

EAST RENFREWSHIRE COUNCIL30 June 2021Report by Chief ExecutiveOUTCOME DELIVERY PLAN 2021-2024**PURPOSE OF REPORT**

1. The purpose of this report is to present the Council's draft Outcome Delivery Plan (ODP) 2021-2024 (Annex 1) to Council for approval.

RECOMMENDATIONS

2. It is recommended that Council:
- (a) Considers and approves the content of the Outcome Delivery Plan 2021-2024 (Annex 1) and;
 - (b) Notes that targets have been reintroduced to the plan this year for the majority of indicators, re-baselined to reflect the impact of COVID-19.

BACKGROUND AND CONTEXT

3. The Community Plan sets out the Community Planning Partnership's (CPP) vision for all of East Renfrewshire's communities. The Community Plan incorporates Fairer East Ren, (the Local Outcomes Improvement Plan required under the Community Empowerment Act). Fairer East Ren is focused on tackling inequalities and closing the gap between communities in East Renfrewshire. It identifies how partners will work together to reduce socio-economic inequality and this is set out in a number of themed delivery plans. In early 2021, the Community Planning partners reviewed these plans to consider the impact of COVID-19. The relevant thematic groups have considered the strategic and intermediate outcomes, progress indicators and critical activities from our previous plans and updated them accordingly for 2021-2022. The revised Fairer East Ren diagrams will be approved by the CPP Board in autumn. A further review will take place later in 2021 to develop the three year plans for 2022-2025. A set of the revised driver diagrams for Fairer East Ren (our LOIP) have been annexed in the updated Outcome Delivery Plan for information.

4. The Outcome Delivery Plan (ODP) is the Council's contribution to the Community Plan with additional organisational outcomes on Customer, Efficiency and People. The ODP is a rolling three year plan, updated annually. Since the current Community Plan was approved in June 2018, a light touch approach has been taken to reviewing the ODP each year. The ODP 2020-23 had been drafted and was nearing completion pre COVID-19, and had been due to be considered at Cabinet in April 2020. Due to the pandemic it was further developed and not formally approved by Council until October 2020.

5. A light touch review of the ODP has been carried out in 2021 to take into account recovery planning and the impact of COVID-19 across the Council family. Departments, East Renfrewshire Culture and Leisure Trust, and the Health and Social Care Partnership (HSCP) have reviewed and updated the ODP mapping diagrams to reflect the change in work priorities as a result of the impact of the pandemic. Whilst the outcomes and intermediate outcomes have remained the same, critical activities have been revised to reflect work to address the

impact of COVID-19 on our communities and recovery and renewal planning. The greatest change to activities in the plan is within Outcomes 4 and 5, and the organisational outcomes.

6. Targets for indicators in the ODP were not included in the plan for the year 2020-21 due to the pandemic and have now been reviewed and reset based on new baseline data. 2 indicators have been removed from the ODP reducing the number of indicators to 48. Targets have been included for the 3 year period for the majority of indicators. The Education Department is currently reviewing and developing new targets which will support schools to measure progress towards building back fairer and better, post COVID-19.

REPORT STRUCTURE

7. The ODP structure remains as follows:

Strategic Outcomes 1 – 5

Under each strategic outcome are intermediate outcomes (i.e. steps along the way), a streamlined set of critical indicators to monitor performance and key planned critical activities being undertaken to achieve the intermediate outcomes.

Customer, Efficiency and People outcomes

This section focuses on aspects of activity based on the effectiveness of the organisation.

Finance Information – Spending Plans

This section sets out each department's revenue spending plans over the next year. Figures beyond 2021-22 are indicative and may change based on developments nationally. Figures for the Capital budget and Housing Revenue Account are also listed.

8. 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. It is supported by a range of service strategies and operational plans which underpin the delivery of our strategic outcomes.

9. To set the ODP indicators in context, trend data has been included for previous years where available and indicator graphs contain the latest available data. Following the national approach school attainment and exclusion in the plan refers to the relevant academic year rather than the financial year. 2020-21 data for these indicators is not available at this time and will be reported at a later date.

PERFORMANCE MONITORING

10. Performance against the targets in the plan will be recorded and monitored and data will be scrutinised as part of the Council's mid and end year performance reporting cycle and discussed at Directors' review meetings with the Chief Executive.

FINANCE AND EFFICIENCY

11. Section three of the ODP sets out the financial data for the period of the plan including department budgets. 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

12. A full-scale Equality Impact Assessment (EIA) of the Community Plan and ODP was completed in 2018 to ascertain and address any potential equality issues. This assessment covers the lifetime of the Community Plan, ODP and the strategic outcomes contained within. It was agreed by the Corporate Management Team in 2019 that the potential for integrating the new Fairer Scotland Duty with equality impact assessment would be explored and the ODP could provide an opportunity for testing this. The Fairer Scotland Duty requires public bodies to actively consider how they could reduce inequalities of outcome caused by socio-economic disadvantage in any major strategic decision they make. Additional analysis of the ODP was undertaken in 2019 to consider socio-economic disadvantage.

13. A new integrated impact assessment template (incorporating the Fairer Duty assessments) has been developed and a pilot assessment is being undertaken jointly with the ODP and the Fairer East Ren plans. It is expected that this will be published in late July 2021. As the ODP is a high level strategic document, the expectation continues to be that other plans and strategies will also undertake equality impact assessment and where relevant, Fairer Scotland assessment.

CONCLUSION

14. The approach to developing the ODP continues to demonstrate that the Council has a clear sense of strategic direction and the plan is integrated with the Community Planning Partnership's Community Plan. The Council faces ongoing challenges as we seek to continue the recovery and concurrently move towards the renewal of our services. The Council is managing the implications of any resurgences and planning for the significant budgetary implications of COVID-19, whilst also seeking to plan for potential longer term opportunities in a renewal phase.

RECOMMENDATIONS

15. It is recommended that Council:

- (a) Considers and approves the content of the Outcome Delivery Plan 2021-2024 (Annex 1) and;
- (b) Notes that targets have been reintroduced to the plan this year for the majority of indicators, re-baselined to reflect the impact of COVID-19.

Lorraine McMillan, Chief Executive
16 June 2021

REPORT AUTHOR

Kim Gear, Strategic Services Officer, email kim.gear@eastrenfrewshire.gov.uk

BACKGROUND REPORTS

Community Plan, Council, 27 June 2018
Review of Outcome Delivery Plan, CMT, 16 June 2020
Draft Outcome Delivery Plan, Council, 28 October 2020

BLANK PAGE



East Renfrewshire Council
**Outcome
Delivery
Plan 2021–2024**

BLANK PAGE

Contents

| | |
|--|----|
| Introduction | 2 |
| Our Strategic Outcomes and Intermediate Outcomes: This section includes diagrams detailing our intermediate outcomes, contributions, and critical activities and indicators. | |
| 1 All children in East Renfrewshire experience a stable and secure childhood and succeed | 9 |
| 2 East Renfrewshire residents are healthy and active and have the skills for learning, life and work | 15 |
| 3 East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses | 25 |
| 4 East Renfrewshire residents are safe and live in supportive communities | 35 |
| 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 | 44 |
| Customer, Efficiency and People | 51 |
| This section includes diagrams detailing our Customer, Efficiency and People outcomes, contributions, critical activities and indicators. | |
| Our Finances | 61 |
| This section sets out revenue budgets for departments | |
| Annexes and data notes | 63 |
| Outcomes on a page | |
| Fairer East Ren (LOIP) | |
| Integrating National, Community Planning Partnership and Council outcomes | |
| Our Vision | |

BLANK PAGE

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 2021-2024 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 setting 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 has recently undergone a review to produce a one year transitional plan 2021-22, with a more extensive term review to establish a three year plan starting later this year. 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. A set of the driver diagrams for Fairer East Ren (our LOIP) have been annexed (pages 64-68).

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. The 2017- 2021 progress report on Mainstreaming Equalities, Employment and Equalities Outcomes was approved by Cabinet in April 2021 alongside a new set of equality outcomes for 2021-25 to enable the Council to fulfill its equality duties. There are also partnerships for equality between the Council, local equality and other community groups, supported by partners like Voluntary Action East Renfrewshire. Developing a joint approach engaging with our communities on 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.

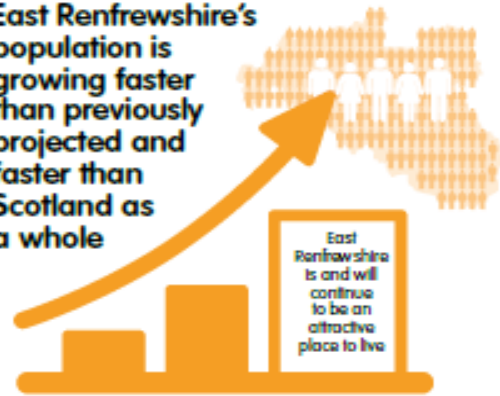
COVID-19 Pandemic

The impact of the virus outbreak and associated restrictions continues to present significant potential risks for people. The strong partnership working in place across East Renfrewshire has formed an essential part of the response to COVID-19 to keep people safe, continue to provide essential services and shape services for the future. We are proud of the immense work across people in all services who have and are continuing to pull together to share their efforts and skills and ensure that the most vulnerable in our communities are supported.

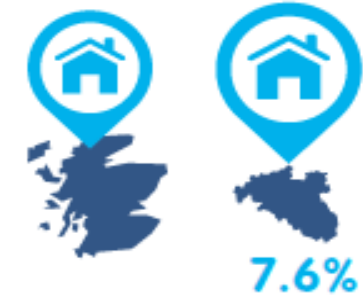
As we now work on recovering from this pandemic, we want to continue building resilience within and across communities. The future will bring ongoing challenges as we seek to continue the recovery of our services; manage the implications of any resurgences; manage and plan for the significant budgetary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

EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT

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



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



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

The two age groups that will grow the most



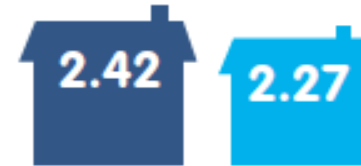
More houses are being built for three reasons



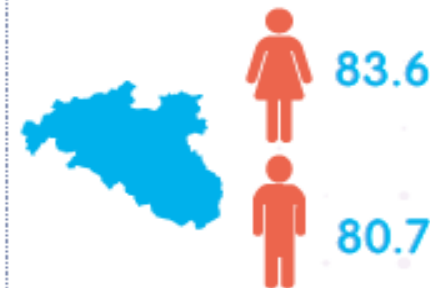
Demand will increase for services



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

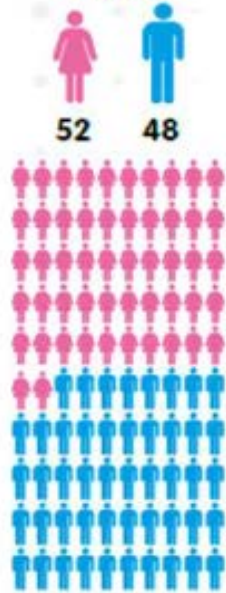


East Renfrewshire has the highest life expectancy at birth for both females and males in Scotland.

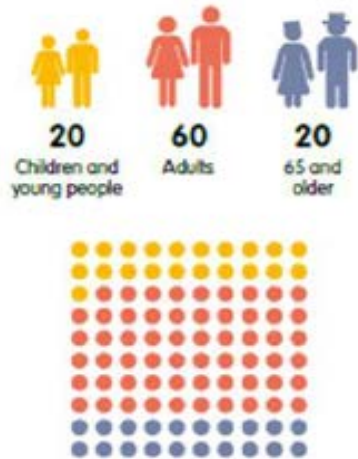


IF EAST RENFREWSHIRE HAD 100 PEOPLE

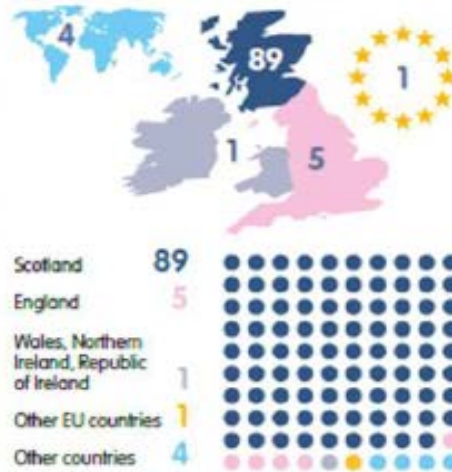
Gender



Age



Country of birth



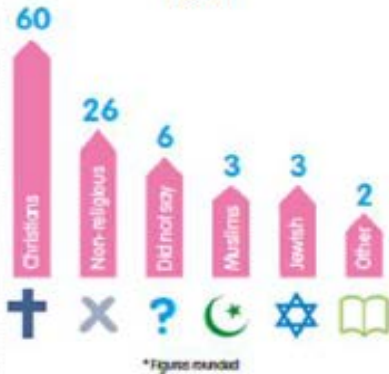
Household size



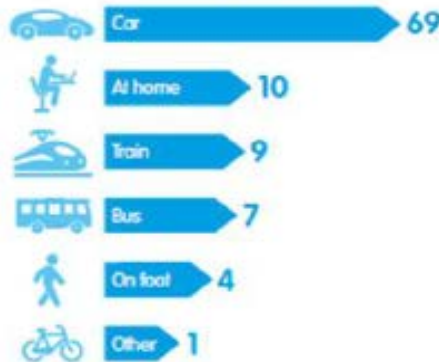
Health



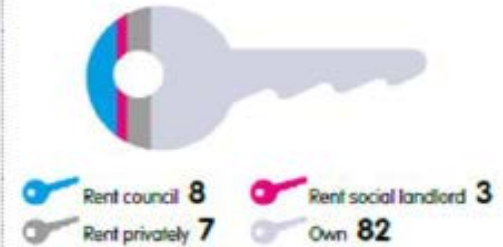
Faith



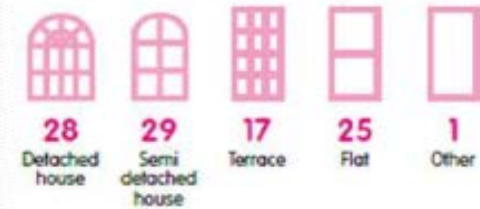
Travelling to work



Tenure

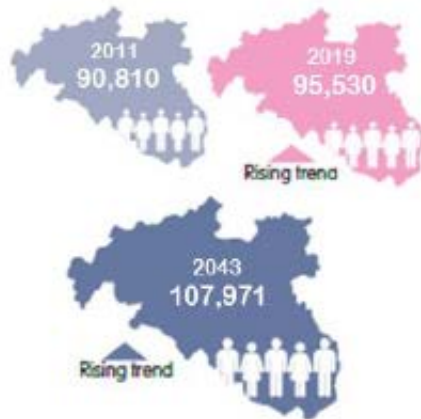


Where people live



EAST RENFREWSHIRE FAST FACTS

Population



Where people live



Life expectancy



New homes planned up to 2029



Economically active 77%
Economically inactive 23%



Extra moving into East Renfrewshire 2019



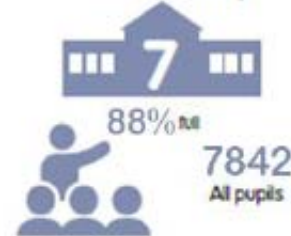
Early learning



Primary



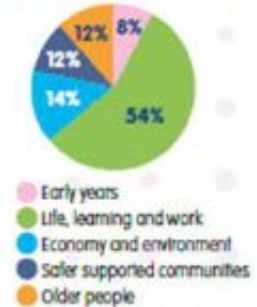
Secondary



ASN School



How money is spent on our key priorities



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 2021-2024. In the latest 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. Seven of the 122 data zones (population units) in East Renfrewshire are classed as being within the 20% most deprived in Scotland, this represents 6% of data zones in East Renfrewshire. They are located within Barrhead, Auchenback and Neilston. Two 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 have refreshed our Vision for the Future which seeks to continue 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 has widened to consider broader discussions around renewal.

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.

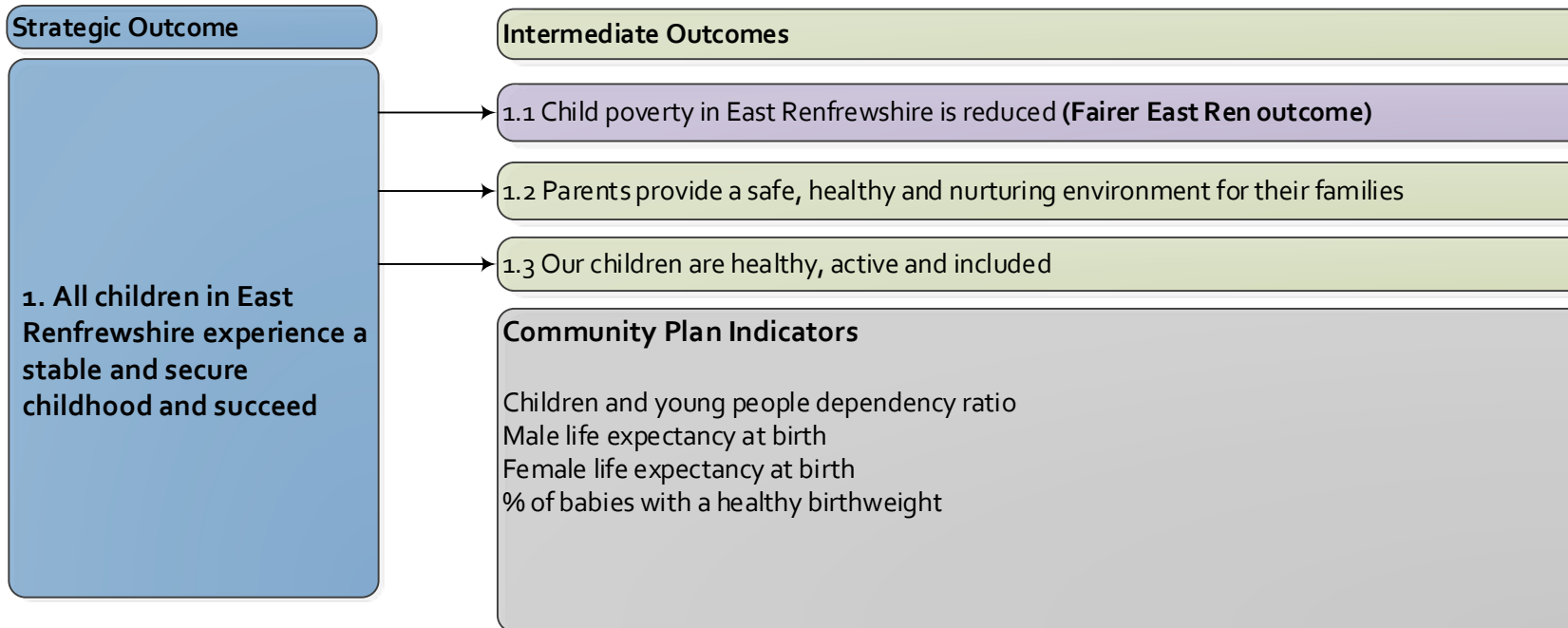
The Council must continue to strive to deliver high quality services and we are committed to delivering excellence in our drive to improve services and be more efficient. We need to continue to spend money wisely, share resources and compare our approach with others to find innovative solutions to do 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 pandemic and the subsequent focus on recovery, targets for indicators in the ODP were not included in the plan for the year 2020-21. Targets have now been reviewed and reset based on new baseline data for the majority of indicators in the 2021-24 plan. The Education Department is currently reviewing and developing new targets which will support schools to measure progress towards building back fairer and better, post COVID-19.

S1

SECTION 1

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





STRATEGIC OUTCOME 1

Early years and vulnerable young people

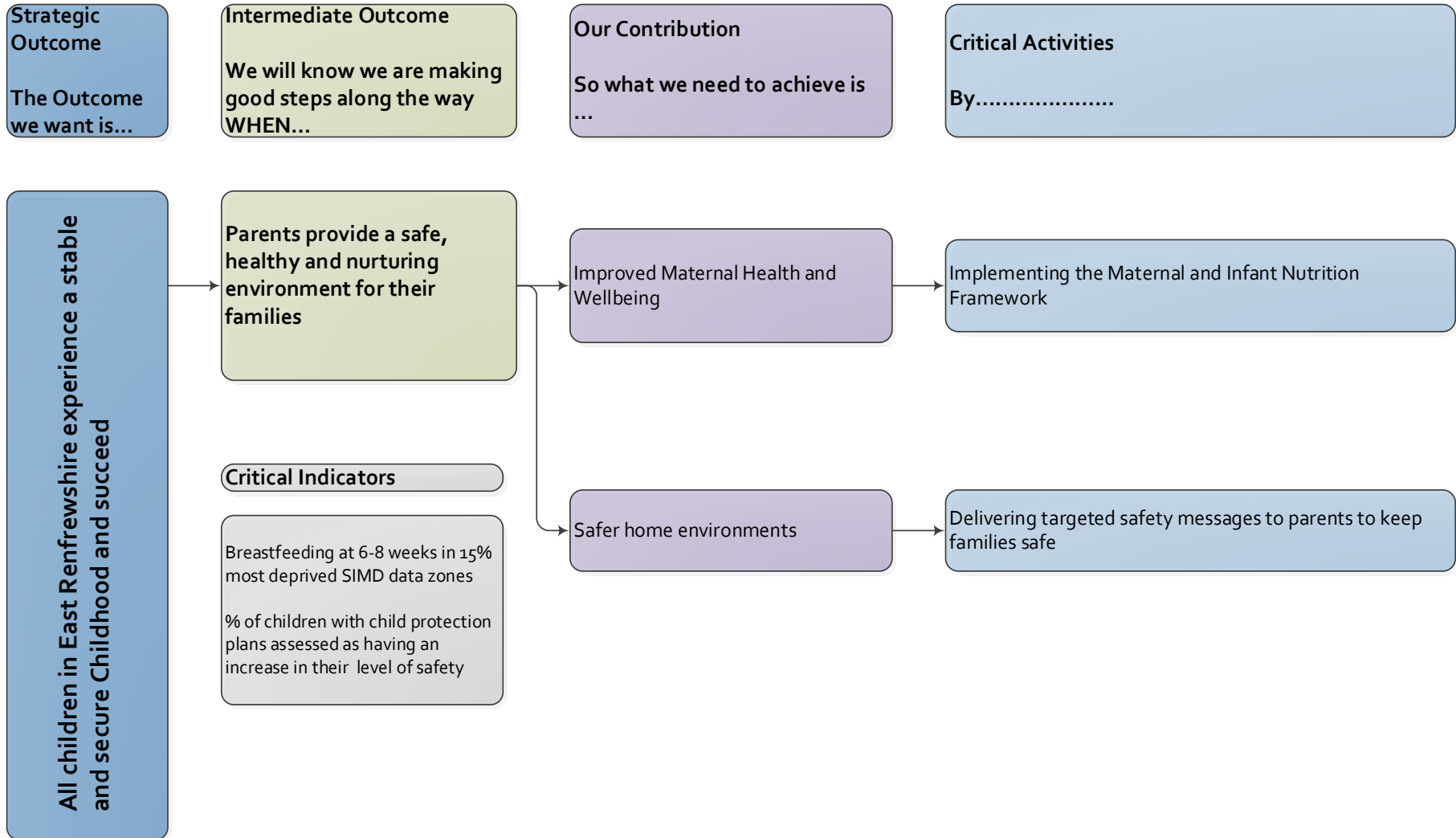
East Renfrewshire has an ambitious Early Years plan which focus on prevention and early intervention. We know that the earliest stages of life are crucial to a child's development and life chances. Attainment, health, well-being and resilience are all strongly influenced by this. Action taken later is 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 re-engage with their community and services.

We want 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. Our ambitious infrastructure programme is nearing completion. Almost £25 million has been spent on 6 new buildings; Busby Nursery, Eaglesham Nursery, Crookfur Family Centre, Cross Arthurlie Nursery, Overlee Family Centre and Glenwood Family Centre. With the exception of Overlee Family Centre, all buildings are now open with children attending. Overlee Family Centre will open to children in August 2021. These new facilities have enabled us to increase flexibility for 3 and 4 year olds and better meet the needs of families. We also ensure provision for 2 year olds and provide for our increasing population by commissioning more places from funded providers.

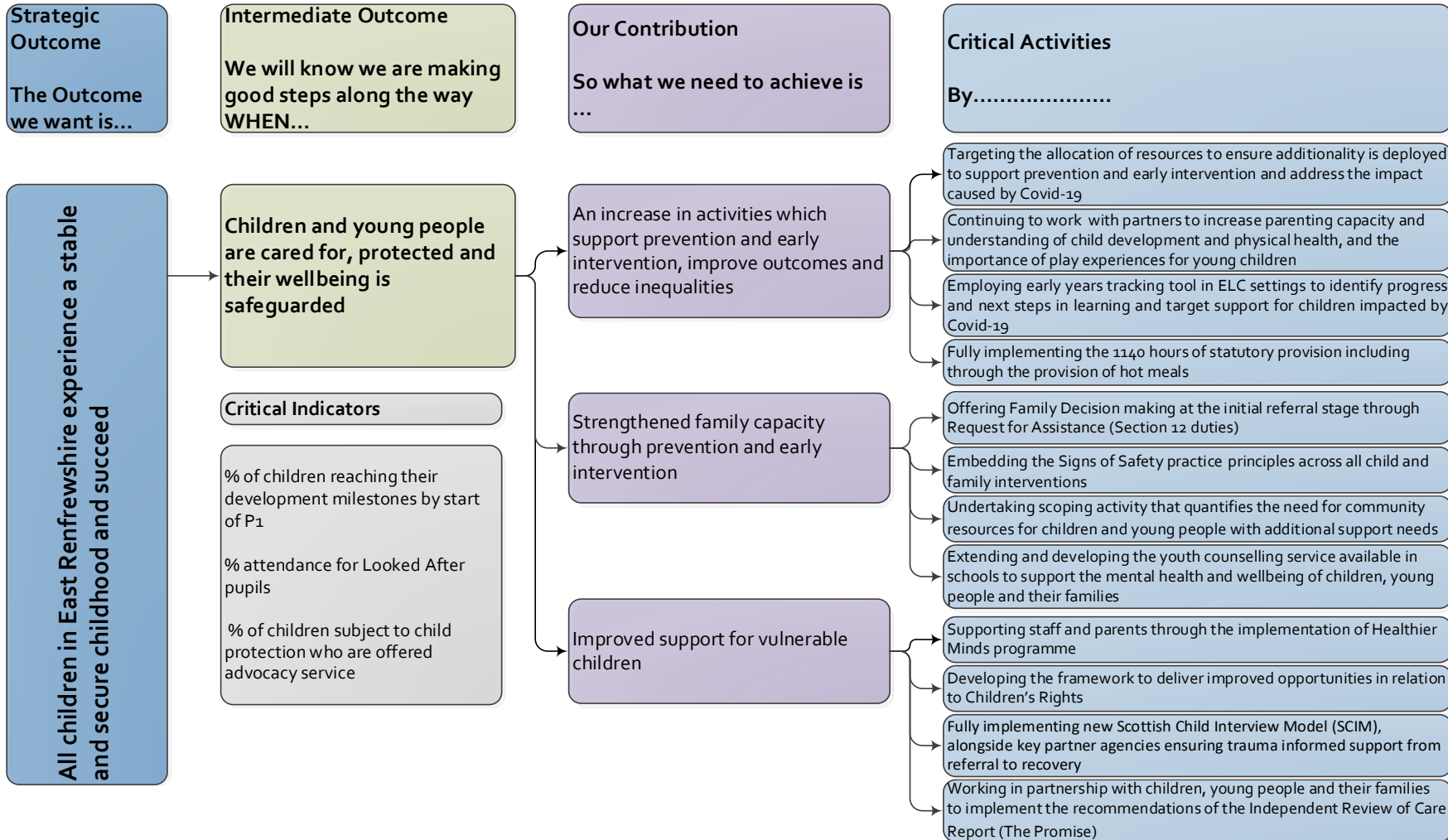
1.2

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



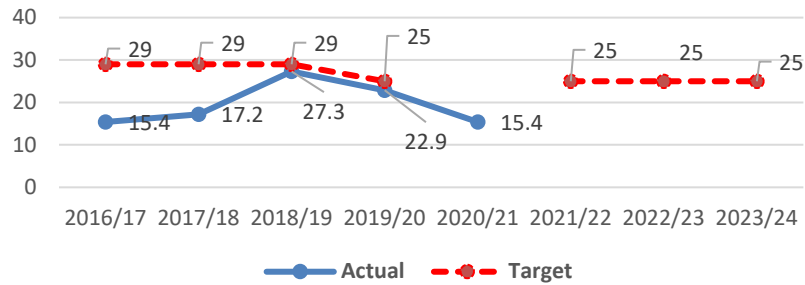
1.3

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

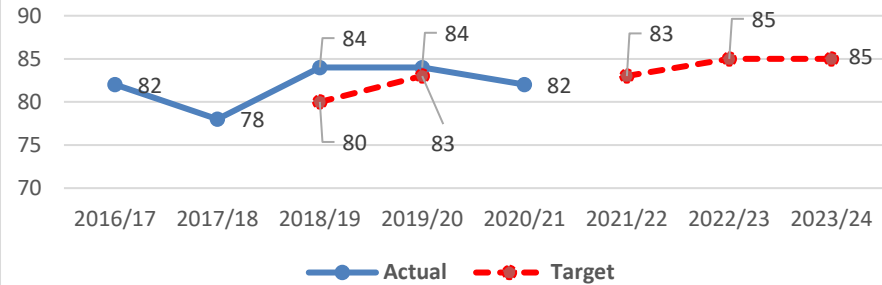


Outcome 1 indicators

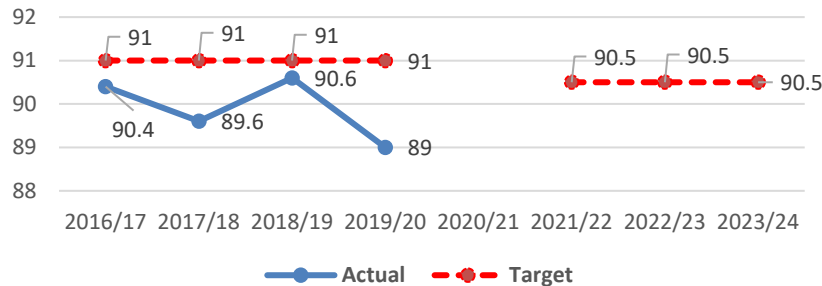
Breastfeeding at 6-8 weeks most deprived SIMD data zones



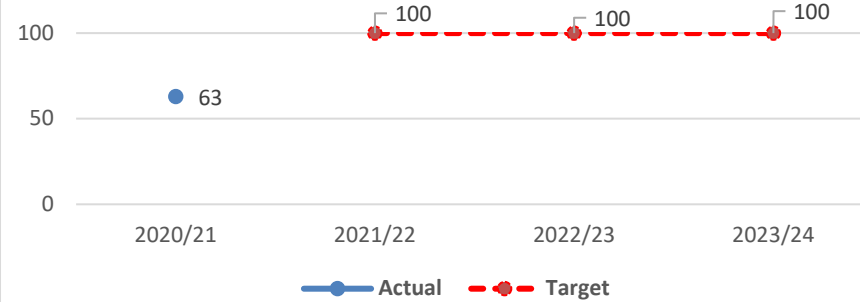
% of P1 children who have reached all of the expected milestones on entry to school



% attendance for Looked After Pupils (Primary and Secondary)

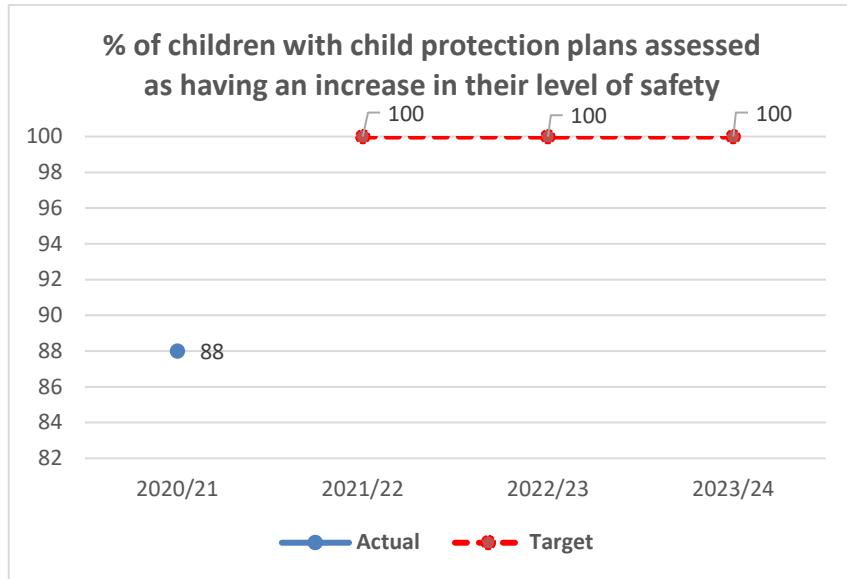


% of children subject to child protection who are offered advocacy service



The Education Department is currently reviewing and developing new targets which will support schools to measure progress towards building back fairer and better, post COVID-19

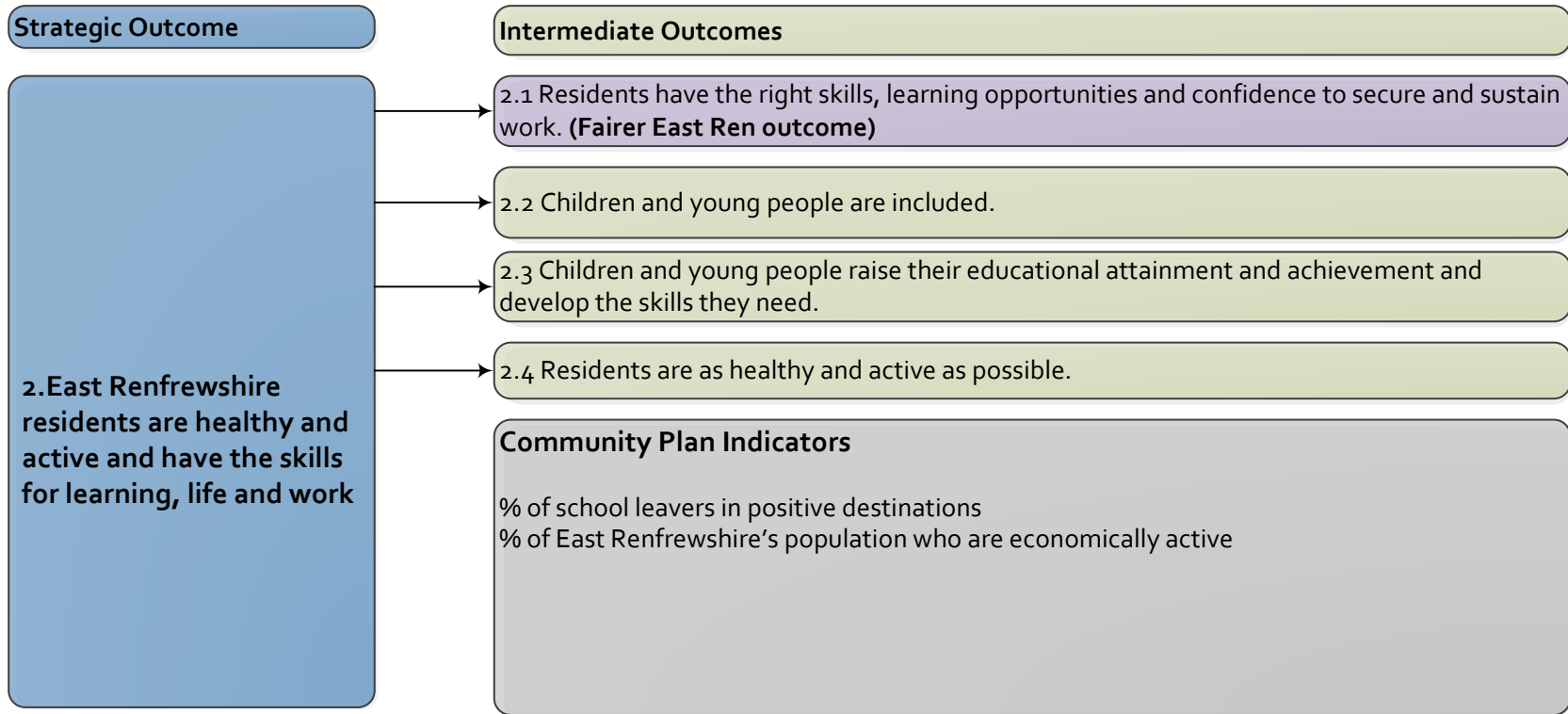
Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24



The Education Department is currently reviewing and developing new targets which will support schools to measure progress towards building back fairer and better, post COVID-19

Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24

S2 SECTION 2
 East Renfrewshire residents are healthy and active and have the skills for learning, life and work





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.

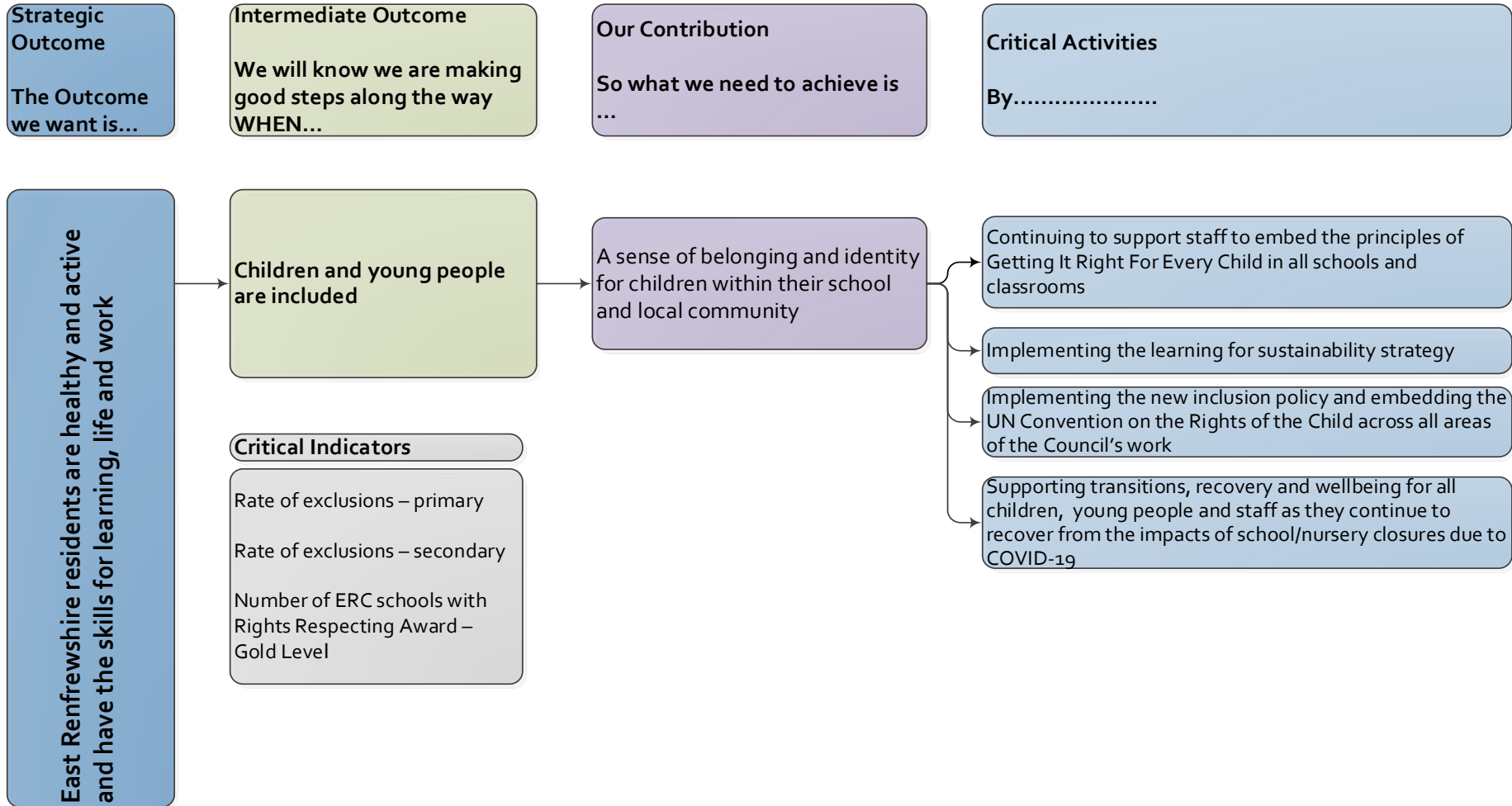
As a result of the COVID-19 pandemic, the decision was taken to close all schools and local authority early learning centre settings across Scotland to children and young people, with the exception of critical provision to protect key groups. However, for many children, the disruption caused by school 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. We prepare our local residents to take advantage of upcoming employment opportunities coming from the Glasgow City Region programme and other local development opportunities. The team have achieved significant progress in creating long term employment opportunities for our local residents. 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. The new PACE (Partnership Action for Continuing Employment) will provide employability support to those residents who

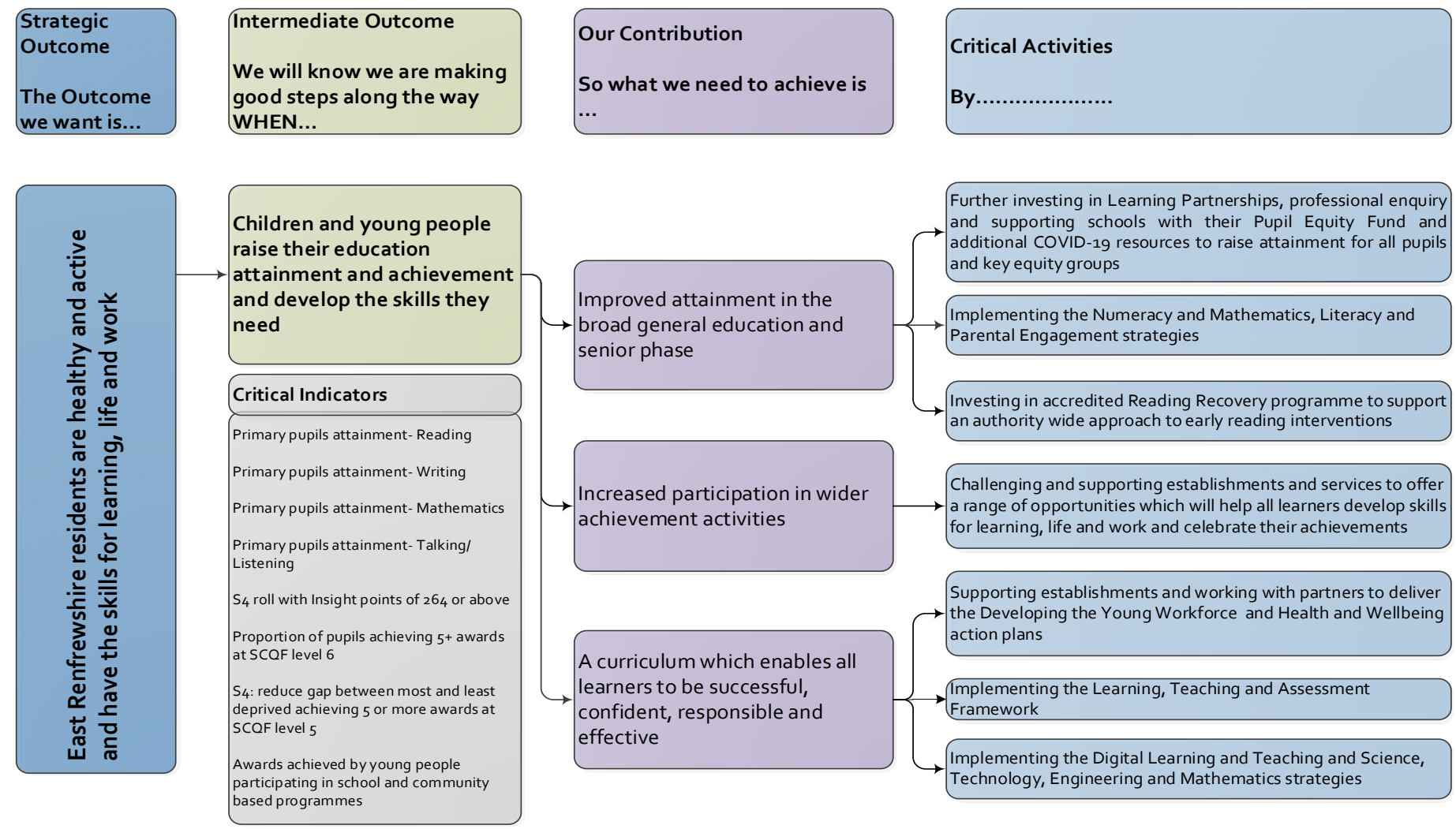
have been made redundant. As part of our Economic Recovery Plan we will provide bespoke active labour market programmes including upskilling and re-skilling the workforce and safeguarding apprenticeships, with a particular focus on assisting our young people and those with complex barriers into employment.

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. We are also looking to include a library within the new Eastwood Leisure Centre which will inevitably increase both usage and levels of engagement.

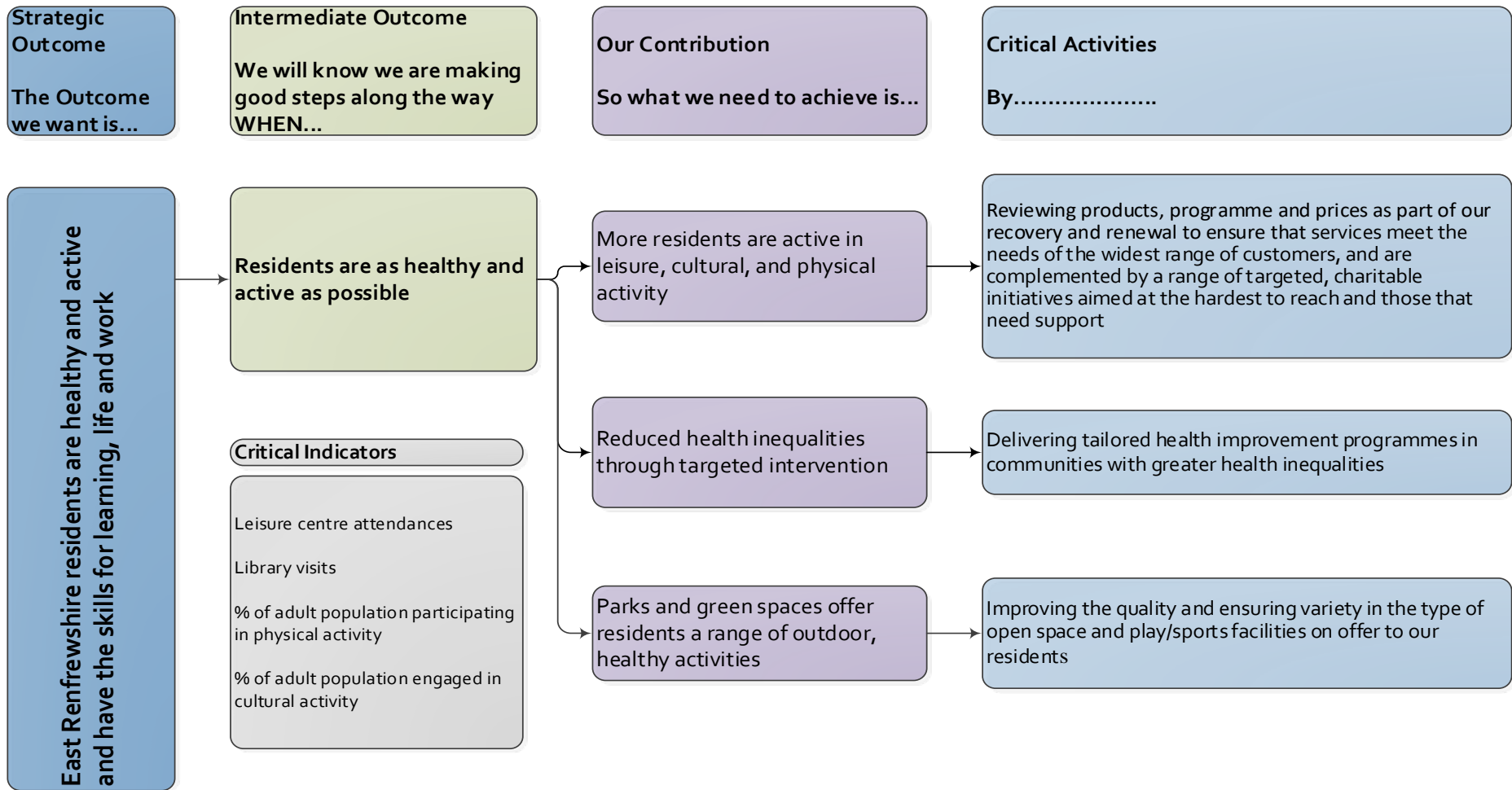
2.2 Children and young people are included



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

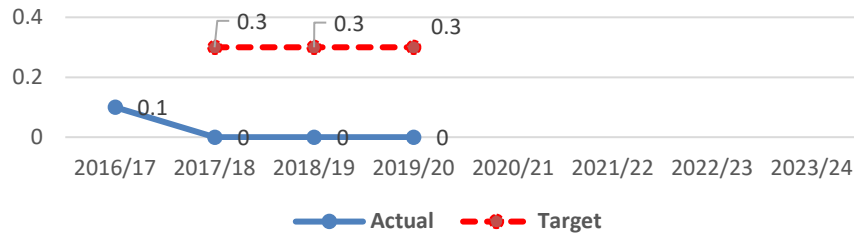


2.4 Residents are as healthy and active as possible

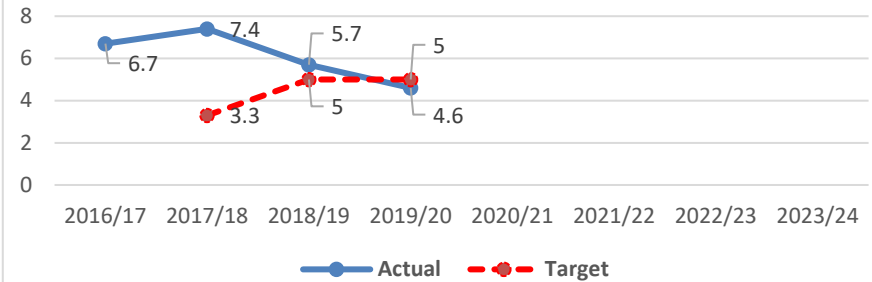


Outcome 2 indicators

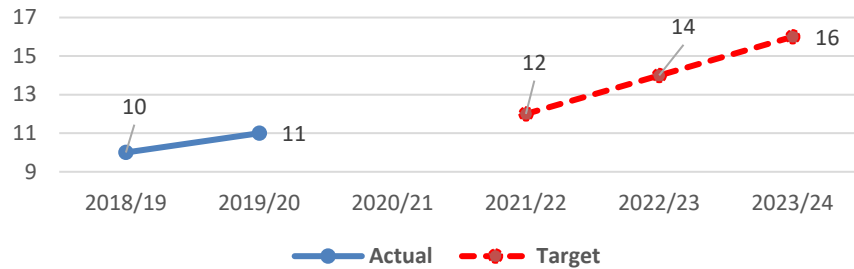
Number of exclusions per 1,000 pupils - Primary



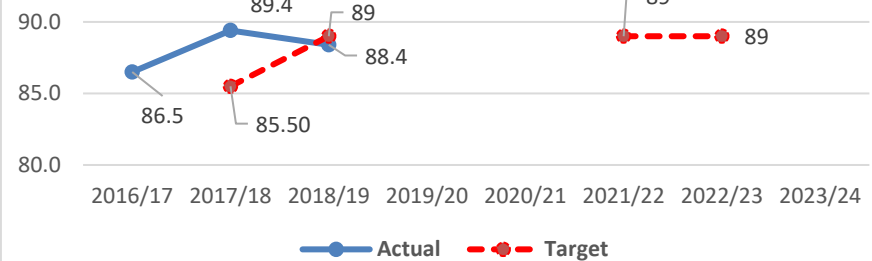
Number of exclusions per 1,000 pupils - Secondary



Number of ERC schools with Rights Respecting Award - Gold level

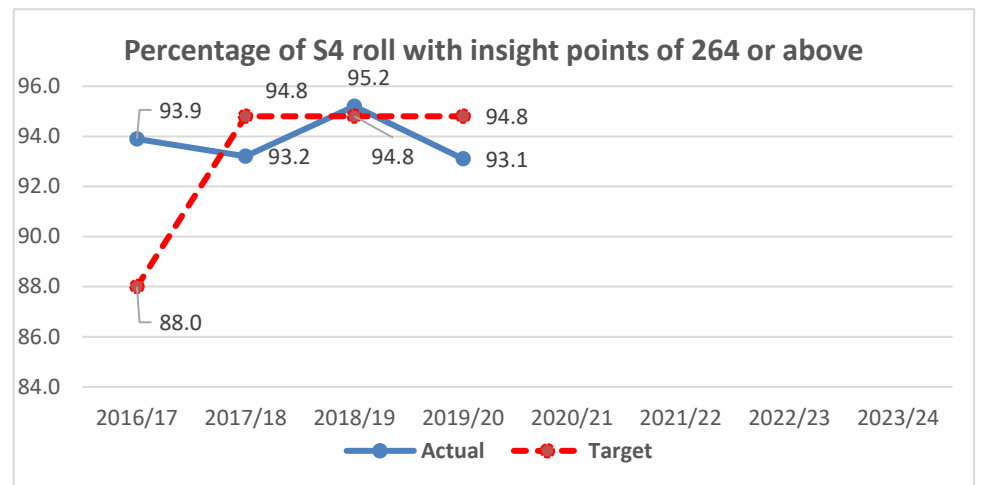
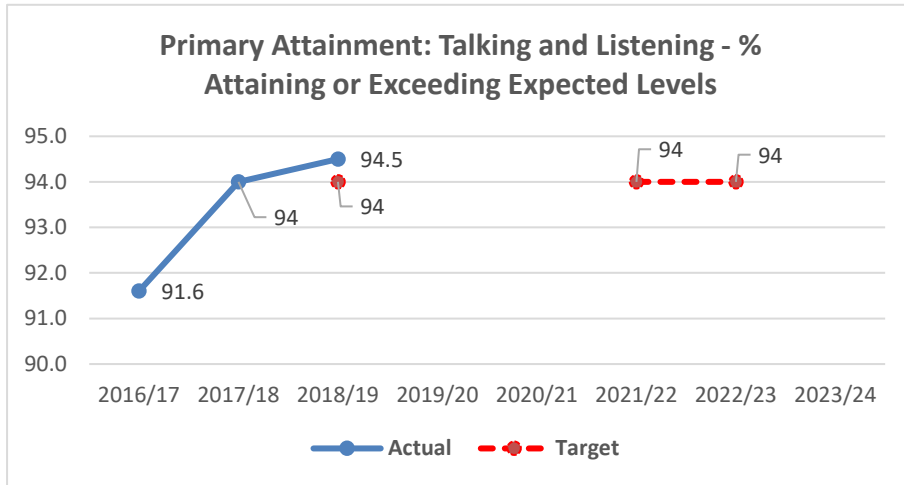
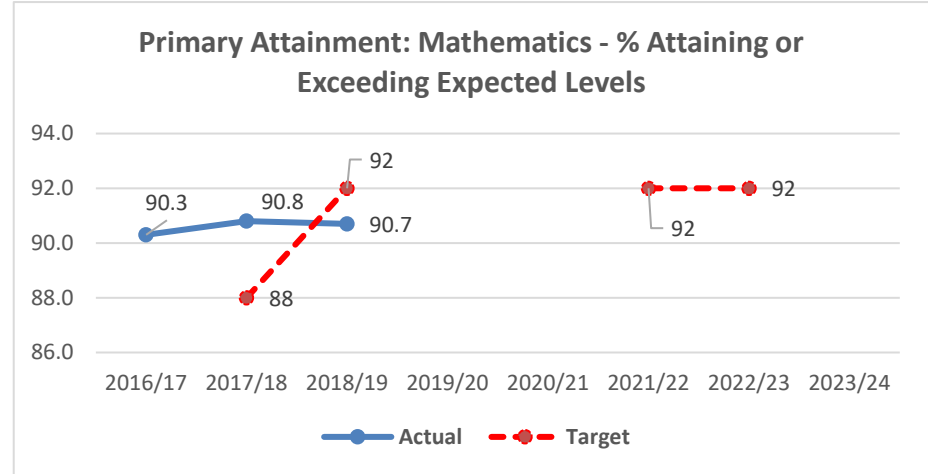
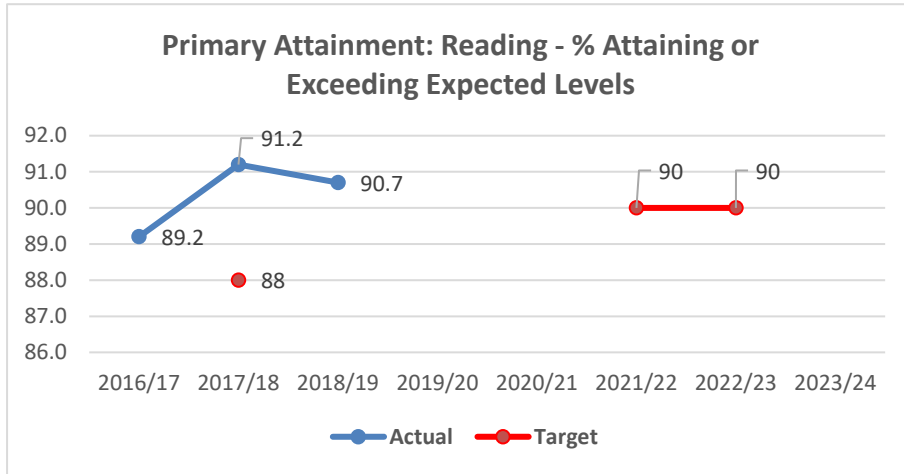


Primary Attainment: Writing - % Attaining or Exceeding Expected Levels



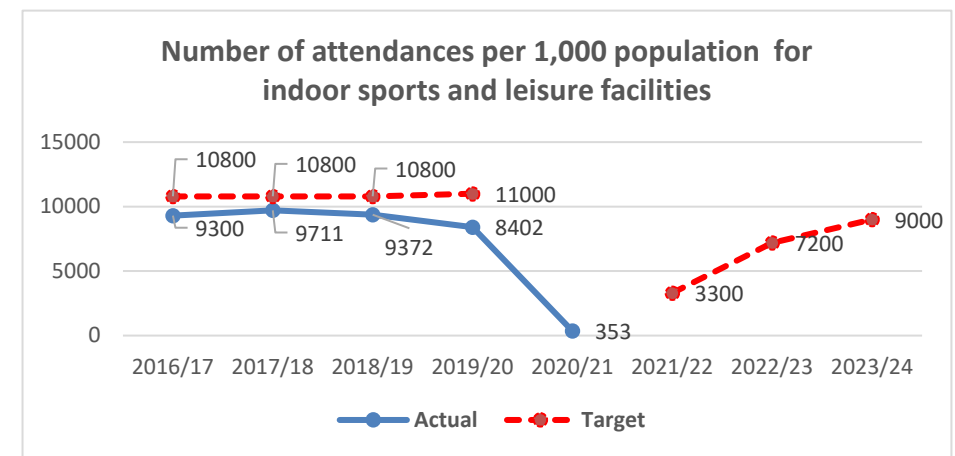
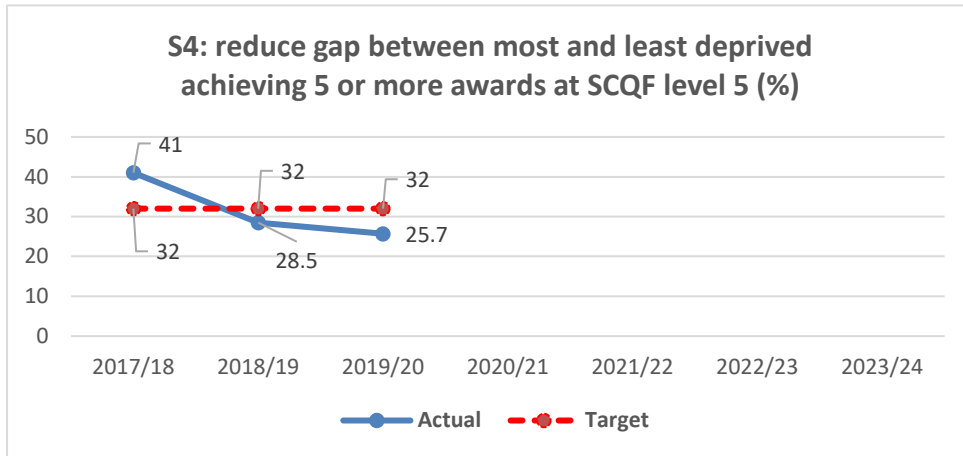
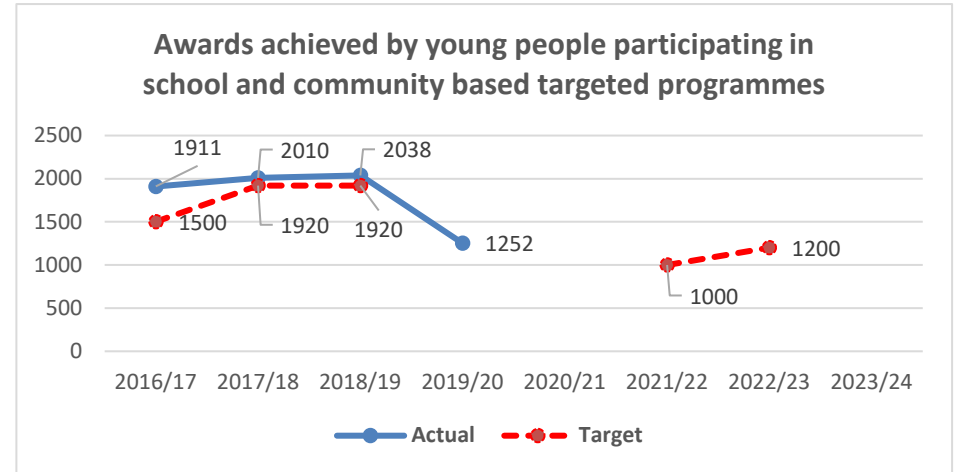
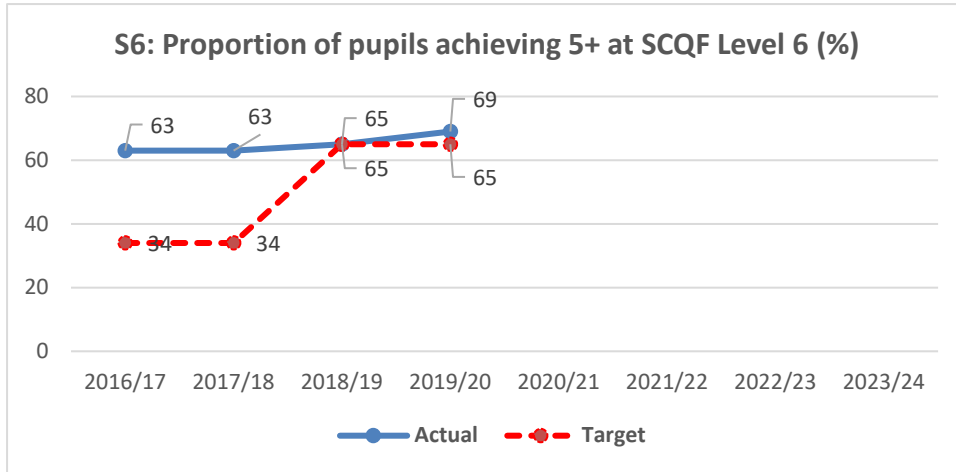
The Education Department is currently reviewing and developing new targets which will support schools to measure progress towards building back fairer and better, post COVID-19

Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24



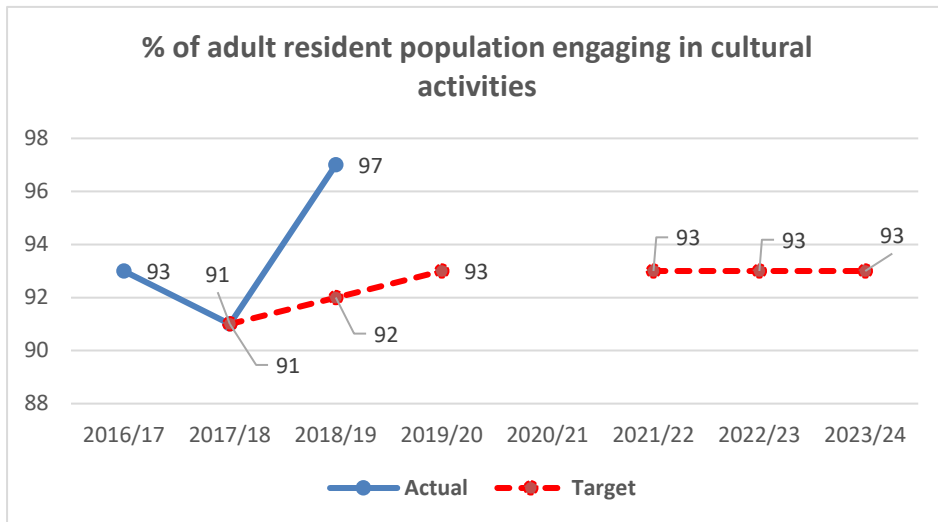
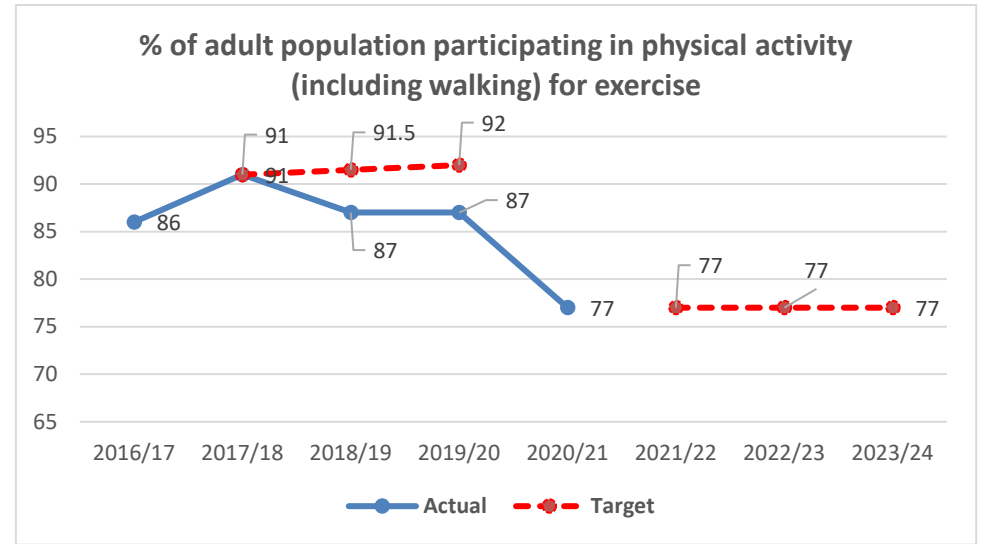
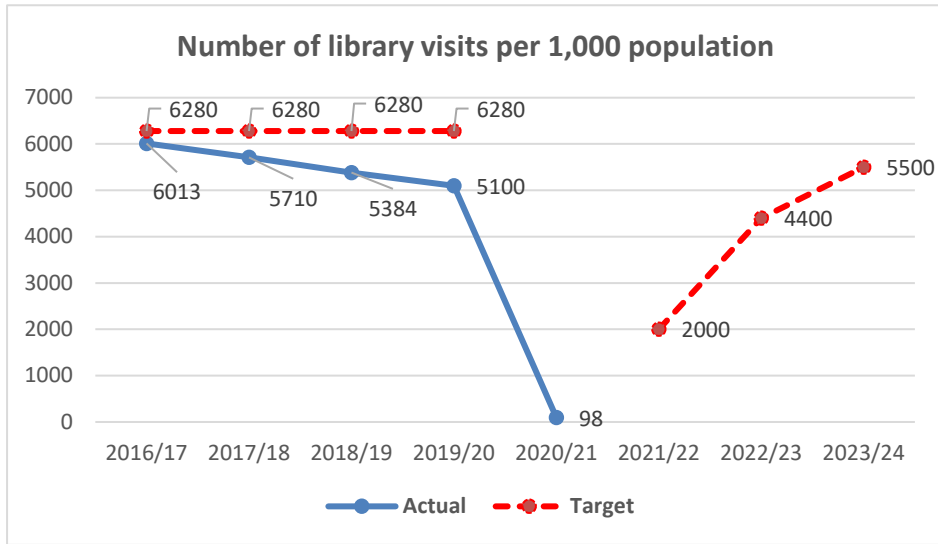
The Education Department is currently reviewing and developing new targets which will support schools to measure progress towards building back fairer and better, post COVID-19

Targets not set for 2021 due to COVID, 3 year targets set for ODP 2021-2024



The Education Department is currently reviewing and developing new targets which will support schools to measure progress towards building back fairer and better, post COVID-19

Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24

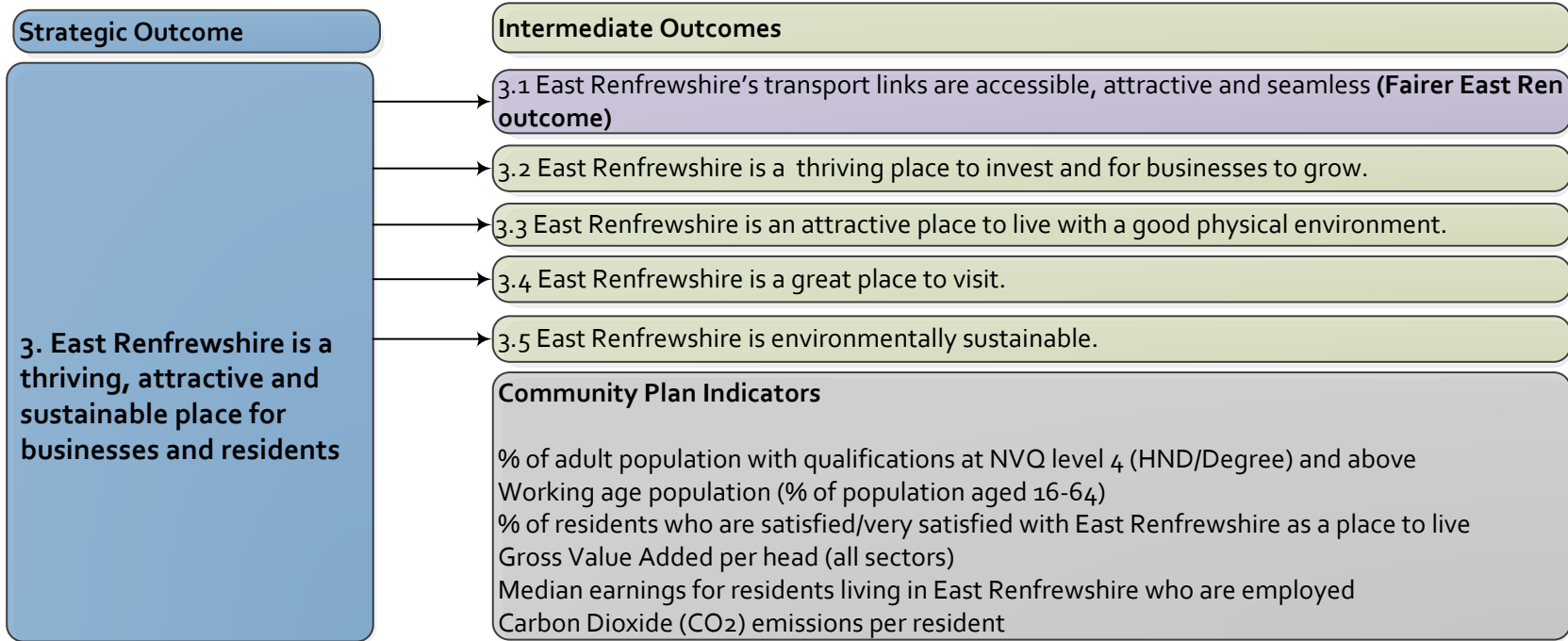


Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24

S3

SECTION 3

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





STRATEGIC OUTCOME 3 Economy and environment

We are working to ensure a sustainable recovery from COVID-19 and to take the necessary steps to tackle climate change and its impacts. Our Local Development Plan (LDP) provides the Council with a development strategy that will guide the future sustainable growth of East Renfrewshire up to 2025 and beyond. Delivering a sufficient supply of high quality housing is a key component of the Plan. Our LDP also addresses issues surrounding the preservation of the natural environment. We have strong planning policies in place to ensure our climate change impacts and biodiversity loss are minimised. We are currently in the process of updating our LDP to provide a revised spatial development strategy covering the period up to 2031 and beyond.

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 will see tenants move into more environmentally friendly, lower carbon homes in the year ahead at Maidenhill, Newton Mearns.

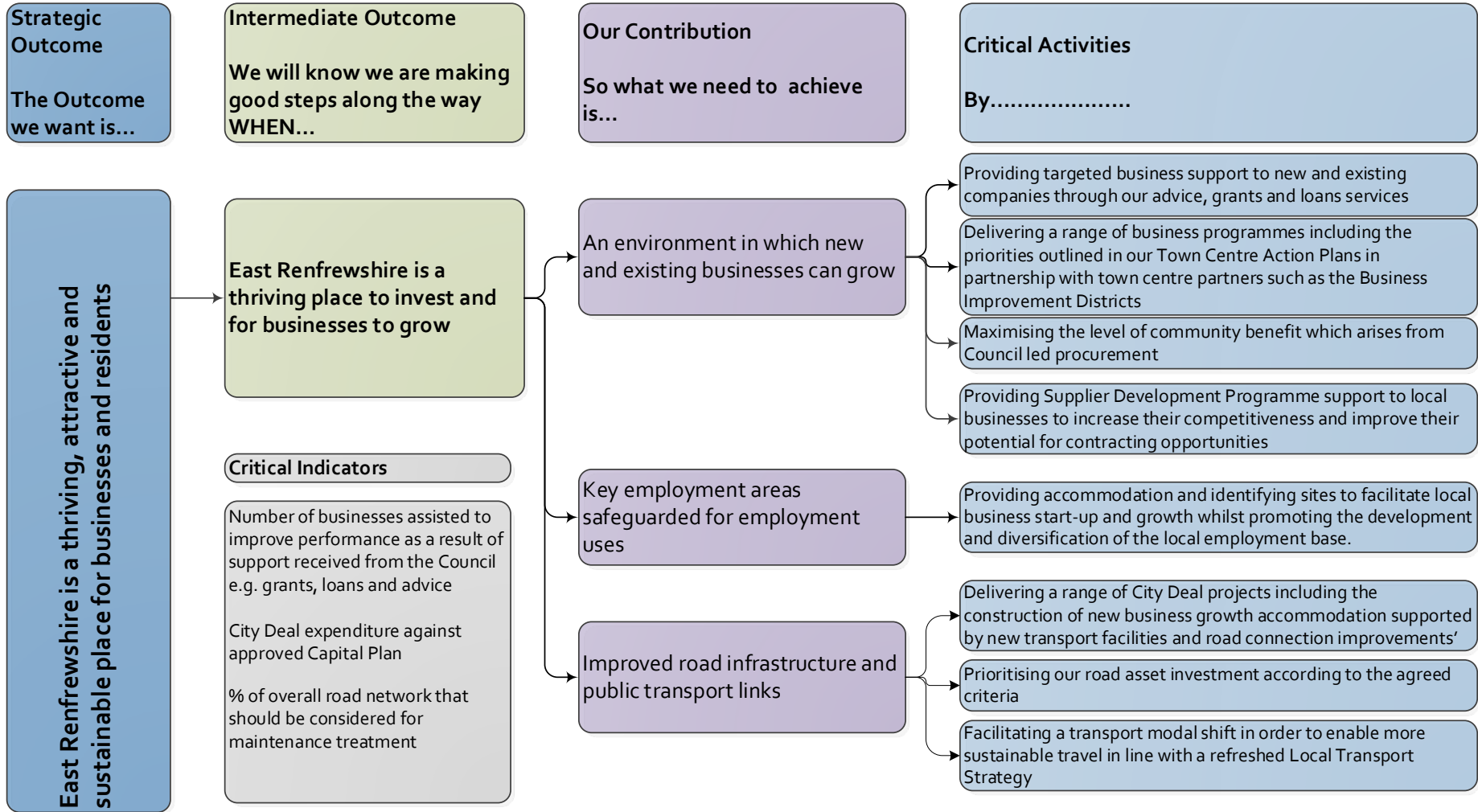
Our ongoing capital investment in improving roads and facilitating a shift towards more sustainable transport is also a priority for our residents. Appropriate transport connectivity for our localities and ensuring residents have good access to the 28,000 jobs to be created across the City Region is a key focus. Through our own City Deal ambitions we will deliver £44m worth of major infrastructure projects driving innovation and growth through the support of key sectors, with the objective of addressing challenges in the local labour market and increasing employment opportunities.

Our recently developed Economic Recovery Plan, developed as a response to the coronavirus pandemic and Brexit, sets out a number of objectives which include: helping local businesses combat the effects of COVID-19 through a series of already existing support mechanisms (such as Business Gateway and the Council's Grant and Loans Programme); encouraging business start-ups; and reconsideration of the purpose of the new Greenlaw Business Centre in order to ensure maximum positive impact on local employment and businesses. We are also working to promote increased footfall in our town centres and help local businesses and residents to adjust to the ongoing uncertainty due to COVID-19. Town centre recovery groups and a "Shop Local" marketing campaign have been implemented. Our dedicated support to help local businesses to open safely aims to inspire confidence and encourage spend in our town centres and localities. We will continue to actively promote business support and employability services to help ensure our targets are achieved and contribute to the delivery and promotion of national employability agendas which recognise the scale of the challenge created by COVID-19 and Brexit.

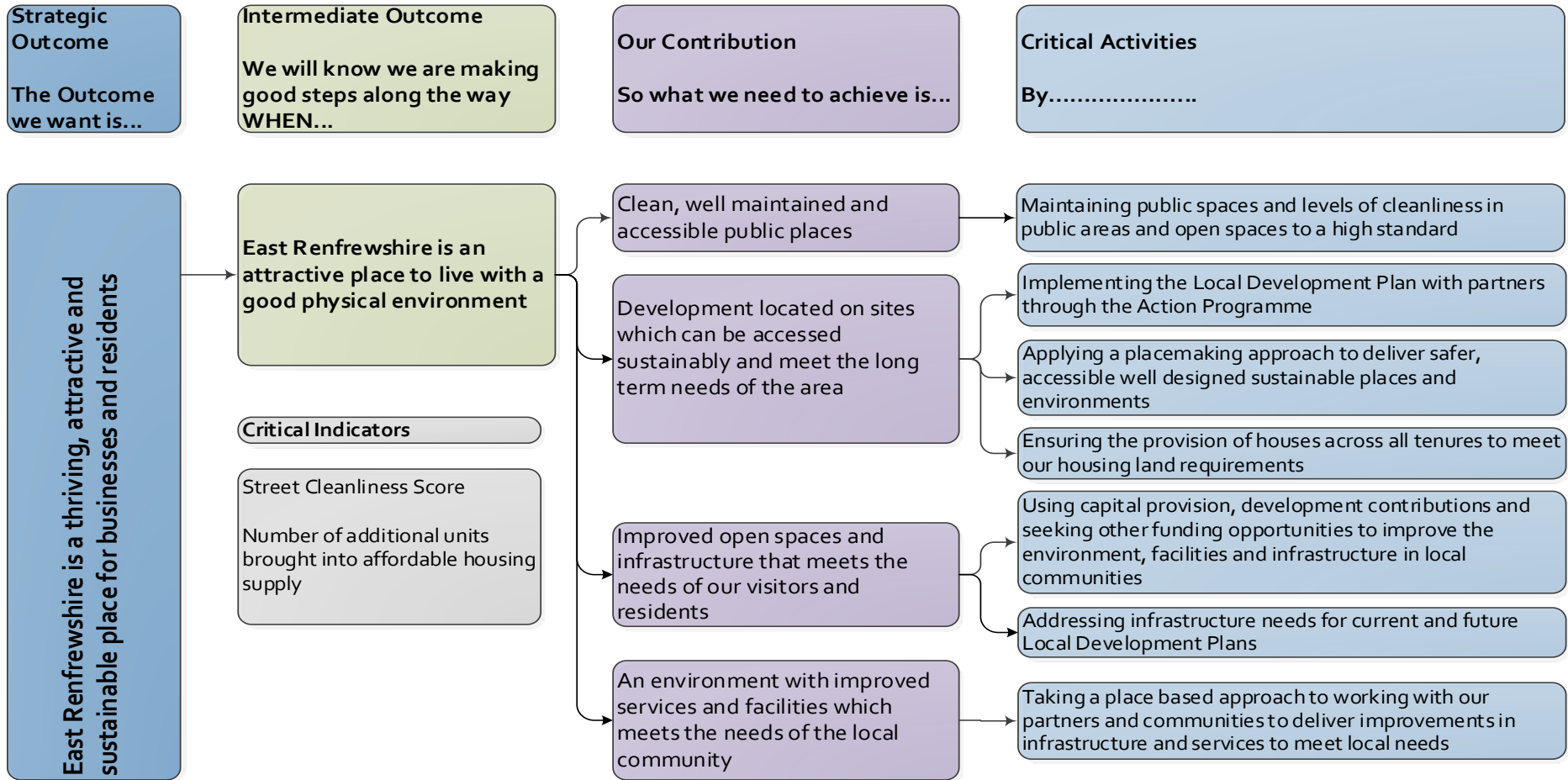
Residents in East Renfrewshire have continued to support the Council's recycling efforts, ensuring our recycling rates are the best in Scotland, however, the pandemic resulted in service disruption. Although this may negatively impact recycling figures in the short term, the Council has, through the Clyde Valley Partnership, positioned itself to meet the 2025 ban on residual waste going to landfill. Waste that would previously been sent to landfill is now being transformed into low carbon electricity.

Our ambitions around our critical activities over the period 2021-24 remain the same, however, the pandemic has delayed our progress in many of those areas and may well continue to do so. The priority until now has been to restore frontline services which have been adversely affected. Going forward, we will reassess our activities with renewed emphasis on rising to the challenge of a green economic recovery and climate change, with the Council's first ever Climate Change Strategy and Action Plan currently under development.

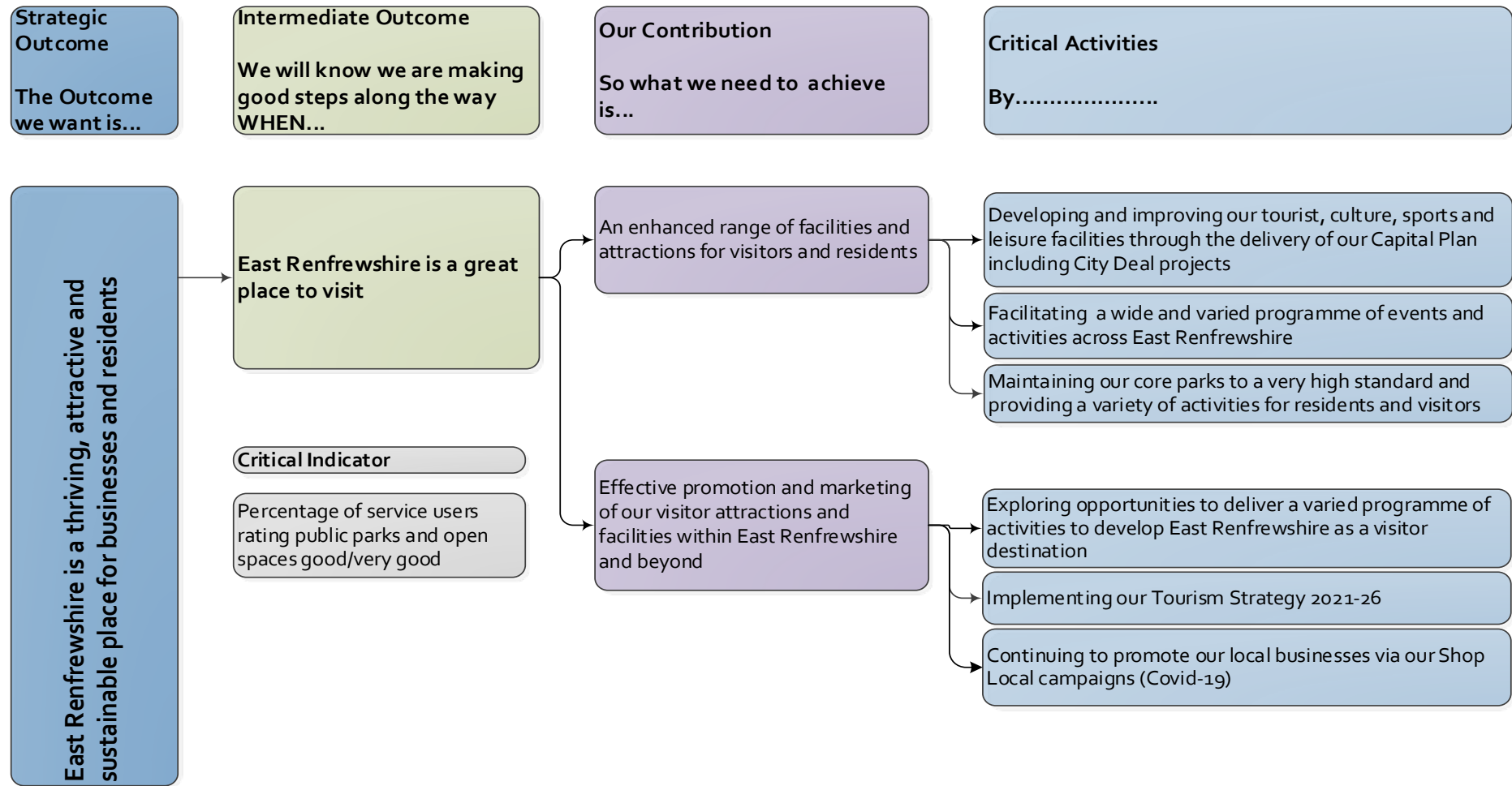
3.2 East Renfrewshire is a thriving place to invest and for businesses to grow



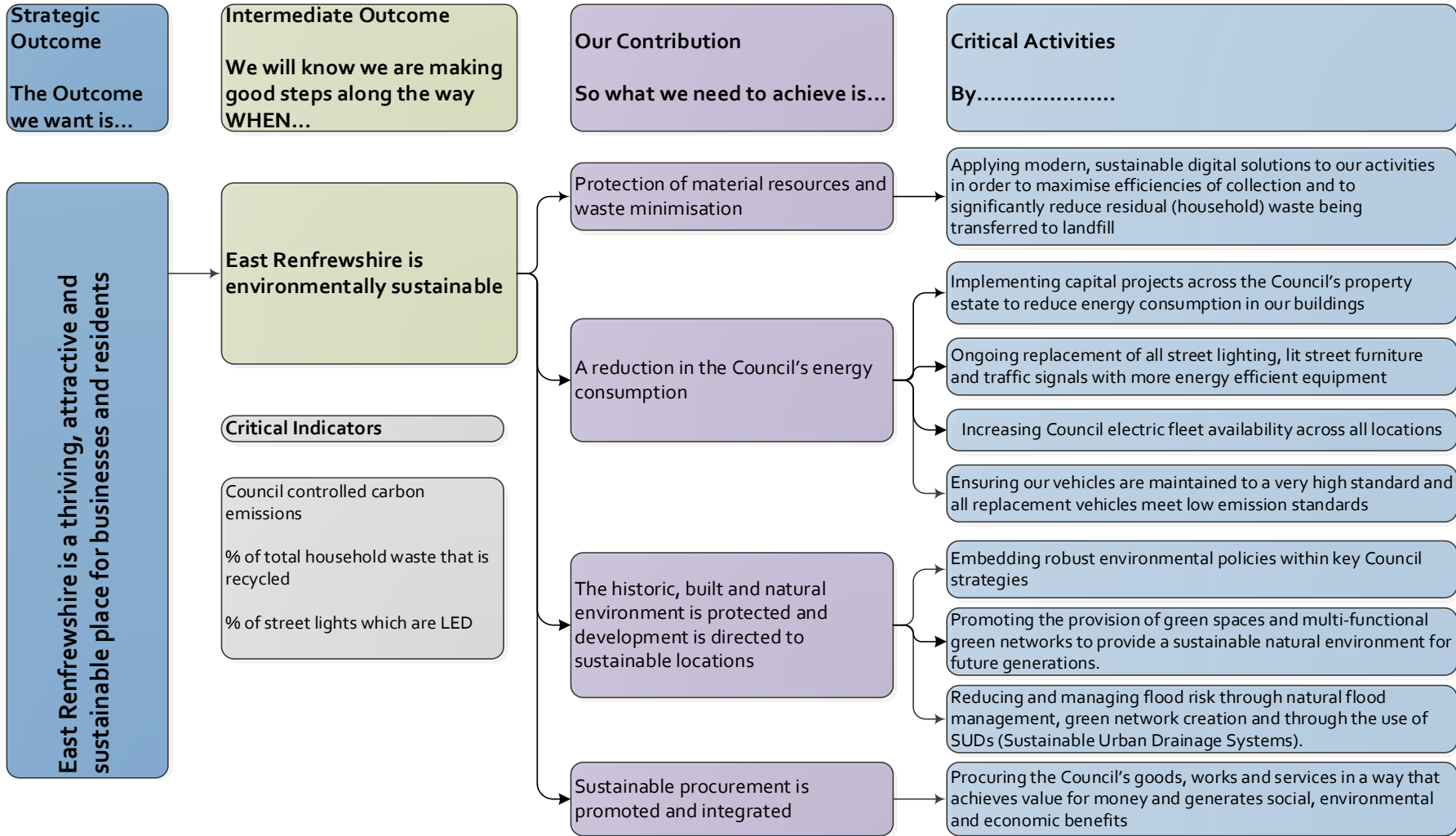
3.3 East Renfrewshire is an attractive place to live with a good physical environment



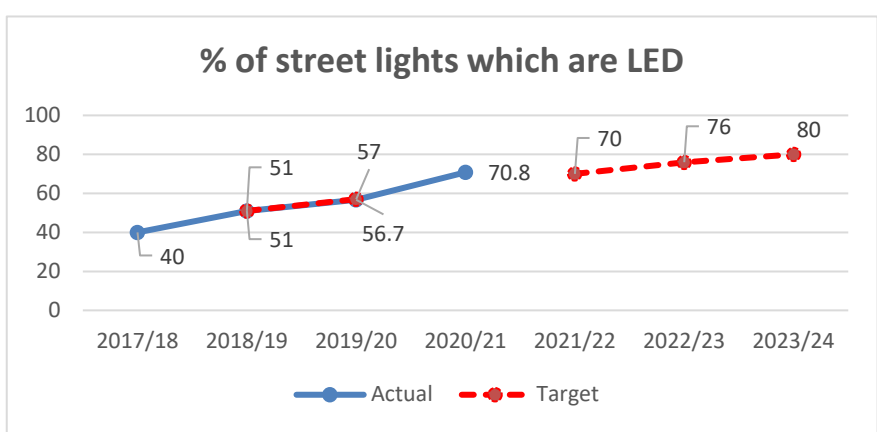
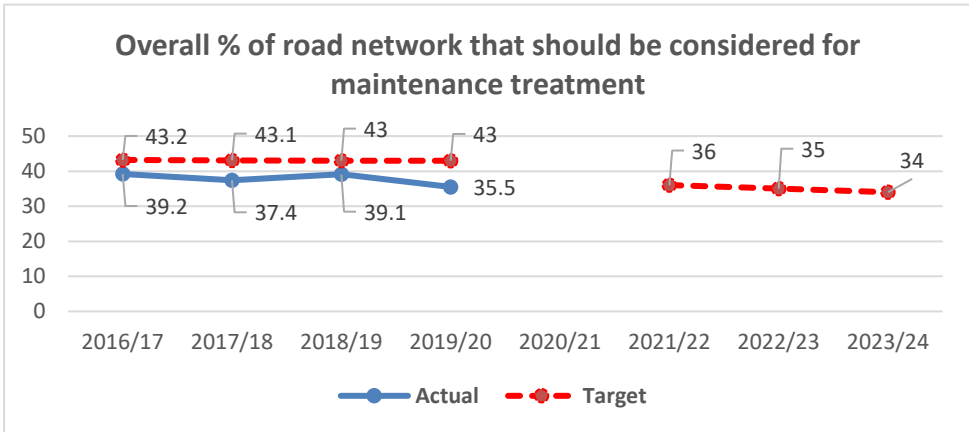
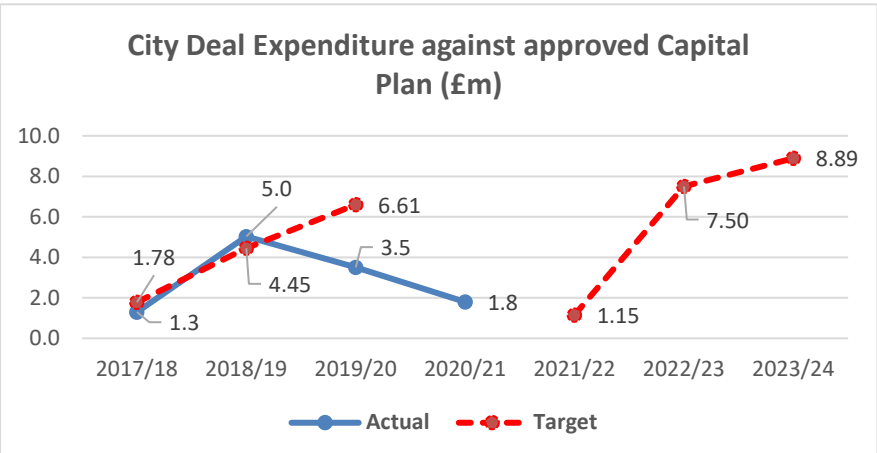
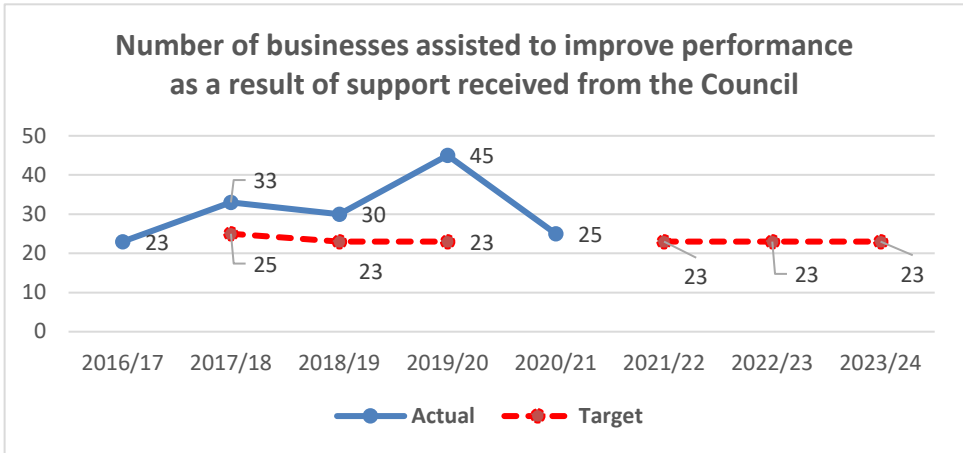
3.4 East Renfrewshire is a great place to visit



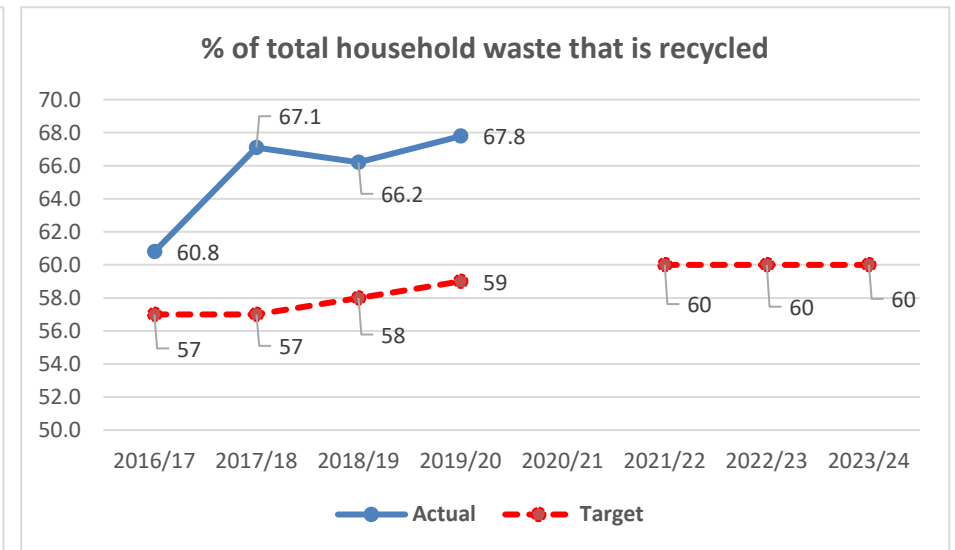
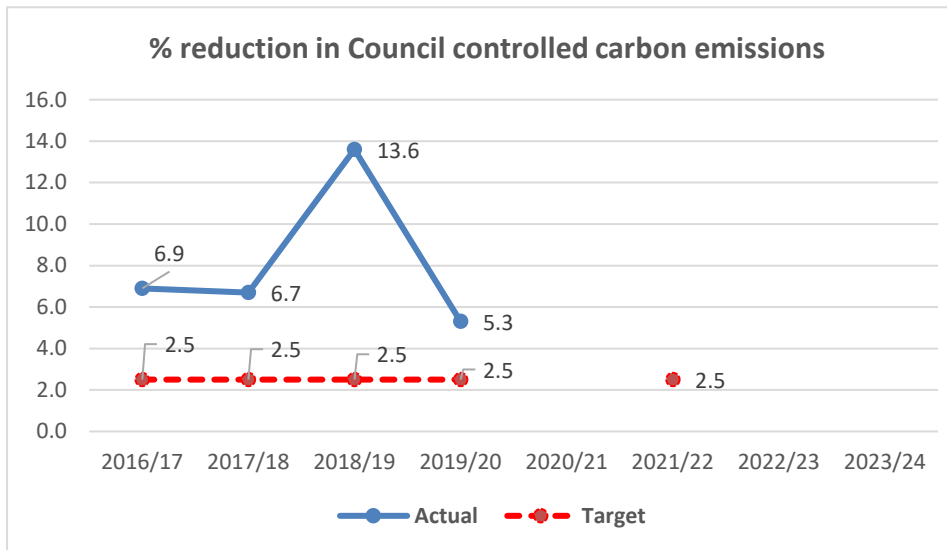
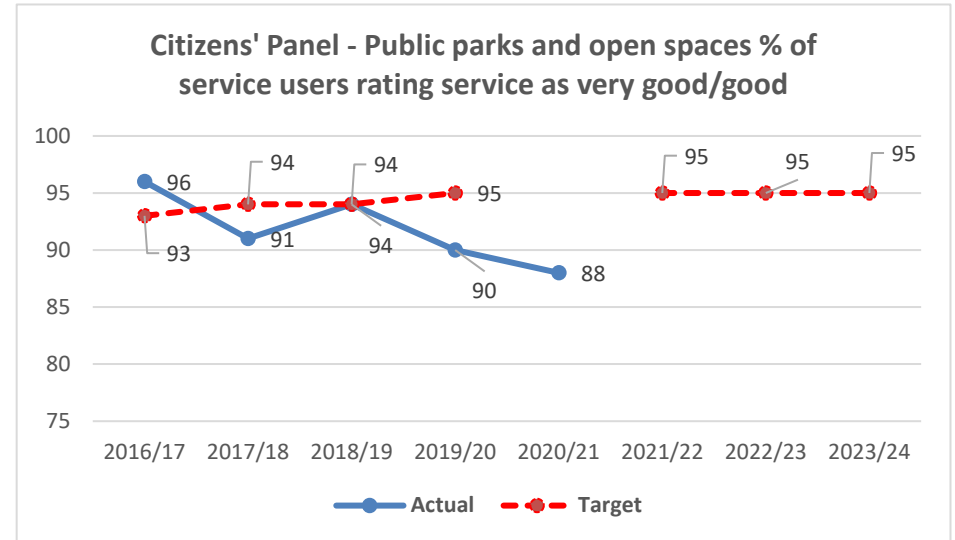
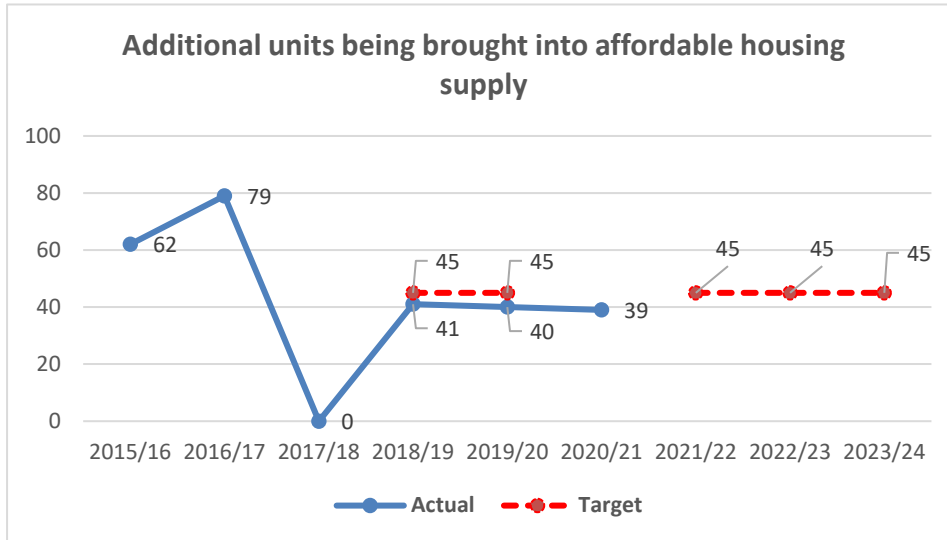
3.5 East Renfrewshire is environmentally sustainable



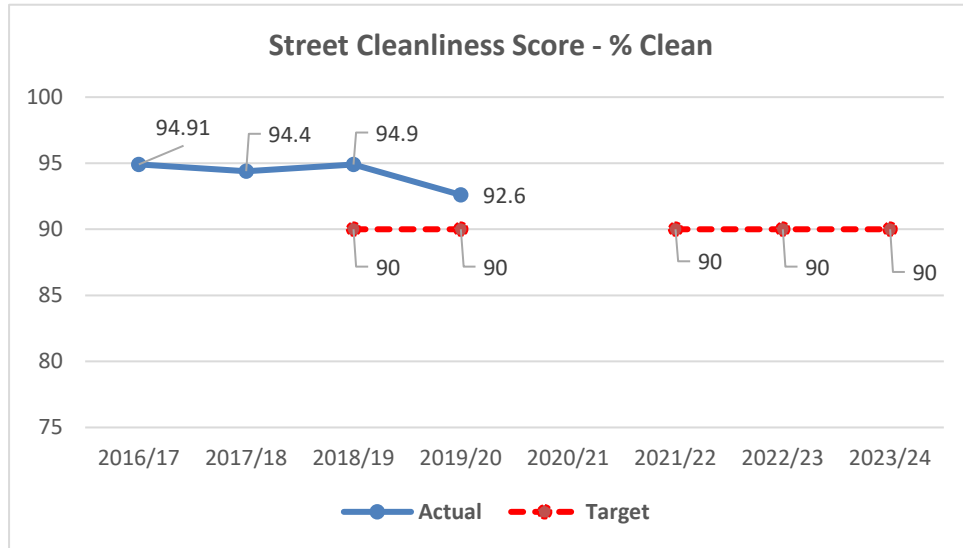
Outcome 3 indicators



Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24

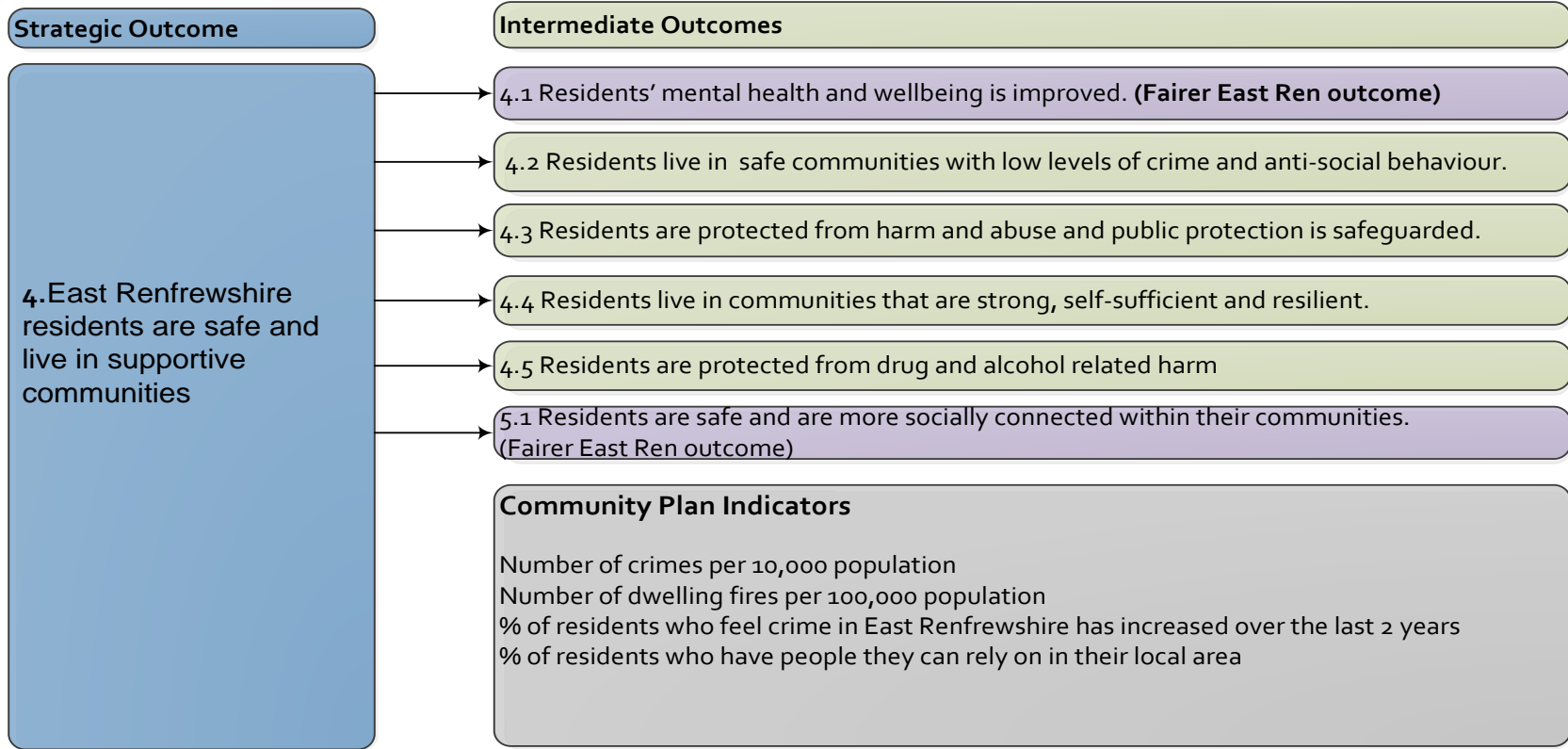


Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24



Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24

S4 SECTION 4
East Renfrewshire residents are safe and live in supportive communities





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 employees and local residents to design and improve Council services fit for a stronger future. Service Design training has been run across the Council with employees at all levels participating over 2020-2021. Many staff are now introducing this into their practice and there is a working group in place to support this work. 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. To date, over 1,500 devices have been distributed via Council and partner services to digitally excluded households through the Connecting Scotland programme. These have targeted those residents at a higher clinical risk to COVID-19; older people; people with disabilities and families, with low income being a criteria.

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 and opportunities for meaningful community engagement. 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 order to support work in this area we will be hosting workshops with employees across the Council to build their understanding, skills and develop our plan for progressing participatory budgeting

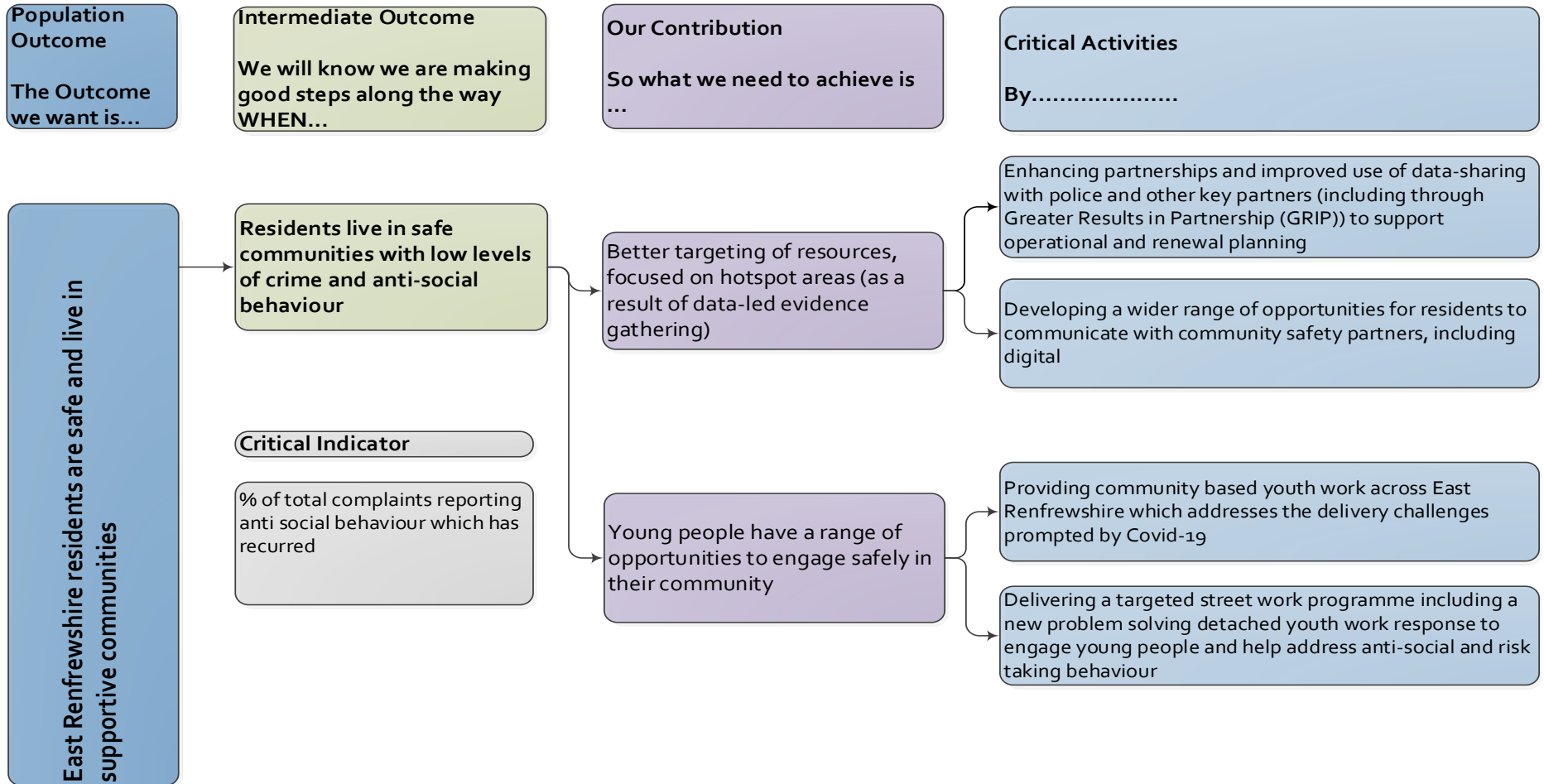
We have strong relationships and work closely with our partners to continue to reduce levels of crime and anti-social behaviour in East Renfrewshire. We help our residents feel safer in their neighbourhoods and homes through our community warden team, who deter incidences of crime and anti-social behaviour by their high visibility across the area. This role has been enhanced in recent months through the wardens' support for shielding individuals and carrying welfare calls. 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.

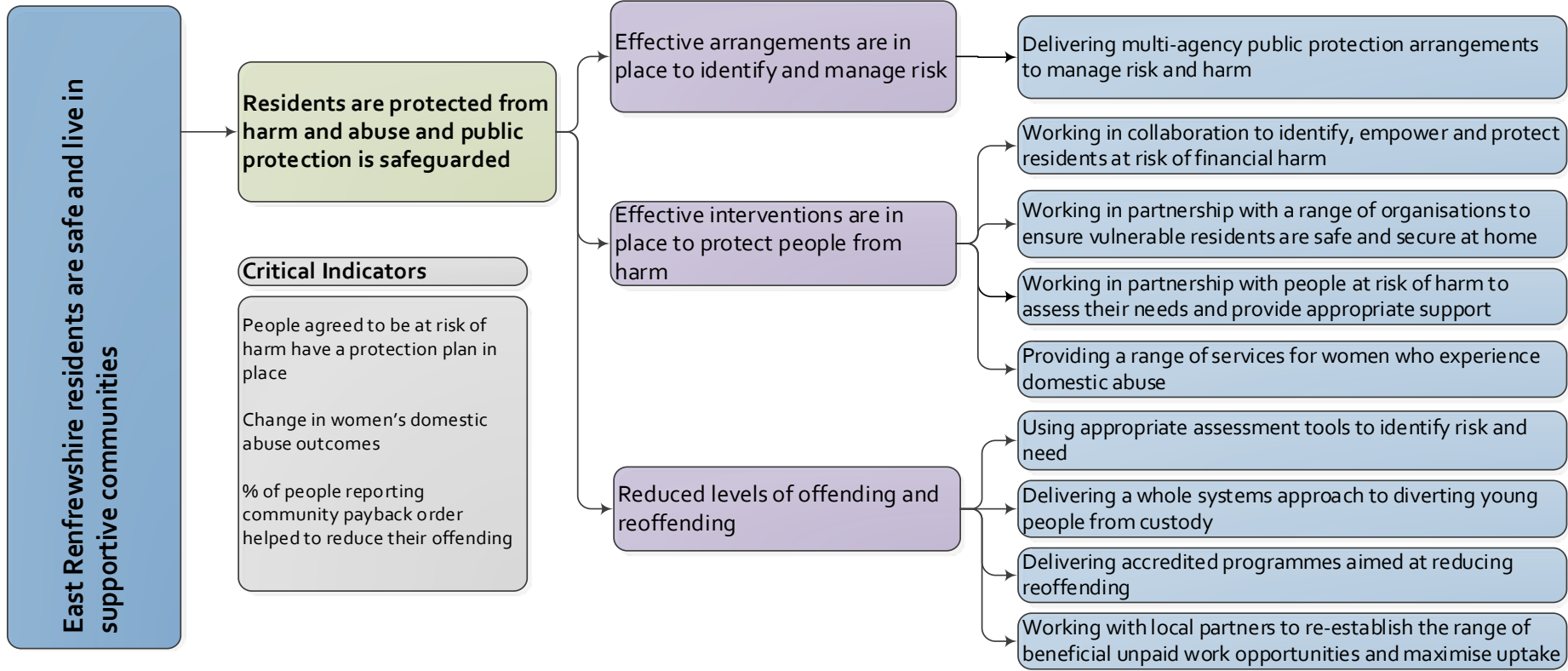
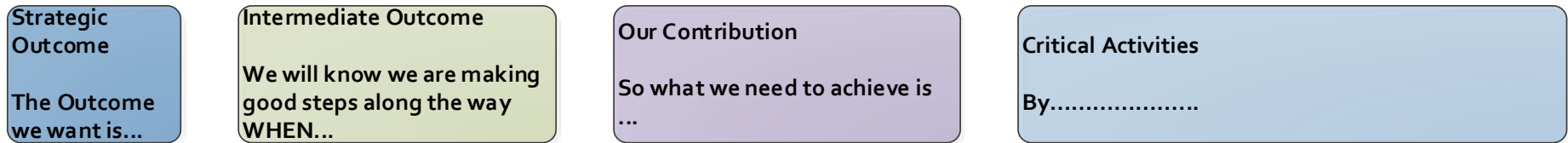
We are focused on prevention and share data to drive intelligence led strategic planning with our partners through a new Safe East Ren partnership group. In light of the COVID-19 pandemic we are working within social distancing requirements to enhance the visibility of community safety and community 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.

We aim 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.

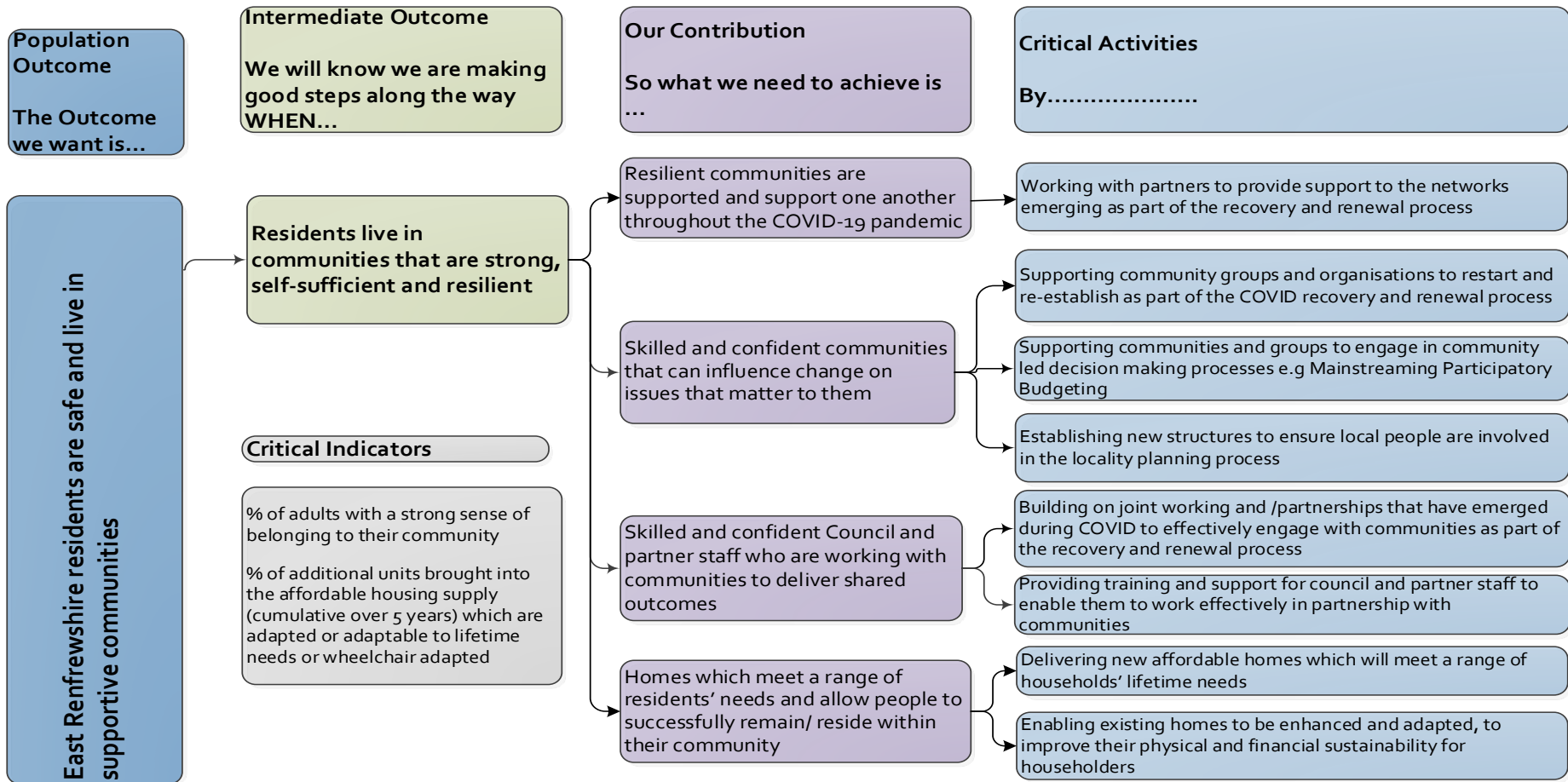
4.2 Residents live in safe communities with low levels of crime and anti-social behaviour



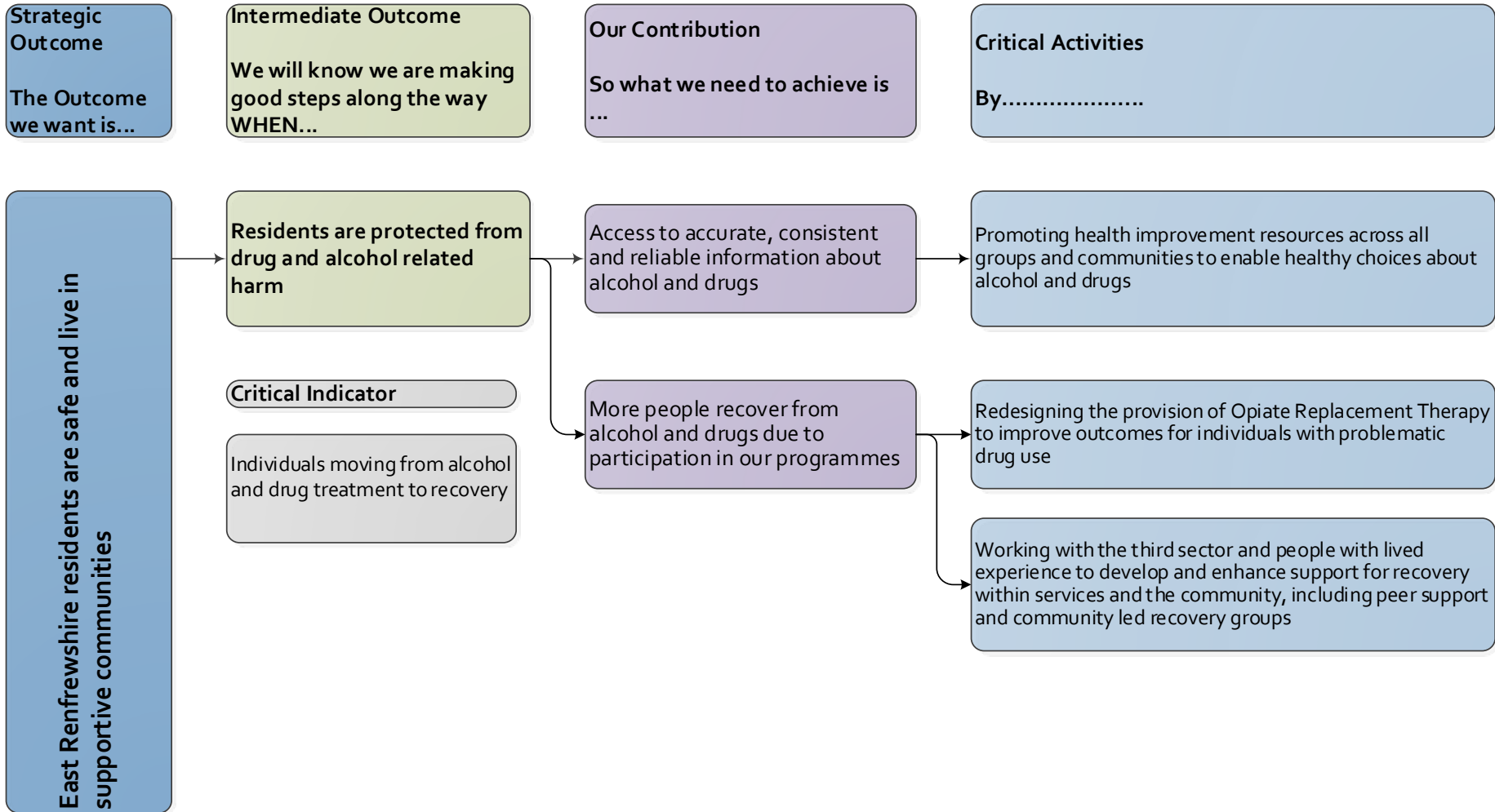
4.3 Residents are protected from harm and abuse and public protection is safeguarded



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

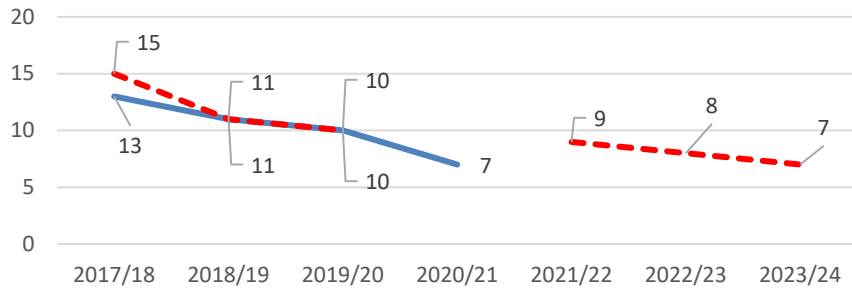


4.5 Residents are protected from drug and alcohol related harm

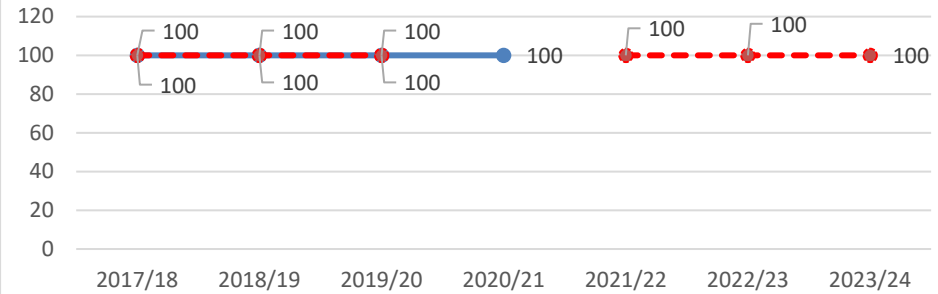


Outcome 4 indicators

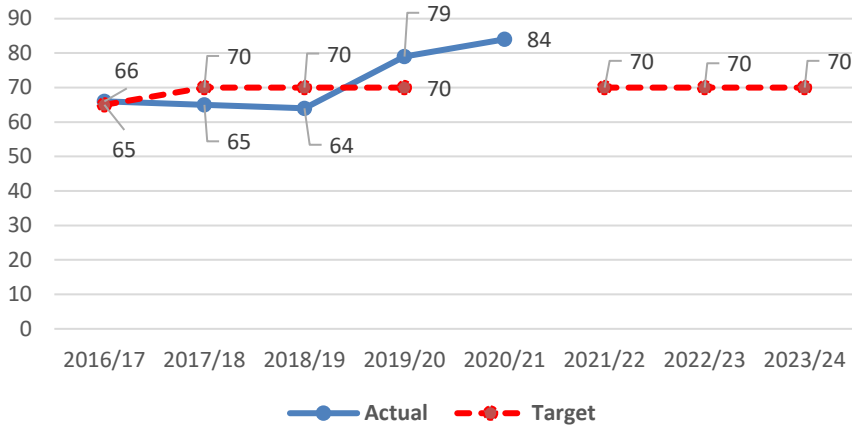
% of total complaints reporting anti-social behaviour which has recurred



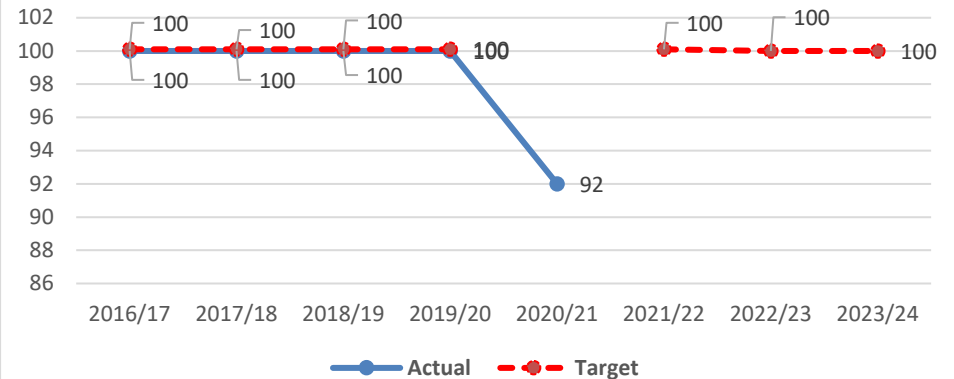
% of people agreed to be at risk of harm and requiring a protection plan have one in place



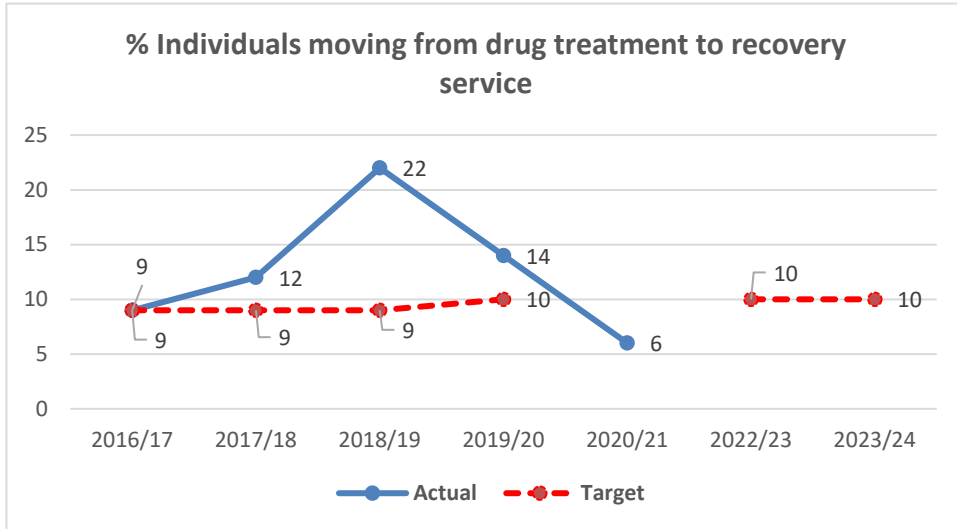
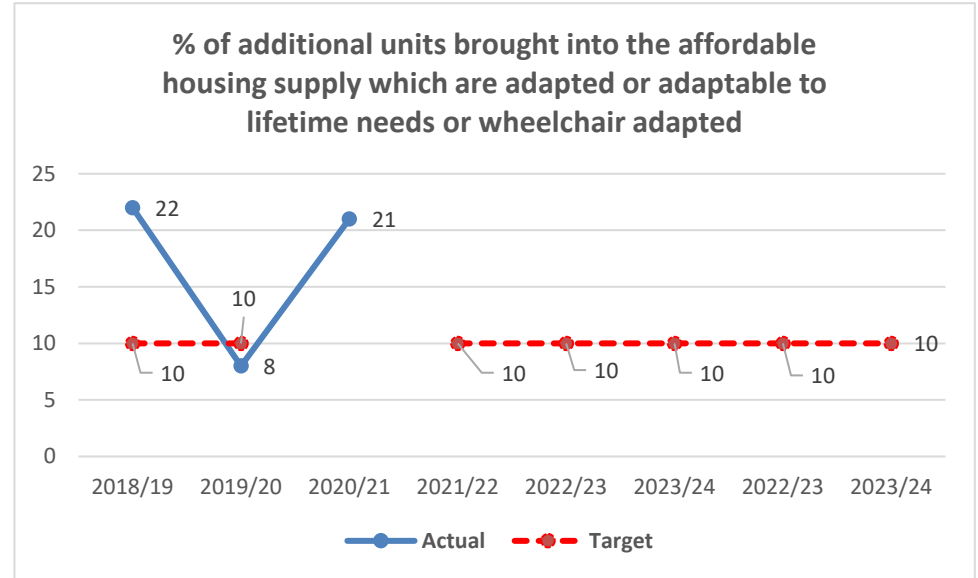
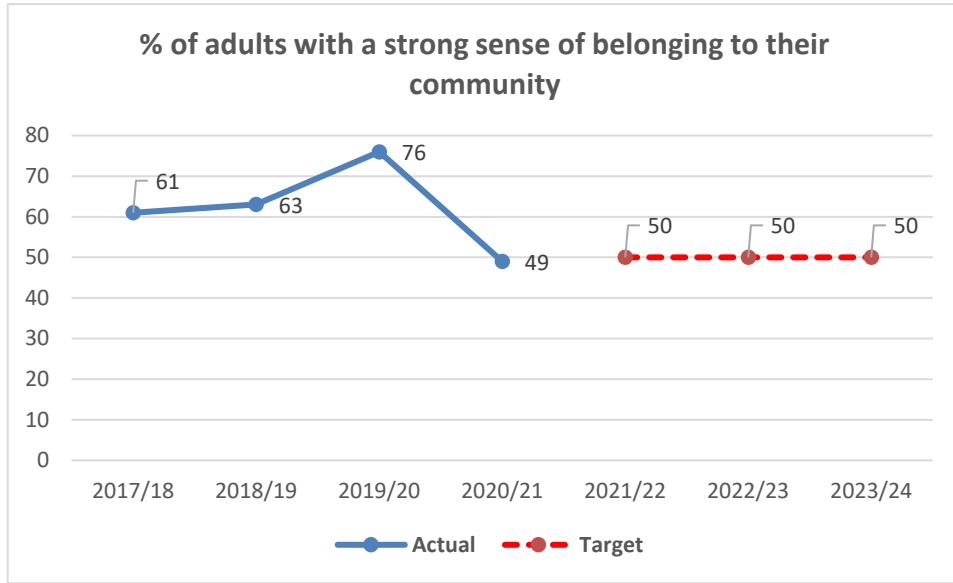
% Change in women's domestic abuse outcomes



Did your Community Payback Order help you to look at how to stop offending?

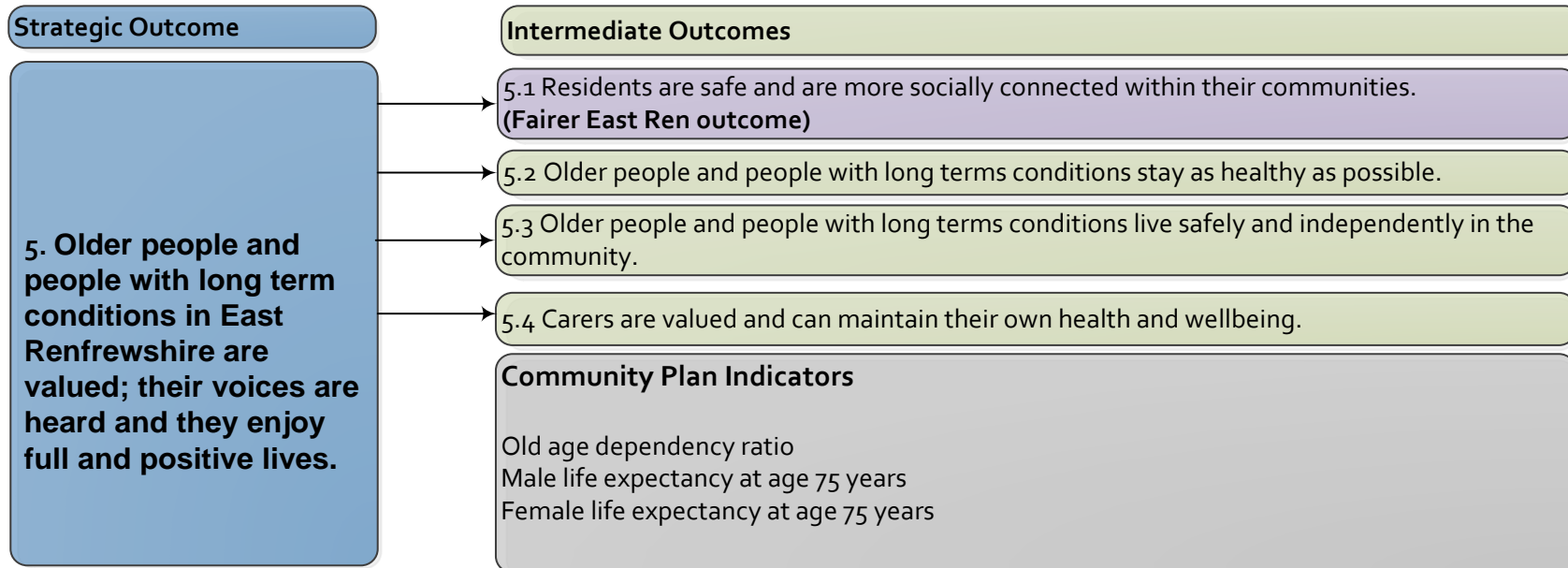


Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24



Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24

S5 SECTION 5
Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives





STRATEGIC OUTCOME 5

Older people and people with long term conditions

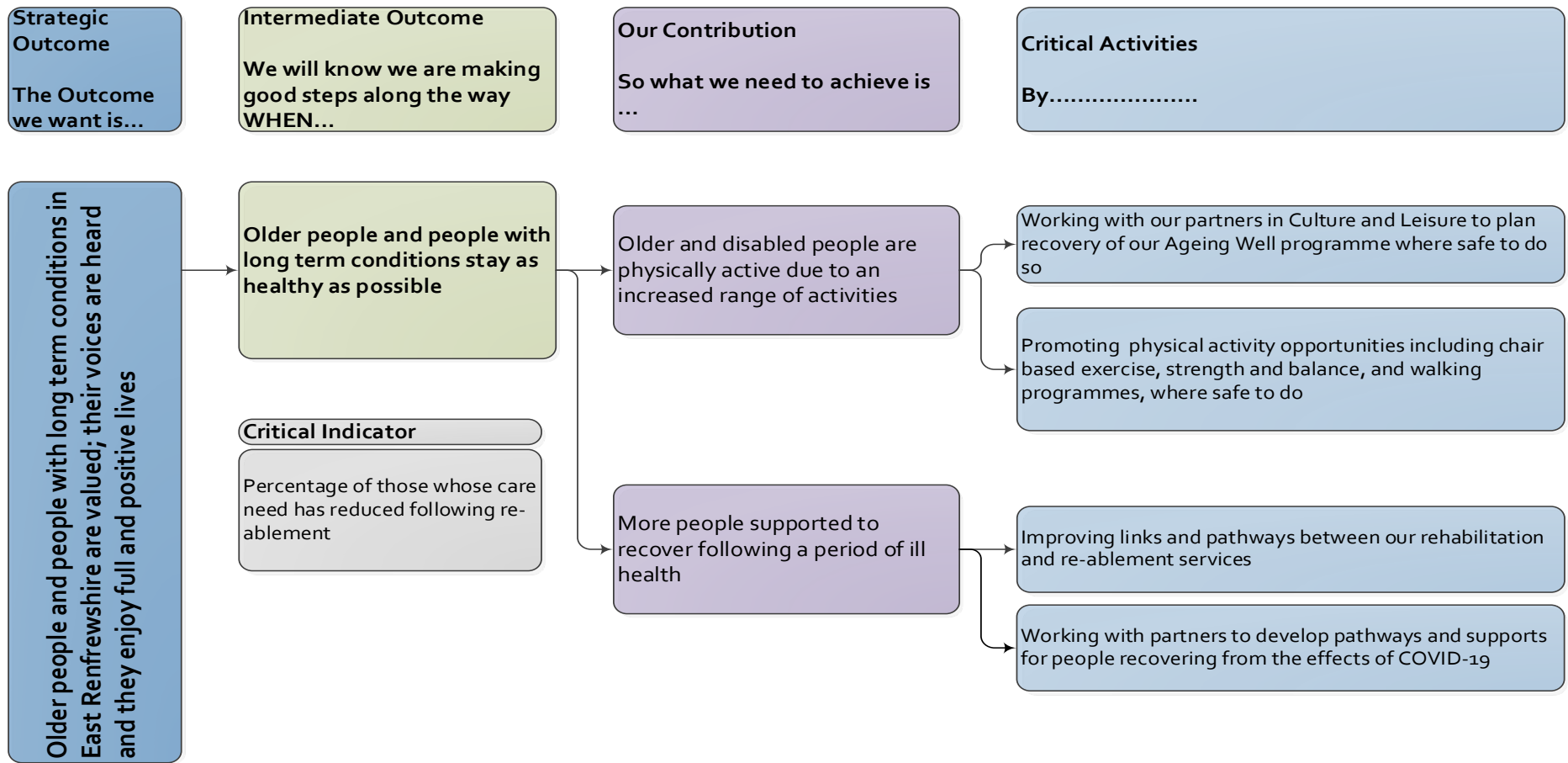
The Health and Social Care Partnership (HSCP) Interim Strategic Plan 2021-24 outlines our key strategic priorities to be taken forward during the pandemic recovery period including: supporting older people and people with long-term conditions to maintain their independence at home and in their local community; ensuring people's healthcare needs are met; ensuring carers are able to exercise choice and control; supporting mental health and wellbeing; and supporting individuals and communities to tackle health inequalities and improve life chances.

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, COVID-19 lockdown measures have meant that some people have become more isolated during the pandemic period and have 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. The pandemic has tested everyone's emotional resilience and we know that some individuals, families and communities have found the past few months really tough. During 2020-21 we want to see a continued focus on good mental wellbeing, and on ensuring that the right help and support is available whenever it is needed.

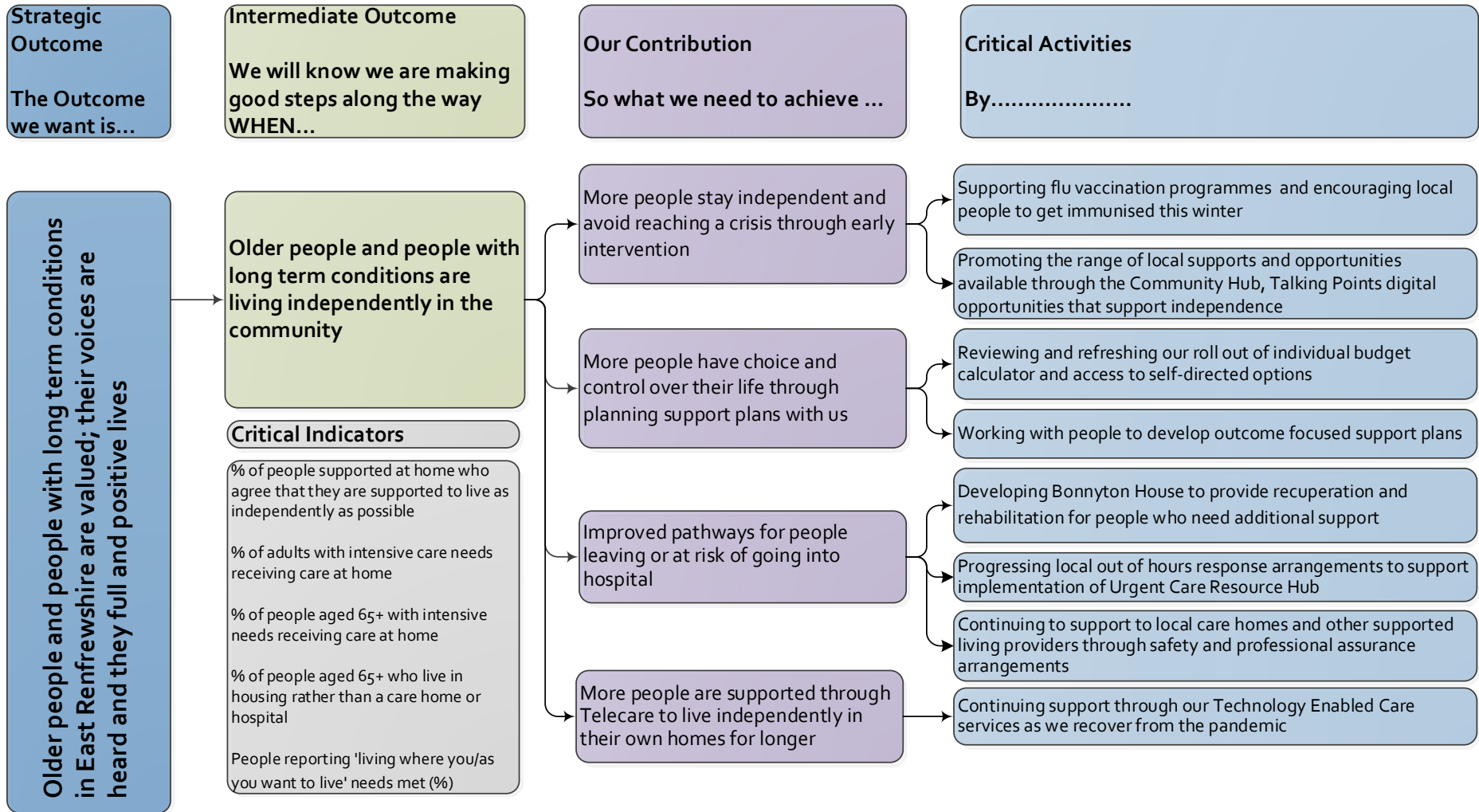
Our health and care services have been running throughout the pandemic with a focus on those in greatest need, people experiencing severe symptoms of the virus, and at those greatest risk of admission to hospital. Care at home supports were reduced or suspended only where there has been agreement with people and/or families that it was safe to do so. We continue to maintain regular telephone contact with people whose services were reduced (and where appropriate their families) restarting or increasing services as appropriate. 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 care home assurance calls and visit, with a team offering direct support to care home staff and managers. This work will continue for as long as it is needed and we are extending it to other providers who support people in their own homes.

Extending choice and control for people who require support is an important aspect of our recovery work. We will continue to review and embed our outcome-focused assessment tool and our new individual budget calculator and ensure that people who require support have as much choice and control as they wish in relation to their supports. We will work with our partner providers and in-house services to support them to develop their business/service plans to adapt to these new approaches. As we recover from the pandemic we will build on our strong local partnerships and social enterprise approach, encouraging innovation that supports people to live independently in the community and offers alternatives to residential care. We will make best use of technology and health monitoring systems to support independence and self-management. 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, blocking almost one million nuisance calls in the process.

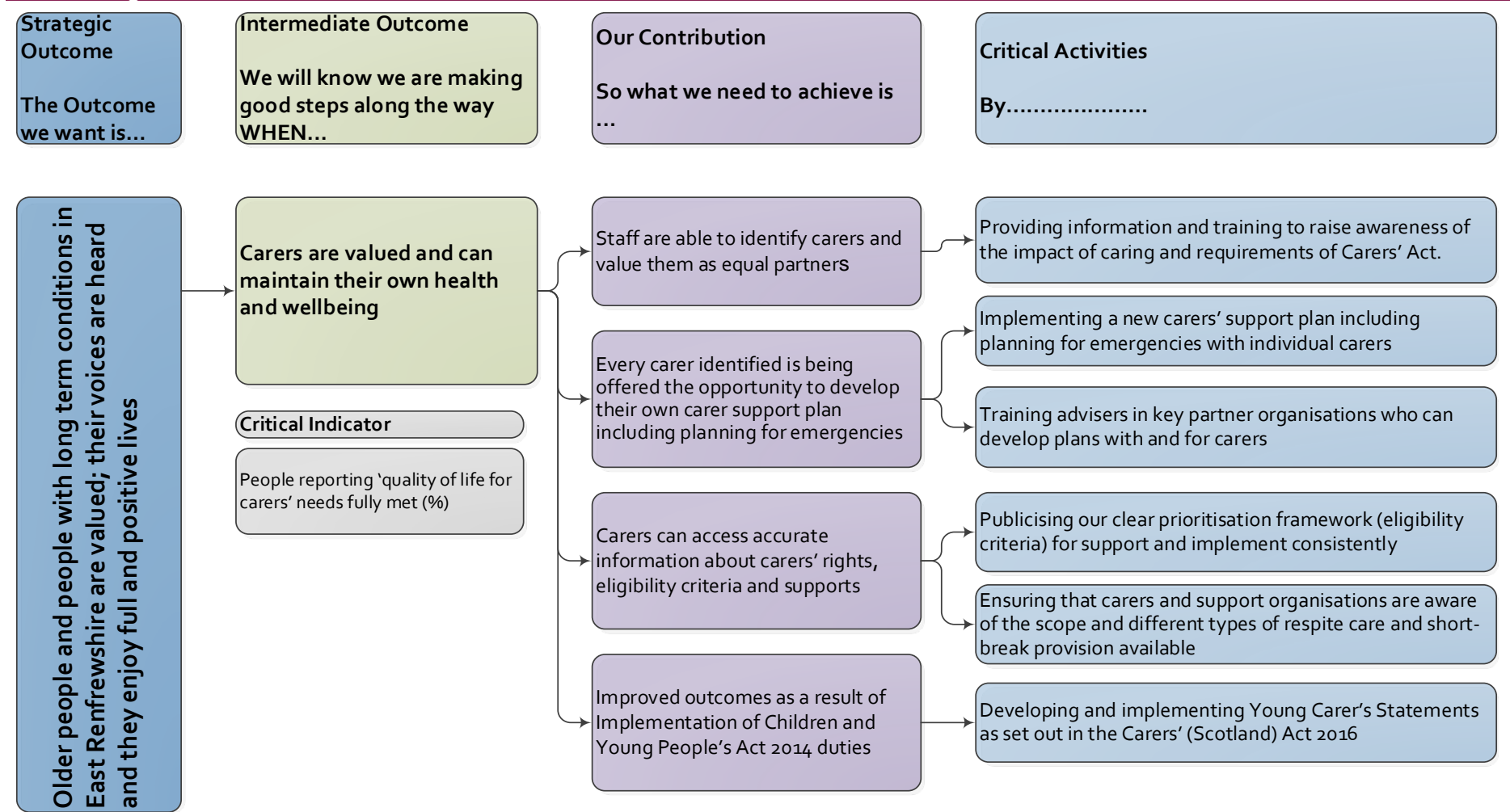
5.2 Older people and people with long term conditions stay as healthy as possible



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

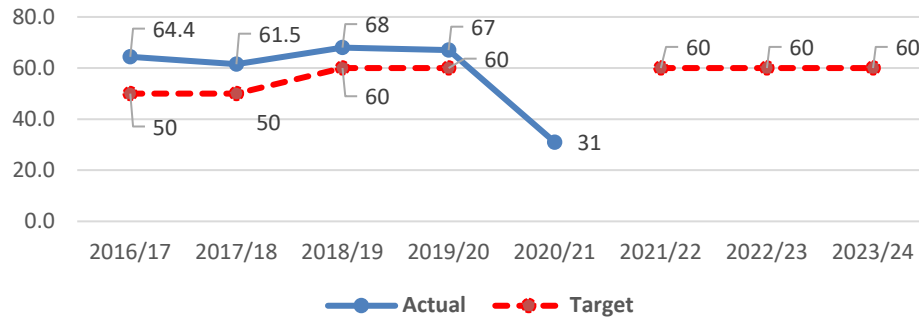


5.4 Carers are valued and can maintain their own health and wellbeing

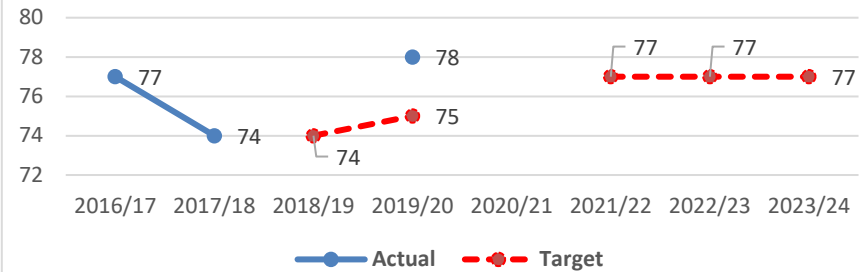


Outcome 5 indicators

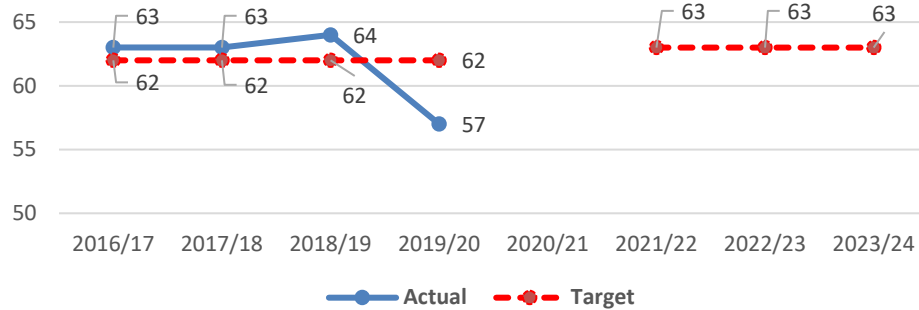
% of those whose care need has reduced following re-ablement



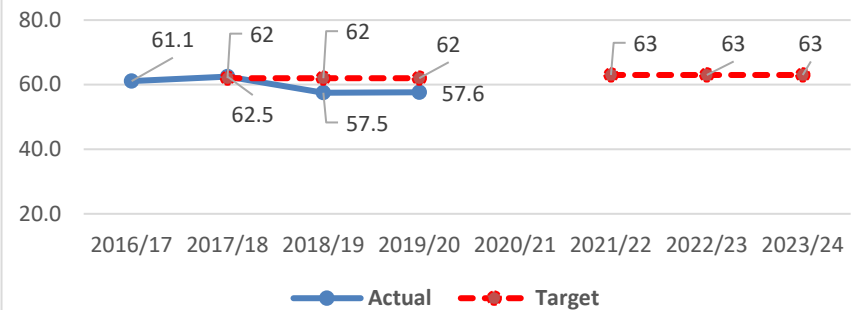
% of adults supported at home who agreed that they are supported to live as independently as possible



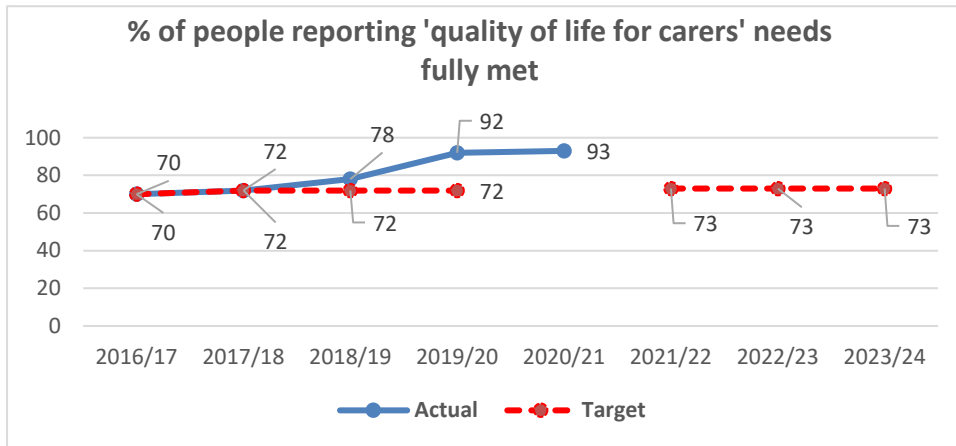
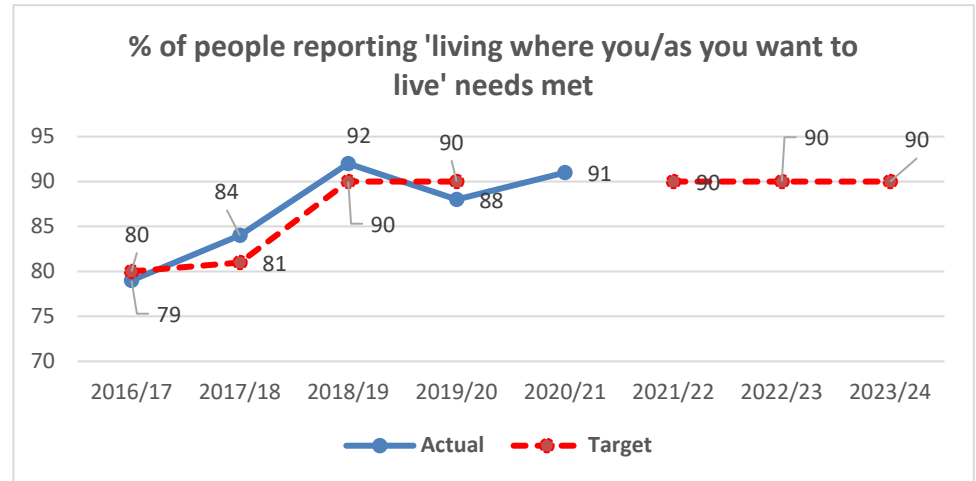
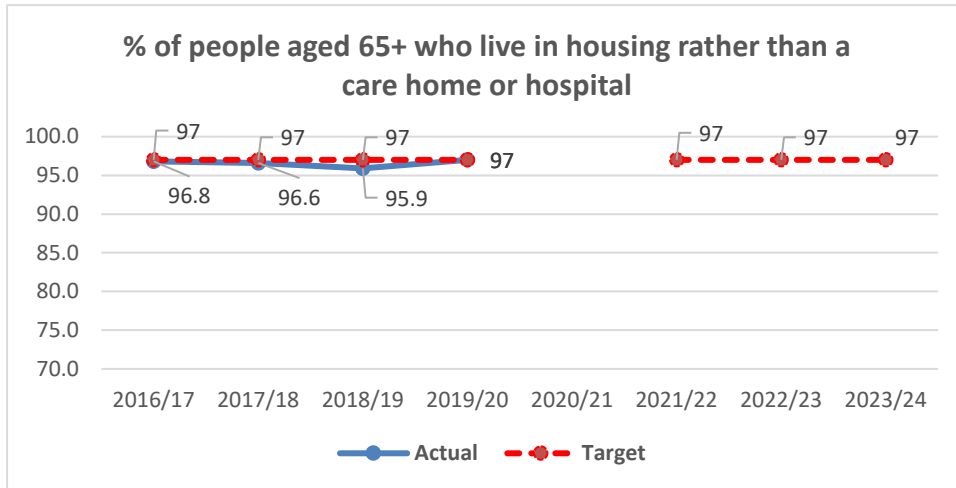
% of adults with intensive care needs receiving care at home



% of people aged 65+ with long term care needs receiving personal care at home (LGBF)

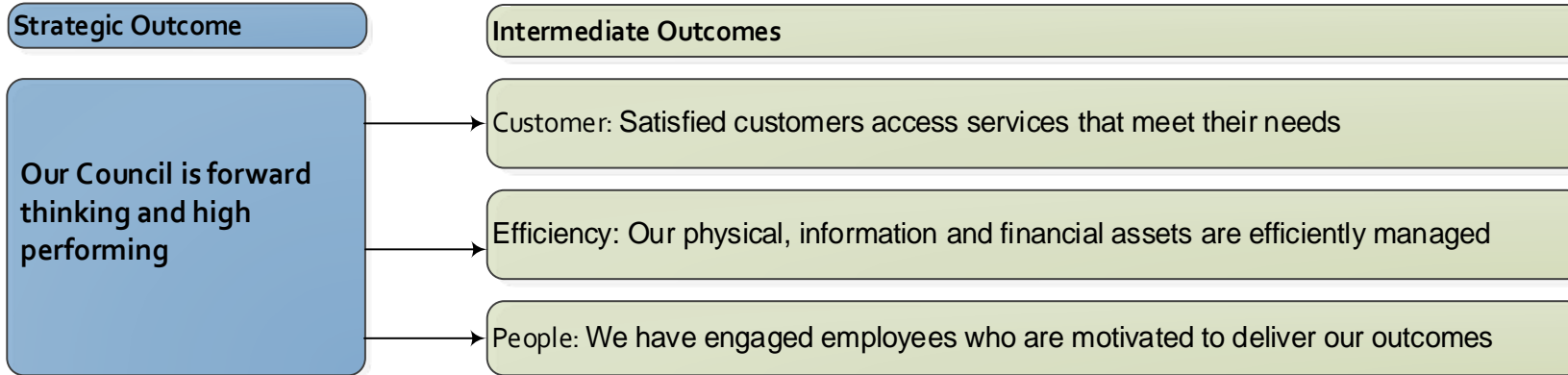


Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24



Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24

STRATEGIC OUTCOMES
Customer, Efficiency and People





CUSTOMER

Satisfied customers access services that meet their needs

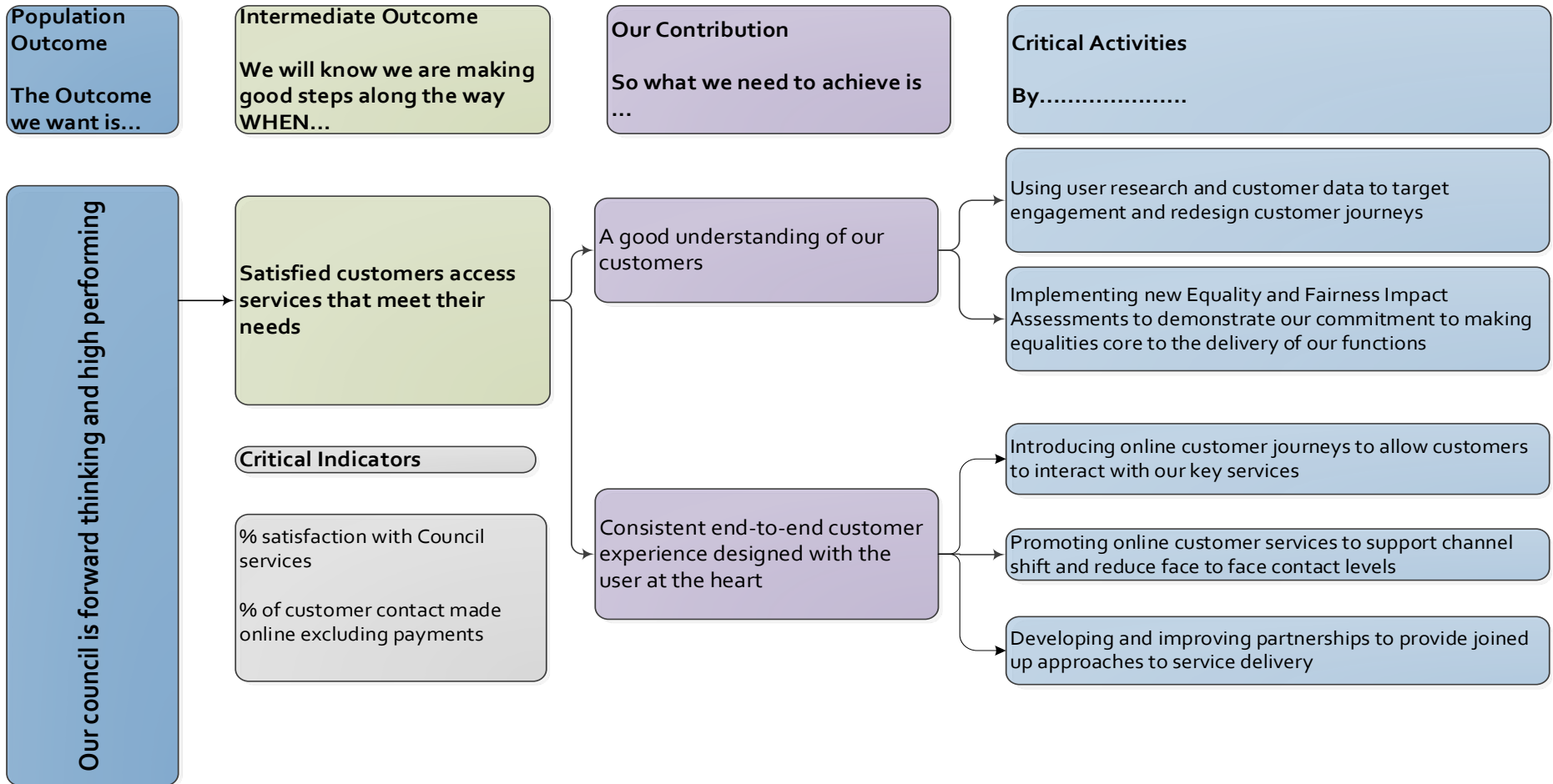
As a Council our vision is to provide a consistent, efficient end to end customer experience designed with the user at the heart. We are developing our approach and our key principles are to have:

- Well designed, customer focused, end-to-end digital processes
- Streamlined digital processes including booking, scheduling and payments
- Customer insight at the core of any action
- Customer expectations managed with provision of regular updates on progress
- Processes designed in an inclusive way, providing support for those who need it
- Embedded the Scottish Approach to Service Design
- A One council approach

We want to ensure that the services delivered are user friendly and meet the needs of both employees and customers. A high standard of customer experience will drive digital adoption, channel shift and improve perception. This will be achieved through user research and engagement with customers through various channels. 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 and those isolating. Our Customer First, Money Advice and Rights Services and Community Safety were at the forefront of customer enquiries and local responses to the national COVID-19 helpline. 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 digital transformation is a huge part of our drive for efficiency and to provide a better customer experience. Implementation of the new Customer Experience Management platform started with the successful launch of the new Council website in summer 2020. Phase 2 is now underway with a number of improved online forms already implemented. Although the timelines for this project have been impacted due to the impact of COVID-19 planned improvements to improve the customer journey continue to be introduced. 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 89% 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 and customer engagement. We also ensure complaints are responded to efficiently and effectively, and that we use this feedback to improve our services in the future. A revised complaints handling procedure was introduced from April to meet national requirements. Our focus will continue to be 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





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 the modernising, digital, and data capabilities. 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. This is however becoming harder to achieve year on year.

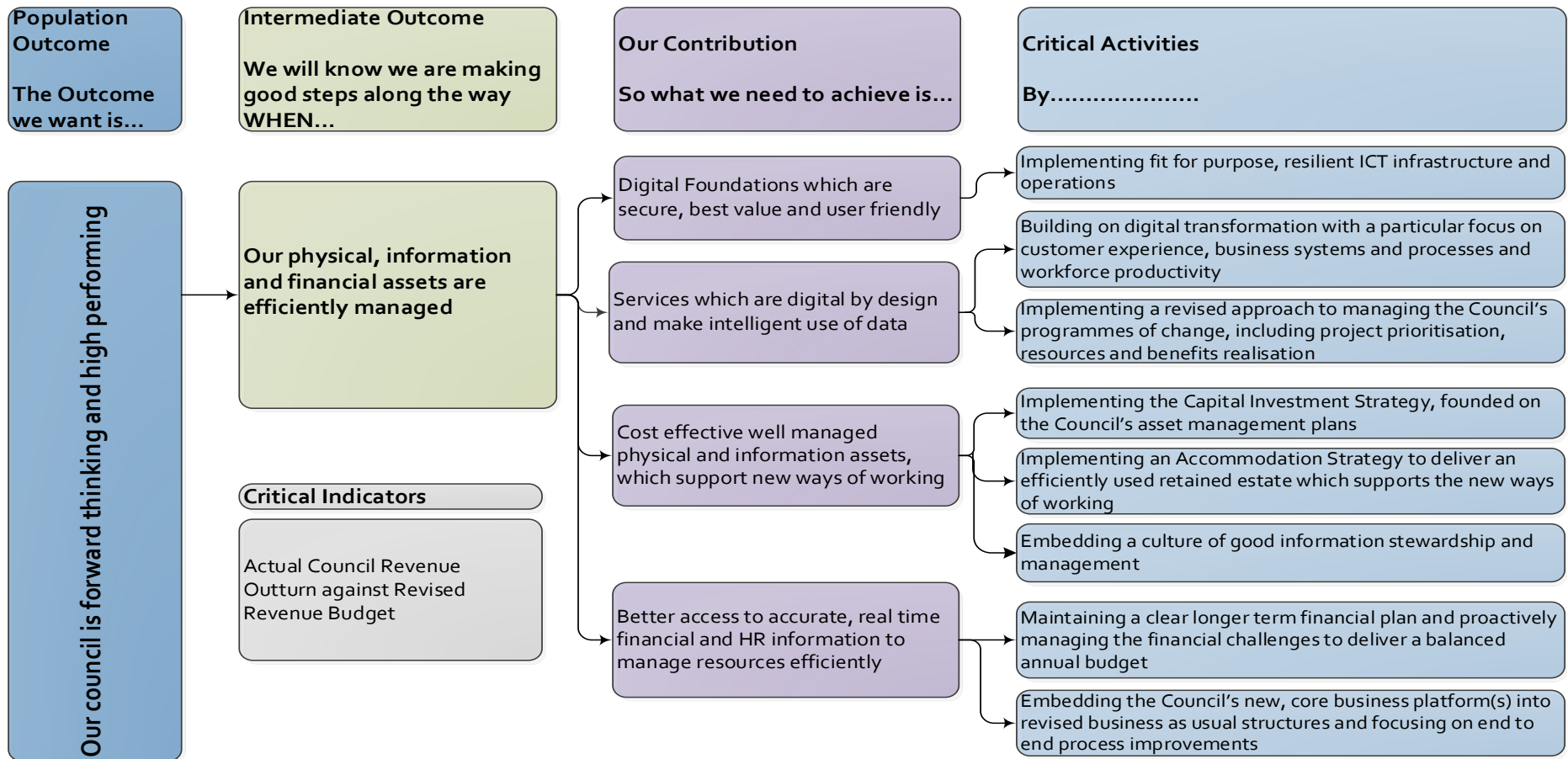
Each department within the Council, and the Health and Social Care Partnership, have a range of change projects that contribute to the delivery of the overall MAP programme. Much of the corporate change capacity over the last 2 years has been focused towards complex replacements of some of our most fundamental legacy ICT systems that touch every employee and every household in East Renfrewshire. There has also been substantial work on our Digital Customer Experience programme, including implementing a new website, and across the Council we have made substantial progress in delivering our digital transformation ambitions.

We expect our change programme to produce 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 our change programme has been reprioritised in the light of the pandemic and the challenging budget outlook. The pace and scale of change across the Council and HSCP remains significant. Prioritisation, resource management and good governance will be key to the next stages of our digital transformation journey, with a focus on customer experience, our business systems and processes and capitalising on the use of Office 365 capabilities to enhance the productivity of our workforce. This will be especially relevant as we recover from the pandemic and move forward into a phase of renewal. It is anticipated that key MAP areas for the next 3 years will include:

- Implementation of the new ICT Strategy and Customer Experience strategies.
- Maximising the benefits from the new Finance/Procurement, HR/Payroll and Council Tax/Benefits systems.
- Significant development of our HSCP infrastructure with replacement of its case management system; the analogue to digital telecare programme and a retendering of the Care at Home platform.
- Transformation of education infrastructure through the replacement of SEEMIS with two new systems with the migration of approximately 20,000 pupil records and files.
- Developing our Digital Planning processes as part of a national programme.
- Shifting the profile of how we work, looking at our office buildings, our workforce cultures and the technologies we use.
- Developing new approaches to data, insight, reporting and dashboarding.
- Reconfiguring the way we manage change to ensure robust programme governance, planning and benefits realisation is in place.

EFFICIENCY

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. During the last year COVID-19 has had a significant impact on our employees and our focus now is to continue our recovery and develop opportunities for renewal, building on what has worked well for us during the pandemic.

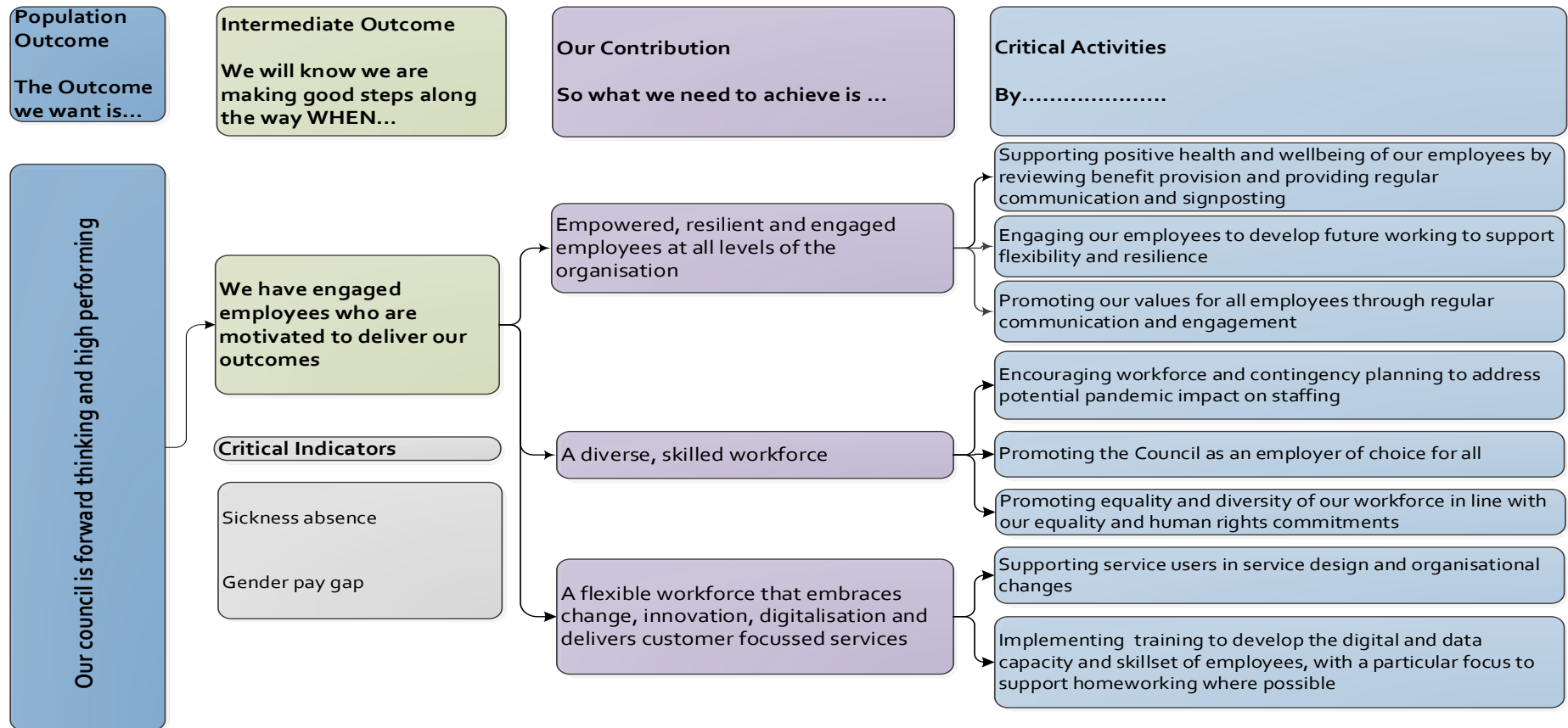
We are focused on developing our workforce planning arrangements, in particular our plans to make the most of technology. This will further enable us to provide a more efficient service to local residents and more effectively meet our outcomes for the local area. We are committed to supporting employees' 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. Our values underpin our behaviours within the organisation and these are promoted through regular communication and engagement. As we transition through the easing of restrictions we will continue to engage with employees and ensure that they are able to communicate their views on key issues affecting them. We are looking at new ways of working with the expectation that there will be an increase in remote working in ways that fit with the needs of our business. 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. We have successfully established Digital Champions across the council who now deliver training and coach employees in the use of M365 tools which improves the overall skillset within the council and helps deliver digital transformation. Service Design training has been successfully delivered and we are supporting employees to consolidate the learning and to build confidence and expertise in the tools and methods. A Service Design Network has also been set up to share learning, case studies and what tools are proving to be useful.

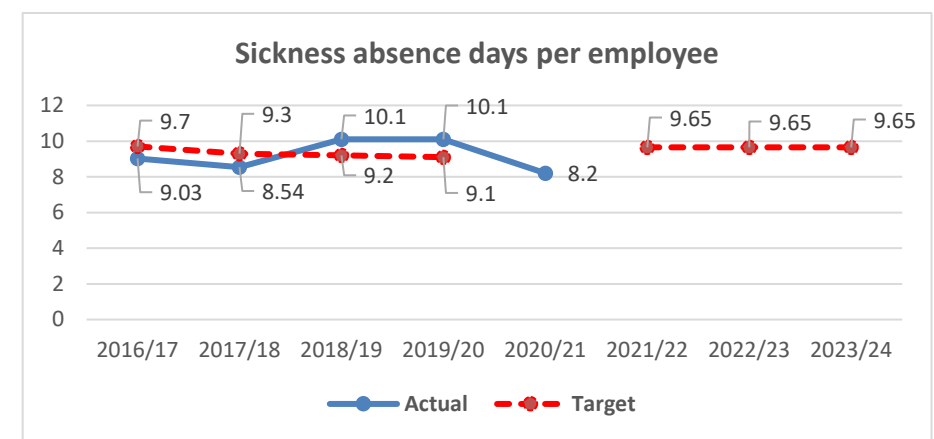
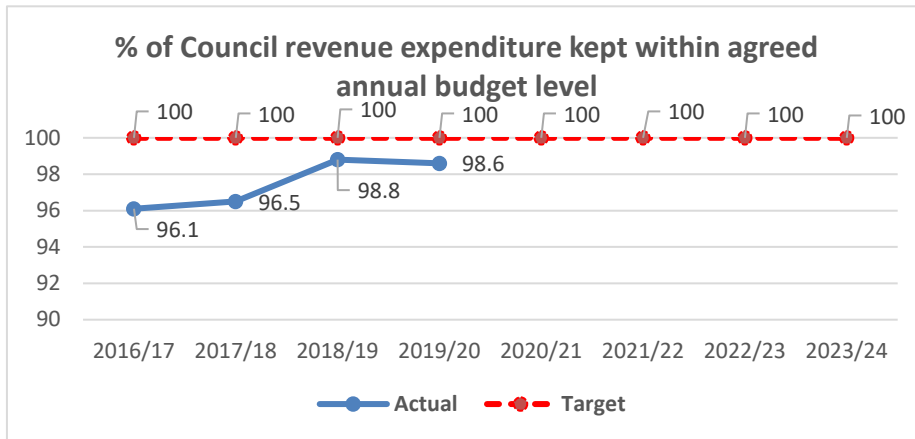
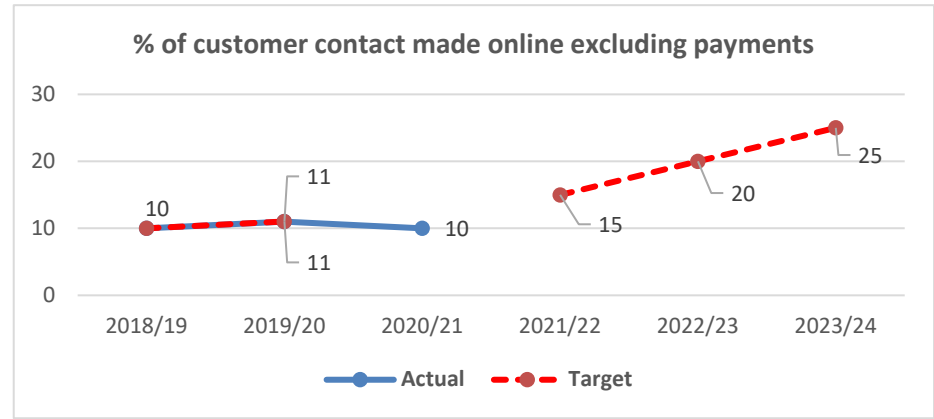
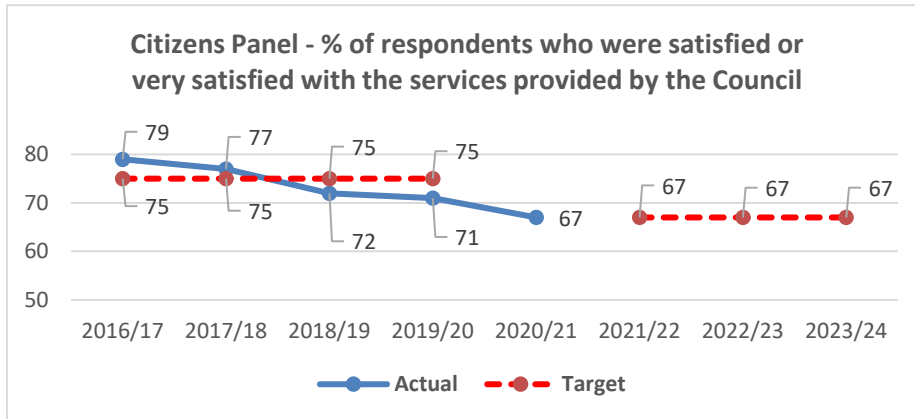
We value equality and the advancement of diversity and the Equality and Human Rights Mainstreaming report details the progressive actions and indicative measures of success that the Council is taking to achieve a diverse, skilled workforce. We wish to recognise, reward, and celebrate our employee's achievements and success. Our employee reward and recognition scheme and We Are East Ren awards continue to be well used. A virtual award ceremony was held last year and the format of the 2021 event will be kept under review. We are introducing an employee benefit scheme this year which will allow employees to receive discounts from local and national retailers, additional financial support will be introduced and a car salary sacrifice scheme. 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.

PEOPLE

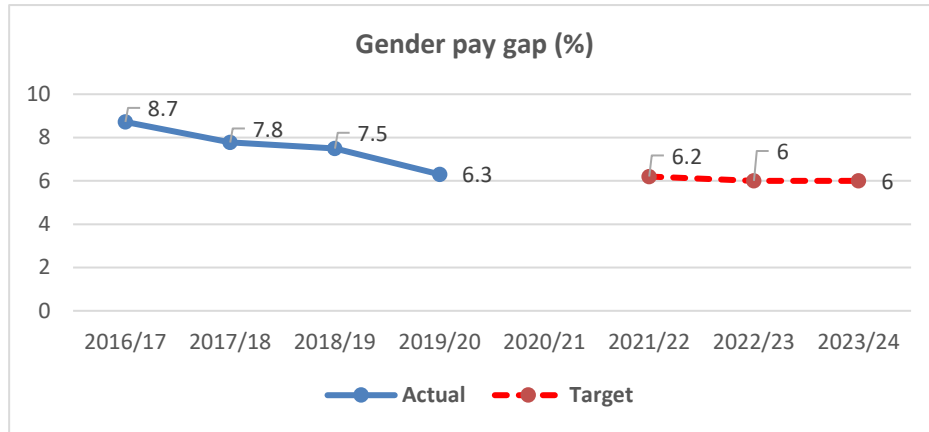
We have engaged employees who are motivated to deliver our outcomes



Customer, Efficiency and People indicators



Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24



Targets not set for 2020/21 due to COVID, 3 year targets set for ODP 2021-24

Our finances

| Department | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---|----------------|----------------|----------------|----------------|
| | APPROVED | APPROVED | INDICATIVE | INDICATIVE |
| | BUDGET* | BUDGET* | BUDGET* | BUDGET* |
| | £'000 | £'000 | £'000 | £'000 |
| Education | 148,812 | 152,519 | 150,796 | 150,427 |
| Contribution to Integration Joint Board | 51,919 | 54,319 | 54,319 | 54,319 |
| Environment | 26,269 | 26,258 | 24,189 | 22,773 |
| Corporate & Community - Community Resources | 12,876 | 12,436 | 11,882 | 11,521 |
| Chief Executive's Office | 55 | 65 | 67 | 71 |
| Joint Board | 2,358 | 2,359 | 2,358 | 2,358 |
| Miscellaneous Services | 2,605 | 2,775 | 2,747 | 2,026 |
| Capital Financing Costs | 8,863 | 8,863 | 9,890 | 12,953 |
| Total | 253,757 | 259,594 | 256,248 | 256,448 |
| Chief Executive - Central Support | 2,910 | 2,844 | 2,557 | 2,353 |
| Corporate & Community- Central Support | 10,150 | 10,543 | 9,772 | 9,288 |
| Environment - Central Support | 2,291 | 2,353 | 2,126 | 1,968 |
| | 15,351 | 15,740 | 14,455 | 13,609 |
| Capital - General Services | 31,936 | 41,286 | 63,386 | 58,918 |
| Capital - Housing Revenue Account | 7,262 | 18,499 | 27,313 | 14,457 |

**All budgets above excludes the impact of Covid-19*

Budgets

Budgets are constrained by available funding, comprising Scottish Government grants and Council Tax income. The Council's grant has only been confirmed for 2021/22. 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.

Education

The budgets listed above in respect of the Education Department include the management fee along with further support costs for the East Renfrewshire Culture & Leisure Trust.

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

Fairer East Ren is the Local Outcome Improvement Plan for East Renfrewshire Community Planning Partnership. It identifies how partners will work together to reduce socio-economic inequality and this is set out in a number of themed delivery plans. In early 2021, the partners reviewed these plans to consider the impact of COVID-19. The relevant thematic groups have considered the strategic and intermediate outcomes, progress indicators and critical activities from our previous plans and updated them accordingly for 2021-2022. The revised plans will be approved by the Community Planning Partnership Board in autumn. A further review will take place later in 2021 to develop the three year plans for 2022-2025. A set of the driver diagrams for Fairer East Ren (our LOIP) have been annexed (pages 64-68).

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. 2020/21 data for these indicators is not available at this time and will be reported at a later date.

Graphs

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

Target setting

Targets for the majority of indicators in the ODP have been set for the next 3 year period 2021-24 using 2019/20 and 2020/21 data to set new baselines. The Education Department is currently reviewing and developing new targets which will support schools to measure progress towards building back fairer and better, post Covid-19.

Outcomes on a Page- our outcomes and intermediate outcomes

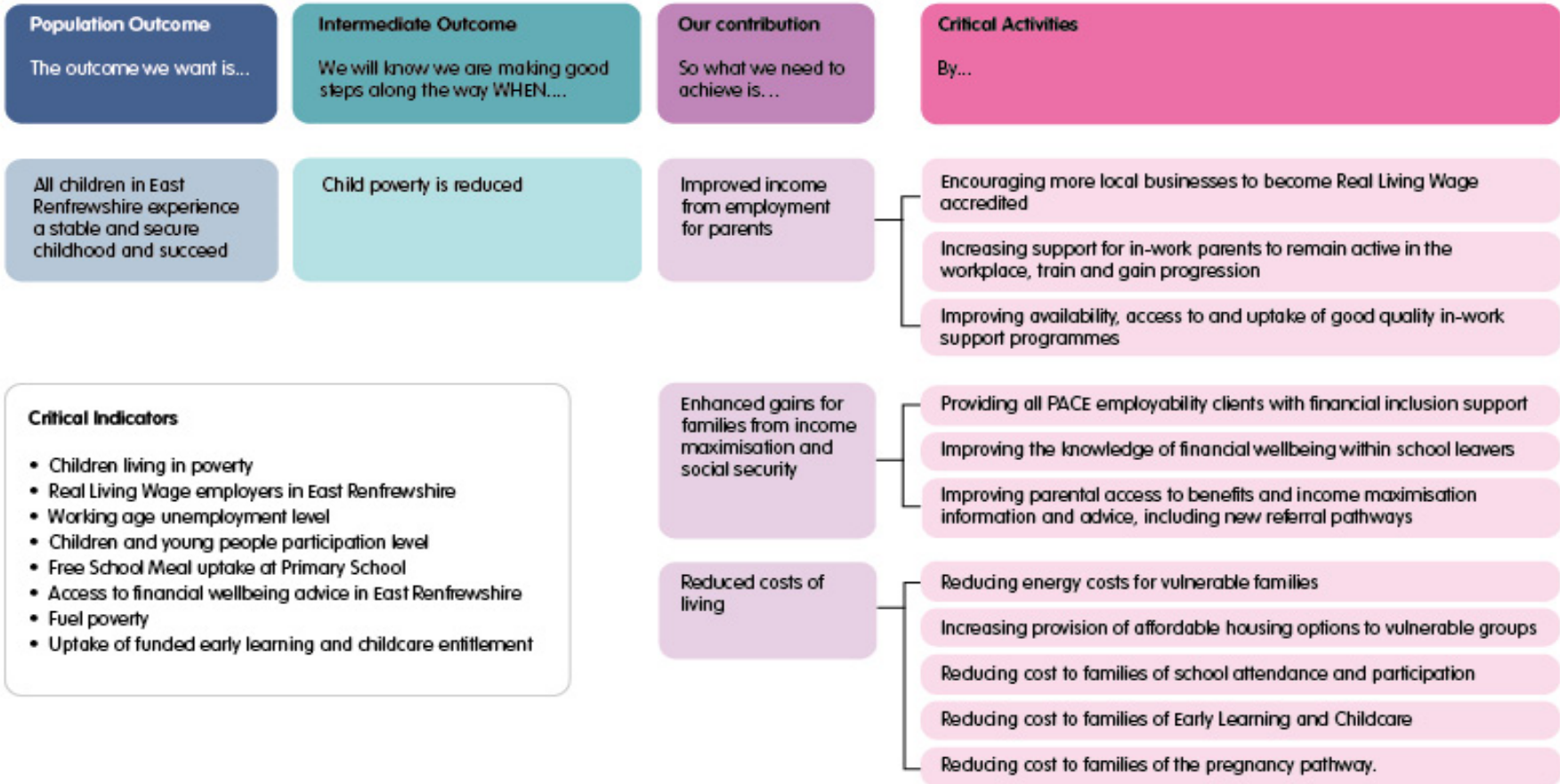
| Community Plan | | | | | |
|--|--|---|--|--|---|
| | 1- Childhood | 2 - Learning, life and Work | 3 - Economy and Environment | 4 - Safe, supportive communities | 5 - Older People and people with long term conditions |
| Community Plan Strategic Outcomes | All children in East Renfrewshire experience a stable and secure childhood and succeed. | East Renfrewshire residents are healthy and active and have the skills for learning, life and work. | East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses | East Renfrewshire residents are safe and live in supportive communities | Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives. |
| Intermediate Outcomes | 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 | 4.1- Residents' mental health and wellbeing is improved. | 5.1- Residents are safe and are more socially connected within their communities. |
| | 1.2- Parents provide a safe, healthy and nurturing environment for their families. 1.3- Children and young people are cared for, protected and their wellbeing is safeguarded | 2.2- Children and young people are healthy, active and included. 2.3- Children and young people raise their educational attainment and develop the skills they need. 2.4- Residents are as healthy and active as possible | 3.2- East Renfrewshire is a thriving place to invest and for businesses to grow 3.3- East Renfrewshire is an attractive place to live with a good physical environment 3.4- East Renfrewshire is a great place to visit 3.5- East Renfrewshire is environmentally sustainable | 4.2- Residents live in safe communities with low levels of crime and anti-social behaviour 4.3- Residents are protected from harm and abuse and public protection is safeguarded. 4.4- Residents live in communities that are strong, self-sufficient and resilient 4.5- Residents are protected from drug and alcohol related harm | 5.2- Older people and people with long terms conditions stay as healthy as possible 5.3- Older people and people with long terms conditions live safely and independently in the community 5.4- Carers are valued and can maintain their own health and wellbeing |

| Outcome Delivery Plan |
|--|
| Customer, Efficiency , People |
| Our council is forward thinking and high performing |
| Customer: Satisfied customers access services that meet their needs |
| Efficiency: Our physical, information and financial assets are efficiently managed |
| People: We have engaged employees who are motivated to deliver our outcomes |

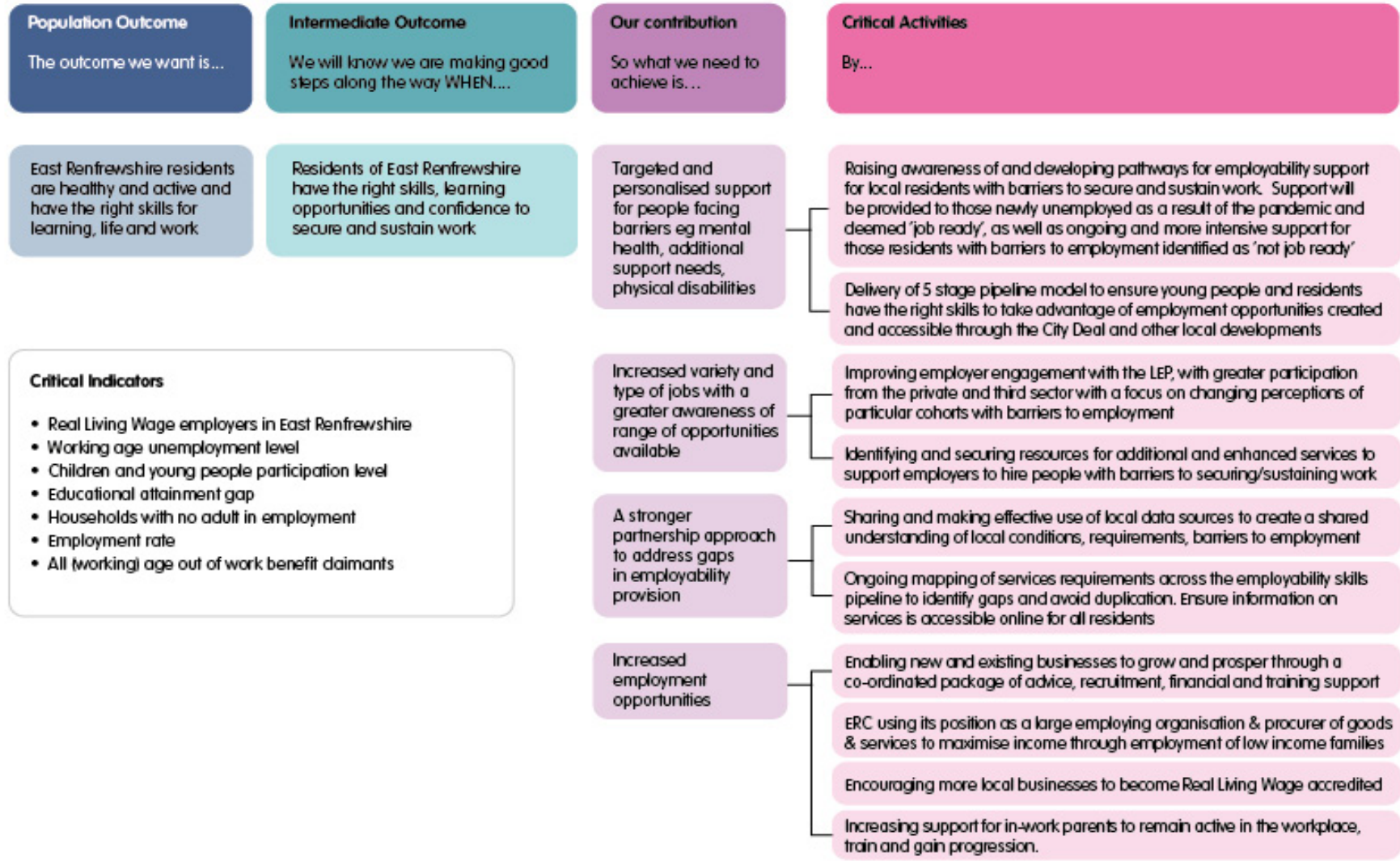
Fairer East Ren Plans (our LOIP) -

These plans have been revised for 2021-22 and will be approved by the Community Planning Partnership Board in the autumn

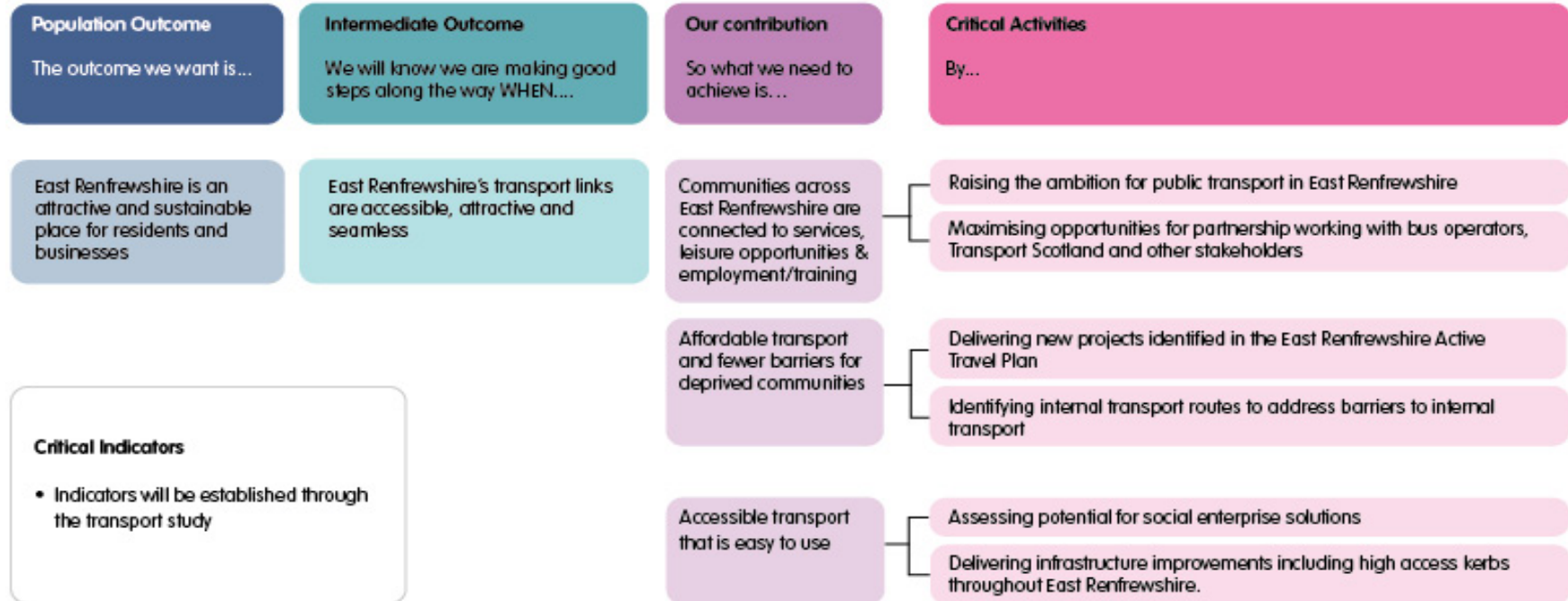
1.1 Child poverty in East Renfrewshire is reduced

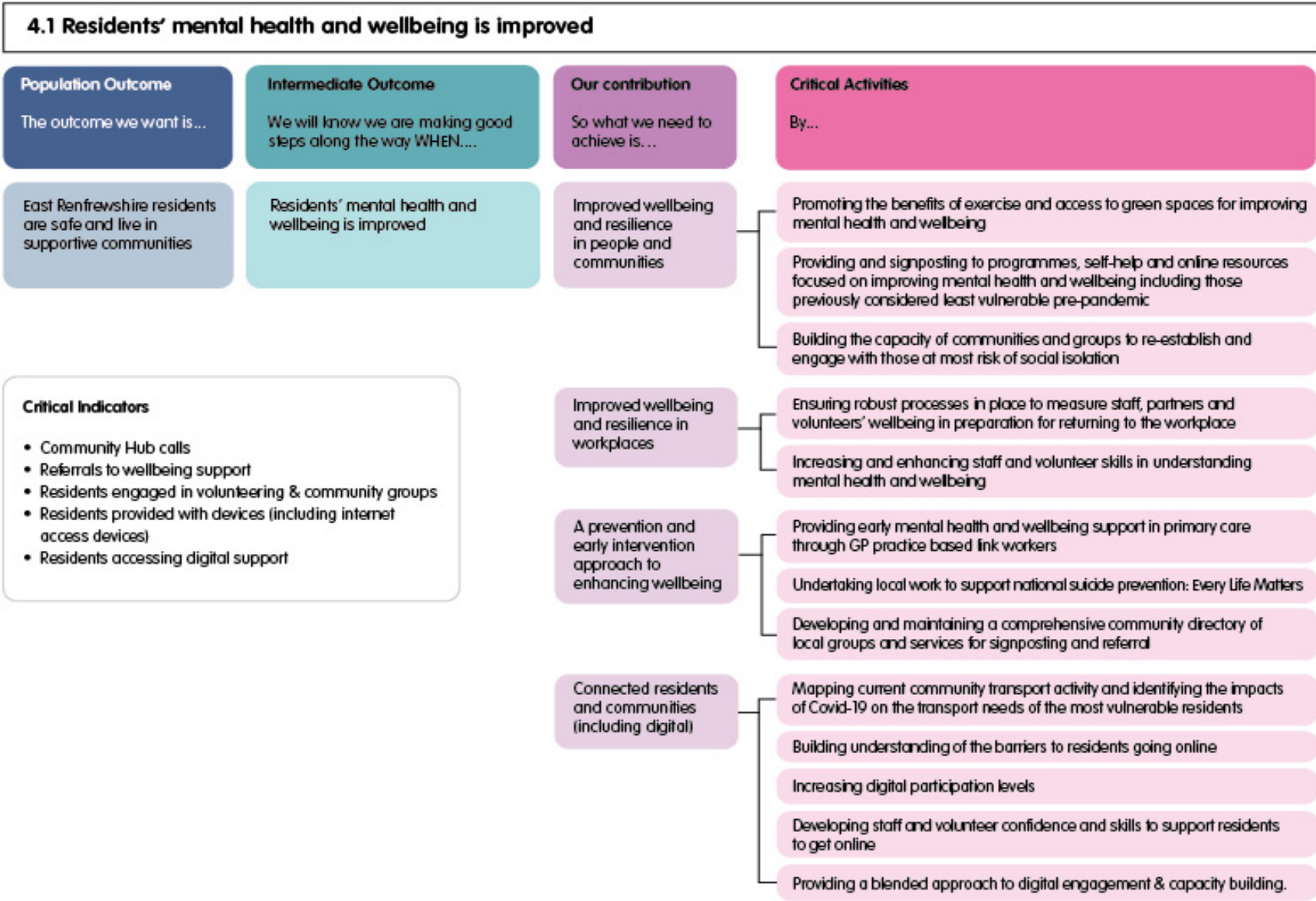


2.1 Residents of East Renfrewshire have the right skills, learning opportunities and confidence to secure and sustain work

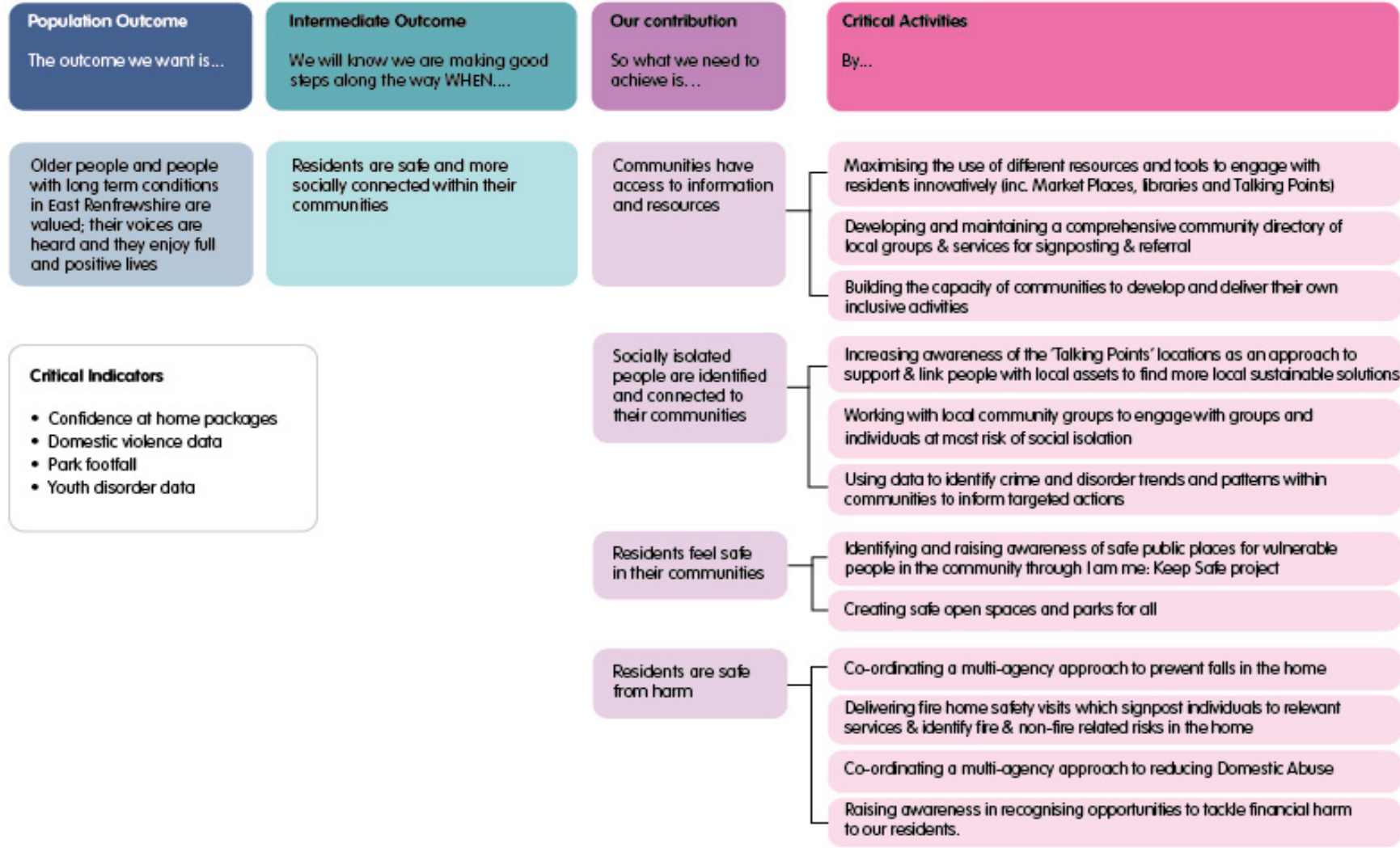


3.1 East Renfrewshire's transport links are accessible, attractive and seamless





5.1 Residents are safe and more socially connected within their communities



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

| | | |
|---|---|--|
| <p>5. We grow up loved, safe and respected so that we realise our full potential.</p> | <p>→ 1. All children in East Renfrewshire experience a stable and secure childhood and succeed.</p> | <p>→ - Child poverty in East Renfrewshire is reduced. <i>(Fairer East Ren)</i> - Parents provide a safe, healthy and nurturing environment for their families. - Children and young people are cared for, protected and their wellbeing is safeguarded.</p> |
| <p>6. We are well educated, skilled and able to contribute to society. 8. We are healthy and active.</p> | <p>→ 2. East Renfrewshire residents are fit and healthy and have the skills for learning, life and work.</p> | <p>→ - Residents have the right skills, learning opportunities and confidence to secure and sustain work. <i>(Fairer East Ren)</i> - Children and young people are healthy, active and included. - Children and young people raise their educational attainment and achievement and develop the skills they need. - Residents are as healthy and active as possible.</p> |
| <p>3. We tackle poverty by sharing opportunities, wealth and power more equally.</p> | | |
| <p>1. We have a globally competitive, entrepreneurial, inclusive and sustainable economy. 7. We have thriving and innovative businesses, with quality jobs and fair work for everyone. 9. We value, enjoy, protect and enhance our environment. 10. We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.</p> | <p>→ 3. East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.</p> | <p>→ CROSS CUTTING OUTCOME INTEGRATED WITHIN ALL OUR LOCAL OUTCOMES - East Renfrewshire's transport links are accessible, attractive and seamless. <i>(Fairer East Ren)</i> - East Renfrewshire is a thriving place to invest and for businesses to grow. - East Renfrewshire is an attractive place to live with a good physical environment. - East Renfrewshire is a great place to visit. - East Renfrewshire is environmentally sustainable.</p> |
| <p>4. We live in communities that are inclusive, empowered, resilient and safe. 11. We respect, protect and fulfill human rights and live free from discrimination.</p> | <p>→ 4. East Renfrewshire residents are safe and live in supportive communities.</p> | <p>→ - Residents' mental health and wellbeing is improved. <i>(Fairer East Ren)</i> - Residents are safe and are more socially connected within their communities. <i>(Fairer East Ren)</i> - Residents live in safe communities with low levels of crime and anti-social behavior. - Residents are protected from harm and abuse and public protection is safeguarded. - Residents live in communities that are strong, self-sufficient and resilient. - Residents are protected from drug and alcohol related harm.</p> |
| <p>8. We are healthy and active.</p> | <p>→ 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</p> | <p>→ - Residents are safe and are more socially connected within their communities. <i>(Fairer East Ren)</i> - Older people and people with long terms conditions stay as healthy as possible. - Older people and people with long terms conditions live safely and independently in the community. - Carers are valued and can maintain their own health and wellbeing.</p> |
| <p>2. We are open, connected and make a positive contribution (internationally).</p> | <p>→ Strategic outcomes- Customer, Efficiency and People</p> | |

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



PREVENTION



EMPOWERING COMMUNITIES



DATA



MODERNISATION



DIGITAL

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



Ambition



Kindness



Trust



East Renfrewshire Council Outcome Delivery Plan 2021 – 2024

