EAST RENFREWSHIRE COUNCIL

CABINET

21 April 2016

Report by Chief Executive

DRAFT OUTCOME DELIVERY PLAN 2016-2019

PURPOSE OF REPORT

1. The purpose of this report is to present to Cabinet the Council's draft Outcome Delivery Plan (ODP) 2016-2019 (attached at Annex 1). The ODP is organised by the five current Single Outcome Agreement (SOA) outcomes, and a section on the supporting organisational areas of Customer, Efficiency, and People.

RECOMMENDATIONS

- It is recommended that Cabinet:
 - (a) Considers and approves the content of the draft Outcome Delivery Plan 2016-2019 (Annex 1) and notes that this may be subject to minor amendments prior to Council;
 - (b) Agrees that the draft ODP is recommended for approval by Council on 22 June 2016; and
 - (c) Notes that the East Renfrewshire Local Outcome Improvement Plan (LOIP) formerly known as the Single Outcome Agreement (SOA) is required to be in place by October 2017.

BACKGROUND AND CONTEXT

- 3. The purpose of the ODP is to communicate the Council's priorities on how we are going to deliver on our SOA and Corporate Statement: Your Council, Your Future 2013-2017. It sets out the critical activities services are planning to carry out to achieve better outcomes for our customers and residents.
- 4. The ODP is a rolling three year plan, updated annually. This year significant development work has been undertaken to review the ODP to make it a more streamlined and succinct plan. Led by Directors, the set of intermediate outcomes have been reviewed and refined. Diagrams have been developed with partners for each intermediate outcome to demonstrate a logical approach to planning and enhance the visual impact of the document. This has resulted in a strong set of diagrams with a much reduced set of associated indicators (around 50% reduction in the number of indicators against the current ODP). The set of key critical activities has also reduced.
- 5. It is important that Cabinet has a chance to influence the development of the ODP and as such we bring a draft for consideration, prior to full Council. It should be noted that departments are still finalising the details of this plan and consequently the document is subject to minor changes prior to Council in June.

- 6. The SOA is also currently undergoing a major review in response to the recently published Scottish Government guidance on single outcome agreements. These plans will in the future be known as Local Outcome Improvement Plans (LOIPs), and will be more locality based in nature. The Council has a statutory duty to have the East Renfrewshire plan in place by October 2017. Plans are currently being made for development of this new process and will be reported in due course. SOA indicators listed in the draft ODP are for the existing SOA and may change as part of the review.
- 7. The performance reporting of the ODP will continue to be an integrated approach based on a joint Council and Community Planning Partnership strategic performance update at mid and end year points to Cabinet, and Partnership Accountability Review by the Community Planning Partnership Board.

REPORT STRUCTURE

- 8. Although the ODP uses diagrams to illustrate content this year, there has been no change to the overall structure of the ODP. It contains the following sections:
 - Section 1: Single Outcome Agreement Outcomes 1-5 under each SOA outcome are intermediate outcomes (i.e. steps along the way), with diagrams showing the critical activities and targets being undertaken to achieve the intermediate outcomes.
 - **Section 2: Customer, Efficiency and People organisational outcomes** this section focuses on aspects of activity and targets to improve the effectiveness of the organisation.
 - **Section 3: Finance Information Spending Plans** covers each department's revenue spending plans over the next year. Figures for 2017-18, set out as total budget figures, are indicative and may change based on developments nationally. Figures for the Capital budget and Housing Revenue Account are also listed.
- 9. As the ODP is a strategic council-wide plan it cannot cover the extensive range of planned activity to be undertaken across the Council over the next three years. To widen the focus, the ODP acknowledges the service strategies and operational plans which underpin the delivery of our outcomes. Diagrams in the annexes at the end of the plan illustrate the linkages between national and local outcomes.

Data Notes

To set the ODP targets in context trend data has been included, where available. Following the national approach school attainment and exclusion in the plan refers to the relevant academic year rather than the financial year. For example attainment data in the plan for the financial year 2014-15 is based on examinations sat in April/May 2015.

PERFORMANCE MONITORING

11. Six monthly performance against the targets set in the ODP will be recorded and monitored in the council-wide performance management system (Covalent). The data will be included in the Council's mid and end year performance reporting cycle, reported to Cabinet in December and June and discussed at Directors' review meetings with the Chief Executive.

FINANCE AND EFFICIENCY

12. As highlighted above section three of the ODP sets out the financial data for the period of the plan. Any future developments of the corporate planning arrangements must be integrated with any changes in the approach to revenue resource allocation.

IMPLICATIONS OF THE PROPOSALS

- 13. A full Equality Impact Assessment (EIA) was carried out in 2013 to ascertain and address any potential equality issues with the ODP. This was then reviewed and developed further in late 2014 in liaison with partners for the previous ODP. A further review will take place in conjunction with the new Local Outcome Improvement Plan as it develops. As the ODP is a strategic document it is expected that other strategies and plans sitting below the ODP will also undertake an equality impact assessment.
- 14. Any specific staffing, legal, property, IT or sustainability implications as a result of the work outlined within the ODP which require to be taken into consideration should be addressed by individual departments and included in relevant risk registers.

CONCLUSION

15. The reviewed approach to developing this ODP demonstrates, through more diagrams and a streamlined set of key strategic indicators, that the Council has a clear sense of strategic direction and is integrated with the Community Planning Partnership's SOA. Services have been working hard to develop their diagrams for the new ODP and to ensure that performance measures are robust and that they demonstrate what we are trying to achieve to make people's lives better in East Renfrewshire.

RECOMMENDATIONS

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 - (c) Notes that the East Renfrewshire Local Outcome Improvement Plan (LOIP) formerly known as the Single Outcome Agreement (SOA) is required to be in place by October 2017.

Chief Executive 6 April 2016

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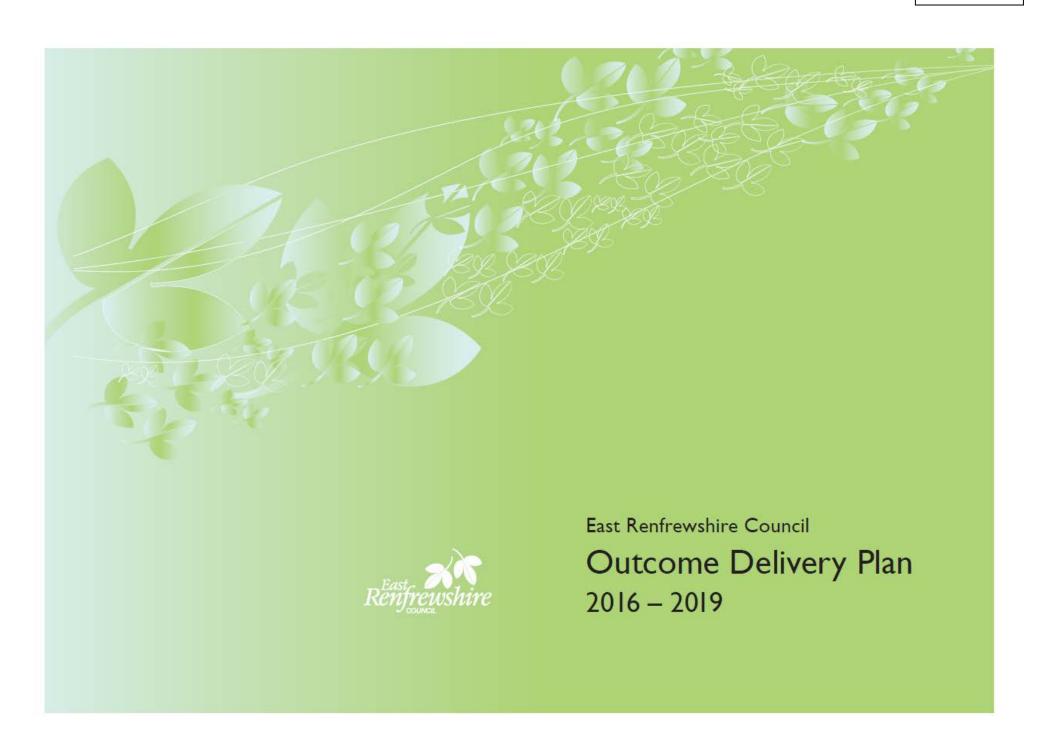
BACKGROUND REPORTS

Draft Outcome Delivery Pan 2015-18, Cabinet, 4 June 2015 Draft Single Outcome Agreement 2014-2017, Council, 25 May 2014 Corporate Statement 2013-17, Cabinet, 7 November 2013

KEY WORDS

This report sets out the Council's draft Outcome Delivery Plan (2016-2019). The key words are: outcome delivery plan, single outcome agreement, indicators, targets, service planning, SOA, LGBF.

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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 the Council's new Outcome Delivery Plan (ODP). It covers the time frame 2016-2019 and sets out how services across the Council are contributing to the delivery of our local outcomes, and our vision to be:

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

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

Our ODP has undergone a major review in the last year to make it a more streamlined and succinct plan. The set of intermediate outcomes have been refined and diagrams developed with partners for each intermediate outcome to demonstrate a logical approach to planning. The diagrams help in illustrating what we must do to achieve our outcomes. The review has resulted in a strong set of diagrams with a streamlined set of key critical indicators and activities clearly focused on our main priorities.

A main area of focus for the Council 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. These values are to be a **caring**, **efficient**, **trustworthy**, **innovative**, and **people-centred** organisation.

The Council works with our Community Planning Partners to deliver on our East Renfrewshire Single Outcome Agreement (SOA). The SOA has five strategic outcomes, agreed with Scottish Government and our partners. These outcomes describe what life will be like for our children, young people, adults and older people when we achieve our ambitions. The SOA reflects the most important priorities for our residents and is underpinned by the five local outcomes:

- Early Years
- Learning, Life and Work
- Economy and Environment
- Safer, supported communities
- Older people

The SOA is currently being reviewed in line with recently published guidance from the Scottish Government, and Single Outcome Agreements will, going forward, be known as Local Outcome Improvement Plans (LOIPs). Councils are required to have their new Local Outcome Improvement Plans in place by October 2017. Although the strategic direction will remain the same, it will be more locality based in nature and indicators within the SOA may change.

The ODP sits beneath the SOA in our corporate planning hierarchy. There are clear linkages between the Council's strategic plans through to employee's performance review and development (PRD) plans demonstrating the 'golden thread' that runs through the Council's strategic and service planning framework.

Our Outcome Delivery Plan

Our ODP presents the planned key critical activities to be carried out across Council departments, as well as partnership working with the Health and Social Care Partnership (HSCP), East Renfrewshire Culture and Leisure Trust and communities, that will help to deliver our SOA outcomes. The content is organised around the five strategic Single Outcome Agreement (SOA) outcomes, and our organisational outcomes of Customer, Efficiency and People. We have identified key areas where we need to develop as an effective organisation if we are to continue our success going forward. We have called these the five capabilities which are embedded throughout everything we do and are reflected across the critical activities in the plan. The capabilities are **prevention**, **community engagement**, **data**, **evidence and benchmarking**, **modernising how we work**, **and digital**.

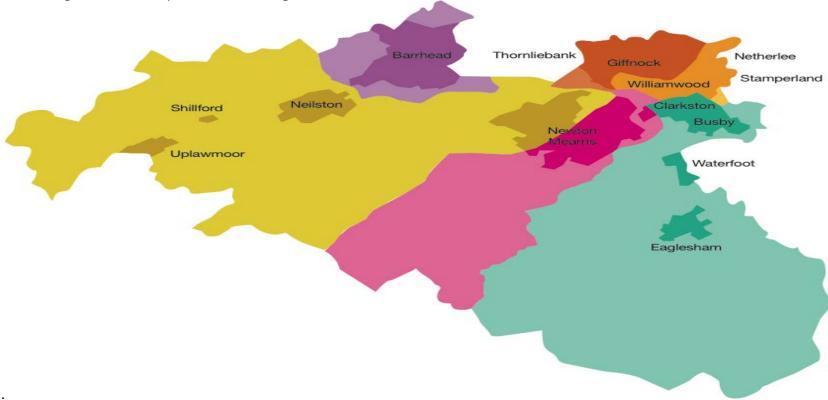
As well as the capabilities the cross cutting themes of equalities and sustainability are woven through the plan, and we work to reduce all forms of inequality so that no one is disadvantaged or left behind in East Renfrewshire. The Equalities Mainstreaming and Equalities Outcomes 2013-17 Report has identified a set of equality outcomes and intermediate outcomes to enable the Council to fulfill its equality duties. Progress on these outcomes is reported to Council. There are also growing partnerships for equality between the Council and local people, including equality groups, supported by partners like East Renfrewshire Disability Action, Diversity ER and 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.

Our Local Area Profile

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 2016-2019.

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. The town of Barrhead lies to the west of the authority with Newton Mearns, Clarkston, Giffnock, Thornliebank and Busby located in the east. There are also three villages: Neilston, Uplawmoor and Eaglesham, and two smaller settlements: Waterfoot and Shillford.



Our population

In 2011 the population of East Renfrewshire was 90,574, an increase of 1.4% since 2001. The East Renfrewshire population is due to grow by 5.4% to 95,482 by 2025 and with that the demographics of the area will shift with the diversity of the population. The older population is expected to increase with the proportion of those over 65 predicted to account for 25% of the population of East Renfrewshire by 2025. East Renfrewshire also has the second highest life expectancy in Scotland.

Scottish Index of Multiple Deprivation (SIMD) data zones

The SIMD is the Scottish Government's publication which identifies small areas with high concentrations of multiple deprivations across Scotland in a consistent way. The areas are broken down to data zones (groups of 2001 Census output areas that have populations of between 500 and 1,000 household residents) and the 15% most deprived areas are classified as areas with concentrations of severe multiple deprivations. Five data zones in East Renfrewshire have been in this band since 2004, however, in the 2012 SIMD publication two more data zones have been included in the 15% most deprived category in Scotland. These areas include parts of Auchenback, Dunterlie and Arthurlie in the Barrhead area as well as parts of the West Neilston and Uplawmoor area. Reducing inequalities and their impact and making sure no one is left behind is a key focus underpinning all the work that we do.

East Renfrewshire Community Planning Partnership

The East Renfrewshire Community Planning Partnership has conducted extensive data analysis at small area level to identify the key issues within its communities. This place based analysis forms the basis of a targeted approach to prevention to identify where the focus should be on preventative activity. Within the communities of Barrhead and Neilston, indicators around child poverty, school leavers entering positive destinations (employment, training, education or volunteering), support claimants and crime were assessed as high concerns, indicating where preventative activity was most required and likely to have the greatest impact.

Our commitment

Our focus is on delivering better outcomes and futures for all our customers and residents across East Renfrewshire. 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. Our organisational strategy- the Strategy for the Future- will help us to realise this vision ensuring that our development of our workforce keeps pace with our ambition.

* Planning for the Future of East Renfrewshire, September 2015

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 despite a decrease in the overall number of children in the area. East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country. This trend is expected to continue.

The Council must continue to deliver high quality services despite persistent financial and economic challenges and we are committed to delivering excellence in our drive to improve services and be more efficient. We need to continue to spend money wisely, share resources and compare our approach with others to find innovative solutions to do more with less. Our new ambitious change programme - Modern Ambitious Programme (MAP) - will help us to do this. Preventative approaches to service delivery will also continue to be expanded across services to assist in anticipating need and intervening early to help prevent potential issues arising.

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

Section 1: Our Single Outcome Agreement (SOA) Outcomes and Council Intermediate Outcomes

SOA1 All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed



Council Contribution

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

Early years nursery provision is another focus for the Council. Cart Mill Family Centre in Busby opened in August 2015. The centre has initially been staffed to offer 120 places for 3 and 4 year olds, with an option to increase this to 180 if required and as resources are made available. The centre allows greater flexibility and provision for 2 year olds if required. There are also plans to extend Madras Family Centre in Neilston to offer 30 places for two year old children. This will allow the existing playroom space allocated for 2 year olds to revert to places for 3 and 4 year olds.

1.1 Parents provide a safe, healthy and nurturing environment for their families **Population** 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..... we want is... WHEN... Reviewing our parental engagement to ensure we hear the views of those families most in need of support SOA1 All children in East Renfrewshire experience a Parents provide a safe, Targeted interventions to healthy and nurturing Extending the Family First workers to more communities increase the confidence of of need, providing advice and support to families reducing environment for their stable and secure start to their lives and are parents most in need of support parental stressors families Delivering effective parenting programmes that help families who need support Providing support to kinship carers (relatives who are not parents who look after children) to keep children in the **Critical Indicators** community A) Children within kinship care Accessible and effective support remain within their community Improving signposting to income maximisation service for B) Increase parents/ carers offered for families to reduce the impact supported to succeed families to ensure they receive their entitlement to state income maximisation of financial pressures on their benefits and tax credits **C)** Reduce the number of parents children not completing training programmes Establishing community networks and assets that support children's play and develop parental skills Engaged communities and increased opportunities for Addressing the housing and environmental issues raised in involving parents. our community engagement work in Auchenback

1.2 Our children are healthy, active and included Population **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... SOA1 All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed Our children are healthy, active and included Improved maternal health and Implementing the maternal and infant feeding plan wellbeing encouraging breastfeeding, weaning and good nutrition **Critical Indicators** Extending nursery places for all 2 year olds in Barrhead A) 2 year olds in Barrhead offered a Effective support for vulnerable nursery place children B) Increase foster and kinship Improving planning for vulnerable children to provide carers them with a settled, secure, and permanent home and C) Reduce the number of children family impacted by evictions Housing options that reduce the Working with key partners to review eviction policies to impact of homelessness on assist children to remain in their own homes children

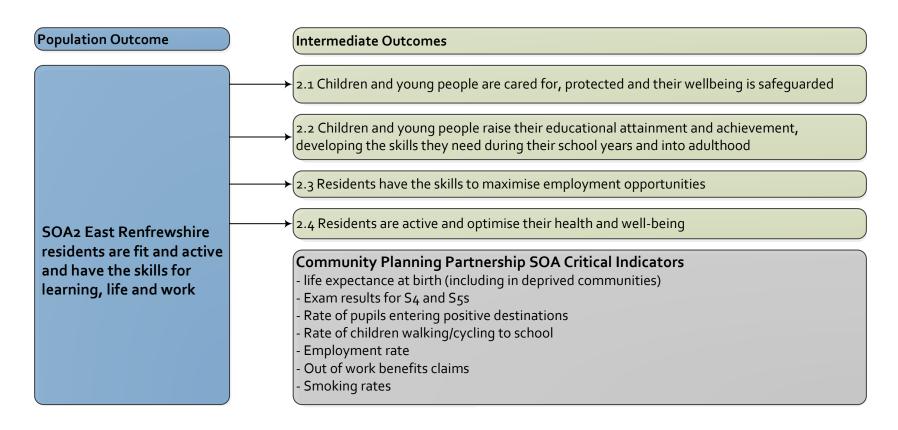
Critical Indicators- SOA1¹

	Indicator	2014-15 Value	2015-16 Value	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
1.1	A) 75% of children within kinship care remain within their community*	N/A	N/A	N/A	-	-	-
1.1	B) Increase the % of parents/ carers offered income maximisation at first point of contact*	N/A	N/A	N/A	-	-	-
1.1	C) Reduce the number of parents not completing a targeted training programme*	N/A	N/A	N/A	-	-	-
1.2	A) 100% of 2 year olds in Barrhead are offered a nursery place from 2020*	N/A	N/A	N/A	-	-	-
1.2	B) Increase the number of foster and kinship carers:						
	Foster carers	10	10	10	11	11	11
	Kinship carers	22	22	22	23	24	25
1.2	C) Reduce the number of children that are impacted by evictions by 25%*	N/A	N/A	N/A	-	-	-

¹ Some of the indicators in the ODP are new indicators where data has not been collected before and therefore the target boxes are blank in the table. Targets will be set once baseline data has been collected.

^{*} New indicator

SOA2 East Renfrewshire residents are fit and active and have the skills for learning, life and work



Council Contribution

East Renfrewshire's vision for education is *Everyone Attaining, Everyone Achieving through Excellent Experiences*. Underpinning our vision is our commitment to raising attainment for all learners exemplified by our ambition to be the highest attaining mainland council area as measured by national examinations. Maximising attainment and improving experiences for all learners is fundamental to their future success in securing a positive destination post school. We currently have the second highest proportion of school leavers entering positive destinations from all mainland councils. In striving for this vision we seek to ensure that all available financial resources are well directed and efficiently used to meet needs and to improve learning experiences.

In terms of employment, 75% of people of working age are in employment in East Renfrewshire. The Council offers a range of awards based community and school programmes, and supports specific groups of school leavers to enter positive destinations through the youth work programme. Our Work EastRen service helps residents to secure and sustain meaningful employment, training or education via our 5 stage Employability Pipeline in conjunction with a range of partners. It is the vision of our Work EastRen team to have full employment and opportunity for all residents of East Renfrewshire who are able to and want to secure and sustain meaningful work. We will create a City Deal Employability Programme to maximise long term employment opportunities for local residents from this £44m programme of major projects. The Barrhead Foundry is a multi-purpose learning, leisure and business centre and also provides facilities to support personal, educational and professional development.

The Council works in partnership with the East Renfrewshire Culture and Leisure Trust to improve outcomes and customer satisfaction by modernising service delivery at libraries and sports facilities. The focus is on providing a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand, providing access to information and promoting social well-being by providing space, resources and activities for the community. A priority area within sports services is to continue to contribute to the health and wellbeing of local residents through a range of health and fitness, sporting and leisure opportunities which are accessible to everyone.

The roads and transportation service also support children to increase their physical activity through cycling by offering a range of training in schools through the award winning Bikeability programme. We offer a range of local health services to our residents and the new Eastwood Health and Care Centre is expected to open in June 2016. The Centre will provide a range of primary care, clinical, social care and voluntary self-help services all under one roof. A social enterprise has been appointed to run the café in the building as a training opportunity for people with learning disability. Through our arts and environment strategy we have been working with local artists and schools to produce art work for the building and enhance the surrounding landscaping.

2.1 Children and young people are cared for, protected and their wellbeing is safeguarded Population 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..... we want is... WHEN... Identifying vulnerable children as early as possible through the Named Person Service and introducing the Child's Plan, including for those involved in child protection Children and young people are East Renfrewshire residents are fit and active and Full implementation of the cared for, protected and their Children and Young People Act Embedding the principles of GIRFEC in all schools and wellbeing is safeguarded classrooms (2014)have the skills for learning, life and work Supporting our staff to make plans for the care of children who require permanent arrangements Critical Indicators Improving educational opportunities for looked after A) Number of exclusions – Primary children B) Number of exclusions -More opportunities to promote Implementing the Corporate Parenting Plan and ensure Secondary C) Attendance for looked after the rights and strengthen the that the East Renfrewshire Champions' Board listens to and acts upon the views of the most vulnerable young pupils resilience of looked after children **D)** Pupils reporting Increased people and young people confidence E) Looked after 13 and 14 year olds Widening the range of group work programmes to ensure using universal young people's that they meet the needs of looked after children services Working with the most vulnerable children and families so Effective promotion of health they feel included and use local culture and leisure and well-being In schools and facilities services to create a sense of belonging and identity for Strengthening the contribution that all staff make to the children within their local learning and development of health and wellbeing community

2.2 Children and young people raise their education attainment and achievement, developing the skills they need during their school years and into adulthood **Population** 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..... we want is... WHEN... Children and young people Investing in school improvement partnerships and the use raise their education East Renfrewshire residents are fit and active and have the skills for learning, life and work of collaborative enquiry to raise attainment for key attainment and achievement. underperforming groups e.g. gender, ethnicity, sociodeveloping the skills they Improved attainment in the economic disadvantage and lowest performing pupils need during their school years → broad general education and and into adulthood senior phase Implementing the Numeracy and Mathematics and Literacy and English Action Plans Critical Indicators A) Primary pupils attainmentreading B) Primary pupils attainment-Ensuring and supporting all schools and services to offer a Increased opportunities for writing range of opportunities which will help learners develop achievement C) Primary pupils attainmentskills and celebrate achievements mathematics D) S4: insight points for most deprived 30% E) S4 roll with Insight points of 264 or fewer F) Pupils reporting that they had Providing professional learning for staff which meets the opportunities to celebrate their emerging developments in the curriculum A curriculum which enables all personal achievements learners to be successful, G) Awards achieved by young confident, responsible and people participating in school and Ensuring schools and services promote and sustain a sense community based programmes effective of equality and equity through the curriculum and service delivery

2.3 Residents have the skills to maximise employment opportunities

Population Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

Ву.....

Residents have the skills to maximise employment opportunities

Residents who are work ready and can take advantage of planned employment opportunities (such as City Deal projects and our Strategic Development Opportunities)

Providing an individualised 5 stage structured pathway into sustained employment

Critical Indicators

A) Number of unemployed and inactive participants with multiple barriers receiving employment support through our 5 stage pipeline.

B) Percentage of unemployed people assisted into work from council operated / funded employability programmes

C) Alignment of the local workforce to job creation from City Deal and Local Development Plan A qualified, flexible, available workforce with suitable skills to match the needs of the local economy.

Providing customised training for companies' needs linking opportunities with local and regional economic development opportunities

Delivering a City Deal Employability Programme for Employability Support Clients

Increasing our marketing and communication activity around employability support and therefore accessibility.

Continuing to develop the curriculum 3 – 18 to reflect the Developing the Young Workforce Implementation Plan

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

2.4 Residents are active and optimise their health and well-being Population Intermediate Outcome Our Contribution Critical Activities Outcome We will know we are making good steps along the way So what we need to achieve is... The Outcome By..... we want is... WHEN... Reviewing programming and pricing across East Renfrewshire Culture & Leisure services East Renfrewshire residents are fit and active and Residents are active and Redesigning East Renfrewshire Culture & Leisure's Library optimise their health and Services to implement a Community Hub model Increased levels of residents' wellbeing participation in culture and sport Growing Community Sports Hubs, (Sportscotland's model have the skills for learning, life and work for raising participation, coaching quality, volunteering and capacity), increasing the number of member clubs and club members Critical Indicators Working with partners to deliver physical activity and sporting activities targeted on individuals from less (A) Adult population participating affluent areas and those suffering with long-term in sporting activity conditions B) Leisure centre attendances Improved access to good quality C) Library visits Delivering a range of targeted information campaigns, information to increase **D)** Smokers supported to stop that increase awareness of wellbeing and reduce health smoking Resident's awareness of health risk E) People participating in health and wellbeing improvement programmes Delivering local public health programmes in partnership with others Improved resident participation rates in activities that enable them to make positive life Building capacity within communities to enable residents to take action to improve their own health and well-being choices and improve their health

Critical Indicators- SOA21

	Indicator	2014-15	2015-16	2015-16	2016-17	2017-18	2018-19
0.4	A) N	Value	Value	Target	Target	Target	Target
2.1	A) Number of exclusions per 1,000 pupils - Primary. (3 year average target 2016-2018)	0	N/A	-	-	0.3	-
2.1	B) Number of exclusions per 1,000 pupils - Secondary. (3 year average target 2016-2018)	2.3	N/A	-	-	3.3	-
2.1	C) % attendance for Looked After Pupils (Primary and Secondary). 3-year target (2015-17)	91.4%	N/A	-	91%	-	-
2.1	D) % of pupils reporting that their school is helping them to become more confident	90%	N/A	94%	94%	94%	-
2.1	E) 50% of looked after 13 and 14 year olds use universal young people's services	-	-	-	50%	50%	50%
2.2	A) % of primary pupils attaining or exceeding expected levels in reading. 3-year average target (2016-18)	88.2%	N/A	-	-	88%	-
2.2	B) % of primary pupils attaining or exceeding expected levels in writing. 3-year average target (2016-18)	84.3%	N/A	-	-	85.5%	-
2.2	C) % of primary pupils attaining or exceeding expected levels in mathematics. <u>3-year average</u> target (2016-18)	88.5%	N/A	-	-	88%	-
2.2	D) S4: Average cumulative Insight points for most deprived 30%. <u>3-year average (2015-2017)</u> target of 420 points	439	N/A	-	420	-	-
2.2	E) Percentage of S4 roll with Insight points of 264 or fewer. 3-year average (2015-2017)	6%	N/A	-	12%	-	-
2.2	F) % of pupils reporting that they had opportunities to celebrate their personal achievements	86%	N/A	-	87%	89%	90%
2.2	G) Number of awards achieved by young people participating in school and community based targeted programmes. (Young Persons Services)	1420	N/A	1250	1500	1500	1500
2.3		N/A	N/A	N/A	334	400	266
2.3		11.9%	N/A	-	12%	13%	14%
2.3	C) Alignment of the local workforce to job creation from City Deal and Local Development Plan*	N/A	N/A	N/A	-	-	-
2.4	A) % of adult population participating in sporting activity (including walking)	N/A	90%	-	90.5%	91%	91.5%
2.4	B) Number of leisure centre attendances per 1,000 population (inc. pools)	7699	N/A	8850	9800	10600	10800
2.4	C) Number of library visits per thousand population	5262	N/A	6220	-	6400	İ -
2.4	D) Number of smokers supported to successfully stop smoking	-	N/A	21	21	21	21
2.4	E) Number of people participating in community- based health improvement programmes*	-	-	-	-	-	-

¹ Some of the indicators in the ODP are new indicators where data has not been collected before and therefore the target boxes are blank in the table. Targets will be set once baseline data has been collected.

^{*} New indicator

SOA3 East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents



Council Contribution

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

Our Local Development Plan provides the Council with a development strategy that will guide the future sustainable growth of East Renfrewshire up to 2025 and beyond. We will shape the investment plans and allocation of resources of the Council and other public, voluntary and private sector organisations. Delivering an adequate supply of housing is a key component of our Local Development Plan. Our Local Development Plan will also reflect issues surrounding the preservation of the natural environment and we will have in place strong planning policies to ensure our environmental impact is minimised. Furthermore we will work to protect the future of the local area; conserving the natural environment by refurbishing our parks and open spaces; ensuring our streets are clean, and undertake a range of regeneration work throughout East Renfrewshire.

Investment in improving roads and enhancing infrastructure is an important priority. We will 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 will also continue to maximise affordable housing options, improve the quality of the Council's housing stock, and protect and support private sector tenants to ensure their housing is up to standard. We are also committed to working with partners to promote sustainable modes of transport and improve our natural and built environment. We are working to increase recycling rates throughout the area and build on the success of managed weekly collections by bringing new and innovative methods to our kerbside collection service. We also have a commitment to achieve improved performance in energy consumption and generation, and further improve waste management.

3.1 East Renfrewshire is recognised as a place to invest and a place to visit with the right economic foundations for investment, tourism and business growth Population 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... we want is... WHEN... Providing targeted business support East Renfrewshire is An environment in which new Delivering a range of business programmes alongside 3 Business recognised as a place to businesses can start and existing Improvement Districts and Town Centre Action Plans invest and a place to visit ones can flourish sustainable place for businesses and residents Providing business incubator facilities in the Eastwood side of East Renfrewshire is a thriving, attractive and with the right economic the Council foundations for investment, tourism and business growth Developing and marketing Crossmill Business Park and other sites as part of City Deal Available sites for employment Working up new and existing sites in our Local Development creating opportunities. Critical Indicators Ensuring the new Local Development Plan is even more focused A) Number of Businesses growing on opportunities for economic growth including tourism after receiving support form A range of facilities and council operated/funded business development programmes. → attractions for visitors and Provision of Dams to Darnley Country Park, a wake park, Whitelee Windfarm and associated programmes of events residents B) Independent measures of increased investment in the local Improving Aurs Road in Barrhead economy Effective roads infrastructure and Building a new rail station at Auchenback → transport connectivity for our C) Percentage of City Deal projects Building the Balgray Link Road delivered on time and within facilities Carefully prioritising our roads investment according to our budget agreed prioritisation criteria D) Provision of sites and facilities Good access to the 28,000 jobs Working with our partners SPT to ensure road, rail and bus as listed in Critical Activities being created across the City access for residents Region

3.2 East Renfrewshire is a great place to live with a good physical environment Population Intermediate Outcome **Critical Activities Our Contribution** Outcome We will know we are making good steps along the way The Outcome So what we need to achieve is... By..... WHEN... we want is... Providing a generous and flexible housing land supply A supply of good quality and Improving council properties on a continual basis to ensure affordable housing opportunities East Renfrewshire is a great the Scottish Housing Quality Standard is constantly met that are available to all place to live with a good sustainable place for businesses and residents East Renfrewshire is a thriving, attractive and physical environment Assembling an up to date list of all housing development opportunities within council owned land Carrying out improvements to park infrastructure throughout the area **Critical Indicators** Enhanced parks and greenspaces (A) Additional units brought into that appeal to our visitors and Developing phase two of the waterworks project at affordable housing supply residents Glasgow Road B) Percentage of parks and Developing and marketing opportunities for Dams to greenspace improvement projects Darnley, Rouken Glen Park and Cowan Park, to increase delivered on time and within their appeal to visitors. budget Regeneration of our town centres C) Fulfilment of Town Centre Action Plans and villages that provide a good Implementing with our partners Town Centre action plans environment with appropriate for priority locations services and local facilities A clean, well maintained Improving our street cleaning operations in response to enviroment customer satisfaction perceptions

3.3 The Council and its residents' environmental impact is minimised Population Intermediate Outcome Our Contribution Critical Activities Outcome We will know we are making good steps along the way The Outcome So what we need to achieve is... By..... we want is... WHEN... Implementing a new recycling collection based around wheeled bins with enhanced recycling capability The Council and its residents' Improved recycling rates in order environmental impact is to minimise waste disposal Increasing recycling and reducing waste through an sustainable place for businesses and residents East Renfrewshire is a thriving, attractive and minimised ongoing high profile communications campaign with key messages Preparing business cases for investment to reduce energy consumption in our buildings, identifying funding and Critical Indicators implementing the investment programme A reduction in the Council's A) Council controlled carbon energy consumption emissions Encouraging employees to be more environmentally **B)** Households offered kerbside responsible recycling facilities **C)** Recycling events held **D)** Percentage of total household waste that is recycled Effective planning policies in Reflecting these policies in our new Local Development place in relation to the built Plan and any related supplementary or development management guidance environment and greenspace

Critical Indicators- SOA3¹

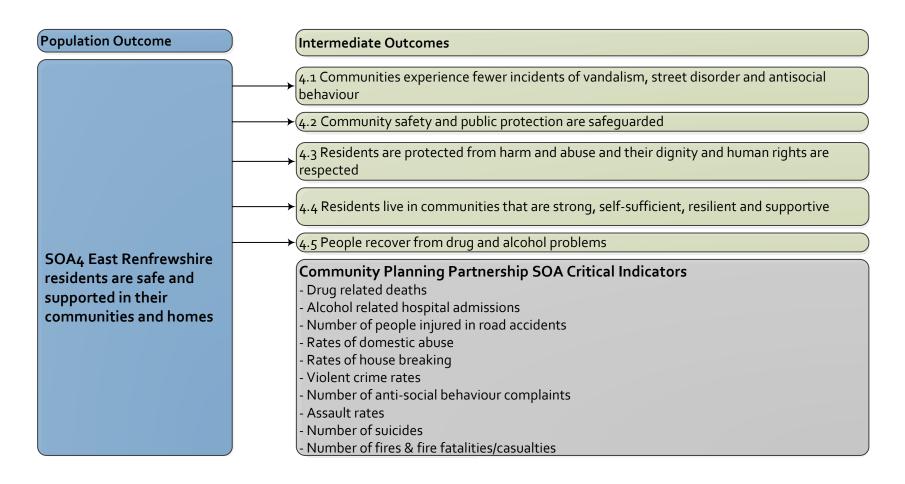
	Indicator	2014-15 Value	2015-16 Value	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
3.1	A) Number of businesses growing after receiving support from council	N/A	N/A	N/A	10	27	23
	operated / funded business development programmes*						
3.1	B) Increased investment in the local economy*	N/A	N/A	N/A	£23.5m	-	-
3.1	C) Percentage of City Deal projects delivered on time and within budget*	N/A	N/A	N/A	100%	100%	100%
3.1	D) Number of sites created to provide employment opportunities*	N/A	N/A	N/A	-	-	-
3.2	A) Additional units brought into affordable housing supply	33	N/A	30	30	-	-
3.2	B) % of parks and greenspace improvement projects delivered on time	N/A	N/A	N/A	100%	100%	100%
	and within budget*						
3.2	C) Fulfilment of Town Centre Action Plans*	N/A	N/A	N/A	-	-	-
3.3	A) % of Council controlled carbon emissions (annual reduction compared	3.73%	N/A	2.5%	2.5%	2.5%	2.5%
	to previous years)						
3.3	B) % of households offered kerbside recycling facilities	98.5%	N/A	N/A	-	-	-
3.3	C) Number of educational/promotional events per annum to encourage	N/A	N/A	N/A	12	14	16
	waste minimisation and recycling *						
3.3	D) Percentage of total household waste that is recycled	51.6%	N/A	56%	56%	57%	-

-

^{*} New indicator

¹ Some of the indicators in the ODP are new indicators where data has not been collected before and therefore the target boxes are blank in the tables. Targets will be set once baseline data has been collected.

SOA4 East Renfrewshire residents are safe and supported in their communities and homes



Council Contribution

We work closely with our partners, including the Police and Fire services, to continue to reduce levels of crime and anti-social behaviour in East Renfrewshire. We also provide diversionary activities, such as youth clubs, for young people at risk of taking part in anti-social behaviour. We help our residents feel safer in their neighbourhoods and homes by the role of our community warden team, who deter incidences of crime and anti-social behaviour by their high visibility across the area. Our Community Safety Unit provides a response to complaints of domestic noise on a 24 hour basis and the Community Safety service also has responsibility for parking enforcement within East Renfrewshire to help make our roads safer.

We are committed to working with partner organisations to help support our residents and particularly those who are most vulnerable. We want to keep our young people safe from harm and will continue to work with local businesses to ensure they implement initiatives which will reduce the number of illegal sales of alcohol and tobacco to young people. We deliver programmes to prevent reoffending through our Reducing Reoffending Change Fund and work to protect residents from harm including tackling domestic violence, providing Adult Protection and Support, and supporting residents affected by alcohol or drug use.

This outcome also focuses on engaging with our communities and we work to ensure we support our community councils. We also aim to make sure that local community groups can access training and support, and that departments have access to information and training that will enable them to plan and undertake meaningful engagement and consultation activity with local people. We are keen to make it easier for people to have their say and every year there is a wide range of issues and topics that people can get involved in. The online Citizens' Space engagement tool is used across the Council for all consultations.

4.1 Communities experience fewer incidents of vandalism, street disorder and antisocial behaviour Population 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... Communities experience East Renfrewshire residents are safe and supported in their own homes. fewer incidents of vandalism, street disorder and antisocial Initiating a programme of collaborative working with Better targeting of resources to partners including community organisations to reduce behaviour focus on hotspot areas crime and anti-social behaviour in hotspot areas **Critical Indicators** Increased opportunities for Implementing targeted street work to engage with and diversionary activity to prevent divert young people to positive activity e.g. No knives better lives & Our role in our community programmes youth disorder **A)** Uptake of diversionary activity B) Premises passing diligence test Implementing Challenge 25 Diligence Testing in the A reduction in the irresponsible prevention of the sale of alcohol and tobacco to all off sales sale and supply of alcohol premises

4.2 Community safety and public protection are safeguarded Population 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 WHEN... we want is... East Renfrewshire residents are safe and supported in their communities and homes Using appropriate risk assessment tools to identify need and reduce harm in local communities Community safety and public Reduced levels of offending and Providing diversionary activities, particularly for young protection is safeguarded reoffending people and women Delivering accredited programmes aimed at reducing reoffending Critical Indicators **A)** Offenders completing Working with local partners to ensure a range of beneficial community based sentences unpaid work placements are taken up whose risk has reduced B) Offenders completing unpaid work requirements

4.3 Residents are protected from harm and abuse and their dignity and human rights are respected Population 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 WHEN... we want is... Extending multi-agency arrangements with police, health and prisons which assess and manage sex offenders to Effective arrangements to East Renfrewshire residents are safe and supported in their communities and homes include serious and violent offenders identify, supervise and support Residents are protected from people who may cause harm to harm and abuse and their manage risk Raising awareness within communities so they can dignity and human rights are identify adults' at risk of harm and have confidence to respected make a referral Working in partnership with adults at risk of harm to assess their needs and provide appropriate support Critical Indicators Appropriate interventions for all A) People agreed to be at risk of adults at risk of harm harm have a protection plan in place Providing a range of services for women who experience B) Change in women's domestic domestic abuse including advice and information, abuse outcomes outreach support and refuge accommodation services

4.4 Residents live in communities that are strong, self-sufficient, resilient and supportive Intermediate Outcome **Population Our Contribution Critical Activities** Outcome We will know we are So what we need to achieve making good steps along The Outcome By..... is... we want is... the way WHEN... Undertaking a mapping and needs assessment in order Engaged community groups to target communities for engagement Residents live in that are empowered around key communities that are strong, community issues that matter Delivering a programme of engagement with targeted self-sufficient, resilient and to them groups to co-produce local responses that support supportive supported in their communities and homes outcomes East Renfrewshire residents are safe and Providing capacity building support to key priority community groups to enable them to be effective and sustainable **Critical Indicators** A culture of engagement and A) Infant and parent support Developing performance measures and toolkits for co-production among groups in Barrhead employees to implement more engagement and more **B)** Older people's groups across employees and partners feedback East Renfrewshire C) Community groups who are self-sustaining after receiving support Improved skills for Council employees and partners to engage and work with Delivering targeted training session for council/partners to support interaction with communities communities in supporting outcomes

4.5 People recover from drug and alcohol problems Intermediate Outcome Population **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... Increasing the number of people referred to the recovery programme East Renfrewshire residents are safe and supported in their communities and homes Improved access to a People recover from drug and comprehensive range of recovery alcohol problems Implementing the new alcohol and drug Recovery services which maintain high Outcome Web Tool which helps people plan for their level of performance and recovery and charts their progress continue to exceed waiting times target **Critical Indicators** Promoting and support access to mutual aid/peer A) Individuals moving from alcohol & drug treatment to support and development of recovery communities recovery B) Individual recovery Outcome Score

Critical Indicators- SOA4¹

	Indicator	2014-15 Value	2015-16 Value	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
4.1	A) The proportion of young people identified as "at risk of engaging in risky behaviour" going on to participate in diversionary programmes in the Barrhead area.	N/A	N/A	59.4%	61%	62%	65%
4.1	B) % of Premises Passing Challenge 25 Diligence Test	N/A	N/A	70%	75%	80%	80%
4.2	A) % offenders successfully completing community based sentences whose risk has reduced*	N/A	N/A	N/A	-	-	-
4.2	B) % offenders completing unpaid work requirements within six months of sentence	84.8%	N/A	80%	80%	80%	80%
4.3	A) 100% people agreed to be at risk of harm and require a protection plan have one in place*	N/A	N/A	N/A	100%	100%	100%
4.3	B) % change in women's domestic abuse outcomes*	N/A	N/A	N/A	-	-	-
4.4	A) % increase in number of infant and parent support groups per 100 families (children aged 0-4 years) in Barrhead*	N/A	3.2	N/A	3.5	4.0	4.5
4.4	B) % increase in number of older people's groups per 1000 pop (65 years and older) across East Renfrewshire*	N/A	3.0	N/A	3.1	3.2	3.25
4.4	C) % of community groups who are self-sustaining one year after receiving support from the Community Planning team, on a rolling 3 year basis	90%	N/A	90%	90%	90%	90%
4.5	A) % of individuals moving from alcohol & drug treatment to recovery	7%	N/A	8%	9%	10%	10%
4.5	B) % change individual recovery Outcome Score*	N/A	N/A	N/A	-	-	-

¹ Some of the indicators in the ODP are new indicators where data has not been collected before and therefore the target boxes are blank in the table. Targets will be set once baseline data has been collected.

^{*} New indicator

SOA5 Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer



Council Contribution

In East Renfrewshire we have been leading the way in delivering integrated social care and health services. Our successful partnership between East Renfrewshire Council and NHS Greater Glasgow and Clyde has been running for 10 years. New legislation has meant that our partnership is now called the Health and Social Care Partnership and we have formed a new Integration Joint Board, but our joint commitment to supporting East Renfrewshire's ageing population continues.

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

In partnership with Voluntary Action and our Culture and Leisure Trust we provide opportunities for older people to remain active including volunteering opportunities, and leisure and social events. We are working to increase the range of opportunities available and support more vulnerable and isolated people to get involved.

As part of our self-directed support approach we are extending choice and control for people who require support a new initiative, My Life, My Way, will explore the role of self-directed support for people traditionally assessed as requiring residential care. Already, more of our residents have control over the care they receive and we are in the top band for self-directed support (SDS) rates in Scotland. We aim to increase the take-up of SDS options further still.

5.1 Older people and people with long term conditions are supported to improve or maintain their quality of life Population 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... WHEN... we want is... Older people and people with Older people and people with long term conditions Implementing home care redesign including re-ablement long term conditions are Improved access to a in East Renfrewshire are valued; their voices are supported to improve or heard and they are supported to enjoy full and comprehensive range of maintain their quality of life Increasing the use of technology as part of care and rehabilitation, self-management and recovery services for older support planning adults and people with long term **Critical Indicators** conditions Changing mental health service delivery to have a greater focus on supporting people with their recovery and quality (A) Care needs reduced following of life re-ablement B) Rate of emergency inpatient bed-days for people aged 75 and over positive lives for longer C) % of people reporting having Developing access to wider range of volunteering, work 'things to do' needs fully met and leisure activities for people with a learning disability More opportunities for people to engage in meaningful activities Developing access to wider range of social, community and leisure activities for older people and people with long

term conditions

(5.2 Older people and people with long term conditions are able to live as independently as possible in the community and have control over their care and support

Population Outcome

The Outcome we want is...

> Older people and people with to live as independently as have control over their care

Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer Intermediate Outcome

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

long term conditions are able possible in the community and and support

Critical Indicators

- A) Self-directed support spend on adults
- B) % of people reporting 'living where you want to live' needs fully
- C) People aged 65+ who live in housing rather than a care home or hospital

Our Contribution

So what we need to achieve ...

More preventative approach helping people stay independent and avoid reaching a crisis

Effective planning and processes that support people to have choice and control over their life

Improved pathways for people going into and coming home from hospital

Critical Activities

Improving people's first contact with health and social care by providing the right information, advice and support

Offering a range of prevention activities to vulnerable residents to protect them from financial harm

Reducing our lengthy assessment process releasing time for support planning with people and their families

Piloting and reporting on a new way for people to take control over care home support

Increasing number of community staff working in hospital to get people home quicker and with the right support

Improving access to home care out with normal working

(5.3 People who provide unpaid care are supported to look after their own health and wellbeing Population 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... Working with carers to update our local carers' People who provide unpaid Enhanced partnership working strategy in light of legislation Older people and people with long term conditions care are supported to look with carers in East Renfrewshire are valued; their voices are after their own health and heard and they are supported to enjoy full and wellbeing Including family carers in developing the new approach to planning with people and their families Critical Indicators Increased opportunities for carers Working with carers to design and implement a new A) % of people reporting 'quality of to develop their own carer carers' support plan for use with individual carers life for carers' needs fully met support plan oositive lives for longer Publishing a short breaks statement that gives carers Improved access to information information about the wide range of different and advice for carers supports available

5.4 Older people and people with long term conditions feel included and empowered to make a valuable contribution to their local communities

Population Outcome

The Outcome we want is...

Older people and people with long term conditions

in East Renfrewshire are valued; their voices are

positive lives for longer

Older people and people with long term conditions feel included and empowered to heard and they are supported to enjoy full and make a valuable contribution to their local communities

WHEN...

Intermediate Outcome

We will know we are making

good steps along the way

Critical Indicators

A) Residents who agree that they live in a community that supports older people

B) % of people who report 'seeing people' needs fully met

Our Contribution

So what we need to achieve is

Better partnership working with communities to widen the range and accessibility of opportunities and services

More opportunities for older people to get involved in their local communities

Increased levels of participation amongst individuals and communities in the planning, development and delivery of health and care services

Critical Activities

By.....

Working with the Culture and Leisure Trust to develop additional accessible opportunities

Working with third sector and community organisations to increase opportunities in local communities

Developing web and other digital methods of signposting people to local opportunities

Reviewing, developing and testing different ways of helping people to access local social, leisure and community activities

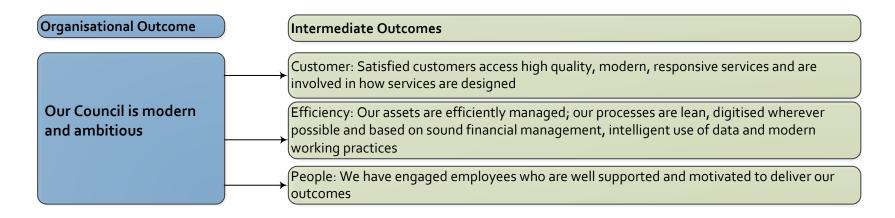
Holding local events to engage with people about how we shape health and care advice, support and services in their local community

Critical Indicators- SOA5

	Indicator	2014-15 Value	2015-16 Value	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
5.1	A) % of people whose care needs has reduced following re-ablement	70.5%	61.7%	30%	50%	-	-
5.1	B) Rate of emergency inpatient bed-days for people aged 75 and over per 1000 population	N/A	3699	4510	4400	-	-
5.1	C) % of people reporting having 'things to do' needs fully met	66%	77.6%	62%	62%	-	-
5.2	A) Self-directed support spend on adults as % of total social care spend*	5.4%	97.5%	-	-	-	-
5.2	B) % of people reporting 'living where you want to live' needs fully met	76.6%	68.9%	80%	80%	-	-
5.2	C) % of people aged 65+ who live in housing rather than a care home or hospital	96.6%	65%	97	97	-	-
5.3	A) % of people reporting 'quality of life for carers' needs fully met	74.6%	73.7%	70%	70%	-	-
5.4	A) % of residents who agree that they live in a community that supports older	55%	61.7%	-	-	-	-
	people						
5.4	B) % of people who report 'seeing people' needs fully met	75.4%	73.7%	75%	75%	-	-

^{*} Local Government Benchmarking indicator

Section 2: Our Organisational Outcomes: Customer, Efficiency and People



Customers: Satisfied customers access high quality, modern, responsive services and are involved in how services are designed

As a Council we continue to be customer focused and to put the customer at the heart of everything we do. 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 Council 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 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 high quality, modern, responsive services and are involved in how services are designed Population 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... Using customer information in service reviews to capture experiences and redesign from a customer perspective e.g. number of complaints, service usage levels Satisfied customers access Better use of customer data to high quality, modern, modernise services **Our Council is modern and ambitious** responsive services and are Analysing available data to better understand our involved in how services are customers and use this in planning services e.g. customer designed segmentation analysis, Planning our Future documentation, LOIP (Local Outcome Improvement Plan) Critical Indicators Streamlining, digitising and standardising processes to **A)** Panel respondents very simplify the customer journey satisfied/ satisfied with Council A range of services which get it services right first time for customers B) Complaints upheld/partially upheld by SPSO, which include Using customer feedback to continuously improve recommendation(s) for Council services

Efficiency: Our assets are efficiently managed; our processes are lean, digitised wherever possible and based on sound financial management, intelligent use of data and modern working practices

East Renfrewshire Council is one of the top performing councils in Scotland and we want to stay there but this can only be maintained if we continue to develop and grow. We have in place a new 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. Despite the financial challenges faced by all local authorities, we are committed to delivering services that are best value for money.

Our new change programme will ensure that all resources and support are planned and timed to ensure that projects are delivered on time and as efficiently as possible. This will involve a challenging transition to agile working; further simplification and standardisation of processes; and making better use of technology so that we work smarter and services are quicker, cheaper and easier for customers to access. Increased skills in project and programme management throughout the Council, and strengthened governance, will be fundamental to our future success. These projects are crucial in our aim to protect frontline services and minimize the impact of savings on the public.

Efficiency: Our assets are efficiently managed; our processes are lean, digitised wherever possible and based on sound financial management, intelligent use of data and modern working practices

Population Intermediate Outcome **Critical Activities Our Contribution** 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... ICT technologies which are Implementing a modern resilient ICT infrastructure, secure, best value and user drawing on the principles of enterprise architecture Our assets are efficiently friendly managed; our processes are lean, digitised wherever possible and based on sound Delivering the Modern Ambitious Programme, including financial management, More services which are digital critical enablers of digital, data and modernising the way Our Council is modern and ambitious intelligent use of data and by design, making intelligent use we work modern working practices of data Efficient buildings that are cost Delivering a corporate accommodation strategy, including Critical Indicators effective, user friendly and options appraisal of building usage A) Council revenue expenditure is support new ways of working kept within agreed annual budget level B) Financial savings delivered Proactively managing the financial challenges to deliver a Better access to accurate, real through the Modern Ambitious balanced budget Programme (MAP) time financial information to manage budgets effectively Undertaking a substantial review of financial systems and processes

People: We have engaged employees who are well supported and 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.

The Council is committed to supporting employees, and listening to and acting on their views. This is a vital part of our work to improve services and our organisational development strategy- Strategy for the Future- helps us in supporting staff. Part of this work will be the further roll out of a leadership competency framework for 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 the Council. We offer a comprehensive programme of in house training for staff to maximise their skills and capabilities to deliver effective, fair, efficient services. To ensure that employees are able to communicate their views on key issues affecting them the Council undertakes a Council wide employee survey every two years to give all employees an opportunity to have their say on their work, development opportunities and working environment. Our next employee survey will take place in May 2016. We also have in place a Healthy Working Lives survey to ensure that our employees are supported in their health and wellbeing at work.

People: We have engaged employees who are well supported and motivated to deliver our outcomes Population 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 WHEN... we want is... Delivering the four levels of the Leadership Programme with an emphasis on the 360 feedback, coaching and Effective leadership at all levels mentoring of the organisation We have engaged employees Launching the Vision for the Future communication plan who are well supported and to ensure our employees understand all elements of our Our Council is modern and ambitious motivated to deliver our vision, how they work together as one and how everyone's iob contributes to this outcomes Improving employee communication by making our communication channels more user friendly and relevant Increased oppertunities for our with regular updates and useful tools workforce to contribute and Critical Indicators engage effectively Promoting reward and recognition by establishing a (A) Employee survey engagement score method of recognising employee contributions B) Sickness absence Actively planning a workforce that meets future council requirements A skilled, flexible workforce to deliver a modern ambitious Developing the digital capacity of our workforce council Developing and embedding protected learning time

Critical Indicators: Organisational Outcomes: Customer, Efficiency and People

	Indicator	2014-15 Value	2015-16 Value	2015-16 Target	2016-17 Target	2017-18 Target	2018-19 Target
Customer	A) % panel respondents very satisfied/ satisfied with Council services (overall)	75%	74%	75%	75%	75%	75%
Customer	B) Number of complaints upheld/partially upheld by the SPSO, which include recommendation(s) for the Council	N/A	N/A	N/A	0	0	0
Efficiency	A) Council revenue expenditure kept within agreed annual budget level	97.8%	N/A	<100%	<100%	<100%	<100%
Efficiency	B) Financial savings delivered through the Modern Ambitious Programme (MAP)*	N/A	N/A	N/A	-	-	-
People	A) Employee survey engagement score	64.6	-	-	-	-	-
People	B) Sickness absence days per employee (all)	11.2	9.8	10	9.7	9.3	8.9

* New indicator

Section 3 – Our Finances**

Department	2015/16 COMPARABLE	2017/18 INDICATIVE	
	BUDGET	BUDGET	BUDGET
Education	117,049	120,201	123,231
Contribution to Integrated Joint Board	47,182	46,137	45,770
Environment	24,521	24,876	24,898
Corporate & Community - Community			
Resources	4,895	3,679	3,671
Joint Board	2,303	2,293	2,293
Other Housing	2,181	2,082	2,131
Benefits	3,841	3,962	3,962
Miscellaneous Services	9,180	7,426	7,389
Capital Financing Costs	13,198	11,353	12,365
Additional Savings to be identified			(7,019)
Total	224,350	222,009	218,691
Chief Executive - Central Support Corporate & Community- Central	3,571	3,568	3,127
Support	8,302	8,847	9,315
Environment - Central Support	1,816	1,717	1,634
	13,689	14,132	14,076
Capital - General Services Capital - Housing Revenue Account	26,057 5,583	48,239 3,902	27,462 3,851

(** Amounts in £'000's)

Budgets

Budgets are constrained by available funding, comprising Scottish Government grants and Council Tax income. The Council's grant has only been confirmed for 2016/17. Future years' figures reflect modeling of spending pressures and service demands that could be faced and Exchequer commentary and economist forecasts on public sector funding levels.

Joint Bodies

The Council contributes, along with eleven other local authorities, to the funding of joint bodies 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.

<u>Strathclyde Concessionary Travel Scheme Joint Committee</u> 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 allocated. Added together, these services account for 3% of the Council's total budget:

- COSLA Levy
- Audit Fee
- Registrar
- Licensing
- Corporate & Democratic
- Elections
- Council Tax & Rates, Benefits Administration and Collection
- Civil Defence
- Members' Expenses & Allowances

Data notes

Annexes

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

Local Government Benchmarking Framework (LGBF) Indicators

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

Education Data – use of academic years

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

Target setting

Individual three year targets have been set for indicators where appropriate. In some areas where no targets have been set the boxes are denoted with a '-' e.g. there are some indicators where the target is set for the end of a two or three year period, or is a three year average e.g. number of exclusions per 1,000 pupils. Some existing indicators will not have had targets set for them before now and thus the 2015-16 target box will be blank. Some of the indicators in the ODP are new indicators where data has not been collected before and therefore the target boxes are blank in the tables. Targets will be set once baseline data has been collected.

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Integrating National & Local Outcomes

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

East Renfrewshire Council's Vision: A modern, ambitious council creating a fairer future with all							
National Outcome SOA Outcome			Outcome Delivery Plan - Intermediate Outcomes				
5. Our children have the best start in life & are ready to succeed.8. We have improved the life chances for children, young people & families at risk.	 1. All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed. 	→	-Parents are supported to provide a safe, healthy and nurturing environment for their familiesOur children are healthy, active and included.				
 We are better educated, more skilled & more successful, renowned for our research & innovation. Our young people are successful learners, confident individuals, effective contributors & responsible citizens. We live longer, healthier lives. 	2. East Renfrewshire residents are fit and active and have the skills for learning, life and work.	→	-Children are young people are cared for, protected and their well-being is safeguardedChildren and young people raise their educational attainment and achievement, developing the skills they need during their school years and into adulthoodResidents have the skills to maximize employment opportunities -Residents are active and optimise their health and well-being.				
7. We have tackled the significant inequalities in Scottis	sh society.	→	CROSS CUTTING OUTCOME INTEGRATED WITHIN ALL OUR LOCAL OUTCOMES				
 We live in a Scotland that is the most attractive place for doing business in Europe. We realise our full economic potential with more & better employment opportunities for our people. We live in well-designed places where we are able to access the amenities & services we need. We value & enjoy our built & natural environment & enhance it for future generations. We take pride in a strong, fair & inclusive national identity We reduce the local & global environmental impact of our consumption & production. 	3. East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.	→	-East Renfrewshire is recognised as a place to invest and a place to visit with the right economic foundations for investment, tourism and business growth. -East Renfrewshire is a great place to live with a good physical environment. -The Council and its residents' environmental impact is minimised.				
9. We live our lives free from crime, disorder & danger.11. We have strong, resilient & supportive communities where people take responsibility for their own actions & how they affect others.	4. East Renfrewshire residents are safe and supported in their communities and homes.	→	-Communities experience fewer incidents of vandalism, street disorder and anti-social behaviourCommunity safety and public protection are safeguardedResidents are protected from harm and abuse and their dignity and human rightsResidents live in communities that are strong, self-sufficient, resilient and supportivePeople recover from drug and alcohol problems.				
16. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.	 5. Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer. 	→	-Older people and people with long term conditions are supported to improve or maintain their quality of life, and able to live as independently as possible in the community and have control over their care and support. -People who provide unpaid acre are supported to look after their own health and well-being Older people and people with long term conditions feel included and empowered to make a valuable contribution to their local community.				

→ Organisational outcomes- Customer, Efficiency and People

15. Our public services are high quality, continually

improving, efficient & responsive to people's needs.

YOUR COUNCIL YOUR FUTURE



We are here to make peoples lives better











We work as one to deliver:

Early Years

All children in East Renfrewshire experience a stable and secure start to their lives and are

Learning, Life and Work

East Renfrewshire residents are fit and active and have the skills for learning, life Economy and **Environment**

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

Safer, Supported Communities

East Renfrewshire residents are safe and supported in their communities and

Older People

Older people in East Renfrewshire are valued: their voices are heard and they are supported to enjoy full and positive

Single outcome agreement

We are all guided by a single vision to be "A modern, ambitious council creating a fairer future with all"

To be the best we are developing excellence across 5 areas

FIVE Capabilities



Prevention

We will ... choose to prevent problems from occurring in our communities, rather than trying to fix what has already gone wrong.

We will ... instinctively take a preventative approach in our daily work, placing children, early years and the reablement of our elderly at the heart of how we plan services



Digital

We will ... choose to be digital by default wherever possible. We will examine and digitise our processes to make it easy for people to access our services online.

We will ... encourage local people to use our website and social media to speak to us, and each other, 24/7, 365 days a vear.



Community Engagement

We will ...

place a high value on listening to local people and asking for their views. We will work hand in hand to plan and deliver the services that truly make lives better.

We will ...

listen, understand and respect, ampowering our communities to do more for themselves.



Data

We will ... seek and share meaningful information to plan our services and measure if we are getting it right. We will not collect numbers for the sake of it.

We will ... use data to plan, we will evidence what. works, and we will benchmark what we do with those who might be doing it

better.



Modernisation

We will ...

continually look for ways to modernise and improve how we do things. We will make it easier for local people to access our services.

We will... out a stop to bureaucrecy and inefficient processes. We will focus on what is best for local people and not what is easiest for us

