

**East Renfrewshire Council** 

# Outcome Delivery Plan

2020 - 2023

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#### Introduction

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

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

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

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

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

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

#### **Our Outcome Delivery Plan**

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

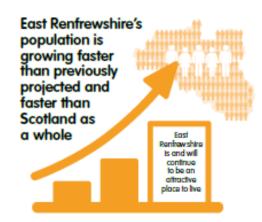
As well as the capabilities, the cross cutting themes of equalities and sustainability are woven through the plan, and we work to reduce all forms of inequality so that no one is disadvantaged or left behind in East Renfrewshire. Our Equalities and Human Rights Mainstreaming and Outcomes programme report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

#### **COVID-19 Pandemic**

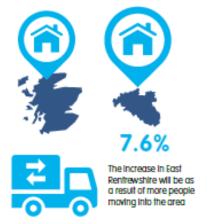
This plan was almost at completion stage in mid-March however due to the COVID-19 pandemic, the plan was put on hold as the response to tackling the virus began. We are proud of the immense work between people in all services who pulled together to share their efforts and skills and ensure that the most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

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

#### EAST RENFREWSHIRE'S POPULATION - WHAT TO EXPECT



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



### The two age groups that will grow the most





Children and young people aged 0-15 years

Older people aged 85+

#### More houses are being built for three reasons

More families are moving in

Fewer people live in the average house

People are living longer

#### Demand will increase for services



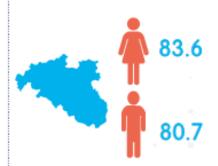
For older people, as well as general public services (such as health and care, leisure and environmental services)



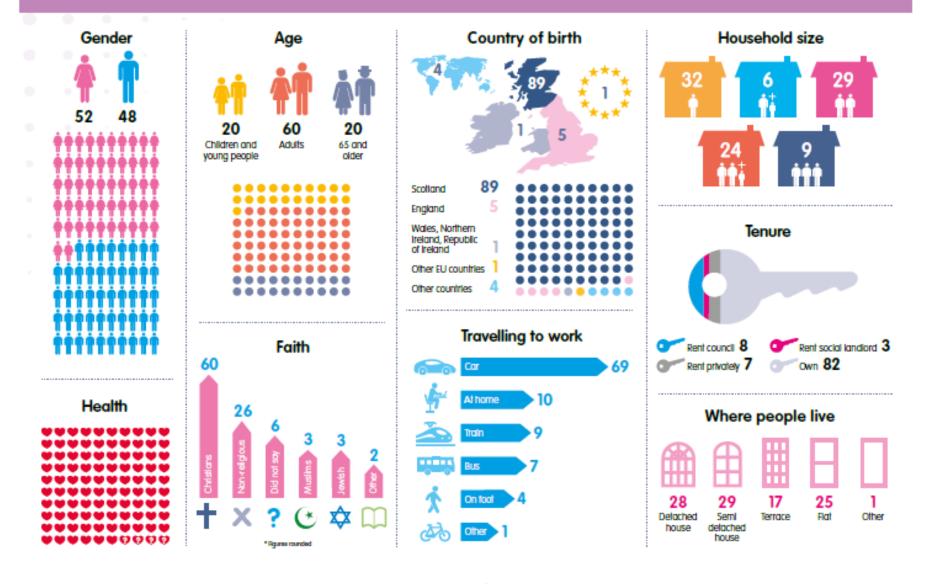
More places will be needed in early years, primary and secondary education establishments East Rentrewshire currently has the highest average household size in Scotland, but this is projected to shrink as more people live alone



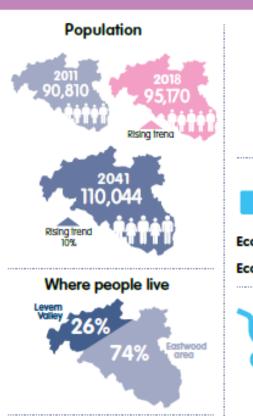
East Renfrewshire has the highest life expectancy at birth for both females and males in Scotland.



#### IF EAST RENFREWSHIRE HAD 100 PEOPLE



#### EAST RENFREWSHIRE FAST FACTS



Life expectancy

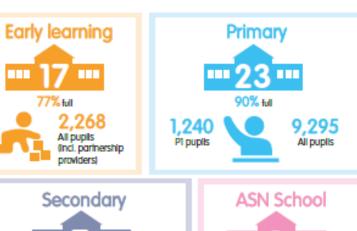
East Renfre wshire

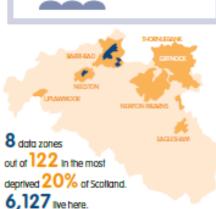
Scotland



Top baby names



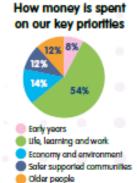




87% full

7,756 Ali pupils





#### **Demographic Context**

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

#### Local Area

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

#### Deprivation

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

#### **Our commitment**

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

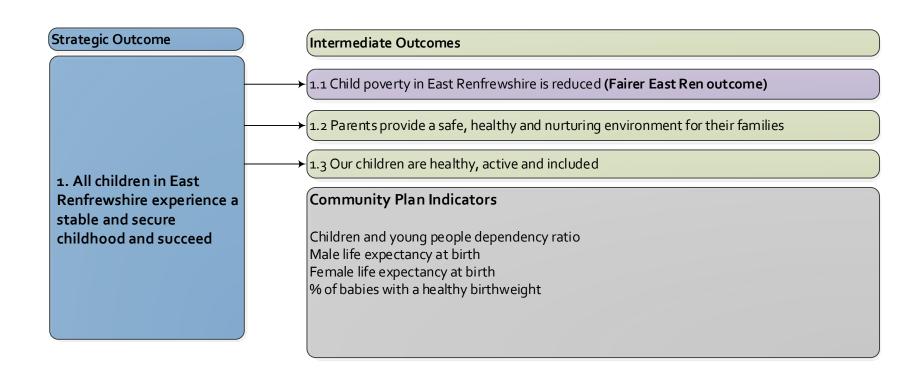
The shifting demographics of the area have many implications such as: changing housing needs, increased demand on care services, and a higher concentration of children entering education. East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country and these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

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

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

# **S1**

## SECTION 1 All children in East Renfrewshire experience a stable and secure childhood and succeed



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



## STRATEGIC OUTCOME 1 Early years and vulnerable young people

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

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

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

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

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 WHEN... we want is... All children in East Renfrewshire experience a stable and secure Childhood and succeed Parents provide a safe, Increased confidence among healthy and nurturing Delivering family support to families that need it the most parents most in need of support, as and that will enhance safe parenting, and reduce risks to environment for their a result of targeted interventions children and young people families Improved Maternal Health and Implementing the Maternal and Infant Nutrition **Critical Indicators** Wellbeing Framework Breastfeeding at 6-8 weeks in 15% most deprived SIMD data zones Delivering targeted safety messages to parents to keep % of children with child protection → Safer home environments familiessafe plans assessed as having an increase in their level of safety

#### 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 their wellbeing is safeguarded

are cared for, protected and

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

Targeting the allocation of resources to ensure additionality is deployed to support prevention and early intervention and loss of learning caused by nursery closures due to Covid 19

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

Employing early years tracking tool in ELC settings to identify gaps in learning due to Covid19 and target support for children

Supporting children and families to transition to new ELC settings and

#### Critical Indicators

% of children reaching their development milestones by start of P1

% attendance for Looked After pupils

% of children subject to child protection who are offered advocacy service

Strengthened family capacity through prevention and early intervention

Improved support for vulnerable

children

Offering Family Decision making at the initial referral stage through Request for Assistance (Section 12 duties) Embedding the Signs of Safety practice principles across all child and

family interventions

Undertaking scoping activity that quantifies the need for community resources for children and young people with additional support needs

Extending and developing the youth counselling service available in schools to support the mental health and wellbeing of children, young people and their families

Supporting staff and parents through the implementation of Healthier Minds programme

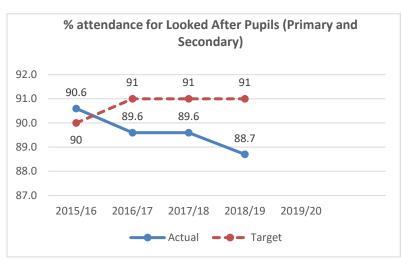
Developing the framework to deliver improved opportunities in relation to Children's Rights

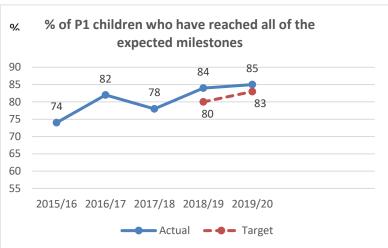
Fully implementing new Scottish Child Interview Model (SCIM), alongside key partner agencies ensuring trauma informed support from referral to recovery

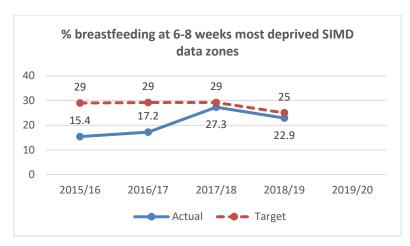
Working in partnership with children, young people and their families to implement the recommendations of the Independent Review of Care Report (The Promise)

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

#### **Outcome 1 indicators**







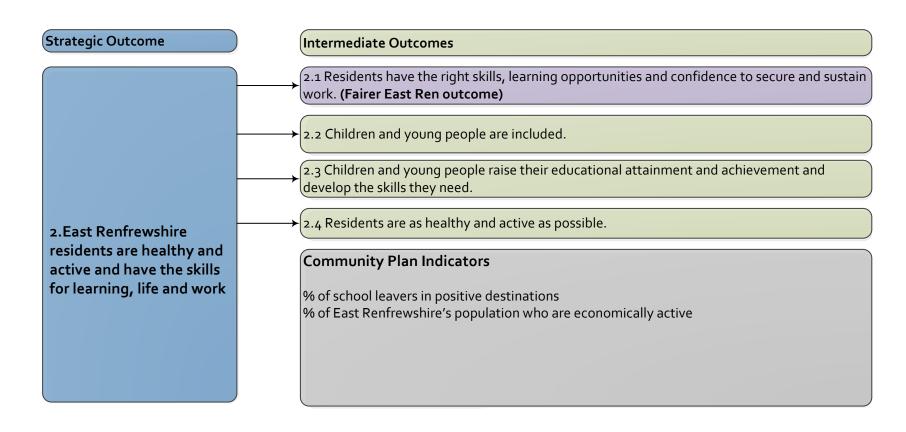
#### New indicators:

(baseline data being established)

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

## **S2**

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



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



## STRATEGIC OUTCOME 2 Learning, life and work

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

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

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

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

#### Children and young people are included

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.....

Children and young people are included

A sense of belonging and identity for children within their school and local community

Continuing to support staff to embed the principles of Getting It Right For Every Child in all schools and classrooms

Implementing the learning for sustainability strategy

Implementing revised policies for inclusion and antibullying

Supporting transitions, recovery and wellbeing for all children, young people and staff as they return to school after school closures due to COVID- 19

Critical Indicators

Rate of exclusions – primary

Rate of exclusions – secondary

Number of ERC schools with Rights Respecting Award – Gold Level

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

#### 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 and additional COVID-19 resources to raise attainment for all pupils and 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 264 or above

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

Developing an enrichment programme in conjunction with the Trust to address the impact of COVID-19 on wellbeing

Supporting establishments and working with partners to deliver the Developing the Young Workforce and Health and Wellbeing action plans

Implementing the Learning, Teaching and Assessment Framework

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.....

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

Residents are as healthy and active as possible

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

Reviewing products, programmes and prices to ensure that services meet the needs of the widest range of customers, and are complemented by a range of targeted, charitable initiatives aimed at the hardest to reach and those that need support

Critical Indicators

Leisure centre attendances

Library visits

% of adult population participating in physical activity

% of adult population engaged in cultural activity

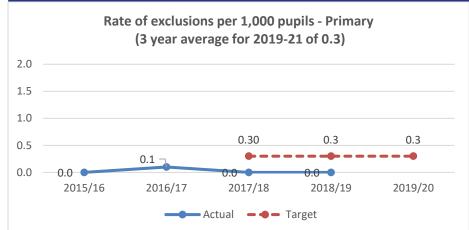
Reduced health inequalities through targeted intervention

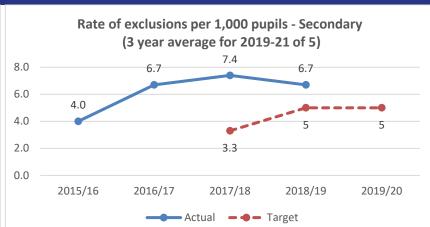
Delivering tailored health improvement programmes in communities with greater health inequalities

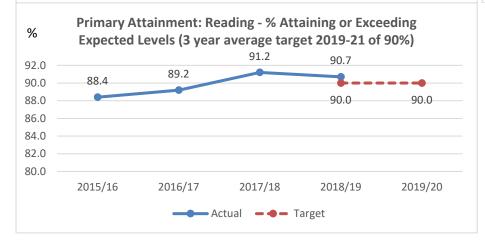
Parks and green spaces offer residents a range of outdoor, healthy activities

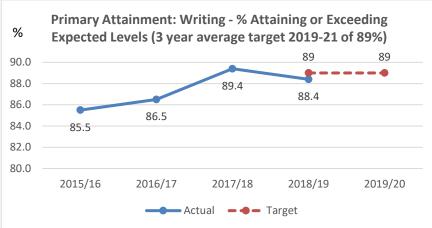
Improving the quality and ensuring variety in the type of open space and play/sports facilities on offer to our residents

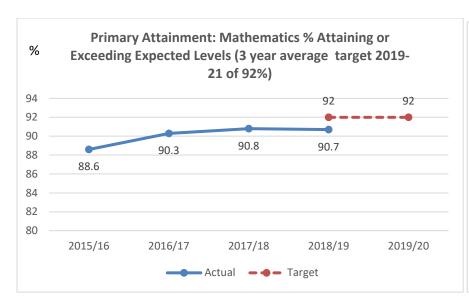
#### **Outcome 2 indicators**

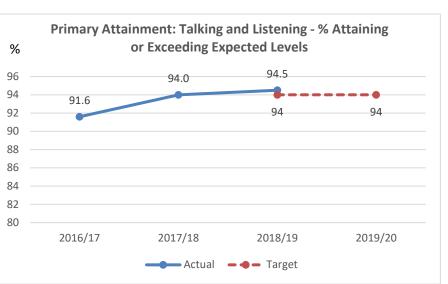


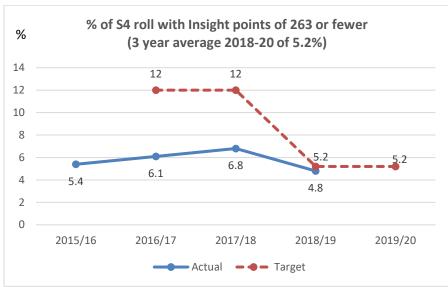


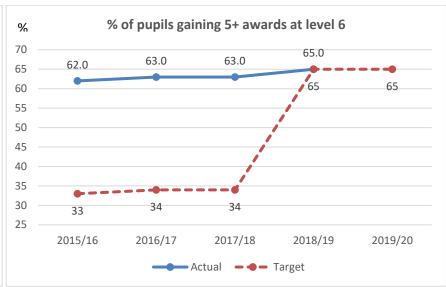


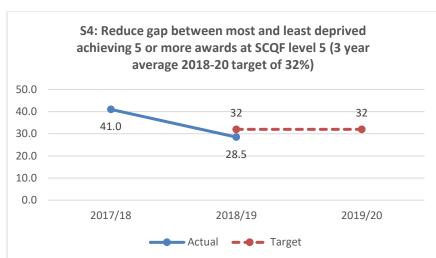


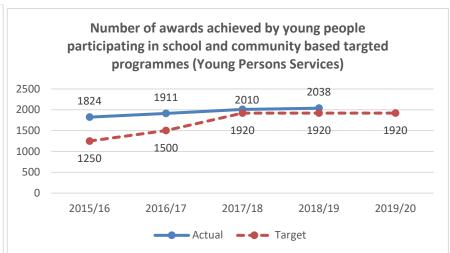


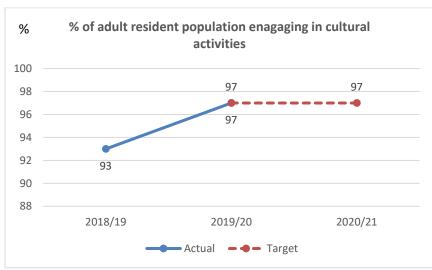


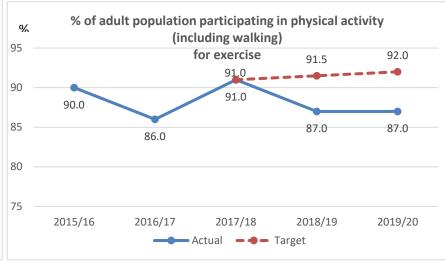


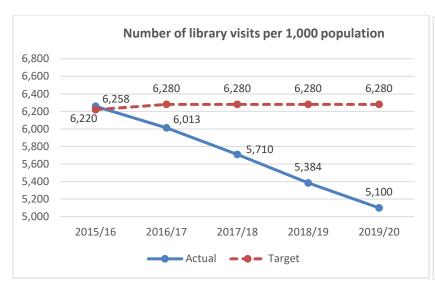


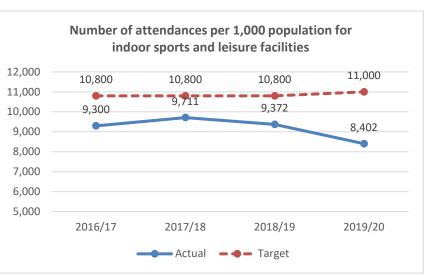


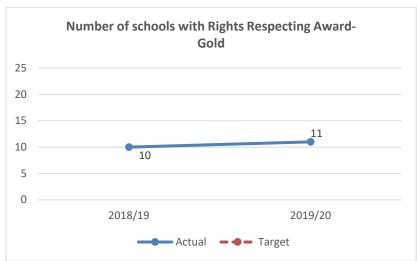






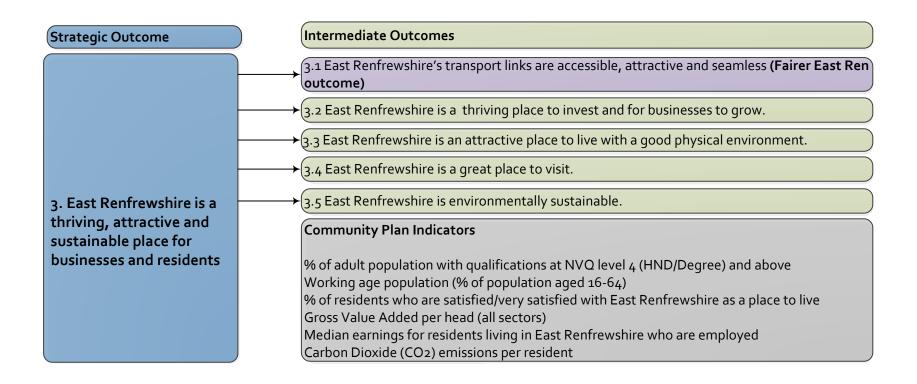






**S3** 

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



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



## STRATEGIC OUTCOME 3 Economy and environment

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

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

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

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

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

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

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

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

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

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

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.....

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

An environment in which new and existing businesses can grow

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

Delivering a range of business programmes including the priorities outlined in our Town Centre Action Plans in partnership with town centre partners such as the Business Improvement Districts

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

Providing supplier development support to local businesses to increase their competitiveness and improve their potential for contracting opportunities

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

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

Key employment areas safeguarded for employment uses

Improved road infrastructure and public transport links

Providing accommodation and identifying sites to facilitate local business start-up and growth whilst promoting the development and diversification of the local employment base.

Delivering a range of City Deal projects including the construction of new business growth accommodation supported by new transport facilities and road connection improvements'

Prioritising our road asset investment according to the agreed criteria

Facilitating a transport modal shift in order to enable more sustainable travel in line with a refreshed Local Transport Strategy

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

#### 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 The Outcome good steps along the way So what we need to achieve is... By..... WHEN... we want is... Clean, well maintained and Maintaining public spaces and levels of cleanliness in accessible public places public areas and open spaces to a high standard East Renfrewshire is an attractive place to live with a Implementing the Local Development Plan with partners East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents good physical environment Development located on sites through the Action Programme which can be accessed Applying a placemaking approach to deliver safer, sustainably and meet the long accessible well designed sustainable places and term needs of the area lenvironments Critical Indicators Ensuring the provision of houses across all tenures to meet our housing land requirements Street Cleanliness Score Using capital provision, development contributions and seeking other funding opportunities to improve the Number of additional units Improved open spaces and environment, facilities and infrastructure in local brought into affordable housing infrastructure that meets the communities supply needs of our visitors and residents Addressing infrastructure needs for current and future Local Development Plans An environment with improved Taking a place based approach to working with our services and facilities which partners and communities to deliver improvements in meets the needs of the local infrastructure and services to meet local needs community

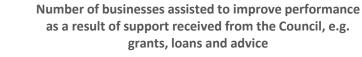
#### East Renfrewshire is a great place to visit

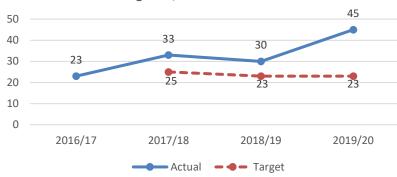
Strategic Intermediate Outcome Our Contribution **Critical Activities** Outcome We will know we are making So what we need to achieve good steps along the way The Outcome By..... is... WHEN... we want is... Developing and improving our tourist, culture, sports and An enhanced range of facilities and leisure facilities through the delivery of our Capital Plan attractions for visitors and residents East Renfrewshire is a great including City Deal projects sustainable place for businesses and residents East Renfrewshire is a thriving, attractive and place to visit Facilitating 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 2020-25 Continuing to promote our local business via our Shop Local campaigns (Covid-19)

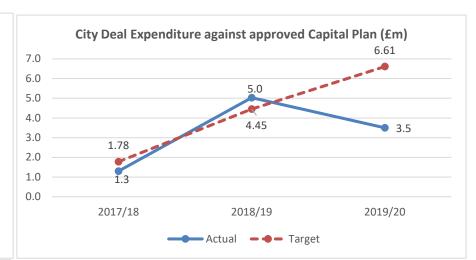
#### East Renfrewshire is environmentally sustainable

Intermediate Outcome Strategic **Our Contribution** Critical Activities Outcome We will know we are making The Outcome good steps along the way So what we need to achieve is... By..... we want is... WHEN... Applying modern, sustainable digital solutions to our activities Protection of material resources and in order to maximise efficiencies of collection and to significantly reduce residual (household) waste being waste minimisation transferred to landfill East Renfrewshire is East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents Implementing capital projects across the Council's property environmentally sustainable estate to reduce energy consumption in our buildings Ongoing replacement of all street lighting, lit street furniture A reduction in the Council's energy and traffic signals with more energy efficient equipment consumption Critical Indicators Increasing Council electric fleet availability across all locations 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 The historic, built and natural environment is protected and Promoting the provision of green spaces and multi-functional % of street lights which are LED development is directed to green networks to provide a sustainable natural environment for sustainable locations future generations. Reducing and managing flood risk through natural flood management, green network creation and through the use of SUDs (Sustainable Urban Drainage Systems). Procuring the Council's goods, works and services in a way that Sustainable procurement is achieves value for money and generates social, environmental promoted and integrated and economic benefits

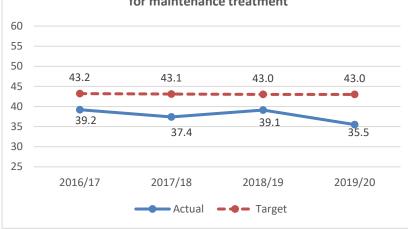
#### **Outcome 3 indicators**

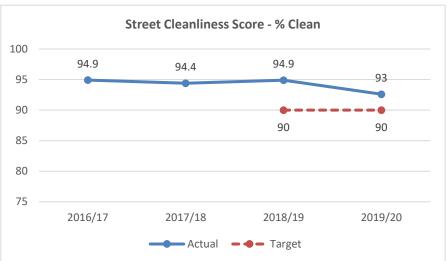




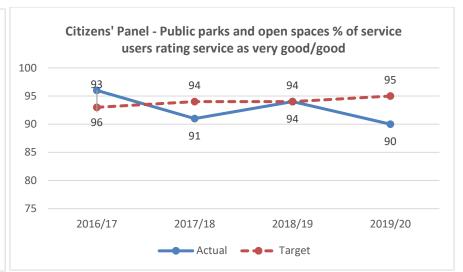


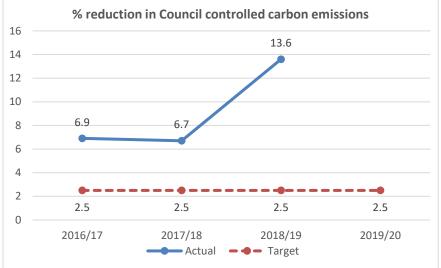
## % of overall road network that should be considered for maintenance treatment

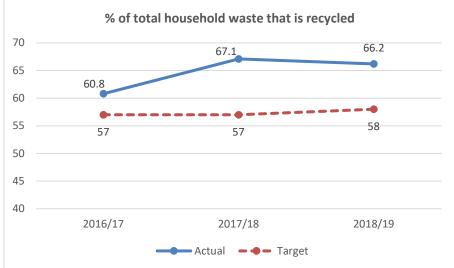


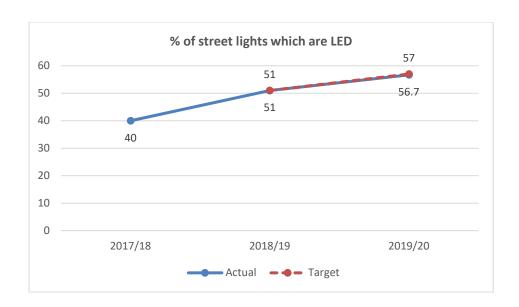






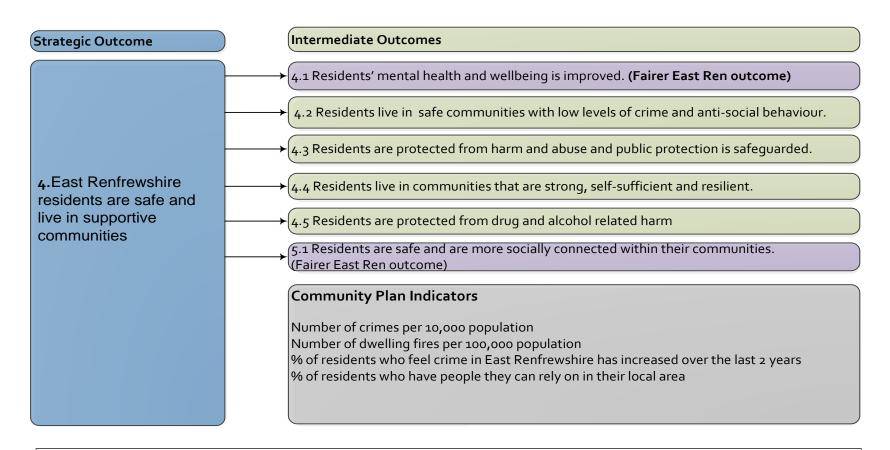






# **S4**

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



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



## STRATEGIC OUTCOME 4 Safe, supportive communities

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

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

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

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

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

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

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... Enhancing partnerships and improved use of data-sharing Residents live in safe with police and other key partners (including through communities with low levels Better targeting of resources, Greater Results in Partnership (GRIP)) to support of crime and anti-social focused on hotspot areas (as a operational and renewal planning behaviour result of data-led evidence gathering) Developing a wider range of opportunities for residents to communicate with community safety partners, including digital Critical Indicator

East Renfrewshire residents are safe and live in supportive communities

% of total complaints reporting anti social behaviour which has recurred

Young people have a range of opportunities to engage safely in their community

Reviewing and restarting targeted street work to engage

Providing community based youth work across East

prompted by Covid-19

young people in youth work services

Renfrewshire which addresses the delivery challenges

### 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

Ву.....

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

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

Effective arrangements are in place to identify and manage risk

Effective interventions are in place to protect people from harm

Reduced levels of offending and reoffending

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

Using appropriate assessment tools to identify risk and need

Delivering a whole systems approach to diverting young people from custody

Delivering accredited programmes aimed at reducing reoffending

Working with local partners to re-establish the range of beneficial unpaid work opportunities and maximise uptake

East Renfrewshire residents are safe and live in supportive communities

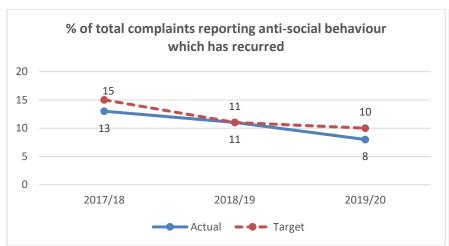
### Residents live in communities that are strong, self-sufficient and resilient

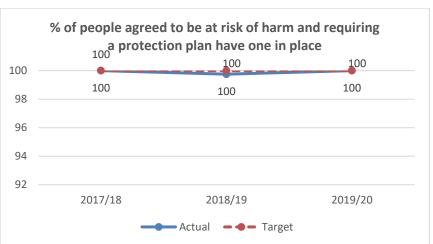
Intermediate Outcome Strategic Our Contribution Critical Activities Outcome We will know we are making So what we need to achieve is The Outcome good steps along the way By..... we want is... WHEN... Ensuring communities are integral to Council service design and delivery based on their needs and priorities as we recover from the Skilled and confident communities Residents live in Corona virus pandemic that can influence change on communities that are strong, Building the capacity of community organisations, groups and issues that matter to them East Renfrewshire residents are safe and live in individuals to deliver their own solutions to the needs and priorities for self-sufficient and resilient recovery from the Corona virus pandemic Developing a range of community-led decision making processes e.g. around mainstream budgets, and co-production approaches across departments Working together and sharing expertise with the voluntary sectors and Skilled and confident Council and **Critical Indicators** partners to effectively engage with communities and rebuild services partner staff who are working with with and not for them communities to deliver shared Providing training and support for council and partner staff to enable outcomes % of adults with a strong sense of supportive communities them to work effectively in partnership with communities belonging to their community % of additional units brought into Resilient communities are (Working with partner agencies to support individuals and communities) the affordable housing supply → supported and support one another struggling with the impact of the pandemic, including shielding; and (cumulative over 5 years) which are support for isolation throughout the COVID-19 pandemic adapted or adaptable to lifetime needs Homes which meet a range of Delivering new affordable homes which will meet a range of households' lifetime needs residents' needs and allow people to successfully remain/ reside within Enabling existing homes to be enhanced and adapted, to improve their their community physical and financial sustainability for householders

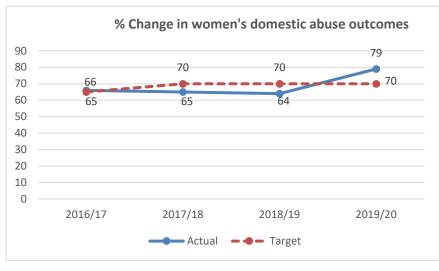
### Residents are protected from drug and alcohol related harm

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... Residents are protected from Access to accurate, consistent Promoting health improvement resources across all and reliable information about groups and communities to enable healthy choices about drug and alcohol related alcohol and drugs East Renfrewshire residents are safe and live in alcohol and drugs harm Critical Indicator Redesigning the provision of Opiate Replacement Therapy to improve outcomes for individuals with problematic More people recover from alcohol and drugs due to participation in our programmes drug use Individuals moving from alcohol and drug treatment to recovery supportive communities Working with the third sector and people with lived experience to develop and enhance support for recovery within services and the community, including peer support and community led recovery groups

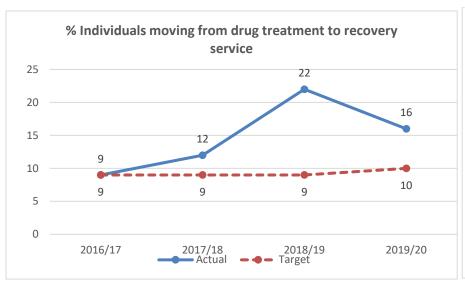
### **Outcome 4 indicators**



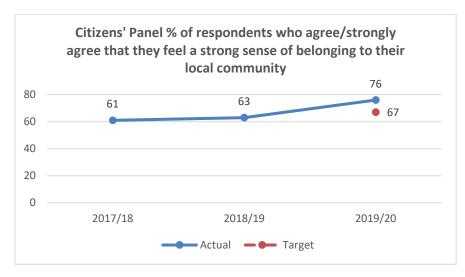








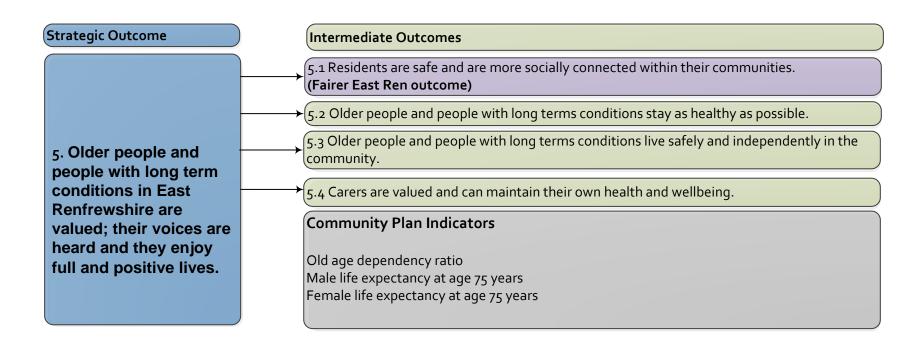




# **S5**

#### **SECTION 5**

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



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



## STRATEGIC OUTCOME 5 Older people and people with long term conditions

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

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

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

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

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

### 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 The Outcome good steps along the way By..... WHEN... we want is... Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard Working with our partners in Culture and Leisure to plan Older people and people with Older and disabled people are recovery of our Ageing Well programme where safe to do long term conditions stay as physically active due to an healthy as possible increased range of activities Promoting physical activity opportunities including chair based exercise, strength and balance, and walking and they enjoy full and positive lives programmes, where safe to do Critical Indicator Percentage of those whose care need has reduced following re-More people supported to able ment Ensuring locality-based rehabilitation and re-ablement recover following a period of ill services support people with increased frailty health Working with partners to develop pathways and supports for people recovering from the effects of COVID-19

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

Strategic Outcome

The Outcome we want is...

Older people and people with

WHEN...

long term conditions are living independently in the community

Intermediate Outcome

We will know we are making good steps along the way

#### **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 (%)

Our Contribution

So what we need to achieve ...

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

More people have choice and control over their life through planning support plans with us

Working with our partners to continue supports for people in their own homes through the Community Hub

**Critical Activities** 

By.....

people to get immunised this winter

individual budgets for people

.

Working with people to develop outcome focused support plans

Implementing processes to ensure that we set appropriate

Supporting flu vaccination programmes and encouraging local

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

Developing Bonnyton House to provide recuperation and rehabilitation for people who need additional support

Improving our care at home and out of hours services

More people are supported through Telecare to live independently in their own homes for longer

Continuing support through our technology enabled care services throughout the pandemic

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

### 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** 

Ву.....

Carers are valued and can maintain their own health and wellbeing

Critical Indicator

People reporting 'quality of life for carers' needs fully met (%)

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

Every carer identified is being offered the opportunity to develop their own carer support plan including planning for emergencies

Carers can access accurate information about carers' rights, eligibility criteria and supports

Improved outcomes as a result of Implementation of Children and Young People's Act 2014 duties Providing information and training to raise awareness of the impact of caring and requirements of Carers' Act.

Implementing a new carers' support plan including planning for emergencies with individual carers

Training advisers in key partner organisations who can develop plans with and for carers

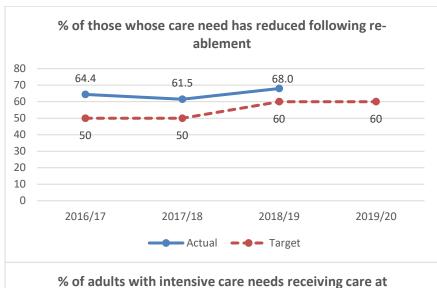
Developing and publicising a consistent and clear prioritisation framework (eligibility criteria) for support

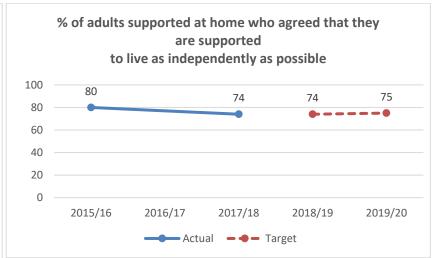
Ensuring that carers and support organisations are aware of the scope and different types of respite care and short-break provision available

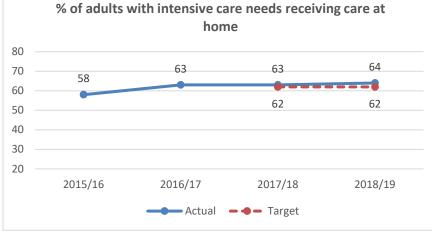
Developing and implementing Young Carer's Statements as set out in the Carers' (Scotland) Act 2016

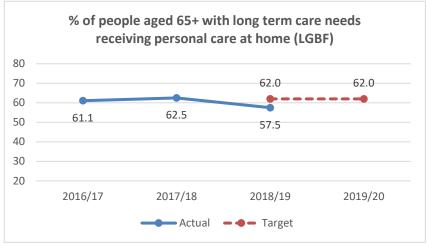
Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives

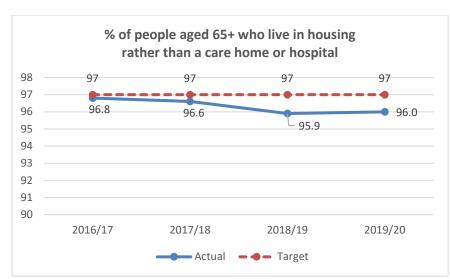
### **Outcome 5 indicators**



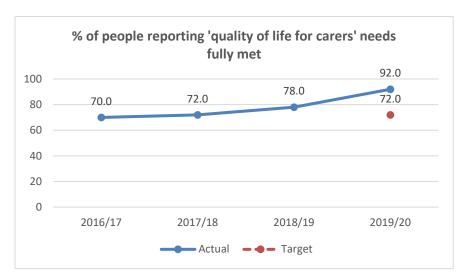




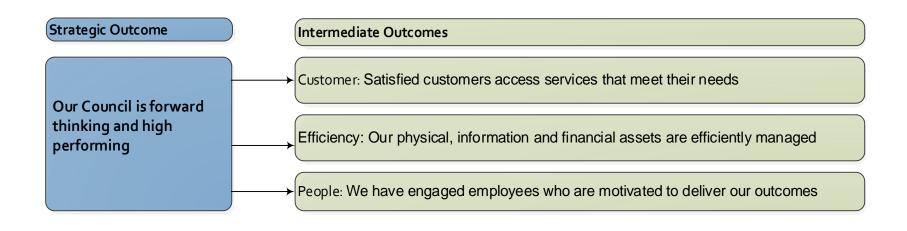








## STRATEGIC OUTCOMES Customer, Efficiency and People





## 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 customer experience approach with the ambition of a seamless end-to-end journey for the customer. We are also moving into social customer service, building on our social media success through Facebook and Twitter.

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

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

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

## **CUSTOMER Satisfied customers access services that meet their needs**

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..... WHEN... we want is... Our council is forward thinking and high performing Using robust socio-economic, service and customer data A good understanding of our to target engagement and support communities during customers and communities the pandemic e.g. shielding and support for isolation Satisfied customers access services that meet their needs Introducing online customer journeys to allow customers Redesigned services driven by to interact with our key services customer insight **Critical Indicators** Promoting online customer services to support channel shift and reduce face to face contact levels % satisfaction with Council Adapting processes and procedures to support newly services introduced online processes as a result of pandemic % of customer contact made Developing and improving partnerships to provide joined online excluding payments up approaches to service delivery



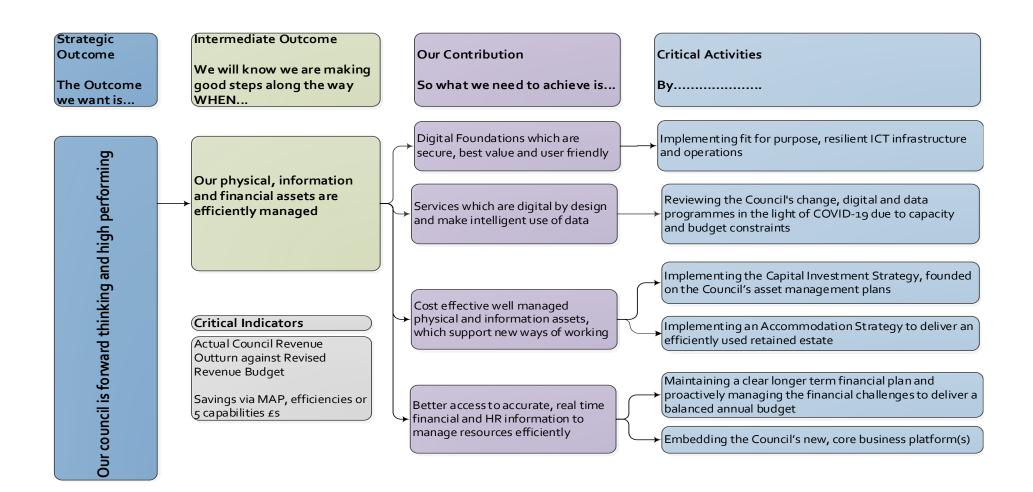
## EFFICIENCY Our physical, information and financial assets are efficiently managed

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

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

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

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





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

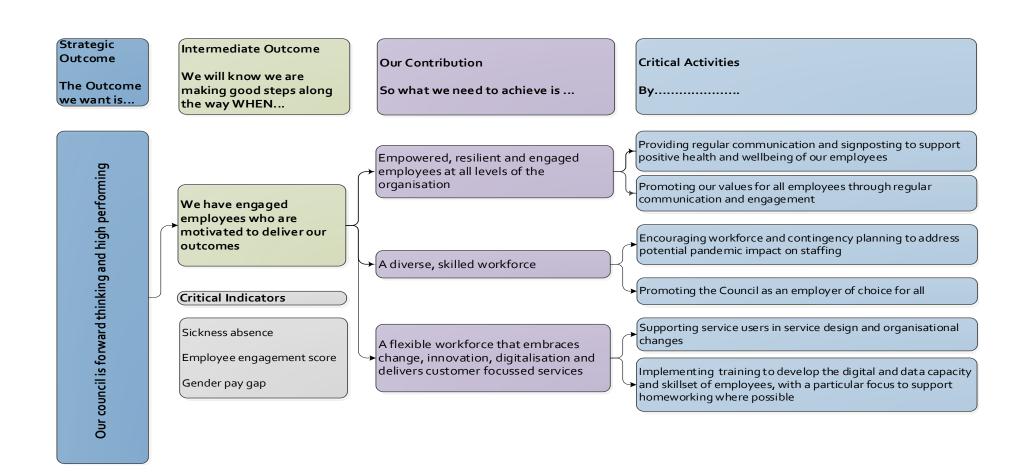
Our people are our greatest asset and we recognise the need to invest in our people, seek their feedback, and ensure they are able to work efficiently and effectively. We are focused on developing our workforce planning arrangements, in particular our plans to make the most of technology. This will further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

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

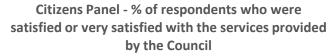
We have a well embedded leadership programme aligned with our strategy which supports new, aspiring and existing managers to identify their needs as a leader and to work out a development plan to prepare them for any future career progression as well as benefitting the services provided by us. We offer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

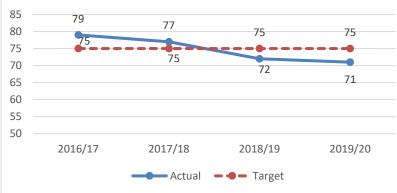
We wish to recognise and celebrate our employee's achievements and success and continue to build on the successful launch of our employee reward and recognition scheme in 2018, We Are East Ren awards. This year award applications have continued to increase, although COVID-19 has meant we are having to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

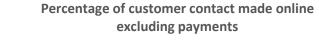
## PEOPLE We have engaged employees who are motivated to deliver our outcomes



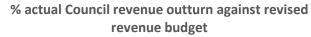
## **Customer, Efficiency and People indicators**

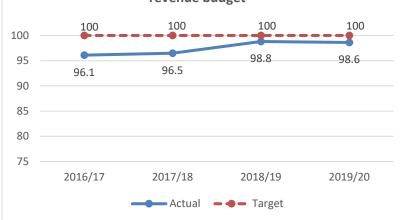




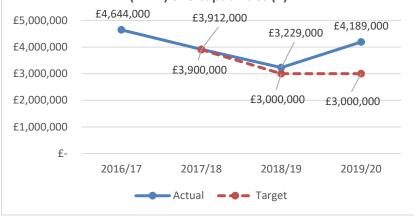


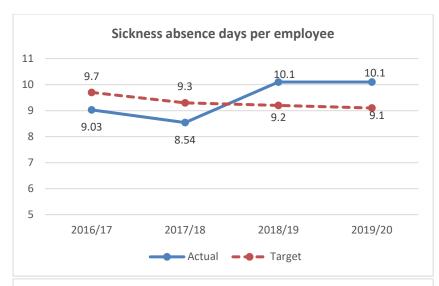




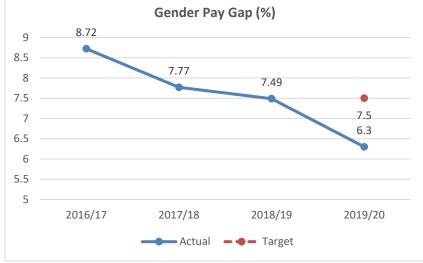


### Savings via the Modern Ambitious Programme (MAP) or 5 capabilities (£)









### Our finances

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

#### **Budgets**

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

#### **Joint Boards**

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

#### **Strathclyde Partnership for Transport**

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

#### **Strathclyde Concessionary Travel Scheme Joint Committee**

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

#### **Renfrewshire Valuation Joint Board**

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

#### **Miscellaneous Services**

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

### Annexes and data notes

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

#### **Fairer East Plans**

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

#### Data notes:

#### Education Data – use of academic years

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

#### Graphs

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

### Target setting

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

Community Plan					Outcome Deliver	
	1- Childhood	2 - Learning, life and Work	3 - Economy and Environment	4 - Safe, supportive communities	5 - Older People and people with long term conditions	Customer, Efficienc
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.	Our council is forward and high performing
	1.1- Child poverty in East Renfrewshire is reduced.	2.1- Residents have the right skills, learning opportunities and confidence to secure and sustain work.	3.1 East Renfrewshire's transport links are accessible, attractive and seamless	<b>4.1-</b> Residents' mental health and wellbeing is improved.	<b>5.1-</b> Residents are safe and are more socially connected within their communities.	Customer: Satisfied customers a services that meet the Efficiency: Our physical, information
Intermediate Outcomes	<ul> <li>1.2- Parents provide a safe, healthy and nurturing environment for their families.</li> <li>1.3- Children and young people are cared for, protected and their wellbeing is safeguarded</li> </ul>	<ul> <li>2.2- Children and young people are healthy, active and included.</li> <li>2.3- Children and young people raise their educational attainment and achievement and develop the skills they need.</li> <li>2.4- Residents are as healthy and active as possible</li> </ul>	<ul> <li>3.2- East Renfrewshire is a thriving place to invest and for businesses to grow</li> <li>3.3- East Renfrewshire is an attractive place to live with a good physical environment</li> <li>3.4- East Renfrewshire is a great place to visit</li> <li>3.5- East Renfrewshire is environmentally sustainable</li> </ul>	<ul> <li>4.2- Residents live in safe communities with low levels of crime and anti-social behaviour</li> <li>4.3- Residents are protected from harm and abuse and public protection is safeguarded.</li> <li>4.4- Residents live in communities that are strong, self-sufficient and resilient</li> </ul>	<ul> <li>5.2- Older people and people with long terms conditions stay as healthy as possible</li> <li>5.3- Older people and people with long terms conditions live safely and independently in the community</li> <li>5.4- Carers are valued and can maintain their own health and wellbeing</li> </ul>	financial assets are ef managed  People: We have engaged en who are motivated to outcomes
				<b>4.5</b> - Residents are protected from drug and alcohol related harm		



### Child poverty in East Renfrewshire is reduced

Papulation outcome

The outcome we want is.

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

#### Intermediate outcome

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

Child poverty in East Renfrewshire is reduced

#### Our contribution

So what we need to achieve is...

Children in poverty are achieving and attaining

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

Targeting Pupil Equity Funding to raise the achievement

and attainment of children affected by poverty

Critical Activities

By...

#### CRITICAL INDICATORS

- Number of Real Living Wage accredited employers in East Renfrewshire
- %age of economically inactive residents
- %age of 16-19 year olds participating in learning, training or employment
- · Number of children living in out-of-work benefit claimant households
- %age uptake of free school meals at primary school
- Number of families accessing financial wellbeing services
- Fuel poverty
- %age of 3% 4 year olds registered for funded early learning and childcare.

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 amoung our most vurnable 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 well informed about referal pathways

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

**Population Outcome** 

The outcome we want is...

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

#### Intermediate Outcome

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

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

#### Our contribution

So what we need to achieve is...

Targeted and personalised support for people facing barriers e.g. mental health, additional support needs, physical disabilities

#### **CRITICAL INDICATORS**

- The proportion of S4 pupils with school meal entitlement that achieve 5 or more National 5 qualifications 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

#### **Critical Activities**

Ву...

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

### 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

### Residents' mental health and wellbeing is improved

Population Outcome	Intermediate Outcome	Our contribution		Critical Activities
The outcome we want is	We will know we are making good steps along the way WHEN	So what we need to achieve is		Ву
East Renfrewshire residents are safe and live	Residents' mental health and wellbeing is improved	Improved wellbeing and resilience in people and communities		Promoting the benefits of exercise and access to green space, particularly for groups most vulnerable
in supportive communities		-		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
		Improved wellbeing and resilience in workplaces		wellbeing (such as staff surveys, Healthy Working Lives
		iii workplaces		Promoting access to mental wellbeing self-help resources and improving access to online resources
			_	Providing early mental health and wellbeing support in
	A prevention and early intervention approach to enhancing wellbeing	-	primary care through GP Practice based link workers	
CRITICAL INDICATORS     % of adults with a strong sense of belonging to their community				Undertake local work to support national suicide prevention plan: every life matters
				Identifying and raising awareness of safe public
% of adults who have so they can rely on for help				placers for vulnerable people in the community through I am me: Keep Safe project
		Better response to distress		Ensuring clear pathways across and between public

### 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 valued; their voices are heard and they enjoy full and positive lives

#### Intermediate Outcome

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

#### Residents are safe and are more socially connected within their communities

### Our contribution

So what we need to achieve is...

#### Communities have access to information and resources

#### Socially isolated people are identified and connected to their communities

More people feeling safe

#### **CRITICAL INDICATORS**

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

#### **Critical Activities**

Ву...

#### 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

#### 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

## in their communities

Reduced unintentional

harm in the home

Integrating National, Community Planning Partnership and Council Outcomes

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

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

# **Vision** for the **future**

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

### We are working across East Renfrewshire to achieve best Outcomes for



**EARLY YEARS** AND VULNERABLE YOUNG PEOPLE



LEARNING, LIFE AND WORK



**ENVIRONMENT** AND ECONOMY



SAFE, SUPPORTIVE COMMUNITIES



**OLDER PEOPLE** AND PEOPLE WITH LONG-TERM CONDITIONS

### We will achieve this by excelling in our Five Capabilities



**EMPOWERING COMMUNITIES** 



**MODERNISATION** 



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



**Kindness** 



