

EAST RENFREWSHIRE COUNCIL27 February 2020Report by Chief ExecutiveVISION FOR THE FUTURE**PURPOSE OF REPORT**

1. This paper brings forward a revision of 'Vision for the Future', which seeks to begin an ongoing dialogue on the long-term ambitions for the work of East Renfrewshire Council over the next 10 years and beyond. The aim is to develop this vision over time, in conversation with a range of stakeholders and in tandem with important processes such as Local Development Planning and wider City Region work, with a particular initial focus on the themes of the environment/climate change and building communities.

**RECOMMENDATIONS**

2. Council is asked to:
- (a) Consider and comment on the draft revision of the 'Vision for the Future' document (Annex 1).
  - (b) Agree to further iterative development of 'Vision for the Future', based on an ongoing dialogue with a range of stakeholders and taking into account the ongoing work including the Local Development Plan, the refreshed Capital Investment Strategy and City Region economic planning.
  - (c) Note the initial focus on the themes of environment/climate change and building communities.

**BACKGROUND**

3. The first 'Vision for the Future' document was published in September 2015 and gave a forward direction for the Council over a timeline of 10 years. We promised then that we would review the plan in 5 years to ensure it continued to reflect our latest thinking, the progress we have made and our priorities for the next 10 years.

4. In May 2019 Council considered a draft revision of 'Vision for the Future', a document that set out our long-term ambitions for the work of East Renfrewshire Council based on a horizon of 10 years. Council noted the updated outcomes, capabilities and values which make up the Council's overarching strategy.

5. It was noted that the draft 'Vision for the Future' document was underpinned by:
- an analysis of demographic trends and patterns for the local area through 'Planning for the Future';
  - a broad assessment of the political, economic, social and technological trends affecting East Renfrewshire;
  - an overview of what local residents tell us is important to them through the Citizens Panel; and

- scenarios around future financial planning, although it was acknowledged that finance remained one of the biggest areas of uncertainty.

6. It was agreed that there would be further development of the 'Vision for the Future' document and Members were also asked to contribute to the development of the vision.

## REPORT

7. Since May 2019, there has been a range of feedback through LDP2 consultation; through engagement with Members and through discussions with the Council's leadership team.

8. The underpinning analysis behind the document has also been strengthened with new research including updated versions of Planning for the Future; the Scottish Index of Multiple Deprivation; and a detailed transportation study for the Community Planning Partnership.

9. 'Vision for the Future' builds upon a detailed strategic planning framework and a range of ongoing and emerging processes and initiatives. These include LDP2; City Deal; the partnership work with Glasgow City Region and Climate Ready Clyde; our Capital Programme; the Council's approaches to community engagement, locality planning and participatory budgeting and our commitments to inclusive service design through our change programmes.

10. The redrafted 'Vision for the Future' document attached at Annex 1 reflects a general theme of 'connections'. These connections can be viewed in a number of ways: physical connections across East Renfrewshire via greenspace development; transport connectivity and active travel routes such as cycleways; connections within and between our communities; and also connections between our services and their users.

11. Key themes emerging from the conversations over the last 6 months have been around our continued and developing ambitions for:

- empowered communities
- active travel, connected greenspaces and routes across the area
- reducing social isolation and loneliness
- eliminating poverty
- equality of outcomes
- reducing carbon footprints and climate change
- outstanding education & renewing our school estate
- continuing our position as one of the best places to live
- inclusive growth with the right supporting infrastructure
- broader engagement and participatory budgeting.

12. 'Vision for the Future' sets a long term vision and direction for the Council and as such does not have its own action plans. Detailed action plans for the Council will be developed covering 3-year time periods through the Budget Planning and Outcome Delivery Plan process.

13. The audience is primarily our partners and employees, but it should also work as our corporate strategy summarised for an external audience.

14. Following Council approval, the 'Vision for the Future' document will be finalised and designed; case studies will be added to demonstrate progress towards the vision, and there will be a diverse communications programme to help 'chunk' aspects of the Vision for specific audiences and to foster a long-term, ongoing dialogue on a range of topics led throughout the

Council. Engagement with the Citizens Panel to explore climate change is already underway. We will update the underpinning analyses regularly (e.g. PEST and SWOT) and will seek to update the document itself at least every 3 years.

15. 'Vision for the Future' is about so much more than the document itself. It is about the conversations that have taken place to date and those which will take place with communities over future years. We will take time to build on all the many existing conversations that take place and build further internal capacity and capability, empowering our employees to develop their conversations with communities and to capture the results. We will seek to broaden ownership and mainstream these wider conversations into the way we do business across the Council and in our dealings with partners. This is an organisational development journey as much as it is a vision for the local area.

### **FINANCE & EFFICIENCY**

16. There are no specific finance or efficiency implications as 'Vision for the Future' does not set out firm proposals or make decisions. This broad vision will however influence spending proposals in the years ahead as the themes within develop.

### **CONSULTATION AND PARTNERSHIP WORKING**

17. 'Vision for the Future' is not a traditional consultation process with a set of proposals and a beginning and an end. This is the beginning of a broader, long-term culture shift towards a series of ongoing conversations led from across the Council which will help us develop and shape views and proposals for the future.

18. Our success in setting out and working together towards a broad vision for East Renfrewshire over the next 10 years will be about continuing the insightful and valuable conversations that have taken place over the last year and in broadening the range of stakeholders who can participate in these ongoing dialogues, including building the capacity of communities to participate as an equal partner.

19. 'Vision for the Future' poses a number of initial questions to its readers and invites contributions. Themes include what life in East Renfrewshire means to its residents; ambitions for the area; exploring the notion of 'community'; what climate change will mean for us; and how people want to be involved and can help us explore these issues further.

20. It is impossible to separate a vision for the work of East Renfrewshire Council from a vision for East Renfrewshire itself. We cannot deliver this vision alone; partnership working will be critical to this journey. Amongst others, it is key that we continue our successful relationships with our Community Planning partners; the Culture and Leisure Trust; the Health and Social Care Partnership; our City Region colleagues; and the West Partnership Regional Improvement Collaborative. Together we have huge ambitions for East Renfrewshire and our strength will be in working together to achieve and deliver over the next 10 years and beyond.

### **IMPLICATIONS**

21. 'Vision for the Future' seeks to begin an ongoing dialogue on the Council's broad, long-term direction of travel for making lives better within East Renfrewshire and delivering on the agreed outcomes in our Community Plan.

22. Given its overarching nature, 'Vision for the Future' does not make a strategic decision in its own right therefore it is considered out of scope for specific assessments under the Fairer Scotland Duty and equality impact.

23. We are working within the three-year implementation phase for the Fairer Scotland Duty and 'Vision for the Future' has provided an opportunity to think about our Council's strategic planning landscape and the Fairer Scotland and wider equalities duties. We will continue to ensure East Renfrewshire Council is well placed for putting equalities and economic and social rights at the heart of strategic decision making and, as strategic decisions are made during the life of 'Vision for the Future', we will assess and consider any current inequalities of outcome and potential socioeconomic impact at that time.

## CONCLUSION

24. 'Vision for the Future' is intended to be a living document which will be regularly updated. It is a direction of travel rather than a detailed strategy. The Council doesn't claim to have all the answers and we genuinely want to hear ideas about how we can best work together to improve the lives of people across East Renfrewshire over the next 10 years. There are a range of powerful, interesting and challenging themes emerging from our early conversations and our goal is to continue that dialogue with a broad range of stakeholders as we continue to build and shape our vision as a modern, ambitious council creating a fairer future with all.

## RECOMMENDATIONS

25. Council is asked to:

- (a) Consider and comment on the draft revision of the 'Vision for the Future' document (Annex 1).
- (b) Agree to further iterative development of 'Vision for the Future', based on an ongoing dialogue with a range of stakeholders and taking into account the ongoing work including the Local Development Plan, the refreshed Capital Investment Strategy and City Region economic planning.
- (c) Note the initial focus on the themes of environment/climate change and building communities.

Lorraine McMillan, Chief Executive

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19 February 2020

## BACKGROUND PAPERS

- Proposed Local Development Plan 2, Council 26 June 2019
- Vision for the Future, Council 1 May 2019
- Strategic Planning, Council 31 October 2018
- Vision for the Future: Update Report, Cabinet 23 March 2017

# **Vision for the Future**

## **2020-2030**

**Our mission is to make lives better for the growing numbers of people who choose to live here.**

**We are a modern, ambitious council,  
creating a fairer future for all.**

*N.B. the highlighted sections throughout show the areas where there has been most development since Council considered the last draft in May 2019.*

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## CONTENTS

Foreword	3
Context	4
Our Community Plan – A Fairer & Stronger East Ren	6
Vision for the Future – our Strategy to help deliver our Community Plan	7
• Strategy on a Page	8
Our Vision for the Future – What will this look like?	9
Our Vision for the Future – Links to Other Long-term Strategies	9
Our 5 Outcomes	
▪ Outcome 1 - Early Years & Vulnerable Young People	10
▪ Outcome 2 – Learning, Life & Work	12
▪ Outcome 3 – Environment & Economy	15
▪ Outcome 4 – Safe, Supportive Communities	19
▪ Outcome 5 – Older People & People With Long-term Conditions	21
Our 5 Capabilities	
▪ Digital	23
▪ Modernising How We Work	25
▪ Data	27
▪ Empowering Communities	29
▪ Prevention	31
Our Values	33
▪ Ambition	
▪ Kindness	
▪ Trust	
Delivering the Vision	34
Annex 1 – Planning for the Future Infographic Summary 2020	36
Annex 2 - Draft Political, Economic, Social & Technological (PEST) Analysis	40
Annex 3 – Vision for the Future – Links to other Long-term Strategies	42

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## FOREWORD

The first version of **Vision for the Future** was published in September 2015. **Vision for the Future** gave a forward direction for the Council over a timeline of 10 years. We promised then that we would review the plan in five years to ensure it continues to reflect our latest thinking, the progress we have made and our priorities for the next 10 years.

This review takes into account the rapidly-changing landscape of the last five years and how the Council has had to adapt to keep pace with unprecedented levels of change. Climate change, digital technology, mental health and loneliness are all issues which have become even more important in the last few years.

Strengthening 'connections' within and between our communities and also between our services and their users will be key. Ensuring that all our residents are able to enjoy healthy lifestyles and have access to green space, connected transport networks and the education and skills to adapt to significant changes in the jobs market continue to be crucial. Population growth must be considered in the context of community growth to ensure that it benefits all residents. We, of course, remain committed to reducing inequalities within and between different areas of East Renfrewshire.

These issues have to be tackled against a backdrop of the financial challenge posed by reduced funding for local government and our desire to give our residents a greater say in what the Council spends money on.

This Vision of the Future is intended to be a living document which will be regularly updated. It is a direction of travel rather than a detailed strategy. The Council doesn't claim to have all the answers and we genuinely want to hear about your ideas on how we can best work together to improve the lives of people across East Renfrewshire over the next 10 years.

Get in touch by emailing us your thoughts on what you think the big issues will be over the next 10 years to [vision@eastrenfrewshire.gov.uk](mailto:vision@eastrenfrewshire.gov.uk)

Lorraine McMillan  
Chief Executive

Councillor Tony Buchanan  
Leader of the Council

**CONTEXT**

East Renfrewshire faces many of the same opportunities and challenges as the rest of Scotland over the next 10 years.

**POPULATION GROWTH** - Our population will continue to grow due to the availability of new housing and the inward migration of families who choose East Renfrewshire for its quality of life and schooling (more detail [here](#) and in Annex 1). In particular the number of children is expected to increase. However the growth of the economy of the East of Scotland means that population increases in the east are overtaking areas such as East Renfrewshire. Population growth in Scotland has been as a result of inward migration which has compensated for a declining birth rate.

**AN AGEING POPULATION** - Our population is getting older with a particular increase in the numbers of people over 85, often living on their own. Most want to live independently in their own homes but some can suffer from isolation and loneliness as well as ill health.

**DIVERSITY** - We are proud our population will continue to be amongst the most diverse in Scotland with significant Muslim and Jewish communities.

**INEQUALITY** - Within East Renfrewshire there are pockets of significant disadvantage and deprivation, with around 7% of our population living in the 20% most deprived areas in Scotland.

**CITY REGION ECONOMIC GROWTH** - We will benefit from investment through regional partnerships, like City Deal, which will help us transform the local area, create new jobs and generate economic wealth as well as giving our residents access to the jobs from the economic growth of the region.

**TECHNOLOGY** - Technology will also drive change and increase expectations at a faster rate than ever before. Digital technology in particular will have an impact on all residents and organisations.

**THE CHANGING FACE OF WORK** - The employment market is shifting and jobs in 10 years may look considerably different to today due to changing personal expectations of work, a prevalence of short-term contracts and the impact of technology. Our residents and the Council will need the right skills to take advantage of these changes.

**SUSTAINABILITY AND CLIMATE CHANGE** – Climate change is one of the most talked about issues facing society. The next 10 years are likely to bring a major change in attitudes and increased expectations on public organisations. We are likely to require a more sustainable, accessible and connected transport network that encourages fitness and reduces our carbon footprint, and will be asked to support residents to reduce their carbon footprint through energy efficiency measures.

**PUBLIC SECTOR FUNDING** - The public sector is facing an increasingly challenging financial landscape and councils have seen a significant decrease in funding (on a like for like basis) over the last 10 years. East Renfrewshire Council has not been immune to this and whilst doing everything possible to make services more efficient, there have still been service cuts.

**LEGISLATIVE CHANGE** - Additional hours of nursery care is perhaps the biggest change on the horizon but there will be many changes to come as a result of legislation around Planning, Transport, Non Domestic Rates and Climate Change.

**PARTNERSHIPS** – The last 10 years have brought increasing partnership work with the formation of the East Renfrewshire Culture and Leisure Trust (ERCLT), and the Health and Social Care Partnership (HSCP) which are part of the East Renfrewshire family of organisations. Both are crucial to the success of this strategy. Our Community Plan partners also play an important role sharing a common strategy for the area.

These are just the headline trends and external influences which affect our decisions. We have included our analysis a PEST (Political, Economic, Social, and Technological) assessment in Annex 2. Our Planning for the Future Document also provides up to date information on population trends.

## OUR COMMUNITY PLAN – A FAIRER AND STRONGER EAST REN

The strategy that guides all the work of the Council and its community planning partners is our 10-year Community Plan. The Partnership’s vision for East Renfrewshire is:

*“An attractive and thriving place to grow up, work, visit, raise a family and enjoy later life”.*

This builds on the reasons that people choose to move to and stay in East Renfrewshire i.e. the quality of the environment and the great facilities for children and families.

In East Renfrewshire, our Community Plan focuses on 5 priority areas that describe the outcomes that we pledge to deliver for local people and what success looks like for our communities. The five outcomes are:



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



East Renfrewshire residents are healthy and active and have the skills for learning, life and work.



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



East Renfrewshire residents are safe and live in supportive communities.



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

These priority outcomes were developed after thorough socioeconomic analysis and community engagement and are a balance between our desire for East Renfrewshire to be a great place for all our residents and the need to address deep-seated inequalities in our area. The success of the Community Plan will be measured by changes in long-term outcomes for the community. These changes require contributions from all partners.

Fairer East Ren is the part of the Community Plan relating to child poverty, employability; and mental health, wellbeing and social isolation. These are complex areas that no one organisation can tackle alone and we are working with partners to introduce a sharper focus on reducing the biggest socioeconomic inequalities faced locally to ensure that no-one is left behind. This approach is supported in turn by more detailed Locality Plans for geographic communities where multiple inequalities are most concentrated.

## VISION FOR THE FUTURE – OUR STRATEGY TO HELP DELIVER OUR COMMUNITY PLAN

Vision for the Future covers a long-term outlook of up to 10 years. It builds on the Community Plan and articulates the role the Council will play in delivering our part of the Plan. Vision for the Future adopts the 5 outcomes of the Community Plan and for each outcome identifies the contribution that the Council will make to help achieve the Community Plan outcomes.

Our vision is to be a “*modern, ambitious Council, creating a fairer future with all*” and our mission is to “*make peoples’ lives better*”. We have high aspirations and expectations for ourselves, and our partners, as we continually strive to be better at what we do and improve the experiences of our customers. This drive comes from our desire to create a more equal and fairer society for our communities, hand in hand with our partners and the people who live and work here.

As well as setting out the 5 outcomes that we are working to deliver, Vision for the Future also articulates what we need to be good at to help us on this journey; we call these our 5 capabilities, which are:



Of course how we go about achieving our goals is also important and our employees have identified the following values to guide them:



## Our Strategy on a Page

We realise long strategy documents like this one are necessary but are not particularly accessible for all our staff and residents so we use a one-page infographic to summarise our overall vision for the future.



## OUR VISION FOR THE FUTURE – WHAT WILL THIS LOOK LIKE?

As we work towards our vision of “*a modern, ambitious council, creating a fairer future with all*”, we will see changes across the Council and the East Renfrewshire “family” of organisations, and changes in how we work. Given that a lot can change in 10 years, it is not possible to paint an exact picture of the future, but it is possible to plot a forward direction which will be regularly reviewed and updated.

In delivering our vision we must find a balance between high quality services and the need to address deep-seated inequalities. We will work together with local communities to ensure our decisions are based on socio-economic analysis as part of the Fairer Scotland Duty and we will integrate this with our other equality and human rights duties to simplify how we consider our potential impact and influence practice and policy at the right time.

## VISION FOR THE FUTURE – LINKS TO OTHER-LONG TERM STRATEGIES

This **Vision for the Future** document is influenced by and influences 3 associated documents:

- our **Local Development Plan**, which is our spatial land-use plan for the East Renfrewshire area,
- our **Capital Investment Strategy**, which identifies how we will invest in the capital assets owned by the Council and
- our **Long-Term Financial Strategy**, which identifies the possible spending pressures on the Council and what actions we may need to take to ensure a balanced budget in the future.

Further detail is given on each of these in Annex 3.



## OUR 5 OUTCOMES



### Outcome 1 – Early Years and Vulnerable Young People

**The outcome we want is for all children in East Renfrewshire to experience a stable and secure childhood and to succeed.**

We know East Renfrewshire is already one of the best places in Scotland to grow up, with high life expectancy rates at birth. Research shows that the first few years of a child's life are the most important in its development and strongly influence their future life chances, such as their educational attainment, health, well-being and resilience. In partnership with parents and carers we need to do all we can to support development through childhood for all. In particular we need to reduce the impact of adverse childhood experiences, especially for the children and young people across East Renfrewshire living in poverty and those who will experience the care system. We know that action taken later in life is likely to be more costly and less effective than later interventions.

The population of children under 5 years old is growing and this growth is expected to continue. The area remains a popular choice for families due to the quality of our education provision and the availability of new housing. We need to ensure there is sufficient provision and choice for early learning and childcare to meet not just government legislation but our own aspirations for children having access to the most effective world-class learning, grounded in the latest evidence of what works.

Over the next ten years:

- Our work with vulnerable parents and carers will be showing measurable benefits. Fewer children and families will be in the care system because we will build on the success of early interventions and joint work such as our Family First Service, the Family Nurse Partnership, our Signs of Safety approach and Postponing Pregnancy project. All our schools and early years' settings will continue to be Family Friendly and local people will be working alongside services to help parents and communities build their confidence and resilience.
- We will have significantly expanded our nursery provision to offer parents flexible options of how best to use their free early learning and childcare entitlements. Five new nurseries



will be built and other facilities extended by August 2020 at a total cost of £24million and three of those will operate as family centres. More nurseries will follow to meet the demands of additional housing developments across the Council area. By 2024 we expect that almost all 3 and 4 year olds, and some 2 year olds in specific circumstances, will be taking up the opportunity of 1140 hours of free early learning and childcare a year.

- More support for vulnerable children at an earlier time in their lives will ensure more children will progress and develop in line with their age. Educational achievements in reading, writing and numeracy will improve, helping to reduce inequalities as they grow older.
- The life chances of the young people in our care will be measurably improved through our long-term commitment to the Champions' Board which allows children with experience of the care system to directly influence senior council officers and elected members. We will also do our utmost to keep children in our care in East Renfrewshire so they are close to their support networks and can benefit from our excellent schools.
- Our care-experienced young people will be successfully contributing to the community by means of an expanded, innovative (and award-winning) Family Firm initiative giving real employment and life-changing opportunities to all participants and helping them move into further learning, training or employment beyond school.
- There will be increased provision for children and young people with additional support needs, more of whom are moving into East Renfrewshire due to the success of Isobel Mair School in offering high standards of education and care. Their experiences and outcomes will be maximised, many will be included in their local school and community and we will have the right services which will support them into sustainable positive destinations beyond school, including employment within local businesses or social enterprises.



## Outcome 2 – Learning, Life and Work

**The outcome we want is for our residents to be healthy and active and have the skills for learning, life and work.**

East Renfrewshire has some of the top-performing schools in Scotland with high rates of attainment as well as a high proportion of young people going onto positive destinations when they leave school. The attainment of our young people from our most deprived areas has been increasing but we still have a gap between the attainment of those from the poorest areas and those from the least deprived areas.

Employment levels tend to be around the Scottish average, with most people commuting outwith East Renfrewshire for work.

Whilst our residents are generally healthier and live longer than in many parts of Scotland, the UK only ranks about 20<sup>th</sup> in the world, with some predictions that life expectancy may begin to decrease. We still need more people to be physically active, to eat healthier food and to reduce alcohol intake if overall quality of life and mental health is to be enhanced.

Over the next 10 years:

- There is expected to be a continuing demand for places in our schools through the inward migration of families to established neighbourhoods and to new housing areas. Existing schools will be improved to meet the needs of a modern curriculum. There will be a new learning campus in Neilston and Carolside Primary, Cross Arthurlie Primary and the older parts of Woodfarm and Mearns Castle High Schools have been prioritised for redevelopment in the future.
- The demands of population growth will be met by some limited extensions of schools in our primary estate. New schools will be built, if required, to meet the needs of future housing proposals. New proposals for house building will be carefully managed through the Local Development Plan and Development Management process to ensure that there is sufficient provision of school places and that funding is secured to support this.
- What pupils learn will be transformed as they develop the skills to take full advantage of a rapidly-changing jobs market, with a greater emphasis on digital and STEM subjects

(Science, Technology, Engineering and Maths). There will be different routes to work, with more graduate and foundation apprenticeships and we will equip children with the skills and attitudes to enable them to change careers at different times of their lives. We will help our young people get what they want out of life, helping them become rounded individuals by providing an education which involves community partners and which contributes to the community.

- Attainment and achievement will continue to improve in primary and secondary schools and we will have further reduced the attainment gap.
- Schools will be empowered to shape their curriculum, staffing, learning experiences and bring about improvements in outcomes and experiences in partnership with their parents, learners and communities.
- We will continue to work collaboratively across local council boundaries in the Glasgow City Region to share best practice in education and strengthen employability to ensure residents can take up good jobs which provide for a decent standard of living, security and personal fulfilment throughout the region.
- Improved mental wellbeing of children will be a top priority. With national research showing most mental illness begins before adulthood and can be linked to childhood adversity, we will take a preventative and early interventionist approach and where necessary we need to ensure that mental health care meets the needs of our young people.
- Sport, fitness and cultural services will be a critical and effective part of our early intervention strategies which will make a measurable impact on key local and national priorities such as the health of an ageing population, tackling obesity and improving mental health. Schools will play a key role in inspiring all children and young people to participate in sports and cultural activities which they will continue into adult life through community groups supported by volunteers and East Renfrewshire Culture & Leisure Trust (ERCLT).
- Sports and leisure facilities will be protected and improved. Building on the improvement to the Foundry in Barrhead and the sports facilities at Eastwood High, both the Neilston and Eastwood Park facilities will be rebuilt. Neilston will be regenerated as part of the masterplanning of Neilston town centre and the new learning campus development. The

Eastwood area will benefit from a modern leisure facility which will cater for our growing numbers of young people and ageing population.

- Residents will have increased their participation in physical activity through our high-quality sports pitches, open spaces and parks, which will in turn help to improve health and wellbeing.
- We will continue in our efforts to change residents' travel habits, with an increased focus on cycling and walking and providing appropriate safe and sustainable infrastructure to facilitate these activities. This will include safe, connected active travel routes and networks across the local area, through greenspace for wellbeing, to connect people with employment opportunities, schools and recreational facilities and to improve fitness and mental health.
- Residents will have access to a high quality library service that stimulates cultural, social and economic wellbeing, is digitally inclusive and universally accessible. We will support ERCLT to explore partnership opportunities to maximise the community value from libraries through information provision, making connections and tackling loneliness and isolation.



### Outcome 3 – Environment and Economy

**The outcome we want is that East Renfrewshire remains a thriving, attractive and sustainable place for businesses and residents.**

East Renfrewshire forms part of the wider Glasgow and Clyde Valley region and exhibits a diverse range of environments. The north of the area comprises predominately urban areas with an extensive rural hinterland to the south. East Renfrewshire is an area of rich environmental quality with a network of important greenspaces and leisure and recreational opportunities including the Dams to Darnley Country Park and Whitelee Windfarm.

It is primarily a residential area with only a small business base. The area is very reliant on the wider City region area for job opportunities. Our residents tell us they enjoy living in East Renfrewshire and the migration of people into the area demonstrates its continued popularity. Residents value access to green space, the countryside and our local water spaces such as the Dams.

Wider issues such as climate change and the economic future of the Glasgow City region and Scotland as a whole will strongly influence the future of the area, as will our ability to build an infrastructure to meet the growing needs of our residents and businesses.

**Over the next 10 years:**

- We will build on our first Local Development Plan (LDP) with an updated LDP2 which will focus on consolidation and regeneration of our urban areas. Future Plans will continue to set out ambitious plans for inclusive economic growth and connected communities, with proposals for housing and the sustainable supporting infrastructure required to achieve these aims.
- We will deliver inclusive growth through our Glasgow City Region projects which will deliver £44million of major infrastructure to boost innovation, regeneration and growth. These projects will greatly add to the value of the local economy over the next 20 years through new infrastructure, connectivity and tourism. The new business centre in Greenlaw, Newton Mearns, will be creating opportunities for entrepreneurs and networking. Barrhead will see housing, leisure and shopping facilities being provided through remediation of the former Nestle site and Shank's Park. There will also be a new

visitor centre at the Dams to Darnley Country Park, with infrastructure to support water-based sports which will increase visitor numbers to the area. Other potential facilities at this location are currently being developed.

- We will continue to meet our housing requirements by 2029 as outlined in our Local Development Plan, across all tenures and in particular for affordable housing. We already have approved plans in place to increase the number of houses in East Renfrewshire by 3374 between 2019 and 2029 to meet our part of the Scottish Government's target for new housebuilding in Scotland. The Barrhead community will see the biggest increase with just over 1500 houses, with Newton Mearns at over 1300.
- We will ensure infrastructure provision is sufficient to meet the needs of our population, particularly for education. We will focus on the supporting infrastructure that will allow communities to grow and thrive, with positive impacts for health, wellbeing and the environment.
- We will build at least 240 new Council houses catering for the diverse needs of tenants, including variations in family size and adaptations for disabled and elderly people.
- We will ensure infrastructure provision is sufficient to meet the needs of our population particularly for education. We will focus on the supporting infrastructure that will allow communities to grow and thrive, with positive impacts for health, wellbeing and the environment.
- We will have helped the economy to grow and helped build a stronger more diversified local business base. The number of new business start-ups is increasing but we want more new businesses to survive for 5 years or more. The primarily service nature of existing employment means many of the people who work in the area are paid below the living wage. We will strive for a better balance of jobs to reflect the highly skilled nature of our population, to take advantage of digital opportunities and to provide progression for those in lower paid jobs.
- Our residents will have better access to the wider Glasgow City region. As part of City Deal a new railway station and bus interchange will be built at Barrhead South. There will be improvements to the road network along the M77 corridor, building better travel routes between the Levern Valley and Eastwood and providing opportunities for a major strategic

route in the longer term. This will give our residents excellent access to the 28,000 jobs which will be created across the City Region.

- Our town centres will be more sustainable, attractive, vibrant and accessible with more diverse activities. We need to take into account a wide range of factors including changing retail patterns, housing opportunities, diversification of uses, digital technology, office accommodation and employment and the creation of civic, community and cultural hubs. Town centres need to be vibrant and attractive during the day and in the evening. The Council cannot do this alone. It can provide leadership but it needs to develop a vision and action plans in collaboration with a wide range of partners including its Business Improvement Districts and other key players. As an example, a proposed investment of more than £30m in a joint education campus in Neilston will also offer the opportunity to regenerate the town centre.
- The future of the local environment will be protected through the improvement of our parks and open spaces, which serve as places for leisure and health as well as reducing carbon emissions. Rouken Glen Park will have more facilities and will be a successful events venue. A masterplan will be prepared and implemented for Cowan Park, transforming it into an attractive public park for all residents.
- Eastwood Park will be masterplanned with a new vision and identity for the park, a different mix of land uses, improved connectivity via footpaths and safe cycleways, and an outdoor space that can be used productively for recreational and other purposes.
- We have a very limited supply of brownfield sites and so new house and community facilities may have to be built on previously undeveloped sites. We will ensure there is a balance between protecting greenbelt and our important urban green spaces within neighbourhoods and will consider the impact on both when deciding on the best locations for future development.
- We will build on the success of being No 1 in the country for household waste recycling rates to encourage even greater environmental awareness and reduce waste and pollution. Our new waste facility, which we have funded along with neighbouring councils, will begin operation in North Lanarkshire in 2020 and further reduce the waste sent to landfill.

- We will strengthen our commitment to reducing local CO2 emissions as we cut the emissions of council buildings and seek to reduce the physical footprint of our properties. We will encourage the move to electric cars with the necessary sustainable supporting infrastructure. We will work with developers to ensure they futureproof new buildings and spaces so they are adaptable and flexible and as energy efficient as possible. Active travel connections across communities will give the benefits of access to greenspace and waterways for purposes of broader wellbeing.
- We will develop our communities, infrastructure and buildings to be more resilient to the effects of climate change mainly in terms of challenging weather. This includes being able to deal with storms, heavy rain, extreme winds, droughts and heatwaves. A plan is in the early stages of development at the Glasgow City Region level and there is potential to engage local communities in awareness-raising around the simple steps that individuals can take to 'do their bit' from encouraging wildlife to protecting garden greenspace and thinking carefully about expansion and development plans.

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#### Outcome 4 – Safe, supportive communities

**The outcome we want is that residents in East Renfrewshire are safe and live in supportive communities**

Local residents continue to value a strong sense of belonging to their community and the safety of local neighbourhoods. We have strong communities throughout the area and people from diverse backgrounds get on well. East Renfrewshire has the lowest crime rate in mainland Scotland although housebreaking and anti-social behaviour are still of concern to residents. We have a small proportion of people who misuse alcohol and drugs.

Over the next 10 years:

- Community safety and community justice will be enhanced through increased community engagement activity with local community groups to promote positive outcomes. This will be progressed through partnership working and integrated information-sharing with Police and Fire services to focus community activities in the most appropriate areas.
- More people who are involved with the criminal justice system will receive community pay back orders that will reduce future offending, provide added value and give something back to the communities most affected by crime. In addition, there will be improved access to services that will help integration into back into communities, which will further reduce reoffending.
- Fewer East Renfrewshire young people will engage in anti-social behaviour and those at most risk will be actively and meaningfully engaged through targeted streetwork and diversionary activities.
- We will be more effective in protecting adults who are at risk of harm, by providing timely responses that allow them to live safely in their own home.
- Through our work with key partners we will deliver a comprehensive range of actions to ensure we prevent, reduce and respond effectively to all forms of violence against women and girls. We will ensure through the delivery of activity such as Safe and Together that women, children and young people are provided with the right support at the right time.

- Helping residents affected by alcohol or drug use to overcome their addiction(s) will be at the heart of our drug and alcohol recovery services.
- Communities will re-emerge and strengthen in existing localities and grow and develop in newer areas. They will have the connections and skills to effectively support one another, combatting loneliness and isolation and contributing to a greater sense of wellbeing at all ages, with knock-on benefits for resilience, health and life expectancy.
- It will be easy for East Renfrewshire residents to have their say and get actively involved in their local communities. The confidence and skills of communities will be stronger so they can influence key issues that matter to them and contribute toward the building of supportive communities.
- We will work in direct partnership with local groups and organisations to participate in the development and delivery of local plans (e.g. Fairer East Ren and our Locality Plans) which reflect local priorities and views and will work more effectively in partnership with communities across our diverse range of services.
- At least 1% of our budget will be spent through Participatory Budgeting, where local people have a direct say in budgetary decisions. We will expand our successful range of community-led decision-making processes and offer an increased role for community members in the delivery of shared outcomes in East Renfrewshire.



### **Outcome 5 – Older people and people with long-term conditions**

**The outcome we want is that older people and people with long-term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.**

East Renfrewshire's residents generally live long, healthy lives. Local people have a longer life expectancy than the Scottish average and maintain a good quality of life. Over the next 25 years, East Renfrewshire's older population is projected to rise significantly. We will need to respond, by working to ensure older people and those who have long-term conditions benefit from improved quality of life, can live safely at home and are connected with their communities. The NHS, through its 'Moving Forward Together' strategy will also be developing approaches and responses that are focused within our communities.

Over the next 10 years:

- Through the Council's partnership with the East Renfrewshire Culture and Leisure Trust (ERCLT), older citizens will be involved in a range of activities that support and encourage them to be physically and mentally active and maintain their independence. The much-improved leisure facilities in Eastwood, the Barrhead Foundry and Neilston will be welcoming for people of all ages and will respond to changing needs and focus on the wellbeing of people in our communities.
- We want to work more closely with communities offering more local people the opportunity to talk about any concerns and to plan ahead to stay independent. **With our partners we will develop 'Talking Points' as places in communities where local people can come along and get information, support and advice about adult health, wellbeing and community activities going on where they live.**
- **Developments in monitoring equipment and digital technology will allow us to provide more responsive and less intrusive supports to people in their own homes.**
- We will work with our communities and partners to ensure there is a supply of creative and high-quality options available for people who need support to stay in their communities.

- We will have shifted away from hospital wards to community alternatives for people requiring long-term or round-the-clock care. We want to ensure only those people who require urgent or planned medical or surgical care need to go into hospital. Our aim will always be to return people home as quickly as possible and to support them at home whenever we can with a programme of re-enablement.
- We will improve people's quality of life by helping them to choose from a range of housing options so they can stay in the home of their choice in their local community. We will work with the housing market to achieve this. Our Local Housing Strategy and council house building programme will take these needs into account including our future proposals for sheltered and amenity housing.
- A lower proportion of people will need long-term care as they will have options to stay supported in their community, remaining connected through their interests, and are supported through technology and person-centred care.
- There will be increased opportunities for people to work in health and care as a fulfilling career. We will encourage the development of local social enterprises and community-based supports.

## OUR 5 CAPABILITIES



### Digital

We will build our capability to be a digital council and offer services which are enabled by digital technology to the benefit of our customers and employees. Many customers now expect to be able to contact and communicate with us 24/7, to the same level of service they can get elsewhere in their lives. Digital technology allows those customers who can “self-serve” to do so, saving the public sector money and freeing up resources for the most vulnerable. The Council will develop and transform to meet the changing needs and expectations of our customers.

But it’s not all about technology; it’s about culture, empowerment and working together across boundaries; being open to reconsidering our whole way of doing business. Our focus is on designing new processes starting with the customer and using digital technology to deliver better more user focused services. Not just an online form, an app or a tweet but instead a fundamental redesign of all our processes end-to-end using digital technology. Customers will be involved in the review and design of services across the Council which will help to meet expectations and demands. The pace of change and innovation has greatly accelerated over the last 5 years and the scale of digital expectations is huge – who can predict the future? Our redesigns need to be easy to use, run truly end to end beyond traditional service boundaries, and be able to respond to change quickly.

Across the country we are beginning to see some successes from the use of intelligent automation, which are really speeding up processes where there are high-volume customer interactions. This can involve immediate “decision making” with automatic answers to customers, which frees up time for us to focus on the more complex cases. In a further extension to our 24/7 offering, we will also extend the concept of “digital assistants” who can interact with customers on a conversational basis.

Our focus will be on how digital can improve outcomes for our customers, particularly in our big spend areas such as Education and Social Care where the impact of digital technologies is becoming apparent. From completely new learning technologies, to sensors to support vulnerable people to live independently but with the comfort that their wellbeing is being monitored, the possibilities are endless.

Of course, digital technology has a cost as well as a benefit and we need to prioritise spend within a challenging budget environment, taking advantage of new cheaper, easily available technologies and collaborative work with other councils.

High-quality digital and full fibre broadband infrastructure and networks are an important facility for businesses and residents. The Council will continue to encourage developers to explore opportunities for the provision of digital infrastructure as an integral part of development.

Our schools will be at the forefront of digital technology where best-practice teaching will be supported by the best practice in digital learning. We will take advantage of new developments in digital health technology to support our ageing population and, of course, we need to be able to use digital technology ourselves to gather data, to provide quicker services and to support our customers who cannot access digital technology easily.

We will look to strike a “deal” with our customers that by using digital technology they are freeing up resources for the most vulnerable.

Given the pace of change, it will be necessary for us all to be adaptable and flexible; to learn and to take ownership of our own development. We will build the right culture for continual learning and more flexible job roles and will support staff to develop new digital, data and technology skills required to continuously reimagine service delivery, working in partnership with our customers, to offer the best possible outcomes for residents. We will collaborate on a national basis to better plan for the next 2, 5 and 10 years.



## Modernising How We Work

We will make further strides in modernising how we work to allow us to be even more efficient, helping us to meet the budget challenges ahead; it will give customers (external and internal) a better service and, equally importantly, it will help increase our own job satisfaction as we remove outdated processes and practices.

Our focus is on modernising processes, taking out unnecessary approvals, duplication and manual processes. Championed by our Core Systems, Digital and Data programmes, council systems will be updated, processes will be automated and we will adopt digital and paperless systems wherever possible, avoiding rekeying of data.

Strong governance and our integrated view of council-wide progress in delivering our change programmes, financial and service business planning will help us to prioritise scarce resources; ensuring we make crucial decisions to keep projects moving; and introducing new agile project methods which may help us move quicker on certain types of projects that need more design and development, working closely with users.

There is a wider workplace shift from “where we work” to “how we work”. Technology is a key enabler but will only work if the culture is right and there is trust and consistency. Our property estate is old and expensive to change but our office modernisation programme will give us a structured way forward balancing cost savings and improvements in our work environment. Our workspaces will reduce, but those remaining will become more modern, meeting the needs of increasing numbers of employees who are working in more flexible ways and who do not require permanent desks, as well as those employees who are office-based. We will have less floor space, with a modern, pleasant environment where employees can collaborate across teams and work together as well as having quiet space when needed. Where possible, we will share space with partner organisations, building on our approach of “no walls” in our partnerships. How we work together will also change.

To help achieve this we are also developing an accommodation strategy which will seek to reduce the amount of non-school property we hold and make the properties we do hold fit for purpose in terms of future working practices and improving the efficiency of those buildings. In addition we will continue to develop our asset management plans which will set out our future proposals for investment and modernisation in relation to IT, Property, Parks, Fleet, Housing and Roads.

Our management and leadership practice will be about knowledgeable leaders and managers who really care about their employees' development and are prepared to coach and empower employees to help them do their best to deliver top quality services with each other and our residents. Leaders can be found at all levels and need to act as role models for the transformation we want to see, acting as enablers for new ways of working, helping to support employees to develop their thinking and building a workforce that is fit for the future. The benefits of our leadership and management programmes will take some time to bed in and all our leaders will take part in new development programmes to help them build up their skills to help them lead and support employees in the changes ahead.

We want all employees to be guided by the values we have jointly developed and this will be far more powerful than any rules we could set. We want to break down old-fashioned hierarchies and be less formal.

This cannot be achieved overnight. We will have to work through every process, some of which go right across the Council. We will need robust governance to make sure we prioritise our resources where they can make the biggest difference to our change projects and we will need strong project management to make sure we deliver the benefits. We will broaden the capabilities available through office productivity tools and widen use of voice recognition. We will all use systems directly i.e. "self-serve".

Our significant programmes of work are moving at a considerable pace right across the Council, HSCP and ERCLT, covering some complex areas and challenging the most fundamental building blocks of how we operate. These are resource intensive areas of work but, given the right input and commitment, have real opportunity to transform the way we work and deliver efficiencies for the future.





## Data

We are a data-rich organisation, but we are now on a journey to fully becoming a data-informed organisation. That means our strategic focus, operational decisions, improvement priorities and actions need to be based on accurate, timely, relevant and high-value, data-informed business insights that are available to the right people, at the right time and in the right way for them to make informed, actionable decisions about services. We will bring in new skills to enable this and will support our existing employees to build new skills to handle access and use data in more ways to help them in their day-to-day work.

Using the data we hold efficiently to generate business intelligence and insight will help enable the Council to plan for the future, save time; reduce costs; automate tasks; identify and take preventative action; monitor, predict, control and report our performance; improve customer journeys through and across services; and change how services operate individually, corporately and in partnership with other organisations.

The information we hold should be understood and valued as much as other organisational assets such as buildings, equipment, people or money. It should be actively looked after by being stored, maintained, protected and exploited – according to its value.

We need to recognise our data may not always be perfect, but it is good enough for its intended use and we should use it in ways that are pragmatic and appropriate – we should also be transparent about its value and any limitations or quality issues.

There is huge potential from information that is standardised and linkable, allowing us to pull different types of data together into a common way that allows for integrated analysis, collaborative research, large-scale analytics, and sharing. We can discover more about ourselves, our customers and our services this way.

Information becomes even more valuable if it can be used more than once or for more than one purpose. This gets us to a single, reliable source of the truth and ensures everyone is working to the same facts. It should be as easy as possible for individuals to access information about themselves, without having to make a request and even when access is not mandated in legislation. We will allow data to be transparent so the public can see and use it, but we will always balance that against legitimate legal, ethical, professional and technical constraints and potential risks and sensitivities.

New data processing and analysis technology is flooding the market but councils across Scotland are just at the beginning of making good use of their vast data – East Renfrewshire is no different; this is an exciting area of work and we're just at the start of what's possible.

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## Empowering Communities

We are building up our capability to work with our communities, encouraging and supporting them to work with us and one another to improve outcomes. To deliver on our duties under the Community Empowerment Act, we are moving from a focus on consultation and engagement to genuine involvement and participation. As we review our services, we look for more opportunities for community involvement and participation, recognising that genuine involvement is ongoing and not just at the start of a process. It is about local people being truly involved in services that affect them – this means setting priorities, influencing and supporting how we deliver on them and how we spend our money and reviewing progress.

We have the opportunity to change how we work, building in more local control. Through locality planning, communities experiencing poorer outcomes are becoming empowered to articulate their needs and priorities and play a part in delivering on them – we now need to look at how we can learn from this approach in an effort to widen community involvement across East Renfrewshire. We are using participatory budgeting to give local people a say in how money is spent in their area and this is an approach we want to scale-up in future years. We prioritise community capacity-building support to ensure communities are strongest in areas aligned to our strategic outcomes, such as early years, safe and supportive communities and older people. Our focus is to ensure everyone has a voice, particularly those seldom heard.

There will be far greater empowerment at all levels of our education provision. Schools will determine their use of resources and will design the staff and management structure to meet their learners' and community's needs. They will have funds at their fingertips and will be able to decide on improvements to their school. Decisions will be taken as close to the child as possible to help meet an individual's needs. This greater empowerment will give schools more autonomy and there will be also more local accountability. Children themselves will be empowered to have a say on what happens in their school, as will parents and the wider community, with employers and other local agencies working in partnership with schools.

Within a context of decreasing budgets, and to avoid consultation fatigue, we will coordinate our efforts to enhance involvement and participation through better coordination across the Council/HSCP and with our partners, making more effective use of our limited resources. We

will provide training and develop toolkits to help employees ask themselves challenging questions about how they can involve individuals and communities.

By building this capability, communities, families and individuals will be actively involved in service design, developing and delivering solutions to improve outcomes. We will use our values to guide our behaviours when working with communities and individuals. We will not insist our professional opinion is always right but work closely with people to get the best solution for them within our financial context.

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## Prevention

Together with our partners, our commitment to early intervention and prevention in designing and delivering services is vital to making people's lives better and tackling inequalities. In the past there was too much emphasis on fixing problems rather than preventing them occurring in the first place. Now we understand this is not good for communities and places heavier demand on services, which is not financially sustainable in the longer term.

Looking at things through a preventative lens, together with our communities, we are rethinking our services. Nationally, the drive is to act earlier in situations and, locally, further shift the balance of investment from crisis to preventative interventions. This is challenging but key to improving local outcomes and reducing demand for some services. We need the right mix of investment in preventative work and investment in ongoing delivery.

Nowhere is the preventative and early intervention approach more evident than in our prioritisation of, and investment in, services for children in their early years and towards supporting parents. There's huge evidence to show the positive impact of transforming the lives of children and future generations through investing in early years services. It is a long-term approach but we are already working hard in this area. Working collaboratively with services and our most deprived communities we are: improving pre-birth support, supporting families to become confident parents and building resilient communities for children to grow up in. Our project on reducing teenage pregnancy has received national acclaim and we want to build on this success.

Preventative approaches are also central to our strategy on responding to the challenges of our increasing ageing population and reducing health inequalities. Our HSCP's strategic priorities include reducing unplanned hospital admissions and working together with older people and people with long-term conditions to maintain their independence. Traditional home care services have been redesigned to focus on re-ablement, working with people to regain their independence after illness or a stay in hospital. This reduces the need for long-term care at home. Support for people who self-direct their care is also being transformed moving to a model of "just enough support". The premise of early intervention sits at the heart of a range of innovative projects aimed at improving people's physical and mental health and there are good examples of joint work between the Culture and Leisure Trust and HSCP.

We've radically rethought our enforcement services (Environmental Health, Trading Standards and Licensing) and created a single prevention team whose early interventions are protecting some of our most vulnerable residents, empowering them to avoid scams; block nuisance calls, access reputable tradesmen and increase safety in the home – all helping people maintain their independence.

Taking a proactive, preventative approach is central to how we do things now and in the future: how we review our budgets; invest our resources; shape services; design job roles and develop staff skills – we can't afford not to.

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## OUR VALUES

Our values are the building blocks of our vision to be a modern, ambitious council creating a fairer future for all.

Staff across the council embody our values on a day-to-day basis, as we work to improve the lives of those who live in, work in and visit East Renfrewshire.

It is important that staff recognise and believe in our values. Through engagement with them we have simplified our values to these three:



Ambition

This means we are creative, innovative and strive to make people's lives better.



Kindness

This means we are compassionate, helpful and show respect towards others. Whether it is with our customers or with colleagues, we should show kindness in everything we do.



Trust

This means we are honest, reliable and act responsibly in everything we do. Every day we work to improve the lives of those who live in, work in and visit East Renfrewshire, so it is really important that we have their trust.

## DELIVERING THE VISION

Our plans are ambitious. We want to be at the leading edge, delivering the best possible services to our communities. We have an ambitious strategy to deliver, based on our 5 priority areas that describe the outcomes we pledge to deliver for local people. We have many impressive projects, ranging from our work to deliver new schools and nurseries to our City Deal infrastructure programme; from an ambitious capital programme and Local Development Plan to partnership models of delivering for Culture and Leisure and Social Care.

It is impossible to describe what life will be like in the future in a few words, both for our local residents and our employees, but we want everyone to be involved in creating this new future. We will all have to learn new skills and support each other to do so. This transformation has to be driven across the organisation and through the local area by everyone; we all have to be engaged in the changes and feel we can influence them. All this comes at a time of challenging and reducing budgets, making transformation all the more important.

This Vision for the Future should not be a static document. It needs to have a life of its own and respond dynamically to change over the next 10 years. It has scope to develop and adapt to new demands; respond to conversations with communities; and to be shaped and guided by the knowledge and skills of our employees.

There are big issues to address, particularly in the areas of climate change and building supportive, thriving and resilient communities and neighbourhoods - we need wider involvement to shape these.

Over the life of this Vision, we will create opportunities to widen the conversation, to involve more people and to develop our thinking. This is not a traditional consultation where we seek views on a set of proposals. It is about creating a long-term vision for the area. It is about opening up a conversation to explore what possible futures might look like and how we can really make lives better in East Renfrewshire.

We would love you to get involved.

- What does life in East Renfrewshire mean to you and how can we support you to live a better life?
- What is your biggest ambition for East Renfrewshire as an area in the next 10 years?



- What do you want East Renfrewshire to look like in 10 years' time?
- What does 'community' mean to you for the 2020s?
- What does climate change mean to you? What will it mean for us as an area?
- What can you do to help us achieve our Vision for the Future?
- What else should we be asking?

Get in touch at [Vision@eastrenfrewshire.gov.uk](mailto:Vision@eastrenfrewshire.gov.uk) and let us know your thoughts.

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# Planning for the Future Infographic Summary

December 2019 version

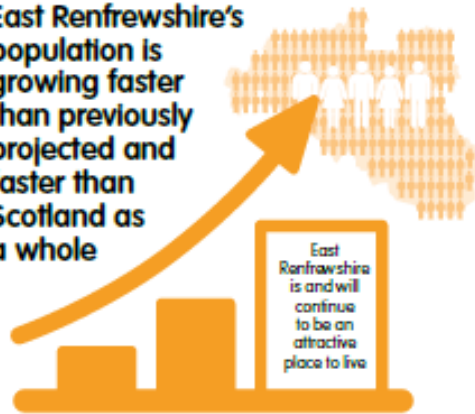
For further information see

[www.eastrenfrewshire.gov.uk/planningforthefuture](http://www.eastrenfrewshire.gov.uk/planningforthefuture)

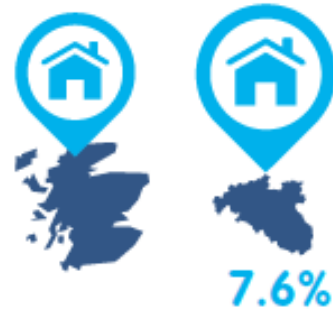
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EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT

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



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



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

The two age groups that will grow the most



More houses are being built for three reasons

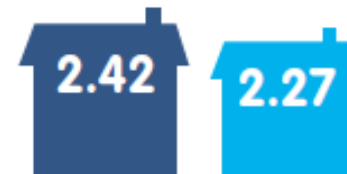


Demand will increase for services

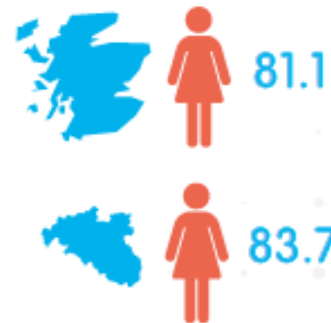
For older people, as well as general public services (such as health and care, leisure and environmental services)

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

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



East Renfrewshire now has the highest female life expectancy at birth in Scotland, and the second highest male life expectancy

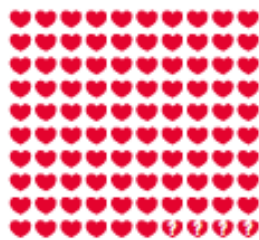


IF EAST RENFREWSHIRE HAD 100 PEOPLE

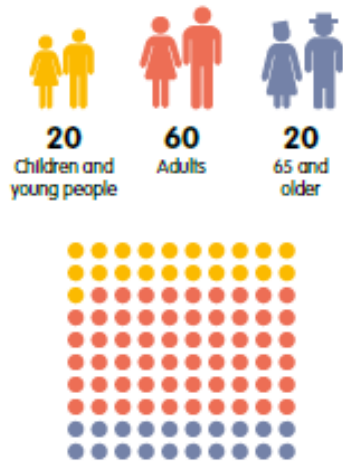
Gender



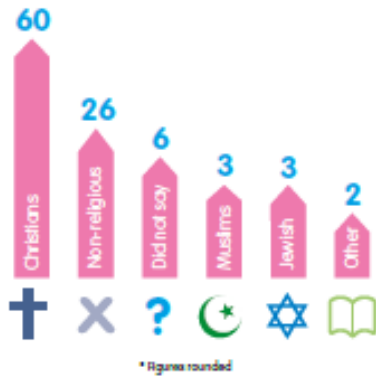
Health



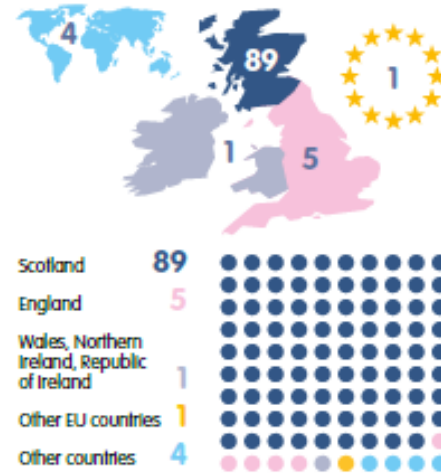
Age



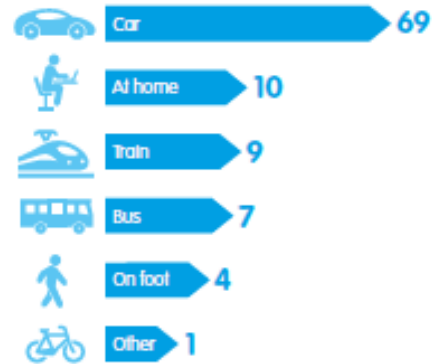
Faith



Country of birth



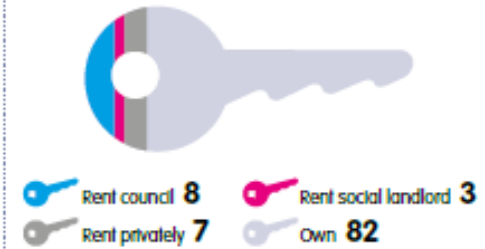
Travelling to work



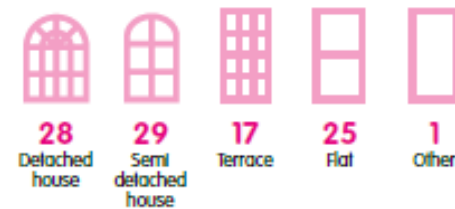
Household size



Tenure

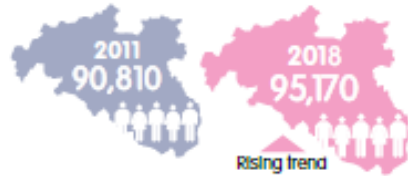


Where people live

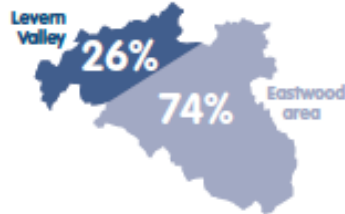


EAST RENFREWSHIRE FAST FACTS

Population



Where people live



Life expectancy



New homes planned up to 2029



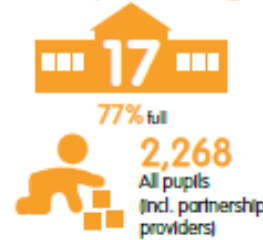
Economically active 70%  
Economically inactive 30%



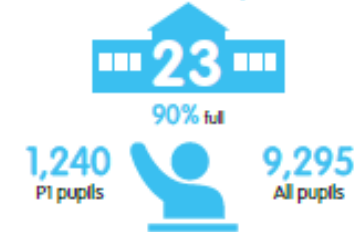
Extra moving into East Renfrewshire 2018



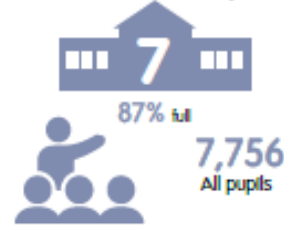
Early learning



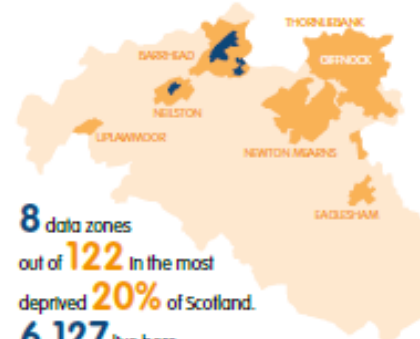
Primary



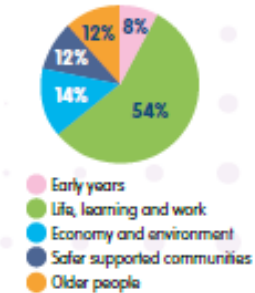
Secondary



ASN School



How money is spent on our key priorities



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**Draft**

**Political, Economic,  
Social & Technological  
(PEST) Analysis for  
East Renfrewshire  
Council**

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<p><b>POLITICAL</b></p> <ul style="list-style-type: none"> <li>• Policy &amp; Legislative change incl.           <ul style="list-style-type: none"> <li>- EU Withdrawal</li> <li>- Scotland's new financial &amp; social security powers (inc. tax, Council Tax etc)</li> <li>- Barclay – Non-Domestic Rates</li> <li>- Fairer Scotland Act</li> <li>- Local Outcome Improvement Plans</li> <li>- National Performance Framework</li> <li>- Environmental legislation</li> <li>- City Region &amp; Growth Deals</li> <li>- Transport &amp; Planning Bills</li> <li>- Education reform – empowerment &amp; school autonomy; children's rights and expectations</li> <li>- Additional Support for Learning – presumption of mainstream = pressure on provision</li> <li>- Early learning &amp; childcare</li> <li>- Child Poverty Act</li> <li>- Review of public sector equality duty</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Enterprise &amp; Skills review</li> <li>- Community empowerment Act – community assets, community engagement, participatory budgets</li> <li>- Named person provision</li> <li>- Health &amp; Social Care integration</li> <li>- Gender Recognition Act – review</li> <li>- Employment law, incl. pension reform</li> <li>- Local Governance review</li> <li>- Electoral change</li> <li>• Scenarios re: Independence – impact on £</li> <li>• Alternative delivery models for services</li> <li>• Different models of local gov; potential impact of reorganisation – geography &amp; responsibility?</li> <li>• Trends in centralisation vs localism</li> <li>• Ringfencing of funding</li> <li>• Welfare reform</li> <li>• Regional partnerships eg education collaborative, City deal/enterprise, transport,</li> </ul>	<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"> <li>• Scottish budget variability predicted to increase</li> <li>• Growing dependence on Council Tax (or replacement)</li> <li>• Worldwide factors affecting growth of economy</li> <li>• Interest &amp; exchange rates</li> <li>• Recession/lower economic growth in the UK</li> <li>• Increasing unemployment levels with impact on welfare spend</li> <li>• Productivity – link to City Region deals &amp; investment in skills &amp; Capital</li> <li>• Low rate of new businesses</li> <li>• Environmental &amp; local economic sustainability (e.g. buy local vs online)</li> <li>• Govt. adoption of virtual currencies (e.g. Blockchain) – volatile until more established</li> <li>• Age distribution – shrinking working age population</li> <li>• Lack of savings culture = issues at retirement</li> <li>• Prevalence of short term / temporary / freelance / casual / zero hours contracts vs permanent jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Changing expectations - flexibility, working conditions</li> <li>• Skills           <ul style="list-style-type: none"> <li>- Technology impact on jobs (Artificial Intelligence / robotics etc) – some studies say 30-40% of UK jobs at risk of computerisation</li> <li>- How to attract to jobs that will still be needed (e.g. caring)?</li> <li>- Supply vs demand for emerging skills areas = increasing cost</li> <li>- Outward migration</li> </ul> </li> <li>• Impact of pandemics/animal to human infections diseases (e.g. avian influenza)</li> <li>• Impact of climate change – potential for increasing weather issues meaning challenges for services &amp; community resilience/recovery</li> <li>• Food supply chain risks</li> <li>• Impact of industrial action either on our own workforce or on our supply chain (e.g. fuel, partner agency suppliers)</li> </ul>
<p><b>SOCIAL</b></p> <ul style="list-style-type: none"> <li>• Growing population &amp; age distribution</li> <li>• Diversity &amp; new regulations (incl. gender identity)</li> <li>• Household types           <ul style="list-style-type: none"> <li>- Smaller family units</li> <li>- Additional needs (issues for provision age 18+years)</li> </ul> </li> <li>- Single person households</li> <li>• Health &amp; wellbeing/wellness</li> <li>• Isolation &amp; loneliness</li> <li>• Mental health</li> <li>• Poverty &amp; hardship</li> <li>• Loss of sense of community &amp; shifts in social cohesion due to rising inequality, imbalances in economic opportunity &amp; diversity in society</li> <li>• Socio-economic disparities in participation in culture &amp; sport</li> </ul>	<ul style="list-style-type: none"> <li>• Customer demands – rising expectations of response – speed, choice, personalised, value-add</li> <li>• 24/7 expectations &amp; behaviours</li> <li>• Community empowerment</li> <li>• Trust of institutions</li> <li>• Older people may have less money than previous generations &amp; may make different choices</li> <li>• Move from buying to renting housing?</li> <li>• Land-supply/ownership issues</li> <li>• Extreme behaviours/lack of tolerance (perhaps facilitated by social media – easy to mobilise)</li> <li>• Change in way citizenship is perceived; rising entitlement culture; decreasing responsibility &amp; resilience?</li> <li>• UK National security threat levels – local issues given diverse communities</li> </ul>	<p><b>TECHNOLOGICAL</b></p> <ul style="list-style-type: none"> <li>• Digital technology opportunities           <ul style="list-style-type: none"> <li>- Efficiency gains through process automation</li> <li>- Machine learning, robotics &amp; artificial intelligence may revolutionise working practices &amp; help identify the needs of community &amp; individual</li> <li>- Autonomous vehicles - opportunities for safety, mobility, traffic flow, jobs but issues for jobs, liability &amp; insurance, infrastructure, security but risk of misuse</li> <li>- 'Big data' - extremely large data sets that may be analysed computationally to reveal patterns, trends, and associations, especially relating to human behaviour and interactions – need for strong master data management &amp; better use of data generally.</li> </ul> </li> <li>• 5G connectivity - potential to enable more efficient service delivery</li> <li>• Biotech advances may bring opportunities for preventative medicine, lifestyle &amp; longevity</li> <li>• Digital inclusion issues for those less able or confident to interact with digital solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing risks of cyber attack/security threats to critical systems/infrastructure</li> <li>• Business continuity challenges from increasingly digitised services</li> <li>• Risk of significant power outage nationally &amp; impact on services</li> <li>• Social media – powerful interaction tool vs. rising expectations and lack of control</li> <li>• Skills &amp; workforce trends</li> <li>• Data &amp; insight vs privacy &amp; security concerns</li> <li>• Increased illness through resistance to antibiotics</li> <li>• Increase in numbers living with long-term conditions due to technological advances e.g. cancer and dementia – issues for service provision</li> <li>• Communication aids e.g. translation, interpretation &amp; non-verbal communication</li> <li>• Growth of technologies to address climate change eg windfarms, electric vehicles,</li> <li>• Growing use of technology impacting communication &amp; social patterns &amp; time available for physical activity</li> </ul>

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**Vision for the Future -  
Links to Other  
Long-term Strategies**

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Our **Local Development Plan** (LDP) builds on our **Community Plan** and national planning policy, and shapes public and private sector investment in our area. It is a spatial land-use plan that will help shape the kind of place that East Renfrewshire will be in the future, balancing the needs of residents, businesses and future generations. It aims to create thriving, attractive and sustainable places and neighbourhoods and takes into consideration healthier lifestyles, greenspace, affordable and particular-needs housing especially to meet the needs of the elderly, improving town centres, educational requirements and improvements to leisure and cultural facilities.

Our **Capital Investment Strategy** demonstrates the many influences on our capital investment plan, particularly external and partner influences, such as Scottish Government policies and the Glasgow and Clyde Valley City Deal. When delivering our commitments, we need to invest strongly for longer term benefit but always be mindful that any investment must be undertaken in a prudent, affordable and sustainable manner. Investment in schools and nurseries has always been a high priority and reflects the importance of education in the Community Plan as well as demographic trends in migration of families into the area because of the reputation of education as well as the growth in housing numbers. Our 10 year Capital Plan and longer term Capital Investment Strategy are updated annually.

Our **Long-Term Financial Strategy** identifies the long term financial pressures that the Council is likely to face, such as budget reductions, demographic change and inflation. The strategy also identifies the different ways in which these pressures can be mitigated. The savings consist of efficiency savings as well as service reductions. Financial planning is extremely difficult in the present economic and political situation so we have to be prepared to continue to analyse a range of scenarios and undertake detailed budget planning as the most likely scenarios emerge.

Figure 1: Integrating Strategic Plans & Operational Management

