

EAST RENFREWSHIRE COUNCILCABINET26 August 2021Report by Director of Corporate & Community ServicesCORPORATE AND COMMUNITY SERVICES  
END YEAR PERFORMANCE REPORT 2020/21**PURPOSE OF REPORT**

1. The purpose of this report is to inform Cabinet of the 2020/21 end year performance of the Corporate and Community Services (CCS) Department. This report is based on the Department's performance indicators and activities in the Outcome Delivery Plan (2020-2021) and other key departmental management information. The full data report is attached in Annex 1. The report also gives an overview of the Department's contributions to the COVID-19 pandemic, which impacted priorities in a range of areas across the year.

**RECOMMENDATIONS**

2. It is recommended that the Cabinet scrutinise and provide comments on the Corporate and Community Services' end year performance for 2020/21, including its contribution to the COVID-19 pandemic.

**BACKGROUND**

3. This report contains data on progress against the department's key performance targets, and updates on the main actions we are taking to contribute to the achievement of the Council's strategic outcomes. The full department data report for the year 2020/21 is at Annex 1.

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

**CORPORATE AND COMMUNITY SERVICES DEPARTMENT**

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

6. We also have a dual role in change and transformation – firstly to lead the Council's corporate approach in terms of digital, ICT provision and strategy; our customer experience programme; the Core Systems programme; organisational development and workforce planning; development of the data programme and overall governance through the Programme Management Office; and secondly to drive transformation in the Department's own services.

7. Much of the corporate change capacity over the last 2 years has been focused towards complex replacements of some of our most fundamental ICT legacy systems that touch every employee and every household in East Renfrewshire. The Department has led on the

Core Systems programme, which has replaced our Finance/Procurement and HR/Payroll systems and continues to work on system integrations and process improvements. The Department has also undertaken substantial work to replace the legacy Council Tax and Benefits ICT system, with a new system going live in December. Our Digital Customer Experience programme also continues to make progress and, as a first stage on a long-term change journey, successfully replaced the council's website in July 2020 with excellent customer feedback.

8. A refreshed Digital Transformation Strategy was approved by Cabinet in June 2021 and a new ICT Strategy is currently in development focusing on the themes of performance and stability; customer service and enablement of transformation.

9. Other significant changes have included:

- Implementing various new releases of the finance/procurement system.
- Completion of a contracts register to provide a single view of contracts, spend, value and timelines.
- Dashboarding, mapping and reporting of the pandemic via the data programme.
- Commencing an 'early adopter' group for Microsoft 365 and developing the business case for onward consolidation and roll-out of M365.
- Good progress on developing a new approach to project prioritisation to enable us to plan future resources for change.
- Development of project reporting for Capital projects reporting.
- Work with departments on improving our approaches to quantifying the benefits of projects.

10. Across the Council, change projects and programmes have been impacted throughout the year by a loss of key members of staff, the implications of temporary contracts and temporary funding and this requires a new approach to the future resourcing of change. Proposals for future resources for change, including a new financial model are currently being developed.

11. From a wider skills development perspective, our Organisational Development and PMO teams have worked together with the Scottish Digital Academy to train over 100 employees in key digital skills including user research and Service Design. In addition, more than 30 staff across the Council have volunteered to be Digital Champions to support employees to make the most of technology.

12. In terms of the data programme, good progress is being made in information governance, data protection and information security, which are critical legal responsibilities and also an essential foundation for building future Office 365 potential. This year has demonstrated the potential of data in terms of dashboarding, mapping and reporting of the impact of the pandemic locally and helping to proactively meet the needs of vulnerable residents such as those shielding. This year has seen completion of a contracts register which will give managers a single view of all contracts including timeline, spend, value, and procurement route.

13. As a department we have performed well on handling complaints with responses well within the statutory timescales (averaging 2.8 days for frontline stage and 11.6 days for investigation complaints), both improvements on last year. We continue to learn from complaints and make service improvements.

14. Our department's invoice processing rate has declined slightly from 75.3% in 2019/20 to 74.9% in 2020/21, largely as a result of staff focus on the pandemic, new Covid-related

grant and hardship payments and processes still improving after implementation of the new finance and procurement system. The department continues to lead on improvements to the invoice payments process, providing greater financial control and assurance.

### Impact of COVID-19

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

16. As well as managing the impact on their own services and our departmental response the Department's Heads of Service have all been key members of the Crisis Resilience Management Team (CRMT), which commenced meetings in January 2020 and continues to meet at least weekly in 2021. The CRMT was chaired by the Head of Digital and Community Safety, who also gave regular briefings to the Chief Executive and at least weekly updates to the Corporate Management Team.

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

18. The Department has also led on the Isolation Support service since last autumn. Call handlers, principally from Community Safety and Community Learning and Development proactively contact all residents whose details have been passed to us by Public Health Scotland as a result of the need to self-isolate. The call handlers ask about support needs during isolation, arrange any support required (e.g. shopping/prescription deliveries) and do the initial triage for the Self-Isolation Grants, with onward processing by the Scottish Welfare Fund team. Between October 2020 and end of May 2021 there had been 206 SIGs processed, however the 6 week period from June 2021 to mid-July 2021 saw 292 SIGs in that period alone, with demand continuing to rise in line with the rise in case-rates, particularly amongst young people.

19. The overview reports to Council, most recently in June 2021, give more detail, but the key areas of the Corporate & Community Services Department's continued contribution towards the COVID-19 response are covered in the service updates below.

## **CORPORATE & COMMUNITY SERVICES DEPARTMENT PERFORMANCE HIGHLIGHTS 2020/21**

### **HR & Corporate Services**

#### **HR & Payroll**

20. Throughout the year the HR service has been heavily involved in supporting managers with COVID guidance; supporting the ERCLT with the furlough scheme; managing the internal volunteer scheme; and delivering ongoing trade union dialogue and employee communications. In recent months the service has also supported the establishment of asymptomatic testing centres in East Renfrewshire and facilitated the local distribution of the £500 Scottish Government's health and social care staff payment in tight timescales.

21. As well as the pandemic-related work, the Council's new Core HR & Payroll ICT system went live with the majority of work undertaken remotely, a huge achievement. This was a significant system change and now that the base system has been implemented further work will progress across 2021/22 to consolidate knowledge and introduce additional modules to realise process and productivity benefits.

22. The Scottish Local Government living wage was successfully implemented into the Council's pay and grading structure with Trade Union support. Further developments have also taken place with the Living Wage Employer and Carer Positive 'Established' accreditations.

23. The groundwork for a new employee benefits scheme was undertaken in 2020/21 including liaising with suppliers and setting up internal HR and payroll processes, with the scheme successfully launched in May 2021. This allows employees to access a shopping/dining/leisure discount scheme, financial wellbeing services and a salary sacrifice car benefit scheme

24. User research and employee engagement is underway to identify future digital training needs to inform design of learning pathways and the service is involved in the Microsoft 365 and Way We Work projects as part of the Council's change programme and the Department is leading on both the HR/organisational development and ICT workstreams of the programme.

25. Further work was also completed to produce the equality mainstreaming workforce report with a detailed equality action plan centring around recruitment

26. Performance indicators have been impacted by COVID tasks, increased workloads and implementation of new system. In terms of key performance metrics:

- Council wide sickness absence rate for 2020/21 is 8.2 days per FTE. In both 2018/19 and 2019/2020 the absence figure was 10.1 days per FTE against a target of 9.2 days per FTE
- C&CS Department absence rate for 2020/21 is 3.5 days per FTE. In 2019/20 the absence rate was 7.2 days, and 10.2 days in 2018/19.
- COVID absence recording and reporting shows 3,126 records logged since March 2020
- 81 job evaluations were completed in the year with a turnaround time of 32 days on average against a target of 21 days; compared with 138 in a turnaround time of 19 days last year. Due to the pandemic the job evaluations received this year were back-loaded towards the end of the year and were not evenly spread.
- The average time from adverts closing to job offer for average for teachers was 18.5 days for teaching and 26 days for Local Government (LG) staff, against a target of 28 days.
- Recruitment approvals activity in 2020/21 was 772, which is a decrease compared to previous year at 986, however it is still high given lockdown. Combined LG & teacher contracts processed was 1857 in 2020/21.
- Gender pay gap reduced to 6.3% in 2019/20 which is a reduction from 7.5% the previous year.
- Top 5% females was 59.32% in 2019/20 which is a slight reduction on the previous year 2018/19 where the percentage was 59.89%
- Decrease in training courses, 53 went ahead in 2020/21 compared to 167 the previous year.
- E-learning modules accessed has significantly increased by 147% from 8673 in 2019/20 to 21441 in 2020/21.
- 43% increase in employee recognition with 849 Kudos e-awards sent in 20/21, with We Are East Ren award winners announced in December 2020 after an 8% increase in entries - C&CS Department had 5 award winners.

### Customer First, Communications & Democratic Services

27. Throughout the year significant support was given to Humanitarian workstreams, Registration Services and customer enquiries throughout the pandemic.

28. Registration adapted to new remote processes due to a change in legislation and utilised volunteers from Democratic Services and HR to support volumes. Process takes longer, however proves to be far more convenient and efficient for the bereaved.

29. There was no face to face provision during the lockdown periods which resulted in increased call, email and Live chat volumes. Customers contacted us in different ways seeing an increase of 24% social media, 54% in live chat, 35% e-mail and call volumes by ~30%. There was however a decrease in overall online customer contact due to withdrawal and prioritisation of services due to COVID (e.g. removal of online special uplifts).

30. The Money Advice and Rights Team (MART) supported the Humanitarian efforts and began operating the Humanitarian Discretionary fund. Alongside this COVID response, the team achieved £5.3M of financial gains for residents in the year, a slight decrease from the previous year due to the pandemic, influenced by a number of supports such as increased UC payments, furlough, suspension of evictions, also the downturn in DWP and HRMC activity. MART continues to sit on a number of Community Planning and partnership groups and relationships have been strengthened during the pandemic.

31. There has been significant Communications support for pandemic-related communications including lockdown messaging, safety and public health messaging, promotion and set-up of testing and vaccination programmes and a number of specific campaigns. There was a 43% increase in media enquiries, all dealt with within deadline. Social media engagement also continues to grow, with a 107% increase in social media comments this year, to 58K comments.

32. Democratic Services planned and delivered the Scottish Government election for the East Renfrewshire constituency with all the new pandemic-related restrictions and additional requirements in place. A new Community Council for Giffnock was also established and Holocaust and Remembrance Days were marked virtually.

33. Teams successfully delivered a new Council website, with sub-sites for COVID, Work EastRen, Rouken Glen Park and Dams to Darnley Country Park. Preparations were also made for changes to the Council's procedures and ICT systems for handling complaints.

### Digital & Community Safety

#### ICT

34. ICT maintained focus on service stability and performance and made good progress on technology resilience and supporting critical projects during the challenging COVID environment. Significant work was completed to further improve the resilience and effectiveness of the ICT infrastructure, including corporate and education email platforms; internet access for schools; server virtualisation platform; web content filtering; network traffic management; storage platform; and Cyber Security Operations Centre.

35. A new ICT Strategy has been developed to define strategic direction and address the lessons from pre-COVID issues and COVID response.

36. The service has also made a critical contribution for the Council's change programmes, including:

- the Digital Customer Experience programme which included the delivery of the new website and COVID related customer facing forms and processes
- critical support for the HR/Payroll and Council Tax & Benefits system implementations
- a range of departmental system changes, including Early Years Nursery provision;
- replacement of the managed print estate
- completion of the Windows 10 rollout programme for all laptops (over 1300), with the approach to desktops (1500) altered to reflect continued remote working.

37. Throughout the year, the ICT service has been exceptionally busy and this has impacted response times due to increased volumes and changing expectations for support. Additional demand has been primarily driven by remote working. The Service Desk saw 73% of all tickets self-raised through the online portal, 18% via phone and 9% through other means such as system generated tickets. Some of the Digital Services team have been ever present at Barrhead offices through the pandemic providing equipment build (and rebuild) and support services – this has taken a toll on the staff involved with managers working hard to ensure staff are well-supported.

#### Community Safety

38. During 2020/21 Community Wardens responded to a total of 1797 calls for service, a small reduction of 1.6% on the previous year. There were 307 noise complaints and 121 of these classified as anti-social behaviour. 22 calls were recurrences of anti-social behaviour complaints (7% of anti-social complaints – an improvement on target).

39. During COVID restrictions and to adhere with the related safe systems of work, noise complaints were dealt with initially by telephone and as a result contact was usually within 10 minutes of the complaint being received.

40. The Safe East Ren Group has continued to develop its focus on strategic community safety matters, to complement the operational GRIP review group. Community Safety now attend Police Scotland East Renfrewshire weekend tasking meetings to enhance planning, collaboration and joint working between the agencies.

41. The number of Telecare clients has consistently approximated ~3000; the total number of calls handled in 2020/21 was 285 441, which was down 0.5% on the previous year's 286 947 (which was itself an increase of 0.75% from 2018-19 call figures). The stagnancy across both call figures and client numbers is likely linked to the ongoing pandemic. A new programme lead and delivery team have been recruited for the significant Telecare programme, which will plan the transition from analogue to digital services.

42. There were 150 calls passed to Scottish Fire and Rescue Services (SFRS) from a total of 1903 fire/smoke alarm activations; therefore staff helped avoid false alarm call outs on 92% of these types of call, resulting in cost avoidance to SFRS of around £306,000.

43. Two wardens have been dedicated to delivering and providing COVID isolation and support calls since autumn.

## Communities, Revenues & Change

### Revenues & Benefits

44. The implementation of the new Council Tax and Benefits system was achieved on time in December 2020, working in a remote environment and with services under pressure as a result of COVID demands. 2021/22 Council Tax bills were issued using the new system in February 2021 and financial year-end procedures were completed successfully. This has been a considerable achievement. It has also been a significant challenge for the teams involved and it has not been without its customer impacts, with longer response times, which have continued into the early part of 2021/22. Recovery plans are in place and good progress has been made to work through the backlog caused by the new system. Work has also been undertaken with HR to support our teams with the increased workloads and to improve staff wellbeing and resilience.

45. Following improving results in 2019/20, the performance indicators for the Revenues and Benefits services have been impacted in 2020/21 by both the pandemic and the implementation of the new Council Tax and Benefits ICT system. The benefits service have also had the new added demand of the Scottish Government's Self Isolation Support Grants (SISG) to administer in this period:

- Processing time for Housing Benefit (HB) change of circumstances increased from 3.7 days to 4.53 days
- HB new claims increased from 23.9 days to 36.5 days
- There was a 24% reduction in Council Tax Reduction (CTR) change of circumstances, but a 119% increase in new claims for CTR – these cases take significantly longer to process. CTR change of circumstances increased from 4.8 days to 7.2 days, with CTR new claims declining from 21.9 days to 41.2 days.
- The number of successful Scottish Welfare Fund crisis grants increased from 429 to 577 in 2020/21, with SWF community care grants also increasing from 324 to 364, a less sharp increase due to reduced volume of people moving homes during the pandemic.
- Income from Council Tax remained fairly stable, with a 1.05% reduction in the collection rate, to 96.4%, although the actual amount of Council Tax collected rose by £2.2M from £51.6M to £53.8M. This reduction in collection rate is in line with the experiences of other councils due to the pandemic.
- Non-domestic rates income reduced from 96.9% to 92% as a result of the pandemic.

46. We expect the ongoing impact of the pandemic and backlogs caused by the new system, to impact performance rates further into 2021/22 and there has been a significant spike in Self-Isolation Support Grant uptake over the summer.

### Strategy, Communities & Change

47. Our teams met all key milestones for planning, performance and best value activity across the year, including challenging equality and human rights timescales, whilst heavily involved in humanitarian response and resource planning for the pandemic. Frontline community work has recommenced and good partnership working is in place to support young people with the issues arising from long periods in lockdown. Key achievements include:

- Humanitarian & isolation support services were developed from scratch, using Community Safety call handlers, and management of over £700K of Scottish Government funds for flexible support in 2021/22.
- Facilitation of the Connecting Scotland Programme, by issuing over 2000 digital devices across East Renfrewshire, with further tranches in the pipeline. Sustainable Digital Inclusion Partnership also now in place with partners.
- Facilitated a Member/Officer Renewal group on topics of: COVID impact & renewal opportunities; economic development; poverty & inequalities; and digital. This will influence the refresh of the 'Vision for the Future' strategy later this year.
- Produced new Equalities & Human Rights outcomes and progress report to meet national deadlines.
- Local Child Poverty Action report developed in partnership for Council approval in June.
- Expanded CLD street work driven by multi-agency approach across whole authority (previously only Barrhead, Neilston & Thornliebank) with over 4700 interactions with young people June – Dec 2020.

## **PUBLICATION OF END YEAR PERFORMANCE INFORMATION**

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

## **FINANCE & EFFICIENCY**

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

## **CONSULTATION**

50. There were less formal consultations across 2020/21 as a result of the pandemic, but services found new and innovative ways to engage with users where appropriate. Our Council Tax and Benefits service moved its user testing for the new ICT system online and liaised successfully with customers over Teams to get their input. There was also important engagement on the new Equalities and Human Rights outcomes as they were developed.

51. A further Citizens Panel survey was conducted during the year with indicative results used in end-year reports.

52. Following a successful 'test of change' in 2019, Corporate and Community Services had been making preparations to carry out further use of the iMatter Employee Engagement Continuous Improvement Model in 2020. This is the model used by NHS and some HSCPs and East Renfrewshire Council had been granted Scottish Government permission to be the first council to use the model. Unfortunately the survey was delayed due to COVID-19 and there is uncertainty on whether the Scottish Government will give the Council permission to use the survey in a flexible way in 2021.

## **PARTNERSHIP WORKING**

53. This report highlights the Corporate and Community Services Department's contribution to the delivery of the Community Planning Partnership Community Plan and the Council's Outcome Delivery Plan. Whilst it focuses on the department's contribution, many



of the results could not have been achieved without excellent partnership working across Council services and with partners. Relationships with Voluntary Action East Renfrewshire and other third sector responders have noticeably strengthened since the onset of the pandemic and it will be important to build on these strong connections as we move forward in the recovery and renewal phases.

## **IMPLICATIONS OF REPORT**

54. As this report is primarily a progress and performance update, there are no particular implications in terms of staffing, property, legal, IT, equalities or sustainability. Each of these issues has been mainstreamed throughout the departmental reports and specific equality impact assessments have been carried out where appropriate. In 2020/21 the Corporate and Community Services Department led on the development of new equality outcomes for the Council and reported on the Council's progress with mainstreaming equalities and human rights.

## **CONCLUSION**

55. This report summarises a high level overview of the Corporate and Community Services department's performance at end year 2020/21.

56. We continue to be proud of our teams and grateful for the commitment and efforts they have shown throughout the year, but also for the resilience shown during the COVID-19 pandemic. There were outstanding efforts to transition to home-working in a short space of time and to balance the challenges of family life whilst delivering above and beyond expectations in both COVID-19 response activities and ongoing delivery of a range of critical services. As well as facing these pandemic-related challenges, our services have been dealing with an unprecedented level of system changes which have fundamentally changed the way they work and many of the processes by which they operate. The shift from such legacy systems in normal circumstances would have been challenging enough, but to do so whilst working at home in a global pandemic has required outstanding resilience and commitment from across our services – as a leadership team we would commend these efforts to Cabinet.

57. The next months will bring ongoing challenges as we seek to continue the recovery of our services; manage the implications of any resurgence in the response phase, including the continued demands of isolation support; whilst also seeking to plan and deliver potential longer term opportunities in a renewal phase. Our focus will be on supporting employee health, wellbeing and resilience as we transition to longer-term new ways of working; developing the Council's Vision for the Future; progressing our ambitions for change whilst facing potentially significant budgetary challenges for our services and perhaps industrial action. We will also be focusing on preparations for the local Council elections in 2022.

## **RECOMMENDATIONS**

58. It is recommended that the Cabinet scrutinise and provide comments on the Corporate and Community Services' end year performance for 2020/21, including its contribution to the COVID-19 pandemic.

Caroline Innes, Director of Corporate & Community Services

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**BACKGROUND PAPERS**

- COVID-19 Recovery Actions: Update, Council 30 June 2021
- Strategic End Year Council Performance Report 2020/21, Council 30 June 2021
- Outcome Delivery Plan 2021-2024, Council, 30 June 2021
- Update on Modern, Ambitious Programme (MAP) and Digital Transformation Strategy, Cabinet 3 June 2021
- Equality and Human Rights Mainstreaming Report, Council, 28 April 2021

## Corporate and Community Services Department Plan 2020-21

Note – It was agreed by Council in October 2020 that due to the impact of COVID, targets would not be set for majority of indicators and would be reviewed for the period 2021-24 for future reporting, hence there are no entries in the status column in the table.




Outcome Delivery Plan (ODP)						
1. ODP Critical Indicators						
1 Intermediate outcome 2.3						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Number of awards achieved by young people participating in school and community based targeted programmes (e.g. Youth Achievement Awards, ASDAN and Duke of Edinburgh)	2,038	1,252	N/A	250	-	Data not yet available
2 Intermediate outcome 4.2						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
% of total complaints reporting anti-social behaviour which has recurred	11%	8%	7%	-	-	ASBO calls have decreased during the pandemic. We had a total of 307 noise calls of which 121 calls were classified as anti-social behaviour. 22 calls were to residents who had previously reported issues with their neighbours. Community Safety work closely with partner to reduce instances of anti-social behaviour and engage with repeat offender in order to moderate their behaviour.
3 Intermediate outcome 4.4						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
% of respondents who agree/strongly agree that they feel a strong sense of belonging to their local community (used for the Community Involvement Index)	63%	76%	49%	-	-	Although this figure is low, the current pandemic has negatively impacted on how residents are feeling. However, this rate should also be considered in conjunction with responses to another open-ended question in the panel survey, where a stronger sense of community was the most commonly mentioned positive change seen during the pandemic that they would like to retain. (430 responses)
4 Customer						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Percentage of Citizen's Panel respondents who were satisfied or very satisfied with the services provided by East Renfrewshire Council.	72%	71%	67%	-	-	In an extremely challenging year, overall satisfaction levels with Council services have held firm with only a slight reduction on the previous year. (Baseline - 493 respondents). National results from the Scottish Household Survey on satisfaction with public services have declined since

PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
						2011. The Council's 20/21 satisfaction rating of 67% compares well against the most recent national rating from the SHS in 2019 52.6%, prior to the impact of Covid-19.
% of customer contact made online (excluding payments)		11%	10%	-	-	10% = 24,565 contacts. This is a decrease in demand of 968 for general online services compared to last year, due to the limiting of and prioritisation of services due to the pandemic i.e. withdrawal of special uplifts for most of year. However there was an increase in online transactions for some services i.e. Registration certificates, Blue Disabled Parking Badges and National Entitlement Card applications.

## 5 Efficiency




PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Savings via the Modern Ambitious Programme (MAP) or 5 capabilities (£)	3,229,000	4,189,000	4,364,000	-	-	£4.364 million in savings for 202/21.




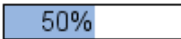



## 6 People

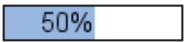

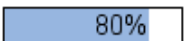


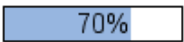
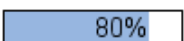

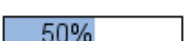
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Employee survey engagement score	n/a	79	-	-	-	Data not available
The Gender Pay Gap	7.49	6.32	-	-	-	Gender pay gap for 2019/2020 is 6.3%, this is the figure reported to the LGBF and Audit & Scrutiny.
Sickness absence days per employee (all Council staff)	10.1	10.1	8.2	9.1		Performance for 20/21 is below target and shows a decrease in sickness absence overall across the council compared to the previous year. The decrease is a consequence of the pandemic – Covid absences are not included in these figures and there have been lower levels of cold/flu/gastro illnesses.


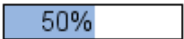
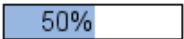
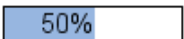
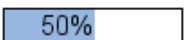
## 2. ODP Critical Activities



## 1 Intermediate outcome 4.2



Activity	Progress Bar	Due Date	Latest Note
Enhancing partnerships and improving use of data-sharing with police and other key partners (including through GRIP) to support operational and renewal planning		31-Mar-2021	The Community Safety Team and Young Persons Services have been participating in the weekly Police Tasking Meetings, sharing information and combining resources to tackle antisocial behaviour within the authority.
Developing a wider range of opportunities for residents to communicate with community safety partners including digital		31-Mar-2021	A new form has been developed for customers to report dog issues and went live in April 2021.
Providing community based youth work across East Renfrewshire which addresses the delivery challenges prompted by Covid-19		31-Mar-2021	In line with national youth work guidance, small targeted group work programmes have been

Activity	Progress Bar	Due Date	Latest Note
			delivered face to face to key vulnerable groups. This includes LGBTer provision, youth voice and support to young parents. All larger groups and clubs have still not been able to resume, however young people have been involved in online activity and street work.
Reviewing and restarting targeted street work to engage young people in youth work services		31-Mar-2021	In June 2020 we reviewed and restarted our programme of detached youth work. We have provided an ongoing programme of street work in 6 areas between June-December 2020, spending over 880 hours in local communities, making 4774 contacts with young people during this time. We use information from the GRIP on a weekly basis to ensure we are targeting areas of need. This was paused in Jan and Feb due to lockdown but restarted again in March 2021.
2 Intermediate outcome 4.4			
Activity	Progress Bar	Due Date	Latest Note
Ensuring communities are integral to Council service design and delivery based on their needs and priorities as we recover from the coronavirus pandemic		31-Mar-2021	Service Design staff group now in place to support services taking service design forwards. Strategic Insight and Communities staff are represented in the group and will help progress this and keep links with CLD open to enable engagement with communities to take place where appropriate.
Building the capacity of community organisations, groups and individuals to deliver their own solutions to the needs and priorities for recovery from the coronavirus pandemic		31-Mar-2021	During the pandemic, CLD have continued to offer support online and, where possible, face to face. This has included support to deliver both Dunterlie and Thornliebank FoodShares, ongoing support to local community organisations. CLD also delivered programme of detached Community Engagement in Neilston and Barrhead, In addition, CLD have continued to raise awareness and build interest in Locality Planning to increase community representation and build the capacity of the steering groups for Neilston and ADD2 plans, the development of this is ongoing. CLD continue to offer support to Thornliebank Together in the development of a locality plan for the area. Detached and some face to face delivery resumed from end of April 2021.
Developing a range of community-led decision making processes e.g. around mainstream budgets, and coproduction approaches across departments		31-Mar-2021	Work in this area has been on hold due to the pandemic – the plan to host two PB workshops are progressing in the hope to set up a PB working group going forward.
Working together and sharing expertise with the voluntary sector and partners to effectively engage with communities and rebuild services with and not for them		31-Mar-2021	A staff member from Strategic Insight and Communities has been based in VAER since March 2020 building relationship and working links. Progressing Community Hub as single point of contact for support to communities.
Providing training and support for council and partner staff to enable them to work effectively in partnership with communities		31-Mar-2021	CLD have amended the Working Effectively with Communities Training to support online delivery methods. Two online training sessions have been delivered to a range of representative from Education, Environment, Money Advice & Rights, ERCLT and 3rd sector/community organisations.
Working with partner agencies to support individuals and communities struggling with the impact of the pandemic, including shielding and support for isolation		31-Mar-2021	CLD and Strategic Insight staff were part of pool of staff who provided welfare/wellbeing calls during the early stage of the pandemic. Support now being offered with digital devices and skills.

3 Customer			
Activity	Progress Bar	Due Date	Latest Note
Introducing online customer journeys to allow customers to interact with our key services.		31-Mar-2021	Moving current online lagan and environment meritec processes to Goss in line with contractual deadlines as a priority.
Adapting processes and procedures to support newly introduced online processes as a result of the pandemic.		31-Mar-2021	Digital Customer Experience team developed all grant applications required by Scottish Government for Covid support.
Developing and improving partnerships to provide joined up approaches to service delivery.		31-Mar-2021	Continuing to work with departments.
Promoting online customer services to support channel shift and reduce face to face contact levels		31-Mar-2021	Increased customer contact due to pandemic and improvements created by new website that went live in July 2020.
Using robust socio-economic, service and customer data to target engagement and support communities during the pandemic e.g. shielding and support for isolation		31-Mar-2021	Data and business intelligence specialists in C&CS, Environment, Education and HSCP worked together at the forefront of public health and internal datasets to create new analytical reports and dashboards for different service to make informed decisions and align support in communities where it was most needed.
4 Efficiency			
Activity	Progress Bar	Due Date	Latest Note
Implementing fit for purpose, resilient ICT infrastructure and operations		31-Mar-2021	Although COVID-related delays continue to impact some delivery (such as the backup power generator for Barrhead) significant work has been taken undertaken over the previous 12 months to enhance resilience across the infrastructure. The Data Centre 2 project continues to progress to achieve greater resilience. A new ICT Strategy is well developed to help the drive towards a modern resilient ICT infrastructure.
Embedding the Council's new core business platform		31-Mar-2022	Release 2 specific to Environment preprocessors held up due to Covid 19 but now for end May 2021 to go live. Release 5 x 5 Projects of the Financial Procurement Platform being worked and targeted for between April to June 2021 go live. Release 2 of the HR/Payroll x 2 projects being worked and targeted for June – Sept 2021 Go live. Release 1 of Icon Estore went live Apr 21.
Reviewing the Council's change, digital and data programmes in light of Covid-19 due to capacity and budget constraints		31-Mar-2021	Good progress in a number of change, data and digital projects this year. Project prioritisation matrix used across departments to call out resource requirements and prevent conflicting demands. The Data Programme engaged specialist resources to deliver Covid related data analysis. The Core Systems and Digital Programmes also met key milestones with system and service launches.
5 People			
Activity	Progress Bar	Due Date	Latest Note
Providing regular communication and signposting to support positive health and wellbeing of our employees		31-Mar-2022	Regular emails and communication were issued out to staff at the start of the pandemic last year, the frequency of emails has reduced but is still being undertaken.

Activity	Progress Bar	Due Date	Latest Note
Promoting our values for all employees through regular communication and engagement		31-Mar-2022	Corporate Values Working Group is in place and meets quarterly to discuss and agree campaigns to promote the values and fundraising for our corporate charity. We hold a Values week in September each year dedicating a day to each value. The new "Values" category for the We Are East Ren Awards proved to be very successful with the winner being voted for by our employees. On a regular basis the Organisational Development team in partnership with the Communications team promote articles on the intranet and issue global emails that link in with national campaigns to continually raise awareness about our values.
Encouraging workforce and contingency planning to address potential pandemic impact on staffing		31-Mar-2022	Workforce planning group help monthly. HR attend CRMT weekly and produce guidance for managers
Promoting the Council as an employer of choice for all		31-Mar-2022	We have an equality action plan linked to our HR strategy with many actions to address creating an employer of choice for all.
Supporting service users in service design and organisational changes		31-Mar-2022	This is an ongoing action, and linked to the HR Business Partner team roles.
Implementing training to develop the digital and data capacity and skillset of employees, with a particular focus to support homeworking where possible.		31-Mar-2022	This is linked to the digital strategy. Work in continuing in this area.

3 Local Government Benchmarking Framework indicators (LGBF)						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Percentage of income due from council tax received by the end of the year %	97.6%	97.47%	96.42%	97.5%		Council tax collection, when measured as a % of net billed is lower than 2019/20 however, the value of income collected is higher than the value collected in 2019/20. The pandemic halted recovery action 1 the first quarter of 20/21, as did the implementation of the new system in quarter's 3 & 4.
Support services as a % of total gross expenditure	4.8%	5.04%	-	-	-	Rank position improved 1 place to 25 in 2019/20.
The percentage of the highest paid 5% employees who are women	59.8%	59.32%	-	-	-	Data not yet available
The Gender Pay Gap	7.49	6.32	-	-	-	Gender pay gap for 2019/2020 is 6.3%, this is the figure reported to the LGBF and Audit & Scrutiny Committee.
The cost per dwelling of collecting Council Tax	£9.72	£13.09	-	-	-	Data not yet available
The average number of working days per employee lost through sickness absence for: a) local govt employees & craft workers	12.35	12.97	10.37	10.9		Sickness absence has reduced by 2.6 days per FTE when compared with the previous year, and is below target.
Percentage of invoices sampled that were paid within 30 days % (all Council invoices)	81.4%	75.34%	79.8%	-	-	Overall an improvement from last year (75.3%) with COVID19 for 20/21 included.

4 Customer						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
The average time in working days to respond to complaints at stage one (CCS)	2.9	3.4	2.8	5		129 complaints
Average time in working days to respond to complaints at investigation (stage 2 and esc combined) (CCS)	10.9	17.9	11.6	20		8 complaints
5 Efficiency						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Payment of invoices: Percentage invoices paid within agreed period (30 days) - Corporate and Community Service's Department.	81.7%	77.2%	74.9%	-	-	Performance has shown a decline since the previous year (2019/20 77.2% largely as a result of staff focus on the pandemic, new Covid-related grant and hardship payments and processes still improving after implementation of the new finance and procurement system. The Department continues to lead on improvements to the invoice payments process, providing greater financial control and assurance.
6 People						
PI Description	2018/19	2019/20	2020/21	2020/21	Status	Notes and benchmark
	Value	Value	Value	Target		
Sickness absence days per employee - Corporate and Community Services Department (Full Department)	10.2	7.2	3.5	-	-	CCS Department absence rate for 20/21 is 3.5 days per FTE. In 2019/20 the absence rate was 7.2 days, and 10.2 days in 2018/19.