EAST RENFREWSHIRE COUNCIL

26 June 2019

Report by Chief Executive

DRAFT OUTCOME DELIVERY PLAN 2019-2022

PURPOSE OF REPORT

1. The purpose of this report is to remit to Council the Council's draft Outcome Delivery Plan (ODP) 2019-2022 (Annex 1) approved at Cabinet on 2 May, which sets out the Council's contribution to the delivery of our strategic outcomes for East Renfrewshire.

RECOMMENDATIONS

- 2. It is recommended that Council:
 - (a) Considers and approves the changes to the draft ODP 2019-2022 (Annex 1)

CHANGES SINCE CABINET APPROVAL

- 3. The draft ODP was approved by Cabinet on 2 May 2019. Since there have been some changes to the plan as listed below following the Community Planning Partnership's Performance and Accountability Review (PAR) meeting and to further align the ODP with the HSCP Strategic Plan:
 - Inclusion of more detailed Fairer East Ren diagrams following approval at the PAR on 14 May 2019
 - Diagram 2.2 Indicator removed- By 2020 all young carers known to services will have a Young Carers Statement
 - Diagram 4.3
 Activity removed- Raising awareness within communities so they can identify adults' at risk of harm and have confidence to make a referral
 - Diagram 5.3
 Indicator added Reenle reporting Vivin

Indicator added- People reporting 'living where you/as you want to live' needs met (%)

Activity reworded to- Ensuring Technology Enabled Care is more strongly embedded in all support provision

Removal of activity- Delivering Confidence at Home packages for people living with dementia through early intervention

RECOMMENDATIONS

- 4. It is recommended that Council:
 - (a) Considers and approves the changes to the draft ODP 2019-2022 (Annex 1);

Lorraine McMillan, Chief Executive 4 June 2019

REPORT AUTHOR

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BACKGROUND REPORTS

Draft Outcome Delivery Pan 2019-22, Council, 2 May 2019





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Introduction

East Renfrewshire Council is committed to improving the lives of local people, promoting equality and fairness, and enhancing the area in which we live, now and for the future. This is our Outcome Delivery Plan (ODP). It covers the time frame 2019-2022 and sets out how services across the Council are contributing to the delivery of our outcomes, and our vision to be:

"A modern, ambitious council, creating a fairer future with all"

Our focus is on delivering better outcomes for all our customers and residents across East Renfrewshire, while managing the significant challenge of increasingly complex local service demands against a backdrop of decreasing public sector funding. In this challenging climate we need to work smarter and be more resourceful, and find innovative solutions to meet the challenges ahead.

A main area of focus for us is to reduce inequalities through early intervention and preventative approaches. We build these approaches across all areas of service delivery so that we can make a difference to the lives of our residents. We are also working towards a more sustainable future, and are embracing technology to improve the capability of our organisation, our employees and our services. We also strive to be the best Council we can be by putting our values at the heart of everything we do. Our values have recently been reviewed and are now ambition, kindness and trust

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

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

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

- East Renfrewshire Community Plan is a long term high level strategic document which sets out our vision for all of our communities over the next 10 years.
- Fairer East Ren is the name of our Local Outcome Improvement Plan (LOIP) as required under the Community Empowerment (Scotland) Act 2015. This plan is incorporated within our Community Plan and was published in October 2017. Focusing on tackling inequalities across East Renfrewshire and closing the gap between our communities, 2019 will see the development and implementation of detailed action plans and performance measures around the Fairer East Ren themes. We are also developing Locality Plans for Auchenback and the Arthurlie/Dunterlie/Dovecothall areas of Barrhead, Neilston and Thornliebank. These are co-produced with our communities that are experiencing poorer outcomes compared to Scotland or East Renfrewshire as a whole to support them to thrive and build resilience.

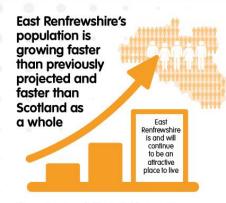
Our Outcome Delivery Plan

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

As well as the capabilities, the cross cutting themes of equalities and sustainability are woven through the plan, and we work to reduce all forms of inequality so that no one is disadvantaged or left behind in East Renfrewshire. Our Equalities and Human Rights Mainstreaming and Outcomes programme report 2017-21 identified a set of equality outcomes and intermediate outcomes to enable the Council to fulfill its equality duties. Progress on these outcomes is reported to Cabinet.

There are also growing partnerships for equality between the Council and local equality and other community groups, supported by partners like Voluntary Action East Renfrewshire. Developing a joint approach engaging with our communities to resourcing, implementing, monitoring, and evaluating our policies is the best and most transparent way of achieving our outcomes while realising the efficiencies we need to make.

EAST RENFREWSHIRE'S POPULATION - WHAT TO EXPECT



The number of people living in East Renfrewshire is projected to increase by 7.6% by the year 2025 (this is higher than previous projection of 5.7% and higher than the Scottish rate of growth of 3.2%)



The two age groups that will grow the most





Children and young people aged 0-15 years

Older people aged 85+

More houses are needed for three reasons



Fewer people live in the average house



Demand will increase for services



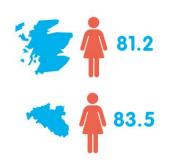
For older people, as well as general public services (such as health and care, leisure and environmental services)

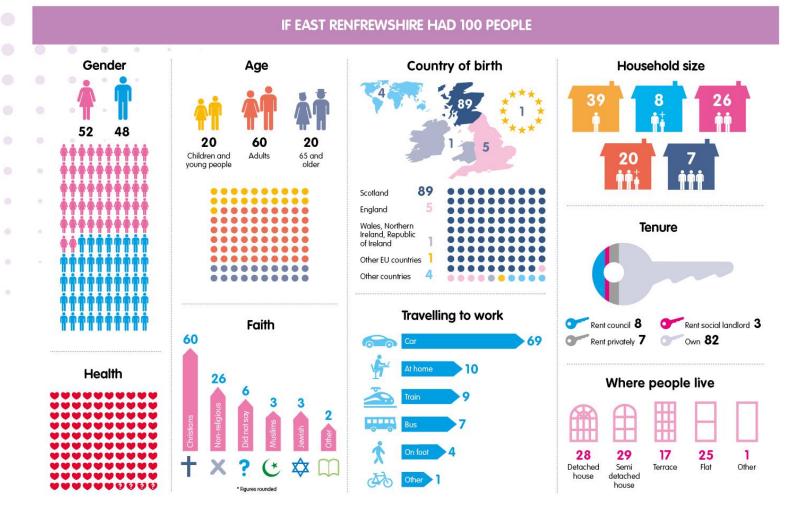


More places will be needed in early years, primary and secondary education establishments East Renfrewshire currently has the highest average household size in Scotland, but this is projected to shrink as more people live alone

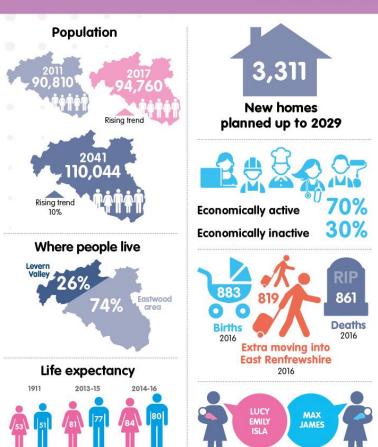


East Renfrewshire now has the highest female life expectancy at birth in Scotland, and the second highest male life expectancy





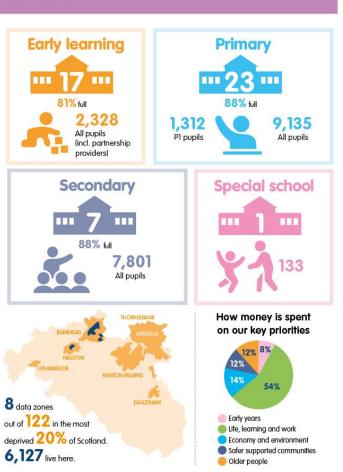
EAST RENFREWSHIRE FAST FACTS



Scotland

Scotland

Top baby names



Demographic Context

Our Outcome Delivery Plan takes into account the demographics and needs of the local area and sets out how the Council is going to work to improve outcomes for local people over the period 2019-2022. In 2017 the population of East Renfrewshire was 94,760 and the overall population of the area is expected to rise. This has implications for many services that cater for a broad section of the public, including waste management and roads maintenance, education, housing, transport and social care services. East Renfrewshire has the second highest life expectancy in Scotland and is also one of Scotland's most ethnically and culturally diverse areas with significant Muslim and Jewish communities.

Local Area

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

Deprivation

Although East Renfrewshire is a relatively prosperous area, it does have pockets of deprivation. Eight of the 122 data zones (population units) across East Renfrewshire are among the 20% most deprived data zones in Scotland. These areas include parts of Auchenback, Arthurlie, Dunterlie and Dovecothall in Barrhead as well as parts of West Neilston and Uplawmoor. Reducing inequalities and their impact and making sure no one is left behind is a key focus underpinning all the work that we do. We continue to address deprivation-related issues, for example through focused activity by the education service and engagement with community bodies. Locality Plans are being developed, co-produced with communities, for Auchenback and the Arthurlie/Dovecothall areas of Barrhead, Neilston and Thornliebank.

Our commitment

Our focus is on delivering better outcomes and futures for all our customers and residents across East Renfrewshire. Our ultimate aim is making people's lives better. We want to maintain the area's reputation as one of Scotland's most sought after places to live - safe, green and family friendly- with a wealth of opportunity. We are currently refreshing our Vision for the Future, which will set out our ambitions for the next 10 years and will be published later this year.

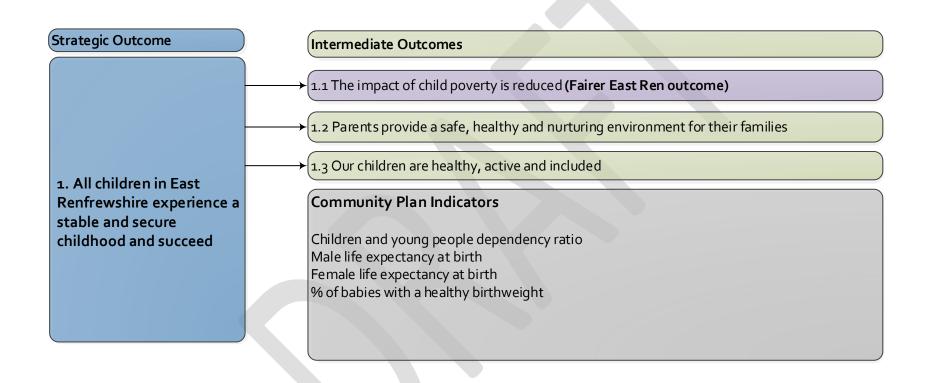
The shifting demographics of the area have many implications such as: changing housing needs, increased demand on care services, and a higher concentration of children entering education. East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country and these trends are expected to continue.

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

The plan has a range of performance indicators, targets, and activities that set out how we will work to improve outcomes for local people, and sets out our contribution to achievement of our outcomes.

S1

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





STRATEGIC OUTCOME 1 Early years and vulnerable young people

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

Our Corporate Parenting Plan sets out our commitment to those who are looked after and in our care, and through our innovative Champions Board we will offer looked after young people leadership opportunities, develop relationship-based practice and the opportunity to change practice and policy. Our aim is to demystify and challenge misconceptions about looked after children and young people and strengthen awareness of the barriers that they face whilst offering opportunities to develop policy and practice to overcome these. Moreover we aim to reduce stigma and ensure that the our looked after young people flourish and become all that they can be so that they move into adulthood and beyond, achieving their aspirations.

Early years nursery provision is a priority area for the Council. We have excellent nurseries but as we increase funded entitlement from 600 hours to 1140 hours, as per national requirements, we face huge challenges to ensure our provision and workforce is in place for the August 2020 deadline. We have put in place an ambitious plan to increase entitlement for all East Renfrewshire children and families. Despite the challenges of resourcing expanded provision we will work to ensure there is a high level of choice and flexibility within the system. Currently we deliver high quality early learning and childcare (ELC) through our 8 family centres, 11 nursery classes (plus an additional 2 from August 2019) and 13 funded providers (including the addition of childminders from August 2019).

We will expand our early year's provision through new and extended centres to provide around an additional 650 places for 3 and 4 year olds to deliver 1140 hours by 2020 and meet the needs of our increasing population. We will also increase provision for 2 year olds and commission more places from funded providers over this period. Expansion plans include the recent extension to Braidbar nursery class, increased temporary provision at Busby, and additional nurseries at St Cadoc's and Maidenhill which will be completed in August 2019. New facilities will also replace and extend provision at Glenwood, Eaglesham and Busby further; and new facilities will be established at Overlee and Crookfur Pavilions and Cross Arthurlie primary all in time for 2020.

The impact of child poverty is reduced

Population Outcome

The outcome we want is...

Intermediate Outcome

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

Our contribution

So what we need to achieve is...

Critical Activities

Ву...

All children in East Renfrewshire experience a stable and secure childhood and succeed The impact of child poverty is reduced

Children in poverty are achieving and attaining

Targeting Pupil Equity Funding to raise the achievement and attainment of children affected by poverty

Targeting of initiatives by partners in our SIMD 1, 2 & 3 neighbourhoods to increase children and young people participation levels in and out of school activities

CRITICAL INDICATORS

 % of primary pupils (P1, P4 and P7 combined) from SIMD deciles 1 and 2 achieving expected levels or better in numeracy

 % of primary pupils (P1, P4 and P7 combined) from SIMD deciles 1 and 2 achieving expected levels or better in literacy

 Increase in breastfeeding at 6-8 weeks in 15% most deprived SIMD data zones Improved health and wellbeing of children in poverty

Targeting health and wellbeing services to the children most likely to be impacted by poverty

Promoting sports, culture and leisure interests among our most vulnerable children and young people

Improving the health outcomes for vulnerable children and families and reducing health inequalities through partnership working

Increasing breastfeeding rates in our most deprived neighbourhoods

Frontline staff recognise the signs of poverty

Raising awareness with staff to ensure they are able to identify signs of child poverty and are well informed about referral pathways

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

Strategic Intermediate Outcome Our Contribution **Critical Activities** Outcome We will know we are making So what we need to achieve is good steps along the way The Outcome By..... we want is... WHEN... Delivering effective parenting support programmes that help families that need support in the early and teenage All children in East Renfrewshire experience a stable and secure Childhood and succeed Parents provide a safe, years Increased confidence among healthy and nurturing parents most in need of support, as environment for their Delivering evidence based parenting support programme a result of targeted interventions families Cygnet for families of children with an autism diagnosis Implementing the new Kinship Care duties from Children and Young People Act 2014 and the Kinship Care Assistance Order 2016 Critical Indicator Implementing Universal Pathway within the Health Visiting Service to support parents with children o-5 years Improved Maternal Health and with targeted interventions for those with additional Wellbeing requirements % increase in improved outcomes for completion of Implementing the Maternal and Infant Feeding Plan and parenting programmes encouraging breastfeeding, weaning and good nutrition Delivering targeted safety messages to parents to keep Safer home environments families safe

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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

By.....

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

An increase in activities which support prevention and early intervention, improve outcomes and reduce inequalities

deployed to support prevention and early intervention

Working with partners to increase parenting capacity and understanding of child development and physical health, and the importance of play experiences for young children

Offer Family Decision making at the initial referral stage

Fully implementing the Permanence and Care Excellence

through Request for Assistance (Section 12 duties)

Reviewing the allocation of resources to ensure additionality is

Critical Indicators

% of positive response to Viewpoint question "Do you feel safe at home"?

% of children reaching their development milestones by start of P1

Strengthened family capacity through prevention and early intervention

Improved support for vulnerable

children

Implementing the Getting it right for every child Wellbeing provisions of the Act

(PACE) Programme

Implementing the Child Protection Committee Improvement

Developing the framework to deliver improved opportunities in relation to Children's Rights

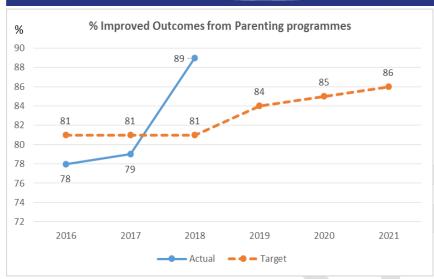
Delivering the Corporate Parenting Plan

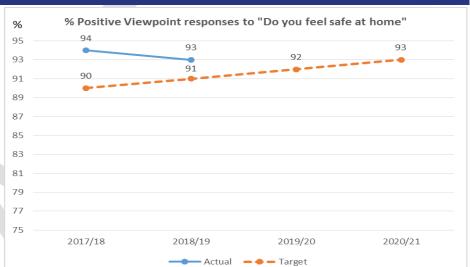
Compiling and analysing baseline data to support the publication of our first Children's Rights Report (Part 1 duties)

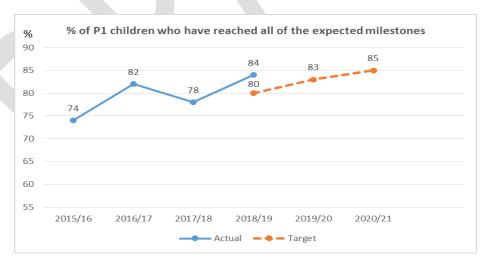
Improved outcomes through implementation of Children and Young People's Act 2014 duties

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

Outcome 1 indicators







S2

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

Intermediate Outcomes 2.1 Residents have the right skills, learning opportunities and confidence to secure and sustain work. (Fairer East Ren outcome) 2.2 Children and young people are included. 2.3 Children and young people raise their educational attainment and achievement and develop the skills they need. 2.4 Residents are as healthy and active as possible. Community Plan Indicators % of school leavers in positive destinations % of East Renfrewshire's population who are economically active



STRATEGIC OUTCOME 2 Learning, life and work

East Renfrewshire's vision for education is *Everyone Attaining, Everyone Achieving through Excellent Experiences*. Underpinning our vision is a clear focus on raising the bar for all groups of learners whilst closing the attainment gap between our most disadvantaged and most affluent young people. We have exceptional performance in terms of closing the gap, our young people from the most deprived areas regularly outperform their peers across Scotland and attainment of our children and young people from the most deprived backgrounds has improved over the last 5 years. East Renfrewshire remains the highest attaining mainland council area as measured by national examinations. In 2019/20 we will be continuing to develop our digital infrastructure with the provision of additional tablets and laptops, supporting early intervention for pupils who are having difficulty reading through our Reading Recovery scheme, and refurbishing school facilities. Our schools continually support and develop our children and young people's skills, capabilities, and drive, to be successful learners who contribute economically and socially to their communities. We currently have the second highest proportion of leavers entering positive destinations from all mainland councils.

76% of people of working age are in employment in East Renfrewshire. We offer a range of awards based community and school programmes, and supports specific groups of school leavers to enter positive destinations through our youth work programme. Our Work EastRen service helps residents to secure and sustain meaningful employment, training or education in conjunction with a range of partners. It is the vision of the service to have full employment and opportunity for all residents of East Renfrewshire who are able to and want to secure and sustain meaningful work. The team have achieved significant progress in creating long term employment opportunities despite decreasing financial resources. Latest data shows there was an increase of over 7% in the percentage of unemployed people accessing support through East Renfrewshire Council operated/funded employability programmes.

We work in partnership with the East Renfrewshire Culture and Leisure (ERCL) Trust with the focus on providing a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand, providing access to information and promoting social well-being by providing space, resources and activities for the community. A priority area within sports services is to continue to contribute to the health and wellbeing of local residents through a range of health and fitness, sporting and leisure opportunities which are accessible to everyone. In Neilston, we are progressing plans – subject to Scottish Government funding - to create a £30m learning and leisure campus, replacing St Thomas's and Neilston primary schools and the Madras Family Centre with new buildings on one site which could also include leisure, library and community facilities.

We offer a range of local health services to our residents and the Health Improvement Team work on a range of public health programmes and community health projects such as walking groups and cancer screening workshops. Outdoor gym equipment is now available at 5 locations and tennis courts have been installed within Rouken Glen Park. We will also be investing over £1.5m to improve facilities and Crookfur and Overlee parks where new pavilions will be built.

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

Population Outcome

The outcome we want is...

Intermediate Outcome

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

Our contribution

So what we need to achieve is...

Critical Activities

By...

East Renfrewshire residents are healthy and active and have the skills for learning, life and work Residents of East Renfrewshire have the right skills, learning opportunities and confidence to secure and sustain work Targeted and personalised support for people facing barriers e.g. mental health, additional support needs, physical disabilities Identifying and securing resources for additional and enhanced services to address barriers to social inclusion and poverty

Raising awareness of and developing pathways for employability support for local residents with barriers to secure and sustain work

Working with local business community and partners to promote the inclusive growth agenda

Delivery of 5 stage pipeline model to ensure young people and residents have the right skills to take advantage of employment opportunities created and accessible through the City Deal and other local developments

Creating and promoting an online job portal to advertise job/ training opportunities coming from City Deal and other local developments

Improving employer engagement with the LEP, with greater participation from the private and third sector with a focus on changing perceptions of particular cohorts with barriers to employment

Identifying and securing resources for additional and enhanced services to support employers to hire people with barriers to securing/sustaining work

Sharing and making effective use of local data sources to create a shared understanding of local conditions, requirements, barriers to employment

Ongoing mapping of services requirements across the employability skills pipeline to identify gaps and avoid duplication. Ensure information on services is accessible online for all residents

Enabling new and existing businesses to grow and prosper through a co-ordinated package of advice, recruitment, financial and training support

CRITICAL INDICATORS

- The proportion of S4 pupils with school meal entitlement that achieve 5 or more National 5 audifications in S4
- % workless households
- % of East Renfrewshire's working age population in employment
- % of 16-19 year olds participating in education, employment and training
- % of 16-64 year olds claiming out of work benefits

Increased variety and type of jobs with a greater awareness of the range of opportunities available

A stronger partnership approach to address gaps in employability provision

Increased employment opportunities

Children and young people are included

Intermediate Outcome Strategic **Our Contribution** Critical Activities Outcome We will know we are making So what we need to achieve is good steps along the way The Outcome By..... we want is... WHEN... Continuing to support staff to embed the principles of East Renfrewshire residents are healthy and active and have the skills for learning, life and work Getting It Right For Every Child in all schools and Children and young people classrooms are included A sense of belonging and identity for children within their school and local community Implementing the learning for sustainability strategy Implementing revised policies for inclusion and anti bullying **Critical Indicators** Rate of exclusions – primary Improved outcomes as a result of Rate of exclusions – secondary Implementing the revised policy for the Education of Care implementation of Children and Experienced Children and Young People Young People's Act 2014 duties Percentage attendance for Looked After Pupils

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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

By.....

Children and young people raise their education need

attainment and achievement and develop the skills they

Improved attainment in the → broad general education and senior phase

Further investing in Learning Partnerships, professional enquiry and supporting schools with their Pupil Equity Fund to raise attainment for key equity groups

Implementing the Numeracy and Mathematics, Literacy and Parental Engagement strategies

Investing in accredited Reading Recovery programme to support an authority wide approach to early reading interventions

Critical Indicators

Primary pupils attainment- Reading

Primary pupils attainment- Writing

Primary pupils attainment- Mathematics

Primary pupils attainment- Talking/ Listening

S4 roll with Insight points of 263 or fewer

Proportion of pupils achieving 5+ awards at SCQF level 6

S4: reduce gap between most and least deprived achieving 5 or more awards at SCQF level 5

Awards achieved by young people participating in school and community based programmes

Increased participation in wider achievement activities

A curriculum which enables all learners to be successful, confident, responsible and effective

Challenging and supporting establishments and services to offer a range of opportunities which will help all learners develop skills for learning, life and work and celebrate their achievements

Supporting establishments and working with partners to deliver the Developing the Young Workforce Implementation Plan and Health and Wellbeing action plan

Implementing the Digital Learning and Teaching and → Science, Technology, Engineering and Mathematics strategies

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

Residents are as healthy and active as possible

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is...

Critical Activities

Ву.....

Residents are as healthy and active as possible

More residents are active in leisure, culture, and physical activity

Fully implementing the Community Sport Hubs Accreditation Scheme to achieve a uniformly high quality of community based sports provision

Developing and enhancing a range of opportunities to culture, sport and physical activity, moving residents from inactive to more active lifestyles

Critical Indicators

Leisure centre attendances

Library visits

Percentage of adult population participating in physical activity (inc. walking for exercise)

Percentage of adult population participating in cultural activity

Reduced health inequalities through targeted intervention

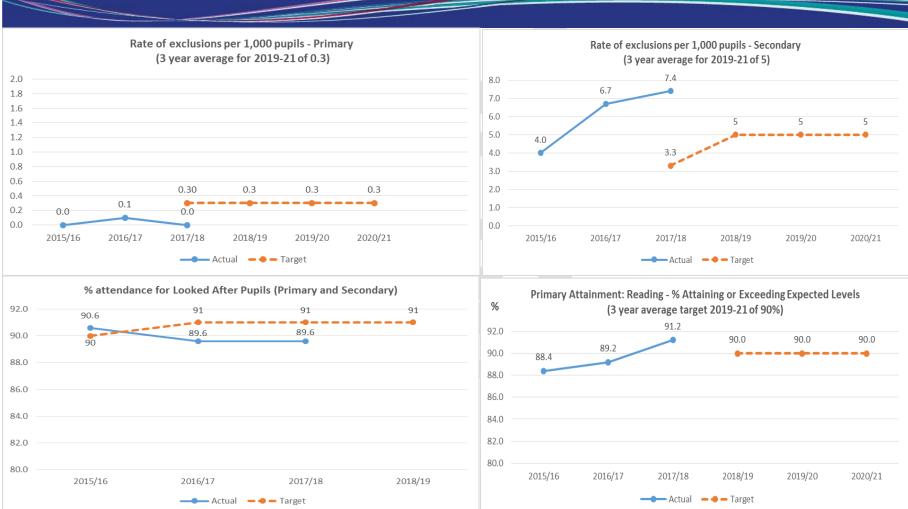
Parks and green spaces offer residents a range of outdoor, healthy activities

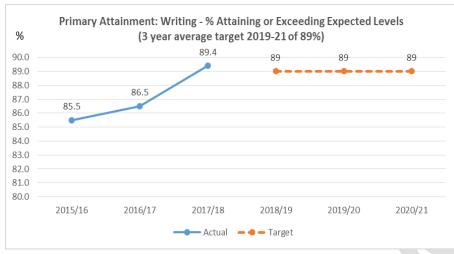
Delivering tailored health improvement programmes in communities with greater health inequalities

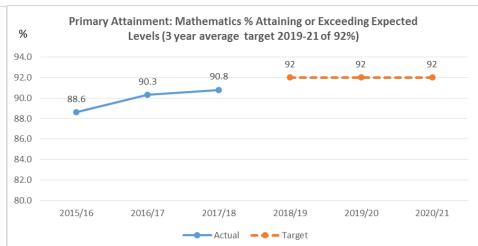
Improving the quality of open space and play/sports facilities

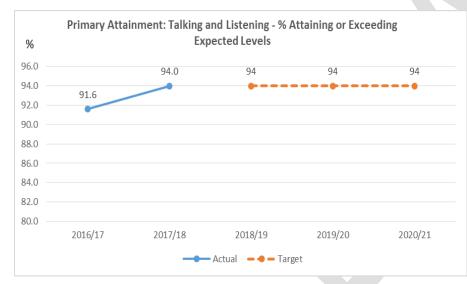
East Renfrewshire residents are healthy and active and have the skills for learning, life and work

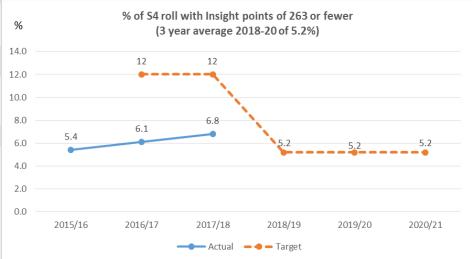
Outcome 2 indicators

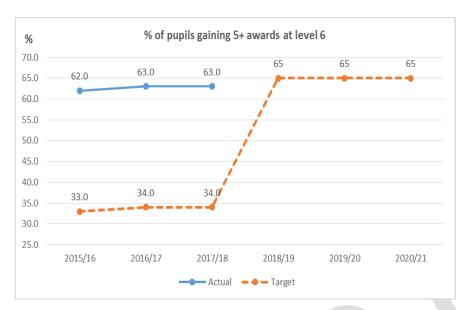


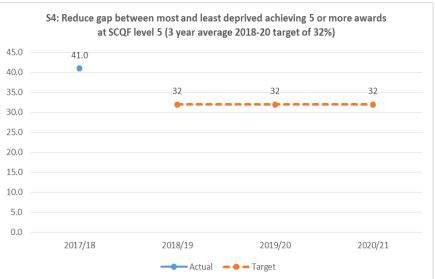


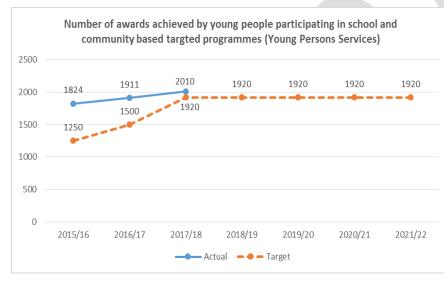


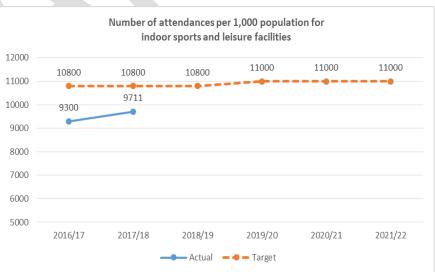


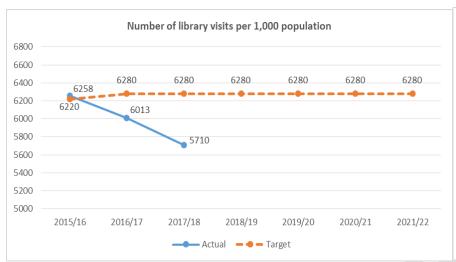


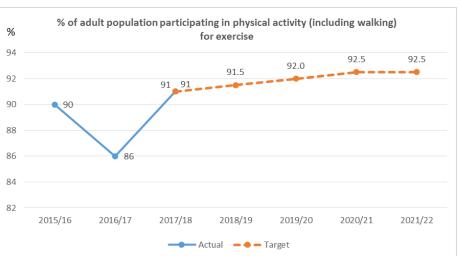


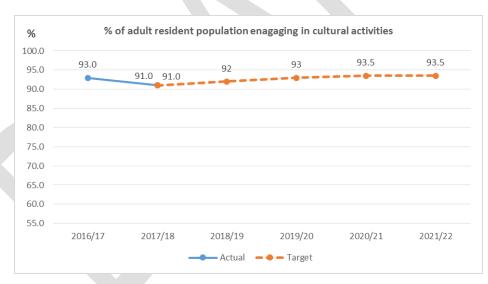








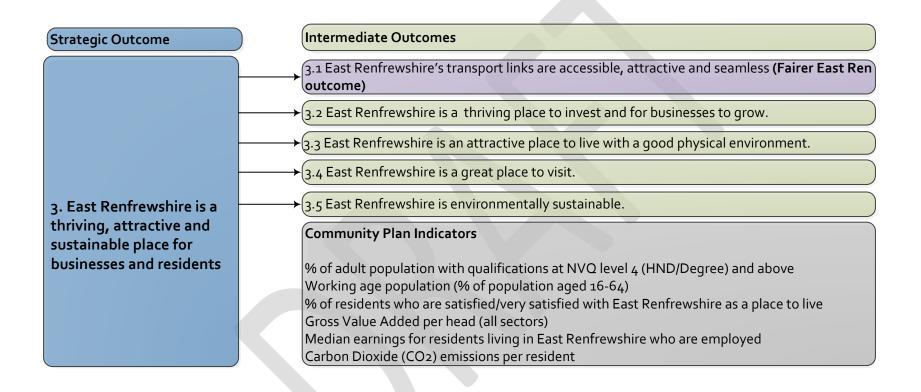




S3

SECTION 3

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





STRATEGIC OUTCOME 3 Economy and environment

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

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

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

We continue to maximise affordable housing options, improve the quality of our housing stock, and protect and support private sector tenants to ensure their housing is up to standard. Our mixed tenure scheme – which tackles some of the problems associated with communal repairs where there is a mix of residents, including Council tenants, owner occupiers and private tenants – will benefit from additional funding of £600,000 in 2019/20. In Barrhead, the first of the new Council housing developments are now complete. Our investment in improving roads and enhancing infrastructure is also an important priority for our residents. We have in place appropriate transport connectivity for our facilities to ensure residents have good access to the 28,000 jobs being created across the City Region, and there is a £15m investment in improving roads over the next 5 years.

We have the highest recycling rate for household waste in Scotland and will continue to increase recycling by building on the success of our weekly kerbside collection service. The Council has also, through the Clyde Valley Partnership, positioned itself to meet the 2021 ban on residual waste going to landfill. From summer 2019 we will start sending commissioning waste to the Waste to Energy plant in East Lothian. We also have a commitment to achieve improved performance in energy consumption and generation.

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

Population Outcome

The outcome we want is...

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

Intermediate Outcome

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

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

Our contribution

So what we need to achieve is...

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

Critical Activities

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

Raise the ambition for public transport in East Renfrewshire

Maximise opportunities for partnership working with bus operators, Transport Scotland and other stakeholders

CRITICAL INDICATORS

Indicators will be established through the transport study

Affordable Transport and fewer barriers for deprived communities

Delivering new projects identified in the East Renfrewshire Active Travel Action Plan

Identify internal transport routes to address barriers to internal transport

Accessible Transport that is easy to use

Assess potential for social enterprise solutions

Delivering infrastructure improvements including high access kerbs throughout East Renfrewshire

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

Strategic Outcome

The Outcome we want is...

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

Intermediate Outcome

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

Our Contribution

opportunities

So what we need to achieve is...

Critical Activities

By.....

thriving place to invest and for businesses to grow

East Renfrewshire is a

An environment in which new businesses can start and existing ones can flourish

More available sites including vacant and derelict land for employment creating

Roads infrastructure and public transport connectivity improvements between housing and employment hubs

Providing targeted business support to new start and growth companies through our advice, grants and loans services

Delivering a range of business programmes such as the Town Centre Action Plans in partnership with the three Business Improvement Districts

Provision of accommodation and identification of sites to facilitate local business start-up and growth and facilitate the development and diversification of the local employment base whilst promoting the Inclusive Growth agenda

Maximising the level of community benefit which arises from Council led procurement

Providing business support using training and information to improve the competitiveness of local businesses via the Supplier Development Programme

Delivering our City Deal Transport infrastructure projects

Prioritising our transport investment according to the agreed

Critical Indicators

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

City Deal expenditure against approved Capital Plan

Overall percentage of road network that should be considered for maintenance treatment

29

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

Strategic **Intermediate Outcome Our Contribution Critical Activities** Outcome We will know we are making good steps along the way The Outcome So what we need to achieve is... WHEN... we want is... Clean, well maintained and Maintaining public green spaces and levels of cleanliness accessible public places in all public areas to a high standard East Renfrewshire is an attractive place to live with a East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents good physical environment Implementing the Local Development Plan Appropriate land uses to meet the long term needs of the area Ensuring the provision of good quality affordable housing across the council area Critical Indicators Addressing local housing needs Street Cleanliness Score Improved open spaces and Number of additional units Using developer contributions and seeking other funding brought into affordable housing infrastructure that meets the opportunities to improve the environment, facilities and supply needs of our visitors and infrastructure in local communities residents An environment with improved services and facilities which Working with our communities to deliver improvements in infrastructure to meet local needs meets the needs of the local community

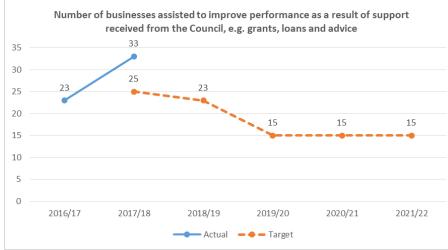
East Renfrewshire is a great place to visit

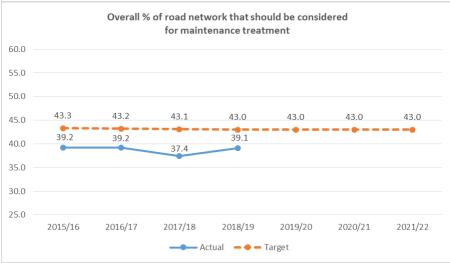
Strategic Intermediate Outcome Our Contribution **Critical Activities** Outcome We will know we are making So what we need to achieve good steps along the way The Outcome Ву..... is... WHEN... we want is... Developing and improving our tourist, culture, sports and An enhanced range of facilities and leisure facilities through the delivery of our Capital Plan attractions for visitors and residents East Renfrewshire is a great including City Deal projects East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents place to visit Delivering a wide and varied programme of events and activities across East Renfrewshire Maintaining our core parks to a very high standard and provide a variety of activities for residents and visitors Critical Indicator Effective promotion and marketing Exploring opportunities to deliver a varied programme of Percentage of service users of our visitor attractions and activities to develop East Renfrewshire as a visitor rating public parks and open facilities within East Renfrewshire destination spaces good/very good and beyond Implementing our Tourism Strategy 2019-22

East Renfrewshire is environmentally sustainable

Strategic Intermediate Outcome Our Contribution Critical Activities Outcome We will know we are making good steps along the way The Outcome So what we need to achieve is... By..... WHEN... we want is... Protection of resources and waste Maintaining recycling and minimising waste through key educational messages and appropriate provision of facilities minimisation East Renfrewshire is Implementing capital projects across the Council's property East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents environmentally sustainable estate to reduce energy consumption in our buildings Increasing the annual mileage of the Council's electric car fleet A reduction in the Council's energy consumption Ongoing replacement of all street lighting, lit street furniture **Critical Indicators** and traffic signals with more energy efficient equipment Ensuring our vehicles are maintained to a very high standard and Council controlled carbon all replacement vehicles meet low emission standards emissions % of total household waste that is Embedding robust environmental policies within key Council recycled strategies Protection and enhancement of the Protecting greenspace to provide a sustainable natural built and natural environment and environment for future generations direct development to the right location Reducing the risk of flooding through use of SUDS (Sustainable Urban Drainage Systems)

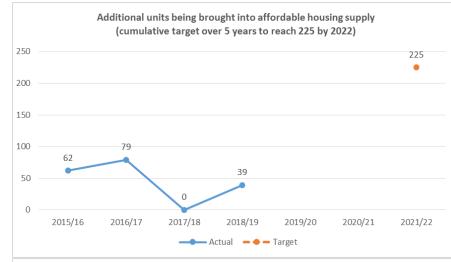
Outcome 3 indicators

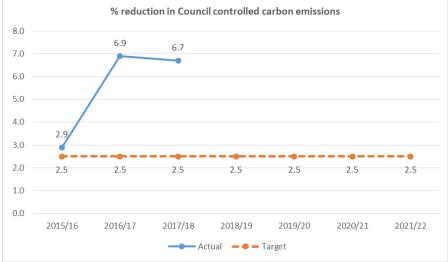


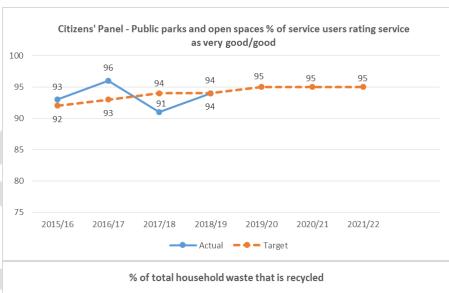


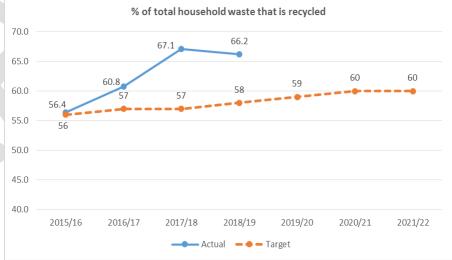






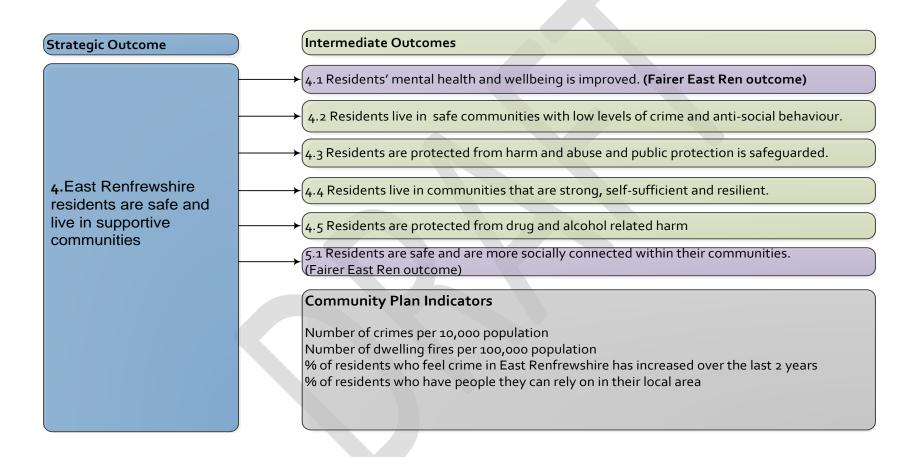






S4

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





STRATEGIC OUTCOME 4 Safe, supportive communities

East Renfrewshire remains one of the safest places to live in mainland Scotland. We have strong relationships and work closely with our partners to continue to reduce levels of crime and anti-social behaviour in East Renfrewshire. We help our residents feel safer in their neighbourhoods and homes through our community warden team, who deter incidences of crime and anti-social behaviour by their high visibility across the area. Our Community Safety Unit operates 24/7, 365 days per year providing Telecare alarm-receiving centre services, monitoring our CCTV network and out-of-hours call-handling for homelessness, housing repairs and the Anti-Social Behaviour 'Ring and Report' Line. Over the next year we will invest £500,000 to upgrade our CCTV equipment. The Community Safety service also has responsibility for parking enforcement within East Renfrewshire to help make our roads safer.

We are focused on prevention and use enhanced partnership working and data-sharing through weekly Greater Results in Partnerships (GRIP) meetings with our partners to target our resources and activities in the most appropriate areas. We are working to enhance the visibility of community safety and community justice services through community engagement activity and building strong links with local community and voluntary groups. We provide diversionary activities, such as youth clubs, for young people at risk of taking part in anti-social behaviour. This now includes groups targeting Primary 7 aged young people, to support their transition to high school and other youth work programmes. We also deliver targeted street work to engage with and divert young people towards more positive activities.

We want to keep our young people safe from harm and will continue to work with local businesses to ensure they implement initiatives which will reduce the number of illegal sales of alcohol and tobacco to young people. We work to protect residents from harm including tackling domestic violence, providing Adult Protection and Support, and supporting residents affected by alcohol or drug use. We continue to develop and expand our drug and alcohol recovery services. Our aim is to improve community safety and public protection through targeting our resources to reduce the risk of offending and harm in local communities. To do this, we work in partnership with child and adult protection colleagues, Housing Services, Scottish Prison Service, Police, Health, and the Crown Office and Procurator Fiscal Service, as well as organisations in the voluntary sector.

This outcome also focuses on the meaningful involvement of our communities in delivering the objectives of the Community Empowerment (Scotland) Act. We are keen to make it easier for people to have their say and every year there is a wide range of issues and topics that people can get involved in. The online Citizen Space engagement tool is used across the Council for all corporate and departmental consultations. We are working with local communities to build skills and confidence so that local residents can influence change on the key issues that matter to them most. We also 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). As well as building the capacity of local community groups, we provide training and support for council and partner staff to enable them to plan and undertake meaningful engagement activity and work more effectively in partnership with communities. We continue to develop a range of community-led decision-making processes including Community Choices budgeting and co-production of services, and we have committed £100,000 to Community Choices budgeting in 2019. These will see an increasing role for community members in the delivery of shared outcomes in East Renfrewshire.



Residents' mental health and wellbeing is improved

The second second		STATE OF		
Popu	lation	Out	con	ne

The outcome we want is..

East Renfrewshire residents are safe and live in supportive communities

Intermediate Outcome

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

Residents' mental health and wellbeing is improved

Our contribution

So what we need to achieve is...

Improved wellbeing and resilience

in people and communities

Improved wellbeing and resilience in workplaces

A prevention and early intervention approach to enhancing wellbeing

Better response to distress

Critical Activities

By...

Promoting the benefits of exercise and access to green space, particularly for groups most vulnerable to mental ill-health

Promoting positive attitudes and challenging stigma (communications programme)

Providing programmes focused on improving mental health and wellbeing to specific target groups

Ensuring robust processes in place to measure staff wellbeing (such as staff surveys, Healthy Working Lives)

Promoting access to mental wellbeing self-help resources and improving access to online resources

Providing early mental health and wellbeing support in primary care through GP Practice based link workers

Undertake local work to support national suicide prevention plan: every life matters

Identifying and raising awareness of safe public placers for vulnerable people in the community through I am me: Keep Safe project

Ensuring clear pathways across and between public sector organisations for people experiencing mental distress

CRITICAL INDICATORS

- · % of adults with a strong sense of belonging to their community
- % of adults who have someone they can rely on for help

4.2

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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is ...

Critical Activities

Ву.....

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

Better targeting of resources, focused on hotspot areas (as a result of data-led evidence gathering) Enhancing partnerships and use of data-sharing with police and other key partners (including through Greater Results in Partnership (GRIP)) to support operational planning

Increasing visibility of community safety and community justice services, including enhanced community engagement opportunities and establishing new partnerships with community and voluntary groups

Critical Indicator

% of total complaints reporting anti social behaviour which has recurred

Increased opportunities for diversionary activities to reduce youth disorder

Developing partnerships with third sector and community groups to deliver diversionary activities

Implementing targeted street work to engage with and divert young people to positive activities

East Renfrewshire residents are safe and live in supportive communities

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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

By.....

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

Effective arrangements are in place to identify and manage risk

Effective interventions are in place

to protect people from harm

Delivering multi-agency public protection arrangements to manage risk and harm

Working in collaboration to identify, empower and protect residents at risk of financial harm

Working in partnership with a range of organisations to ensure vulnerable residents are safe and secure at home

Working in partnership with people at risk of harm to assess their needs and provide appropriate support

Providing a range of services for women who experience domestic abuse

Critical Indicators

People agreed to be at risk of harm have a protection plan in place

Change in women's domestic abuse outcomes

% of people reporting community payback order helped to reduce their offending Reduced levels of offending and reoffending

Using appropriate assessment tools to identify risk and need

Delivering a whole systems approach to diverting both young people and women from custody

Delivering accredited programmes aimed at reducing reoffending

Working with local partners to ensure a range of beneficial unpaid work placements are taken up

East Renfrewshire residents are safe and live in supportive communities



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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

Ву.....

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

Engaged communities with the skills and confidence to influence change on issues that matter to them

Building the capacity of local communities, groups and organisations to participate in the development and delivery of plans e.g. Fairer East Ren and Locality Plans

Building the capacity of local communities, groups and organisations to deliver services in response to identified community needs

Critical Indicator

Community Involvement Index

Improved skills for Council and Partner staff at all levels who are committed to working with communities to deliver shared outcomes

Developing robust action plans for Fairer East Ren and Locality Plans that reflect local needs and aspirations

Providing training and support for staff to enable them to work effectively in partnership with communities

Developing a range of community-led decision making processes, including Community Choices budgeting and co-production

East Renfrewshire residents are safe and live in supportive communities

4.5

Residents are protected from drug and alcohol related harm

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

Ву.....

Residents are protected from drug and alcohol related harm

More people recover from alcohol and drugs due to participation in our programmes

Increasing the number of people referred to the recovery programme

Critical Indicators

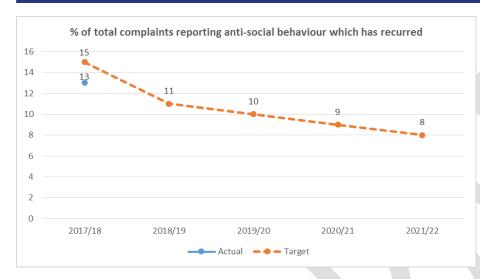
Individuals moving from alcohol and drug treatment to recovery

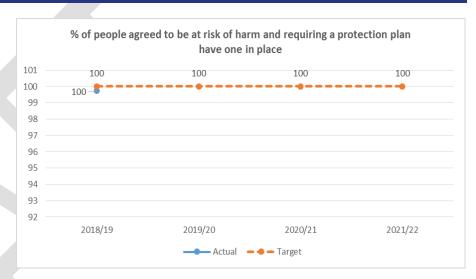
Individual recovery Outcome Score Implementing the new alcohol and drug Recovery
Outcome Web Tool

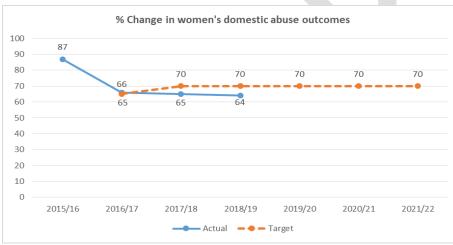
Promoting and supporting access to mutual aid/peer support and development of recovery communities

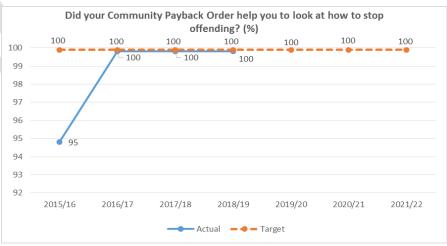
East Renfrewshire residents are safe and live in supportive communities

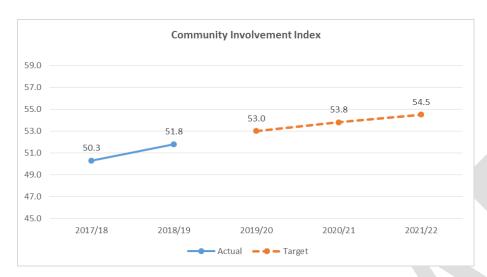
Outcome 4 indicators

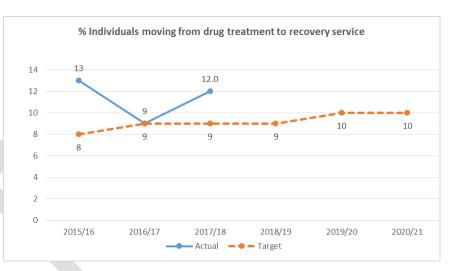


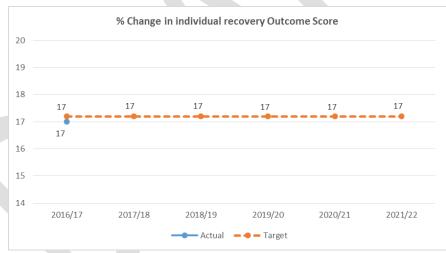








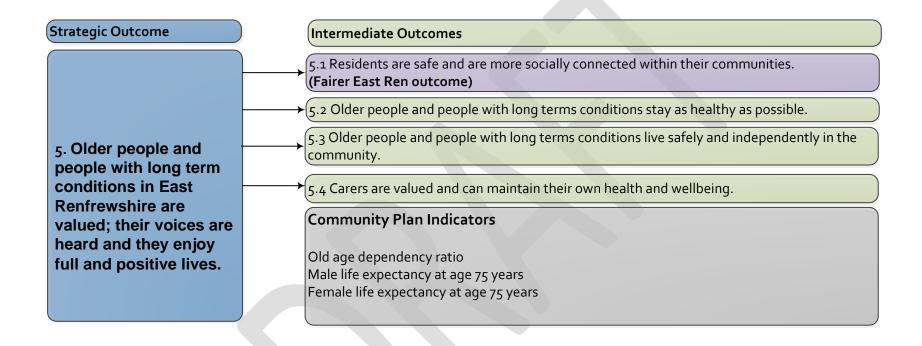




S5

SECTION 5

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





STRATEGIC OUTCOME 5 Older people and people with long term conditions

In East Renfrewshire we have been leading the way in delivering integrated social care and health services. Our successful partnership between East Renfrewshire Council and NHS Greater Glasgow and Clyde has been running for more than 10 years. In 2018 the HSCP established a new Strategic Plan for the period 2018-2021 supported by our commissioning plan and annual implementation plans. The Strategic Plan outlines our key strategic priorities including: supporting older people and people with long-term conditions to maintain their independence at home and in their local community; reducing unplanned admissions to hospital; ensuring carers are able to exercise choice and control; supporting recovery from mental ill-health; and ensuring wellbeing is improved in our communities that experience poorer health outcomes.

We have growing numbers of people living in East Renfrewshire with disabilities and long term conditions. Many people have more than one long term condition. The HSCP strategic plan sets out how, working in partnership, we are tackling these demographic challenges and redesigning services. Our oldest residents are most likely to experience multi morbidity, ill-health and disability. As a result of this they are the greatest users of health and social care services and can become isolated from our local communities. We know that quite often these needs emerge unexpectedly. Our integrated Rehabilitation and Enablement Service has social work, nursing, occupational therapy and rehabilitation staff based in teams working alongside groups of GP practices, providing services to people who need support. We want to work closer with communities offering more local people the opportunity to talk about any concerns and plan ahead to stay independent and avoid reaching a crisis.

The HSCP is implementing its 'Fit for the Future' improvement programme, which includes an emphasis on redesigning services to better support people who are extremely frail and/or approaching end of life. In partnership with Voluntary Action and our Culture and Leisure Trust we also provide opportunities for older people to remain active including volunteering opportunities, and leisure and social events. We are working to increase the range of opportunities available and support more vulnerable and isolated people to get involved.

Self-directed support and extending choice and control for people who require support remain a focus of HSCP activity. In 2019 we will introduce a new individual budget calculator for self-directed support. This will remove the barriers and potential inequity of our current equivalence model and provide a simpler and more transparent approach. We want to make sure that all our systems support choice and control and we will also introduce outcome focused support plans that move away from specifying tasks and time to allow more innovation and flexibility. Technology Enabled Care (TEC) is the umbrella term to describe how technology can be used to support health and wellbeing. This includes Telecare, Telehealth and digital health and care. One of our strategic priorities has been the expansion of our telecare programme. Through active promotion of the service, new marketing materials implemented and refreshed web pages including online application, over 1500 additional citizens have benefitted from Telecare over the course of the 3 year national TEC programme.

Residents are safe and more socially connected within their communities

Population Outcome

The outcome we want is..

Older people and people

with long term conditions

in East Renfrewshire are

heard and they enjoy full

valued: their voices are

and positive lives

Residents are safe and are more socially connected within their communities

Intermediate Outcome

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

Our contribution

So what we need to achieve is...

Critical Activities

By...

Communities have access to information and resources

Maximising the use of different resources and tools to engage with residents innovatively (inc. Market Places, libraries and Talking Points)

Developing and maintaining a comprehensive community directory of local groups & services for signposting & referral

Building the capacity of communities to develop and deliver their own inclusive activities

Socially isolated people are identified and connected to their communities

More people feeling safe in their communities

Reduced unintentional

harm in the home

Increasing awareness of the 'Talking Points' locations as an approach to support and link people with local assets to find more local sustainable solutions

Working with local community groups to engage with groups and individuals at most risk of social isolation

Using data to identify crime and disorder trends and patterns within communities and inform targeted actions

Identifying and raising awareness of safe public places for vulnerable people in the community through I am me: Keep Safe project

Expanding Telecare provision

Identifying and raising awareness of harm reduction and safety measures for the most socially isolated

Co-ordinating a multi-agency approach to prevent falls in the home

Delivering fire home safety visits which signpost individuals to relevant services & identify fire & non-fire related risks in the home

Raising awareness in recognising signs of isolation and ensuring that services are engaging directly with residents

- · % of adults with a strong sense of belonging to their community
- % of adults who have someone they can rely on for help

CRITICAL INDICATORS

5.2

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

Strategic Intermediate Outcome **Our Contribution Critical Activities** Outcome We will know we are making So what we need to achieve is good steps along the way The Outcome By..... WHEN... we want is... Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives Older people and people with Older and disabled people are Continuing to develop our Ageing Well programme long term conditions stay as physically active due to an increased healthy as possible range of activities Increasing the number of physical activity opportunities including chair based exercise, strength and balance, vitality and walking programmes Critical Indicator Percentage of those whose care need has reduced following reablement More people supported to recover Providing an integrated, locality based, rehabilitation and following a period of ill health re-ablement service

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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve ...

Critical Activities

By.....

Older people and people with long term conditions are living independently in the community

More people stay independent and avoid reaching a crisis through early intervention

Implementing an initial contact team to provide fast access to information, advice and support

of professionals, carer and community supports

Delivering local 'Talking Points' where people can talk to a range

More people have choice and control over their life through planning support plans with us Introducing a new method of calculating individual budgets for self-directed support

Working with people to develop outcome focused support plans

Improved pathways for people leaving or at risk of going into hospital

Developing Bonnyton House as step-down facility to aid hospital discharges

Supporting more people through Telecare to live independently in their own homes for longer

Developing more responsive care at home and out of hours

Ensuring Technology Enabled Care is more strongly embedded in all support provision

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

Critical Indicators

% of people supported at home who agree that they are supported to live as independently as possible

% of adults with intensive care needs receiving care at home

% of people aged 65+ with intensive needs receiving care at home

% of people aged 65+ who live in housing rather than a care home or hospital

People reporting 'living where you/as (%) you want to live' needs met

Carers are valued and can maintain their own health and wellbeing

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

By.....

Carers are valued and can and wellbeing

maintain their own health

People reporting 'quality of life for

Staff are able to identify carers and value them as equal partners

Providing information and training to raise awareness of the impact of caring and requirements of Carers' Act.

Implementing a new carers' support plan for use with individual carers

More carers have the opportunity to develop their own carer support plan Critical Indicator

Training advisers in a range of organisations who can develop plans with and for carers

carers' needs fully met (%) Carers can access accurate information about carers' rights,

Developing and publicising a consistent and clear prioritisation framework (eligibility criteria) for support

Ensuring that carers and support organisations are aware of respite care and short-break provision

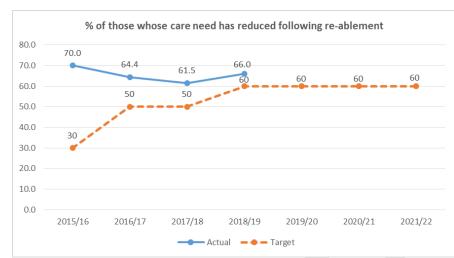
Improved outcomes as a result of Implementation of Children and Young People's Act 2014 duties

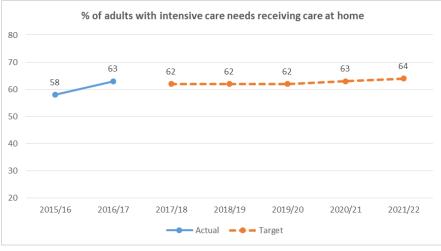
eligibility criteria and supports

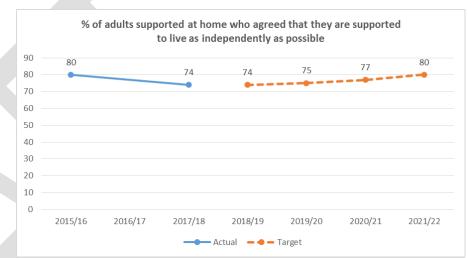
Developing and implementing Young Carer's Statements as set out in the Carers' (Scotland) Act 2016

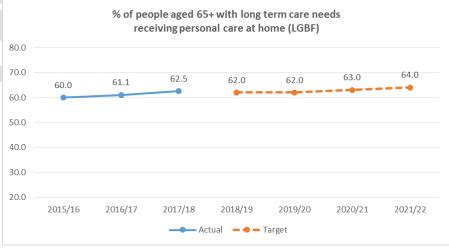
Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives

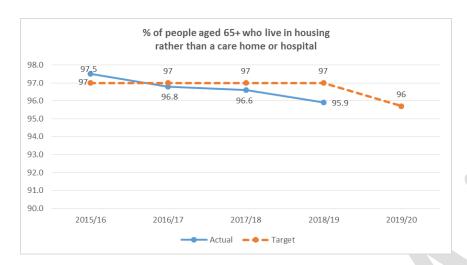
Outcome 5 indicators

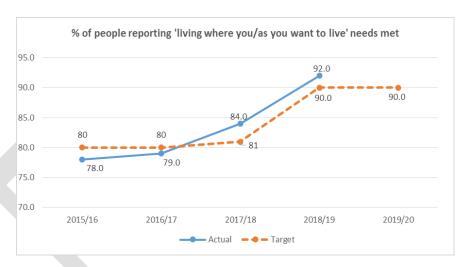


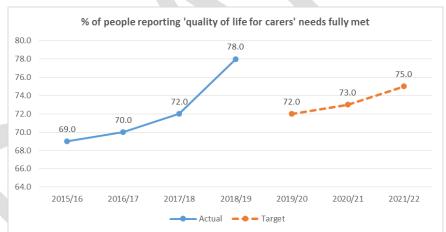




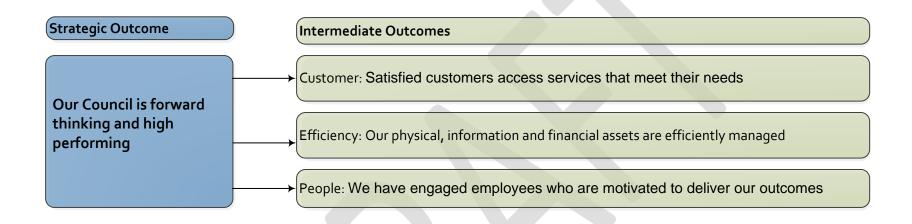








STRATEGIC OUTCOMES Customer, Efficiency and People





CUSTOMER Satisfied customers access services that meet their needs

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

We are committed to listening to the views of our residents and carry out an annual Citizens' Panel survey, which includes a range of questions about satisfaction with our services and current topical issues. The results of the survey are communicated to residents to ensure they are kept up to date with the changes that have been made in response to their views. In the latest survey 94% of respondents reported they were satisfied with East Renfrewshire as a place to live.

In addition to our Citizens' Panel survey there are a number of front facing services that carry out their own specific user surveys. We also ensure complaints are responded to efficiently and effectively, and that we use this feedback to improve our services in the future. Our focus is on improving the experience of our customers by simplifying our processes and making more services available online - we aim to be digital by default wherever we can.

CUSTOMER Satisfied customers access services that meet their needs

Strategic Intermediate Outcome Our Contribution Outcome **Critical Activities** We will know we are making So what we need to achieve is good steps along the way The Outcome By..... we want is... WHEN... Using robust socio-economic, service and customer data Our council is forward thinking and high performing A good understanding of our customers and communities Developing a single view of our customer Satisfied customers access services that meet their needs Increasing interest and activating participation through digital engagement, locality planning, and community led decision making Engaged customers and empowered communities **Critical Indicators** Ensuring digital channels meet customers changing demands in a fast paced digital landscape Citizens' Panel Satisfaction Responses Introducing various methods of user research to achieve a streamlined digital customer journey % of Customer Contact and Redesigned services inclusive of Payments made online or using customer insight preferred service methods Implementing end-to-end intuitive digital experiences making online a channel of choice



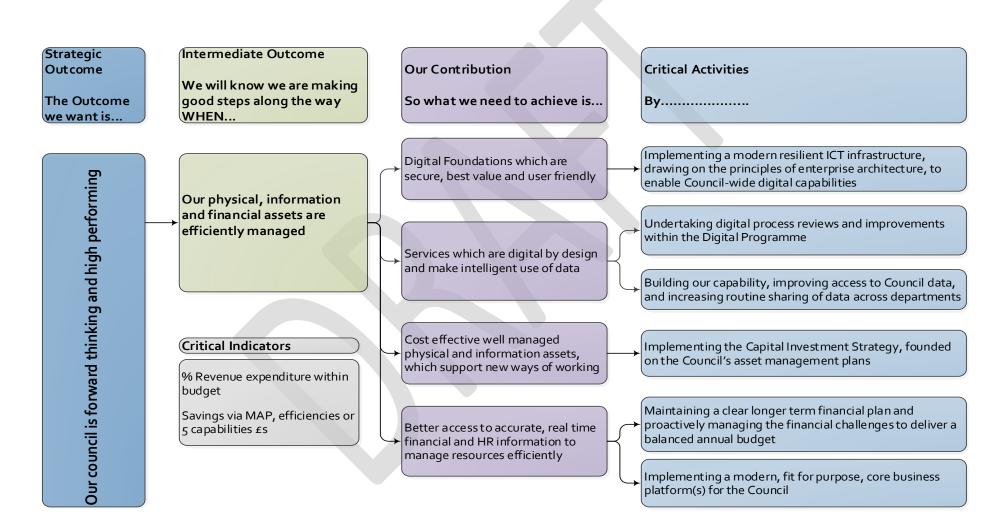
EFFICIENCY Our physical, information and financial assets are efficiently managed

We continually developing the way we work and have in place a change programme - the Modern Ambitious Programme (MAP), to ensure our resources are managed effectively and our services are efficiently meeting the needs of our customers and local residents. This programme particularly concentrates on 3 of the 5 capabilities: modernising, digital, and data. Our continuous aim is to drive up efficiencies wherever possible, by modernising and streamlining processes. This has helped us meet ambitious savings targets and significantly lessened the impact on frontline services. In 2019/20 two thirds of the required savings will come from efficiencies through our modernisation and change programme. Each department and the HSCP, have a wide range of change projects that contribute to the delivery of the overall MAP programme. Whilst it is recognised that it will become progressively more difficult to identify efficiencies in future, it is our aim to identify at least £3m of savings per year through efficiencies or change projects.

Over 2019/20 we will drive forward a specific programme aimed at modernising and transforming the processes and systems used to manage Finance, Procurement, HR and Payroll – we call these the Core Corporate Systems as they are integral to so much of the Council's business. This is a huge programme of work and has the potential to change many of the basic systems and processes we use to run our finances, services and manage our employees. A project has also begun to deliver a new council website that is underpinned by a fit for purpose solution to create a seamless online journey for our customers. We are currently in the procurement stage for the new solution and are working with services to identify how processes currently available online can be improved when implementing the new solution and identifying opportunities to digitise manual processes.

The remainder of our MAP change programme will concentrate on laying the foundations for further digitisation of processes and redesign of services. We will continue our drive to become a fully digital Council, with more digital transactional services which are easy for the customer to use and which will reduce administration costs considerably. We will develop more community engagement and self-directed support in the design of services to provide services which meet the needs of individuals and communities better and potentially at lower costs. The long-term direction to invest in prevention activity to reduce the cost of services in the longer term will continue and we will improve the sharing and management of data across the organisation.

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





PEOPLE We have engaged employees who are motivated to deliver our outcomes

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

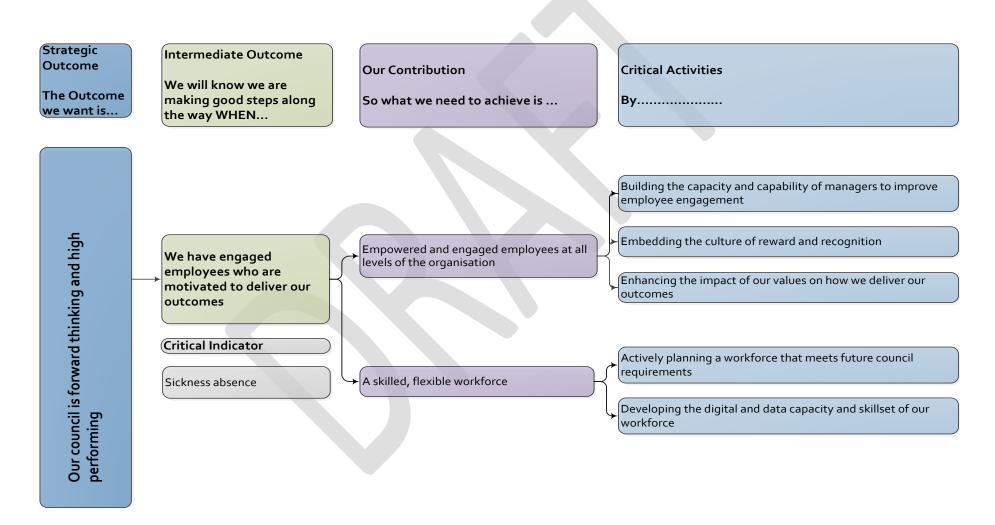
We are committed to supporting employees, and listening to and acting on their views. This is a vital part of our work to improve services, working practices and employee engagement. To ensure that employees are able to communicate their views on key issues affecting them we are introducing iMatter, an employee engagement tool which builds on the previous employee survey approach and will result in tangible improvement actions across the organisation. The results of the first survey were circulated to teams in May 2019.

We have a well embedded leadership programme aligned with our strategy which supports new, aspiring and existing managers to identify their needs as a leader and to work out a development plan to prepare them for any future career progression as well as benefitting the services provided by us. We offer a comprehensive programme of in-house training for staff to maximise their skills and capabilities to deliver effective, fair, efficient services. Our aspiration is to enhance the digital skills of all employees and we will have a particular focus in this area. Whilst our absence rates are improving, it will continue to be a focus. We have a maximising attendance policy which is aimed at maximising attendance at work for all employees in a fair, consistent and timely way, and training on this policy is run throughout the year. In addition departments continue to monitor absence on a regular basis.

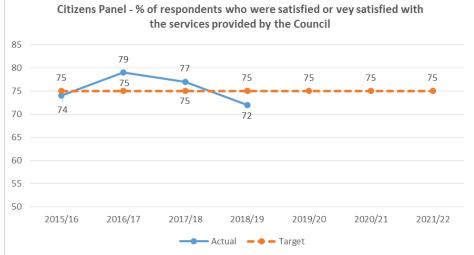
We wish to recognise and celebrate our employee's achievements and success and continue to build on the successful launch of our employee reward and recognition scheme in 2018, We Are East Ren awards. This year award applications have increased by over one third. We remain committed to supporting staff development, career progression and modern working practices. Our values were recently reviewed and are ambition, kindness and trust.

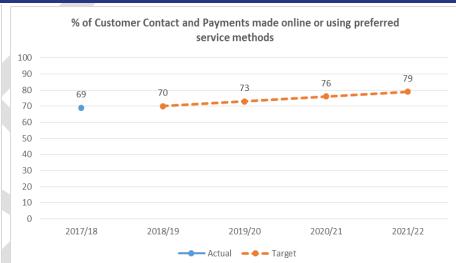
PEOPLE

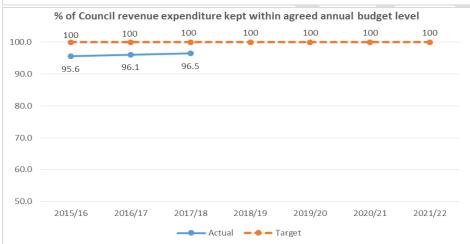
We have engaged employees who are motivated to deliver our outcomes

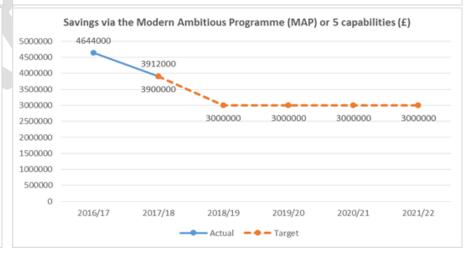


Customer, Efficiency and People indicators











Our finances

Department	2018/19 APPROVED	2019/20 APPROVED	2020/21 INDICATIVE	2021/22 INDICATIVE
	BUDGET £'000	BUDGET £'000	BUDGET £'000	BUDGET £'000
Education	131,504	139,067	143,104	144,383
Contribution to Integration Joint Board	48,175	49,350	48,525	48,960
Environment	27,462	26,687	26,565	26,802
Corporate & Community - Community Resources	12,816	12,411	12,471	12,449
Chief Executive's Office	27	15	16	17
Joint Board	2,229	2,258	2,258	2,278
Miscellaneous Services	1,979	1,957	1,967	1,984
Capital Financing Costs	10,263	10,545	10,863	13,280
Additional Savings to be identified			(5,894)	(15,548)
Total	234,455	242,290	239,875	234,605
Chief Executive - Central Support	3,031	3,034	2,912	2,938
Corporate & Community- Central Support	9,245	9,468	9,563	9,648
Environment - Central Support	2,057	2,234	2,415	2,436
	14,333	14,736	14,890	15,022
Capital - General Services	40,429	48,017	58,460	52,540
Capital - Housing Revenue Account	24,710	10,969	10,320	13,693

Budgets

Budgets are constrained by available funding, comprising Scottish Government grants and Council Tax income. The Council's grant has only been confirmed for 2019/20. Budgets are also listed for future years' figures reflecting spending pressures and service demands that could be faced and Exchequer commentary and economist forecasts on public sector funding levels, however they are purely indicative and are reflective of the mid-range scenario within the Council report on Financial Planning. Once more information on the likely level of future years funding is available these figures will be revised.

Joint Boards

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

Strathclyde Partnership for Transport

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

Strathclyde Concessionary Travel Scheme Joint Committee

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

Renfrewshire Valuation Joint Board

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

Miscellaneous Services

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

Data notes

Annexes

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

Local Government Benchmarking Framework (LGBF) Indicators

In 2010, the Society of Local Authority Chief Executives (SOLACE), and COSLA, began work with the Improvement Service (IS) to develop a set of national benchmarking indicators on behalf of Scottish councils. The project resulted in the establishment of the Local Government Benchmarking Framework (LGBF) indicator set which councils are required to use to compare and improve their performance. These indicators are a mix of former Statutory Performance Indicators (SPIs) information published by other bodies, cost and satisfaction indicators, and are used across the Council to improve service delivery. The full suite is reported to Cabinet in spring of each year.

Education Data – use of academic years

Following the national approach school attainment, exclusion and school leaver data in the plan refers to the relevant academic year rather than the financial year.

Target setting

Individual three year targets have been set for indicators where appropriate. In some areas where no targets have been set the boxes are denoted with a '-' e.g. there are some indicators where the target is set for the end of a two or three year period, or is a three year average e.g. number of exclusions per 1,000 pupils. Some existing indicators will not have targets set for them until the end of the school year e.g. education data.

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	1- Childhood	2 - Learning, life and Work	Community Plan 3 - Economy and Environment	4 - Safe, supportive communities	5 - Older People and people with long term conditions
Community Plan Strategic Outcomes	All children in East Renfrewshire experience a stable and secure childhood and succeed.	East Renfrewshire residents are healthy and active and have the skills for learning, life and work.	East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses	East Renfrewshire residents are safe and live in supportive communities	Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.
	1.1- The impact of child poverty is reduced.	2.1- Residents have the right skills, learning opportunities and confidence to secure and sustain work.	3.1 East Renfrewshire's transport links are accessible, attractive and seamless	4.1- Residents' mental health and wellbeing is improved.	5.1- Residents are safe and are more socially connected within their communities.
nes	1.2 - Parents provide a safe, healthy and nurturing environment for their families.	2.2 - Children and young people are healthy, active and included.	3.2- East Renfrewshire is a thriving place to invest and for businesses to grow	4.2- Residents live in safe communities with low levels of crime and anti-social behaviour	5.2- Older people and people with long terms conditions stay as healthy as possible
ediate O	1.3- Children and young people are cared for, protected and their wellbeing is safeguarded	2.3- Children and young people raise their educational attainment and achievement and develop the skills they need.	3.3- East Renfrewshire is an attractive place to live with a good physical environment 3.4- East Renfrewshire	4.3 - Residents are protected from harm and abuse and public protection is safeguarded.	5.3- Older people and people with long terms conditions live safely and independently in the community5.4- Carers are valued and can
		2.4- Residents are as healthy and active as possible		maintain their own health and wellbeing	
			odotali labio	4.5 - Residents are protected from drug and alcohol related harm	

Customer, Efficiency, Peop Our council is forward thinkin and high performing
Customer:
Satisfied customers access services that meet their need
Efficiency:
Our physical, information and financial assets are efficiently managed
People:
We have engaged employee who are motivated to deliver outcomes

<u>Integrating National, Community Planning Partnership and Council Outcomes</u>

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

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

We are working across East Renfrewshire to achieve best Outcomes for

Vision for the future

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



EARLY YEARS
AND VULNERABLE
YOUNG PEOPLE



LEARNING, LIFE AND WORK



ENVIRONMENT AND ECONOMY



SAFE, SUPPORTIVE COMMUNITIES



OLDER PEOPLE
AND PEOPLE WITH
LONG-TERM CONDITIONS

We will achieve this by excelling in our Five Capabilities



EMPOWERING COMMUNITIES



MODERNISATION



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



Kindness



