lockdown/closure.	3	3	9	Ongoing review of local recovery plans and individual school contingency plans to support implementation of blended learning approaches.	ongoing	3	2	6	Director of Education
			Test & Protect measures in place across all establishments.				Ongoing communication with parents and families as part of the Council's approach.					

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

Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk Score	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (12/08/2020)	2.2	Increase in the number of children and adults with additional support requirements leading to a rise in demand on services.	Appointed Advanced Practitioner to improve practice across adult and children services in preparing young people with additional support needs for adulthood	4	3	12	HSCP/Education to meet to look at strengthening transition arrangements	31/10/2020	4	2	8	Chief Officer HSCP
			Inclusive Support redesign completed and implemented (April 2019)				Council continues to contribute to funding to demographic cost pressures	Ongoing				
			Analysis of demographic changes. Increased financial forecasting.									
			Children's Services redesign implemented.									
			Education Resource Group to manage specialist resources and admission to specialist provision									
			Phase 1 Fit for the Future Redesign implemented									
			Ongoing monitoring of applications and admissions to Isobel Mair School									
The Resource Allocation Group (RAG) has strengthened its membership to include an educational psychologist and occupational therapist.												
C (31/08/2020)	2.3	Ensuring sufficient catchment places for East Renfrewshire children and young people across all sectors in light of inward migration including the impact of new residential developments- in particular the Local Development Plan.	Regular review of places and demand; and implementation of admission arrangements policy.	3	4	12	Council's Capital Investment Strategy and the associated future 10-year Capital Plan updated to reflect education estate requirements for all school sectors taking account of operational requirements/timescales.	Annual update (next due 28/02/2021)	2	4	8	Director of Education
			Current capital plan reflects new build educational estate supplemented as appropriate by developer contributions, according to timescales and extent of provision noted in LDP (1), approved June 2015.				As appropriate education statutory consultation to be undertaken in advance and within required timeframes.	In line with relevant timescales				
			On an ongoing basis, Education/Environment continue to review the release of housing and infrastructure requirements. This will also take cognisance of inward migration to existing housing along with ongoing residential development under the adopted LDP1 and any windfall sites as reflected in the Housing Land Supply register.				Contribution to Proposed LDP2 and associated documentation for the Examination/ Reporter stage	Submitted August 2020				
			Revised Pupil Product Ratios (PPRs) for ELC, primary, secondary and ASN (Additional Support Needs) reflecting current build costs published summer 2019.				Education and Environment to collaborate closely about any potential further residential development as LDP3 progresses to ensure sufficiency of places across the education estate and that any new provision is included in future Capital Investment Strategies.	In line with relevant timescales				
			Council approved in June 2019 that the Proposed LDP2 go out to consultation in Autumn 2019 adopting a strategy of consolidation and regeneration with no further new housing sites released.				Continue to review school rolls projections annually and Pupil Product Ratios (PPRs) at least every 2 years. Initial PPR work undertaken but the update impacted by lockdown/LDP examination stage work.	Annual update (next due 30/10/2020)				

S (30/08/19)	2.4	Closure of facilities (related to Trust) as a result of unforeseen failure or management practices resulting in loss of attendance, revenue, damage to reputation and increased management fee.	Current capital plan reflects major new replacement for Eastwood Leisure Centre and provision for repair and maintenance of Culture & Leisure facilities to improve the customer environment. In addition the capital plan includes the intent to renew sports and library facilities for the village of Neilston as part of campus approach to replace outdated local educational provision.	2	4	8	Capital Plan reviewed annually and updated to reflect operational requirements of facilities operated by the Trust. This will be ongoing.	Annual update (next due 28/02/2021)	2	3	6	Director of Education/Head of Accountancy
			Quarterly meetings take place between the Trust and Property and Technical Services to monitor performance.				Progress new facilities planned for Eastwood Park and Neilston Leisure Centres in line with timescales set out in the Capital Plan.	In line with timescales set out in Capital Plan				
			Business Continuity Plans in place for services.				ERCL to take advantage of any opportunities offered by development of LDP3 taking account of due process such as planning and consultation in partnership with East Renfrewshire Council and in line with relevant timescales.	In line with relevant timescales				
			SLA in place between ERC & ERCL.									
			Responded to the Main Issues Report and contributed to the new LDP (2) highlighting any impact in terms of the culture and leisure estate.									
			Additional capital maintenance budget agreed for Trust properties in February 2019.									
N (25/8/2020)	2.6	Changes in SQA certification processes in 2019/20 and 2020/21 detrimentally impacts upon exam results of young people in the 2020/21 exam diet with a subsequent negative impact on the Council's reputation	East Renfrewshire Council contributes to consultation with SQA on assessment arrangements and timing of SQA exams in 2020/21	2	4	8	ERC contributes through ADES networks to working with the SG and SQA on updated assessment arrangements for future exam diets.	Subject to timescale of SG/SQA review	2	3	6	Director of Education

Outcome 3: East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses

Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
S (14/04/19)	3.1	Glasgow and City Region City Deal infrastructure projects (including those projects outwith East Renfrewshire) do not proceed on schedule and/or do not produce the anticipated economic benefits resulting in a gap in funding provided by UK and Scottish Government.	<p>Collaborative agreement in place between the Clyde Valley partners committing to project delivery and additional GVA.</p> <p>Rigorous check of all business cases by Programme Management Office (PMO) prior to expenditure approval and project implementation.</p> <p>Assurance Framework in place, which will be subject of a Cabinet Report in April 2019.</p> <p>All business cases developed in accordance with green book guidance</p> <p>Existing and new employees trained in PRINCE2 to ensure effective project management</p> <p>Regular meeting of the City Deal Governance Group within the Environment Department, led by the Director of Environment to monitor progress and issues relating to City Deal projects</p>	2	4	8	Monitor City Deal projects through use of Microsoft Project.	Currently ongoing with monthly review	2	3	6	Director of Environment
S (30/08/19)	3.2	Increase in construction inflation costs may negatively impact on the planned capital plan and City Deal GVA.	<p>Major capital projects have been reviewed for inflationary impact in preparing the 2020/21 to 2029/30 Capital Plan. Reassessment of capital plan to ensure budget can be met.</p> <p>Prudent budgeting and ongoing monitoring of reserves</p> <p>Building Cost Information Service (BCIS) is updated annually and the mid construction point is used to inflate projects, and notified to the Finance service.</p> <p>Close monitoring of capital expenditure/income against budget throughout year</p>	3	3	9	Monitor potential effects of Brexit on construction costs and labour availability.	Currently ongoing with monthly review	3	2	6	Director of Environment

C (13/08/2020)	3.3	Potential breaches of State Aid compliance leads to lengthy investigations, suspension of works leading to costly delays and financial penalties.	State Aid reference is made within appropriate Cabinet/Council reports, where relevant.	2	3	6			2	3	6	Director of Environment
			An annual State Aid return is submitted to the Scottish Government's State Aid Unit in June of each year.									
			A member of the Environment Department attends 2 meetings per year at the Scottish State Aid Local Authority Network, to keep up to date with any changes to State Aid compliance.									
			The Scottish Government's State Aid Unit recently delivered a training session to employees from Environment, Legal Services, Finance and Procurement. A recent email was sent to all Heads of Service asking if new employees required training. Further training can be requested from the Scottish Government State Aid Unit. Training is carried out every two years, the last event being October 2018.									
			There is an explicit inclusion of State Aid in East Renfrewshire Council's Financial Regulations and/or Standing Orders. Further information including examples of what constitutes State Aid is provided in the relevant links.									
			There is an explicit inclusion of State Aid in East Renfrewshire Council's Financial Regulations and/or Standing Orders. Further information including examples of what constitutes State Aid is provided in the relevant links on the intranet.									
A Council-wide grant aid register and process for addressing State Aid with clear governance/guidelines has been established (February 2020).												
C (14/01/2020)	3.5	There is a risk of an internal structural collapse at Braidbar Quarry which could result in the ground surface opening up possibly leading to fatalities if restrictions on access are not maintained. Several residential properties are blighted by this site.	Full fencing of the site completed November 2019. Warning signs erected around the perimeter.	2	4	8	Repair of fence when breached.	Ongoing	2	2	4	Director of Environment
			Regular inspections undertaken and repair regime maintained and documented.				Digitalise process.	30/11/2020				
			No mitigation factors are presently in place for an internal structural collapse other than protection of the public through restricted access.				Remediation of the affected land is the only measure which will completely remove this risk. Achieving this however would be a multi-million pound exercise and would require significant collaboration with land remediation specialists.	Long term project				
S (14/04/19)	3.7	Impact of severe weather (caused by climate change) disrupting the functioning of the Council and its ability to deliver services.	Business Impact Assessments and Business Continuity Plans consider implications of sudden and severe weather events.	2	4	8	Develop a Climate Change Strategy	[to be determined]	2	3	6	Director of Environment
			The Council participates in Climate Ready Clyde (CRC) project to evidence the impacts of climate change on the area and its assets and develop a climate change risk and opportunity assessment, adaptation strategy and action plan.				Adaptation Strategy being developed at Glasgow City Region level	30/11/2020				
			Continue to construct and maintain all buildings and infrastructure to the best possible standard to reduce likelihood of structural failure.				Implement the Climate Change and Sustainability Strategy	[to be determined]				
			Participate in Clyde And Loch Lomond Flood Risk Management Group (CALL)									

Outcome 4: East Renfrewshire residents are safe and live in supportive communities												
Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (12/08/20)	4.1	Inconsistent assessment and application of the public protection agenda (Child Protection, Adult protection and Multi-Agency Public Protection Arrangements- MAPPAs) may result in risk of children or vulnerable adults being harmed and lead to non-compliance with legislative standards.	The operation of Child Protection, Adult Protection committees and MAPPAs meetings to deal with the strategic and practice issues.	2	4	8	Develop new schedule for performance reporting for adult services.	31/11/2020	1	4	4	Chief Officer HSCP
			Service Manager Adult Support and Protection (ASP) has responsibility for chairing Case Conferences and leading on self evaluation and audit activity.				Review Quality assurance framework for ASP activity annually.	31/10/2020				
			Risk assessment integral part of the assessment process				Engagement with social workers not yet vetted to NPPV status. Increase in vetting coverage for criminal justice has improved but focus engagement consulting with non-vetted Social Workers for NPP	31/12/2020				
			Interim Adult Protection Committee (APC) Chair in place.				Introduce rolling review of PVGs on 3 yearly basis. Consistent with Care Inspectorate regulations	31/03/2021				
			New Service Manager ASP commenced in post May 2020.				Strengthen reporting arrangements around SSSC registrations	31/03/2021				
			Council officer and managers forums established									
			Rolling programme of All front line managers provided with refresher training concerning statutory compliance.									
			Partnership working is at an advanced stage with Police Scotland, NHS, Scottish Prison Service and other statutory partners.									
			Quarterly external audit of MAPPAs cases in place									
			Multi Agency Risk Assessment Conference (MARAC) fully operational (05.03.19)									
			"Safe Together" model implemented.									
			Job descriptions for statutory criminal justice social work posts in East Renfrewshire have been amended and candidates are required to be eligible to achieve NPPV (Non Police Personal Vetting) level 2 vetting status.									
			PVG (Protecting Vulnerable Groups) scheme in place									
			Increased communication and intelligence sharing with other statutory bodies implemented during Covid-19									
New Head of Recovery and Intensive Services taken on role of professional lead for social work practice within adult services.												
Data report and outcome report for children's services completed (COPP - May 2020)												

C (02/09/2020)	4.2	<p>The establishment of a cross-departmental working group to develop actions to raise awareness amongst Council and Trust+ C23ation.</p>	<p>Local authorities have a duty under the Counter Terrorism and Security Act (2015) to have "due regard to the need to prevent people from being drawn into terrorism". The Council participates in multi-agency 'Prevent' and 'CONTEST' working groups, alongside other local authorities, Police Scotland and the Scottish Government, and has designated the Head of Digital and Community Safety as the Single Point of Contact (SPOC) for Prevent.</p> <p>The Council CRMT and the Civil Contingencies Service (CCS) ensure that appropriate business continuity and civil contingencies procedures are developed and maintained, to co-ordinate an effective response in the event of an incident impacting people, infrastructure or services.</p> <p>Where an individual has been identified as being at risk of being drawn into terrorism, there are well-established procedures for multi-agency case conferences (chaired by the Head of Adult Support and Protection) using the Prevent Professional Concern referral process, with appropriate information sharing between the Council and Police to deliver targeted intervention activities.</p> <p>The establishment of a cross-departmental working group to develop actions to raise awareness amongst Council and Trust staff of the Prevent duty and identifying signs and risk factors of potential radicalisation.</p>	2	4	8	Continuing to liaise, as appropriate, with key partners to ensure that appropriate interventions are made for any individuals identified as being at higher risk of being drawn into terrorism.	Ongoing	1	4	4	Director of Corporate & Community Services
C (12/08/2020)	4.4	<p>Scottish Child Abuse Inquiry - Children accommodated by East Renfrewshire Council and legacy areas from 1930 may have been the victims of historical abuse whilst in foster care.</p> <p>Capacity to meet the demands of the S21 notice and the possibly increased demand of access to records and potential claims against the Council as Inquiry work progresses</p>	<p>Adult Protection Committee and Child Protection Committee have been sighted on these issues.</p> <p>Clear process for managing historical cases and protocol in place with Legal Services.</p> <p>Work completed to date on S21 notice as far as possible (likely to be further requests from enquiry team)</p> <p>Identified leads in HSCP working alongside legal services to manage the progress of any allegations/claims made</p> <p>Senior Information and Improvement Officer (within Chief Executive's Business Unit) collaborating with historical archivists.</p>	4	3	12	Debriefing session to take place for children's managers to identify key learning from this work and any implications for future staff briefings/training etc.	30/09/2020	4	3	12	Chief Officer HSCP

Outcome 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												
Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (12/08/2020)	5.1	Increase in older people, particularly very old, due to demographic changes leads to an over demand on certain services and failure to meet legislation, overspend and negative publicity.	Scottish Government -providing additional resources for Health and Social Care with emphasis on managing demographic pressures.	4	4	16	Further rollout of Talking Points as part of Community Led Support programme diverting people to community resources and building own assets.	Ongoing	4	2	8	Chief Officer HSCP
			Outcome Delivery Plan (ODP) and HSCP strategic plans build on foundation of CHCP and wider council prevention and early intervention strategy for older people.				Continue Council funding for demographic cost pressures	Ongoing				
			Agile working for HSCP employees improves efficiency.				Conclude redesign work focusing on rehabilitation and frailty pathways	31/03/2021				
			Annual budget setting takes account of demographic projections.				Unscheduled Care Action Group to take forward agreed unscheduled care commissioning programme of activity - Financial Framework to be agreed.	Ongoing				
			Rollout of Talking Points, as part of Community Led Support Programme diverting people to community resources and building their own assets commenced in May 2019.									
	Partnership with various professional agencies and community/public to support hospital admission avoidance and safe hospital discharge for older people.											
C (12/08/2020)	5.2	Risk of failure of a key care provider, including care home, care at home and other care providers due to financial instability or significant care concerns. Consequences could include: - disruption to service delivery - requirement to implement contingency plans - impact on individuals and families with potential disruption to care arrangements	Work with the Care Inspectorate to ensure robust action plans for improvement are in place.	4	3	12	Implement learning from independent review of recent provider failure.	31/10/2020	3	3	9	Chief Officer HSCP
			Work with Scottish Government, Scotland Excel and CoSLA on care home market									
			Consideration of balance of market share across external market providers				Work with providers at risk to agree phased and managed approach to closure if required.	Ongoing				
			Independent learning review concluded - Action plan developed following recommendations and plan to disseminate learning agreed									
			Company Credit Health Checks undertaken.									

C (12/08/20)	5.3	<p>Significant pressures and lack of service capacity (vacancies and absence) impacts on service delivery and quality standards. Impact on service users and carers. Reputational risk to HSCP and Council. Risk of enforcement action should we fail to meet the Care Inspectorate requirements.</p>	Ongoing transfer of some packages to external providers to ensure capacity	3	4	12	Increase level of quality assurance.	01/09/2020	2	3	6	Chief Officer HSCP
			Increased resource to support robust absence management.				Roll out medication management training to remaining staff	31/11/2020				
			Recruitment campaign complete - additional care at home staff recruited.				Arrangements for singular base for Care at Home to be agreed (and allow for resolution of longstanding telecommunication issues for the service)	31/10/2020				
			Medication policy in place									
			Medication management training embedded in rolling training programme									
			Oversight Board chaired by Chief Executive established.				Re-mobilise the service redesign activity	31/10/2020				
			Improvement Task Force overseeing phase 2 of improvement activity re-established									
			Regular updates being provided to CI									
			Performance management of reviewing activity in place through weekly reporting									
			Co-location during Covid-19 to Care at Home Hub has had Positive impact on relationships and performance									
			Embedded full time Pharmacy resource within the service (Jul-20)									
			New permanent Registered Manager appointed and in post.									

Our Strategic Outcomes: Customer, Efficiency and People												
Risk status S/C/N (Same, Changed, New)	Risk No.	Risk (Threat/Opportunity to achievement of business objective)	Risk Control Measures currently in place	Assessment of Risk [As it is now]			Proposed Risk Control Measures	Date for completion of Proposed Risk Measure	Assessment of Residual Risk [proposed]			Risk Owner
				Likelihood (Probability)	Impact (Severity)	Risk Score			Likelihood (Probability)	Impact (Severity)	Residual Risk	
				[L]	[I]	[L x I]			[L]	[I]	[L x I]	
C (16/03/20)	6.1	Reduced central government funding leading to failure to support the current level of service provision leading to public discontent and negative effect on the Council's reputation and increased pressure to draw down council reserves on future years' budgets.	Budget strategy group	3	3	9	Achievement of annual targets and outcomes outlined in Modern Ambitious Programme.	Annually (31/08/20)	2	3	6	Head of Accountancy
			Corporate ownership				Considering education resources in context of school empowerment: carry forward limit agreed July 2020.	31/12/2020				
			Treasury management strategy									
			"Ongoing monitoring of Council reserves"									
			3 Year budget arrangements									
			Change to financial planning timetable to allow earlier budget deliberations and a realignment of budget with council outcomes.									
			Close monitoring of expenditure/income against budget throughout year.									
			Prioritisation of Modern Ambitious Programme and continual review of projects to ensure effective progress and business cases.									
			Budget aligns with conditions set out in Scottish Government settlement letter									
			Updated settlement figures received from Scottish Government.									
Long term budget and scenario planning. Outline Financial Plan, reserves and Council Tax level reviewed annually by Council.												
C (23/06/2020)	6.3	Lack of appropriately skilled workforce due to the combination of loss of experience from redundancy / retirement, difficulties recruiting due to temporary contracts and shortage of skills in market place leads to reduction in service levels damaging council reputation.	Leadership Competencies (which are linked to PRD) and the Leaders of the Future Development Programme.	2	3	6	Implement the actions from the Workforce Planning Action Plan.	31/03/2022	2	2	4	Director of Corporate & Community Services
			Head of Service lead in each department on workforce planning with an active corporate workforce planning group.				Review MAP programme & projects to ensure that 2020/21 focus of work is in line with budget guidance re: essential- only spend	31/10/2020				
			Use of organisational and financial business case when considering redundancies/ early retireals.									
			Workforce planning strategy approved with improved recruitment and selection procedures.									
			Succession planning toolkit available for managers.									
			Actively support COSLA working groups to benchmark best practices in workforce planning.									
			Modern Ambitious Programme (MAP) ongoing with core programmes on Digital and Core Systems supported by									
			Strategic programme reporting fro MAP Phase 1 complete									
			Workforce plan updated detailing department actions and demonstrating alignment with financial plan.									
Develop Strategic programme reporting Phase 2 - investment												

C (23/06/2020)	6.4	<p>The drive to deliver our ambitious change programme has an adverse impact on our employees as they strive to balance a relentless pace and scale of change with day to day responsibilities, leading to slower delivery of benefits and/or lower performance as services go through change.</p>	Modern Ambitious Programme with core workstreams on Organisational Development, Digital, Data and Modernising in place since 2015. Core Systems Programme live since 2017. Each department has its own change programme and governing board to oversee progress, capacity, performance and delivery of benefits. Programmes also in place for Digital and Core Systems.	3	3	9	Enhance the role of service design and user design in change projects to ensure that the outcome best meets customer needs planned for Spring 2020 but delayed due to Covid-19.	30/11/2020	2	3	6	Director of Corporate & Community Services
			Use of Modernisation Fund to ensure projects are adequately resourced, including use of additional employees on temporary contracts.									
			Skills development in support of change includes accredited Project Management Courses, agile courses, management training, training to assist with service redesign and new courses on user research, Service Design, following the Scottish Approach to Service Design									
			Capital Bids required to demonstrate alignment to 5 capabilities and key outcomes.									
			Consideration of flexible external assistance and skills when change projects require.									
			Greater use of "agile" project methodology to chunk projects into smaller, more manageable iterations, with lower risk.									
			Review of Council's values with the OD Board, to support delivery of change.									
			Use of resource planning tools and project prioritisation model to determine impact of new and ongoing projects especially for key corporate resources (e.g. ICT, HR, PMO, Accountancy) with CMT oversight through MAP Board									
Development of Programme management reporting in line with recommendations from Best Value Audit.												

C (23/06/2020)	6.6	<p>Failure to effectively manage the Council's information assets may lead to a risk of inadequate data handling, not adequately preventing loss of data and unlawful sharing of data may result in non compliance with legislation in particular Data Protection Act 2018 (GDPR) , Freedom of Information Scotland Act(2002) and Records Management Public Services Act 2011</p> <p>Failure to incorporate information governance elements through a privacy by design approach into procurement, project management, process and technologies</p> <p>Inability to recognise the value of our information assets may result in lost opportunities to use data to inform decision making, transform services, support increased performance, enhance customer service and promote transparency and information quality assurance</p>	Review of processes and procedures to ensure compliance with the General Data Protection Regulations and the Data Protection Act 2018 completed.	2	4	8	Consider review or resubmission of Records Management Plan	31/12/2020	1	3	3	Chief Executive
			Review of current contracts and sharing agreements completed.				Implement and embed a clear, defined and communicated information Governance Strategy (IGS) across the Council that supports a pragmatic and risk based approach to ensuring the confidentiality, integrity and availability of information assets whilst focusing on citizen and employee safety, business transparency, and legislative compliance.	30/03/2021				Director of Corporate & Community Services
			New procedures in relation to Subject Access Requests (SAR) introduced.				Data Protection Impact Assessment (DPIA) Framework is currently being reviewed and new guidance and templates to be published and supported by training.	31/12/2020				Director of Corporate & Community Services
			Records Management Plan updated in line with Audit review and through ongoing revision.				Assessment of requirements for storage of hard-copy records to be considered	31/12/2020				Chief Executive
			Retention schedule under ongoing review and revision.				Review of breach reporting.	31/12/2020				Director of Corporate & Community Services
			Data Protection Officer started April 2019.									

C (02/09/2020)	6.7	<p>Interruption to service or total inability to provide ICT services, resulting in impact to Council business, due to the loss of the Barrhead Data Centre and/or other critical infrastructure components due to fire, vandalism, equipment malfunction (including environmental controls).</p>	Ensure that a robust data back-up and protection schedule for data is in place. Perform complete review of all current back-up arrangements to optimise resilience.	4	3	12	Undertake Critical Impact Assessments across all ICT delivered services to define priority for availability/recovery. Target updated to reflect COVID impact to timeline.	31/03/2021	2	2	4	Director of Corporate & Community Services
			Ensure that the Council reviews Business Continuity Plans at least annually.				Plan and perform regular audited disaster recovery tests and rehearsals. Target updated to reflect COVID impact to timeline.	31/03/2021				
			Ensure that equipment is regularly maintained and replaced as required.				Identify costs and capabilities to implement generator backup options and secure further capability for the Barrhead Data Centre to improve power and service resilience. Seek agreement and approval for resources and appropriate options. Target updated to reflect COVID impact to timeline.	31/12/2020				
			Ensure supplier(s) contracts support recovery activities.									
			Undertake independent review of core infrastructure design and architecture to gain validation and assurance of both security and operational capability.									
			Improve monitoring and alerting of hardware and environmental systems to provide a proactive response.									
			Cyber insurance taken out in 2018 to provide an element of cover in the event of such an outage.				Review and implement fixes for issues identified with basic network service resilience following incidents of summer 2019. Target updated to reflect COVID impact to timeline.	31/11/2020				
			Secure a co-located Data Centre or equivalent geographically different Disaster Recovery capability at a commercial or partner location to increase resilience and provide necessary service continuity.									
			Loss of data or interruption to service due to cyber attack from internal or external malicious actors, or indiscriminate malicious programmes, deriving from both Council operations and those of its supply chain.									
			ISO27001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats.									
			The CMT agreed that Information Security training should be mandatory to raise employee awareness of cyber threats and handling information securely. A policy and awareness of this is being developed.									
			Security standards are reviewed and revised using a risk management approach.									

			Delivered additional capability for granular and specific data restores through the recently installed enterprise backup solution which enables fast and reliable backups and enables a resilient replication schedule which stores the councils data locally before replicating all backed up data to our secondary DC site.									
			Review infrastructure architecture to provide assurance of levels of resilience.									
C (23/06/2020)	6.8	Failure to pay invoices within a specified timeframe (Local Government Benchmarking Framework indicator) or failure to pay invoices correctly (either through fraud or error), which could lead to cessation of supplies; risks to delivery of critical services; inappropriate payments; loss of funds to the Council; reputational damage to Council; issues with insurers; and possibly, in the extreme, legal action.	<p>Centralisation of invoice delivery to Creditors implemented January 2017.</p> <p>Good progress on delivery against Internal Audit recommendations.</p> <p>Regular governance meetings of Purchase to Pay process, chaired by the Senior Management. Daily tasking/production line meetings held with Creditors team.</p> <p>Monthly performance figures produced for Corporate Management Team.</p> <p>New Induction pack including procedures developed January 2020</p> <p>Regular sessions with departmental representatives to address progress. Progress reports to Audit and Scrutiny Committee in January and August 2017 and March 2018.</p> <p>Compliance Officer recruited to focus on procedures, training, audit sampling and financial compliance.</p> <p>Use of AP Forensics system to identify potential duplicate payments prior to each payment run.</p> <p>All invoices over £20k subject to a double-check by senior employees prior to payment. Accountants included in this check. Checklist developed with Internal Audit.</p> <p>Percentage sample of all payments under £20k checked prior to each payment.</p> <p>Use of finance networks to share information on potential frauds.</p> <p>Continue to implement all audit actions timeously.</p> <p>Continue to focus on financial compliance and control with development of regular management reporting on accuracy, processing rates and performance.</p> <p>Participate in Core Systems Programme to replace the Council's finance system in 2019.</p>	3	3	9	Establish Purchase to Pay Steering Group* of senior officers to ensure focus on continuous improvement, development & links to Core Systems	31/10/2020	2	3	6	Director of Corporate & Community Services

C (16/03/20)	6.9	Brexit leads to economic uncertainty and detrimental impact on the Council budget, operations and services.	<p>Economic situation monitored via Directors of Finance network/ Liaison with Scottish Government via COSLA to keep up to date with likely developments on UK/Scottish settlements.</p> <p>Corporate Management Team consider possible implications of Brexit for services and take action as appropriate.</p> <p>The price of goods / services is reviewed by appropriate officers within Departments, with concerns raised at an early stage against significant increases. Business Continuity planning considers alternative suppliers to ensure key service continuity.</p>	4	3	12	Continue to monitor national position during 2020. Revise future budget plans if required, taking account of financial scenarios outlined in Financial Plans to Council in February 2020.	29/02/2021	4	3	12	Head of Accountancy
S (05/04/19)	6.10	Impact of Living Wage on the council salary scales with continuing pressure on the lower grades of the scale. Not maintaining differentials between grades.	Supplement currently paid on Grade 1,2 and 3. COSLA paper has been prepared to share with Elected Members on the impact of living wage	4	3	12	Consolidation of the Scottish Local Government Living Wage was agreed as part of the implementation of the 2018-21 pay award.	31/03/2021	4	2	8	Director of Corporate & Community Services Director of Education Chief Officer HSCP
C (02/09/2020)	6.12	Loss of data or interruption to service due to cyber attack from internal or external malicious actors, or indiscriminate malicious programmes, deriving from both Council operations and those of its supply chain.	<p>ISO27001 range of technology, policy, procedures, standards and training exists across the council which is reviewed regularly to ensure it remains consistent with changes in technology, working practices and emerging threats.</p> <p>The CMT agreed that Information Security training should be mandatory to raise employee awareness of cyber threats and handling information securely. A policy and awareness of this is being developed.</p> <p>Security standards are reviewed and revised using a risk management approach.</p> <p>The Council is a member of several Information / Cyber Security groups to monitor emerging threats and risk and share security alerts.</p> <p>Ensure the security architecture follows layered approach as defined by best practice.</p> <p>Adopt and implement Scottish Government Cyber Resilience Action Plan which will result in Cyber Essentials Plus Accreditation.</p> <p>Information Security Schedule included within all procurement exercises establishing minimum security requirements supported by operational Data Sharing and Processing Agreements.</p> <p>Delivered additional capability for granular and specific data restores through the recently installed enterprise backup solution which enables fast and reliable backups and enables a resilient replication schedule which stores the councils data locally before replicating all backed up data to our secondary DC site.</p> <p>Undertake regular rehearsal of Cyber Incident Response process across ICT. First event planned and calendar being developed.</p>	3	3	9	Enforce and report on mandatory information security training ensuring that managers are provided with reports of non-compliance. Package being developed	31/12/2020	3	2	6	Director of Corporate & Community Services

			Implement additional protection technology to provide proactive threat detection. Use of a partner Security Operations Centre to deliver round the clock detection of malicious activity. Contract now awarded, implementation over coming months.									
C (02/09/2020)	6.14	Failure to implement a new Finance/HR/Payroll System within planned timescales leading to the anticipated benefits and savings not being delivered for the Council.	Strong and robust Core Systems Programme and associated Project governance and risk and issues registers backed by appropriate level of resources.	3	4	12	Detailed testing of all workstreams including technology and unique services	31/03/2021	2	4	8	Chief Executive
			At least monthly meetings of the Core Systems Programme Board where Programme level risks and issues are discussed.				Comprehensive training of employees in the new system to support implementation.	31/03/2021				
			Core Systems Programme Team using lessons learned from other public sector organisations who have implemented an integrated core corporate system.				Review staffing, structure and temporary funding for Core Systems team. Current team contracts end March 2021. This will need to be extended to December 2021 or March 2022 to ensure appropriate skills are retained.	31/03/2021				
			Regular engagement with a wide range of stakeholders across the Programme and Projects.									
			Working closely with ICT, the Core Systems Team use enterprise architecture to ensure that the potential impact of each Project release is co-ordinated and accounted for.									
			Identification and recruitment of employees with key skills and expertise to form the appropriate Programme Team and associated Project Teams in place.									
			Business readiness reviews in place prior to "go live" for all workstreams and Departments.									
			Phase 1 Finance system successfully implemented August 2019									
C (29/06/20)	6.15	Failure to ensure adequate insurance cover is in place (which cover includes Cyber, Employer, Engineering, Motor, Property, Public Liability & Travel) which could result in the Council incurring financial loss and reputational damage.	At time of renewal, Insurance Policies are reviewed to ensure the type and level of cover is adequate for the Council. This in conjunction with relevant departments.	2	4	8	Increased level of engagement with ERC Insurers on the Insurance arrangements in place, with guidance where appropriate also being shared with Internal Departments.	31/03/2021	2	3	6	Director of Corporate and Community Services
			When reviewing content of the Strategic Risk Register, departments are now advised to consider potential insurance implications of risks and take advice.									
			Quarterly meeting held with Insurance Providers to review Insurance arrangements (split between Renewals and Broker). This includes pricing and cover.									
			Quarterly communication issued to department contacts to remind any changes which may impact upon Insurance Cover arrangements must be notified to Revenues.									
			Revenues Operations Manager and Insurance Officer review of both claims experience and wider environment which may impact upon level and type of cover									
			A review of the current insurance premium payment process has been undertaken and any opportunities for enhancement implemented.									
			A review the Strategic Risk Register to ensure that adequate consideration has been given to insurance implications of existing risks has been undertaken.									

C (27/08/2020)	6.16	A Brexit with no further agreement between the UK and EU leads to significant disruption to Council operations and the services we provide, including front line and support services.	Arrangements are in place for current EU nationals to apply for settled status, allowing them to continue to work in the UK after EU withdrawal.	4	4	16	Additional activity to increase awareness of EU Settlement Scheme. Work to target community groups & review language needs of available materis to commence following the publication of quarterly Home Office stats on 27 August 2020.	30/06/2021	4	2	8	Director of Corporate & Community Services
			Cross Departmental Working Group establish to ensure co-ordinated approach to all aspects of Brexit work.				Brexit Working Group and Brexit Co-ordinator reconvened in July (following suspension of formal meetings during Covid Response / Recovery in March 2020) to regularly review the situation ensuring risk register and actions undertaken are appropriate.	31/01/2021				
			Crisis Resilience Management Team (CRMT) liaising with National Organisations as appropriate and leading work to minimise potential disruption and ensure a smooth exit in all scenarios.				Refresh and implement agreed call, meeting and reporting cycles and responsibilities through EU-Exit date until agreed date post EU-Exit date.	30/12/2020				
			Service specific mitigation in place where identified as appropriate.									
			Brexit Co-ordinator in post to lead Brexit activity across the Council including chairing the Brexit Working Group.									
S (16/01/2020)	6.17	The UK significantly diverges from existing EU legal and regulatory provisions, leading to significant disruption to Council operations and services provided.	Environmental Health collective engagement with other Local Authorities, COSLA and the Scottish Government - to ensure that Export Health Certificates and associated concerns are considered and addressed.	4	4	16	Monitoring of negotiations, identifying any significant known changes to enable relevant departments to consider training and updating of procedures where required.	31/11/2020	4	3	12	Director of Corporate & Community Services
			Specific services maintain up to date policies and procedures; reflective of their duties and obligations.									
			Officers are appropriately trained to carry out their duties.									

C (09/09/2020)	6.18	<p>The re-emergence, escalation or further waves of Covid-19 (or any other emerging pandemic) result in an increased requirement for testing among employees and residents; as well as the potential for controls and restrictions to be implemented within East Renfrewshire.</p> <p>This will impact on employee availability, supply chain, demands on services, financial and service planning. There is significant potential for:</p> <ul style="list-style-type: none"> - Panic buying, limiting our ability to purchase; - Government advice / measures leading to restrictions on Council and community activity – e.g. isolation, closure of buildings / communities, lockdown, etc. - Significant increase in burials, cremations & associated registrations. - Adaptions of services and Council properties to respond to changed demand dynamics in offering support to vulnerable communities. - Consideration of suitable premises to support testing, treatment & vaccinations (where applicable). 	<p>Council Resilience Management Team oversight of Business Continuity & contingency planning and would lead on the tactical response to any pandemic.</p>	4	4	16	Monitor up to date Government guidance	ongoing	4	3	12	Chief Executive
			Bespoke Council Resilience Management Team Sub Groups have been established during the response for Covid-19 and can be utilised for further waves / pandemics. Groups have been in place for: PPE, Critical Functions, Recovery, Additional Deaths, Humanitarian Support.				Continued monitoring of needs for dedicated working & of membership of any sub groups	Ongoing through pandemic response & recovery				
			Up to date Mass Fatalities Guidance completed				Regular updating of documentation based on lessons learned & organisational changes	Ongoing				
			Up to date Pandemic Guidelines for the Council & for the HSCP completed				Ensure consistent staff messaging	ongoing				
			Established links to NHS Public Health & Multi Agency Working				Sharing of key Health / Government advice to the public	ongoing				
			Established links to Regional Resilience Partnerships				Regular updating of risk assessments	ongoing				
			Regularly updated Guidance of managers and communications with employees				Capturing of any lessons learned in debriefing	31/03/2021				
			Implementation of Local Delivery Phasing Plan to ensure continued provision of education through a blended learning approach.				Continue to lobby Scottish and UK Governments for funding/fiscal flexibility to address the additional financial pressures relating to COVID-19	ongoing				
			Support additional deaths facility as part of Greater Glasgow & Clyde Health Board (GG&CHB) initiative				Regular annual updates of Business Continuity Planning, supported by reviewing of formats and training / exercising	31/03/2021				
							Ongoing review of LDPP and individual school contingency plans as part of wider education recovery approach.	Ongoing				
N (21/07/2020) C (25/08/2020)	6.19	<p>Failure to implement a new Council Tax/Benefits ICT system within planned timescales, leading to the anticipated benefits and savings not being delivered for the Council & significantly increased project costs</p>	Strong and robust project governance and risk and issues registers backed by appropriate level of resources.	4	4	16	Continual review of project plan seeking scope for parallel phases due to tightness of timescales as a result of COVID-19 and ICT challenges.	30/09/2020	3	3	9	Director of Corporate & Community Services
			At least monthly meetings of the departmental change board risks and issues are discussed.				Funding bid being developed for additional project resource to mitigate risks of compliance and financial control arising from lack of accountancy skills on the project.	30/09/2020				
			Project team using lessons learned from other public sector organisations who have implemented similar systems.				Working closely with ICT & system suppliers to resolve issues of remote access difficulties which are at risk of compromising training and implementation timelines	30/09/2020				
			Working closely with ICT to manage and resolve issues				ICT to develop a supplementary test environment to build further resilience in system back-up arrangements	30/09/2020				
			Identification and recruitment of employees with key skills and expertise to form the Project Teams. Business readiness reviews in place prior to "go live" for all workstreams									

BLANK PAGE