

EAST RENFREWSHIRE COUNCIL28 JUNE 2023Report by Chief ExecutiveVISION FOR THE FUTURE**PURPOSE OF REPORT**

1. This paper gives an update on progress to develop the Council's long-term strategic, "Vision for the Future"; seeks approval to move to the next stage focussing on three key themes; and outlines the next steps in the journey.

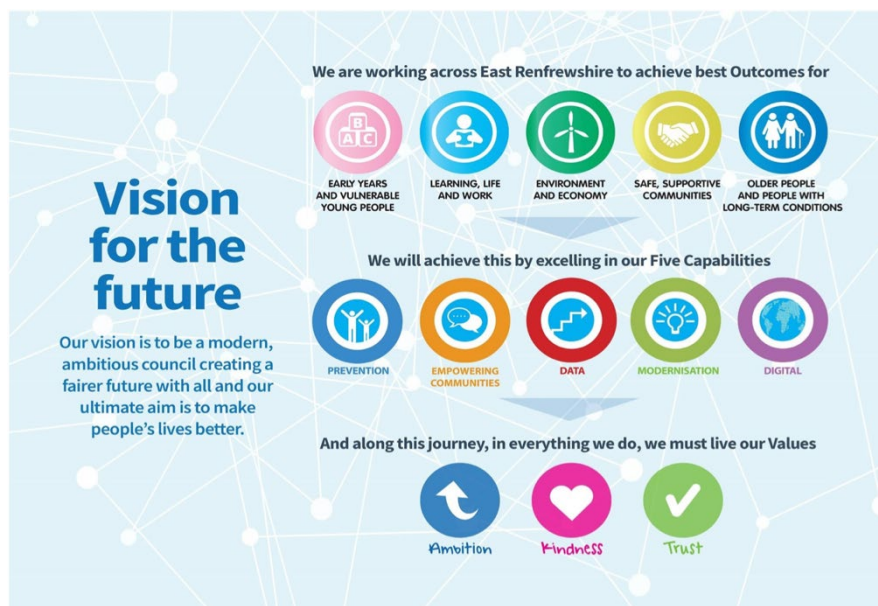
RECOMMENDATIONS

2. Council is asked to:
 - (a) Note the engagement to date, and that three themes are emerging to drive the focus of Vision for the Future: "Children & Young People"; "Communities & Place"; and "Promoting Wellbeing & Supporting the Vulnerable".
 - (b) Agree further work is done to develop these themes into three clearly defined high-level objectives;
 - (c) Agree, in-principle, the outline timeline set out in paragraph 22; and
 - (d) Agree that East Renfrewshire Council moves from five capabilities to three: Prevention, Empowering Communities, and Digital Change as set out in paragraph 9.

BACKGROUNDCurrent Strategic Planning Framework

3. The Council's first "Vision for the Future" document was published in September 2015, providing a 10-year forward direction for the organisation. The document has undergone changes over time to take account of:
 - changing socio-economic demographics and anticipated future trends for the local area through our "Planning for the Future" analysis;
 - a broad assessment of the political, economic, social, technological, legal, environmental (PESTLE) trends that impact East Renfrewshire, as well as a self-evaluation of the Council's strengths, weaknesses, opportunities, and threats (SWOT);
 - Residents' priorities, as identified through the Citizens Panel and other engagement activities;
 - future financial planning scenarios, acknowledging that finance has been and remains one of the most significant areas of uncertainty.

4. Council approved an updated 'Vision for the Future' in February 2020. This set out the long-term ambitions for the work of East Renfrewshire Council and provided a platform and context to deliver our Community Plan, Local Outcome Improvement Plan (LOIP: Fairer) and the wider inter-connected family of strategies that guide the work of Council and partners. In 2020, it was agreed to begin an ongoing dialogue on the long-term ambitions for the work of East Renfrewshire Council over the next 10 years and beyond. The aim was to develop this vision over time, in conversation with a range of stakeholders and in tandem with important processes such as Local Development Planning and wider City Region work, with a particular initial focus on the themes of the environment/climate change and building communities. Clearly the onset of the pandemic significantly disrupted this work in recent years and a status update was given to Council in March 2022.
5. The Council and Community Planning Partnership have always had a strong "golden thread" running through their plans and strategies. For the Council this can be seen, in part, through the "strategy on a page" shown below with 5 Outcomes, 5 Organisational Capabilities, and Three Values.



6. Our family of key strategies and plans are underpinned by a common socio-economic analysis, informed by the Council's [Planning for the Future](#) document which sets out key population statistics and projections.
7. All statutory strategies and plans and the Council's [Outcome Delivery Plan](#) (the Council's contribution to the Community Plan) link to the five high-level community planning outcomes and we use driver-diagrams to set out Council and partner activities that will contribute to achieving our five outcomes. The driver diagrams set out the key SMART (Specific, Measurable, Achievable, Relevant, Timebound) success measures that are used to track performance at mid and end-year. This framework is also used in Council service planning which in turns feeds into staff annual quality conversations, completing the "golden thread".

Capabilities

8. As well as the five community outcomes, the Council's Outcome Delivery Plan has an additional focus on Customers, Efficiency (Finance and Transformation) and People

(staff). These elements are more focussed on how the organisation operates and serves its customers. This is where the Council's capabilities and values sit within the strategic planning framework.

9. The Council's five capabilities have informed our thinking around transformation and remain as relevant as ever. However, it has become clear the Data, Modernisation and Digital, capabilities overlap considerably. In addition, there is a recognition that the organisation needs to be able to embed digital changes into its business processes if it is going to become more efficient whilst remaining financially constrained. It is therefore proposed that Data, Modernisation, and Digital be combined into a single 'Digital Change' capability. This would make the three Capabilities: Prevention, Empowering Communities, and Digital Change. This change can be made now, while the broader strategic framework evolves.

Values

10. Staff were involved in identifying the Council's values of Ambition, Kindness, and Trust in late 2018 and our current values were formally adopted in early 2019. At this time there is no desire to alter them as the consensus is that they have served the organisation very well and were on display throughout the pandemic and through the ongoing recovery period.

POST-PANDEMIC RETURN TO LONG-TERM STRATEGIC PLANNING

11. The pandemic forced the organisation and our partners into response mode, to deal with rapidly changing situations and challenges. While the negative long-term impacts of the pandemic remain with us, over the past year, there has been a strong desire to get back to a more strategic, long-term, approach to improving East Renfrewshire and the lives of our residents. The immediate strategic focus of 2022 was to set a budget in an extremely challenging financial climate, but in 2023 we have been able to turn our attention to what the community, Council and partners want East Renfrewshire to look like in the next 10 to 15 years.
12. The table below highlights the engagement work that has been undertaken with key stakeholders in recent months to better understand needs, priorities, and ambitions for the area.

Elected Members	ERC Staff	Community Planning Partners	Community Engagement & Research
2 Budget Strategy Group Sessions (March & June 2023)	5 Sessions / discussions (March to June 23) included: CMT, Leadership Group, Education Staff, Chief Executive's Office Staff Business Operations & Partnerships Managers	2 Sessions (Oct 22 & May 23) including: Police, Fire, NHS, Voluntary Action, Scottish Enterprise, Skills Development Scotland, Colleges.	Budget Engagement Citizens Panel Local Action Plans Covid Impact Research & Cost of Living Analysis Children & Young People's Plan Pupil Councils Equalities Network

13. In addition to the engagement and research above there is also engagement underway in relation to the Local Housing Strategy, the Local Transport Strategy and the Council's "Get to Zero" Strategy, which will help inform Vision for the Future.

EMERGING THEMES

14. Three key themes have consistently emerged across all stakeholders:
 - Children & Young People
 - Communities & Place
 - Promoting Wellbeing & Supporting the Vulnerable

Children & Young People

15. There is a desire to maintain East Renfrewshire's excellent educational standards and to close the poverty related attainment gap. We want our young people to thrive, have equal access to high quality opportunities, experiences, and outcomes – at school, in the community and at home. There is also a strong desire to improve young people's mental health and wellbeing and to proactively reduce risk taking behaviours (inc. drugs, alcohol, weapons carrying and early sexual activity) that will negatively impact their lives and those of others.

Communities & Place

16. Everyone we spoke with wants East Renfrewshire's towns and villages to thrive and for each place to have its own identity and to be environmentally and socially sustainable. The importance of cherishing our green spaces and enabling better public and active transport connections within and between our communities also came through strongly. People want a vibrant local economy that meets the needs of the area, including a high-quality evening and retail offering. People want high quality housing and there is a strong desire to build affordable housing so that young people can stay in the area rather than move out and return later in life.

Wellbeing & Vulnerable

17. Feedback has also been clear that well-being is important - people living physically and mentally healthy lives. We want strong social connections between people and communities to promote tolerance, inclusiveness, support one-another and foster well-being. There is a clear desire to close the outcomes gap between communities (e.g. employment, life expectancy etc.) and to find ways for services to return to preventative work. It is recognised that this is an extremely challenging ambition given the reality of the current fiscal climate, but this is a key lynchpin of the [Christie Commission](#).

NEXT STEPS & CONSIDERATIONS

18. Despite the huge financial and societal challenges facing public services, working together with our statutory and community partners, we can attract, utilise, and deploy significant resources, albeit over the long term. Taking a long-term approach has proven successful for East Renfrewshire in the past, such as our approach to Education, integrated health and social care, the physical regeneration of Barrhead, reductions in teenage pregnancy rates, and through outcome-focused planning approaches with partners.

19. For such approaches to deliver long-term, they require:
- a. a long-term horizon – at least a decade;
 - b. a clear vision and level of ambition that enjoys cross-party, community and partner support that is stable and consistent; and
 - c. a flexible delivery model which can adjust to changing circumstances while remaining true to the vision and ambition set out in the plan.
20. It is proposed that we use the three emerging themes (Children & Young People; Communities & Place; and Promoting Wellbeing & Support the Vulnerable) as the key foundations of Vision for the Future that will provide a long-term strategic focus for East Renfrewshire, the Community Planning Partnership and the Council. The next stage would see the focus and wording of each of these 3 areas sharpen. This would build clarity to allow them to sit at the top of our strategic planning framework, underpinned by specific outcomes, activities, key projects and specific success measures.
21. In developing East Renfrewshire’s three long-term and high-level objectives, we need to be mindful of the need for:
- unequivocal cross-party, partnership and community support for the ambitions within Vision for the Future;
 - ambitious and meaningful objectives which are specific to East Renfrewshire and can be easily understood by key stakeholders and local residents;
 - realistic expectations – recognising that the issues that we are seeking to address are often subject to local, regional, national, and global (macro and micro) factors that we have limited influence over and which can fundamentally constrain our ability to deliver everything that we would like to;
 - genuine partnership “muscle”, the objectives should be broad enough to require partnership working to achieve (i.e., not just be Council service delivery); and
 - clarity of what success would look like - a high-level, small, suite of high-quality measures that are relevant and can demonstrate the progress we are making towards meeting our ambitions.
22. The table below sets out a high-level timeline for moving from the three broad themes above to a clear, ambitious, long-term strategic planning framework that has core key success measures by the end of 2024. Each phase would culminate in Council and, where required, Community Planning Partnership approvals.

Autumn 2023	End of 2023	Spring 2024	Autumn 2024
Onboard new Chief Executive	Agree Outcomes - <i>Council & CPP approval required.</i>	Year One Plan Updated Driver Diagrams (How we deliver objectives)	10/15-year ambition – building a more detailed picture of Vision for the Future and what ER will look like in 10-15 years through a range of media.
Conclude Initial Engagement	Explore Expert Panel & Place/Engagement Tools	Key Year One Projects	3-year plan + measures Council & CPP approval
Agree Objectives – <i>Council & CPP approval required.</i>	Assess what ERC need to change	Key Success Measures	

Start Outcome Review	about how it works to deliver objectives.	Community Conference Agree CPP Structure <i>Council & CPP approval required for the plan, diagrams, measures & structure.</i>	Update Outcome Delivery Plan, inc. key transformation + org capabilities plan + measures – <i>Council approval</i> Community-Led Locality Plans (Statutory for LOIP) Implement new CPP Arrangements
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CONCLUSION

23. 'Vision for the Future' is intended to be a living document which will be regularly updated. It is a direction of travel rather than a detailed strategy. The Council doesn't claim to have all the answers and we genuinely want to hear ideas about how we can best work together to improve the lives of people across East Renfrewshire over the next 10-15 years. There are a range of powerful, interesting, and challenging themes emerging from our early conversations and our goal is to continue that dialogue with a broad range of stakeholders as we continue to build and shape our vision for the local area and its people.

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REPORT AUTHOR

Jamie Reid, Head of Communities & Transformation, jamie.reid@eastrenfrewshire.gov.uk

For further information please contact Jamie Reid or Louise Pringle, Director of Business Operations & Partnerships, louise.pringle@eastrenfrewshire.gov.uk

BACKGROUND PAPERS

- Strategic Planning, Council 3 March 2022
- Vision for the Future, Council 27 February 2020

Annex 1 PESTLE
Draft PESTLE Analysis – For Discussion

PESTLE analysis is widely used in strategy planning. The aim is to look widely at the external forces which could affect an organisation and the impact on the organisation. This encompasses: Political, Economic, Social, Technology, Legal, and Environmental factors (PESTLE).

In the attached document, the first column is the main factor to be considered, the second column is more detailed list of factors to be considered. These are not specific to ERC or councils and are included as an aide memoire to make sure that the analysis is carried out thoroughly and nothing is missed.

The 3rd column looks at what factors are likely to affect the East Renfrewshire area and East Renfrewshire council over the next 10 years.

	Global Trade Agreements	<ul style="list-style-type: none"> • SG Community wealth building legislation during this parliament • Good Food Nation (Scotland) Act • National Care Service Bill 2022 will change the role of LG in social care. • Ongoing real term decreases in council budgets plus ring-fencing of Local Government funding leading to lack of certainty on long-term funding for local government. • Devolution • Brexit has led to changes in supply chains for food, energy, construction and changed trade agreements.
Economic	Globalisation	<ul style="list-style-type: none"> • Pressures on availability of housing from resettlement schemes • Impact of pandemics/animal to human infectious diseases (e.g. avian influenza)
	Economic Growth	<ul style="list-style-type: none"> • Recession followed by low economic growth predicted for the UK economy for a number of years • Low regional Productivity and low rate of new businesses • Public sector funding challenges
	Employment Rates	<ul style="list-style-type: none"> • High employment rates and low unemployment rates leading to labour market shortages • Shrinking working age population across Scotland leading to increases in dependency ratio • Skills shortages across Scotland and affecting ERC • Long term health conditions leading to significant numbers of people of working age being unable to work

	<p>Inflation</p> <p>Interest Rates</p> <p>Cost of Living</p> <p>Labour Costs</p> <p>Procurement</p>	<ul style="list-style-type: none"> • Insecure work with prevalence of short term / temporary / freelance / casual / zero hours contracts vs permanent jobs • Higher economic inactivity e.g. post-pandemic ‘big retirement’ • Challenging retention rates e.g. in social care sector <ul style="list-style-type: none"> • High inflation rates leading to increases in supplier costs and pay, with construction food and energy costs showing the biggest increase. <ul style="list-style-type: none"> • High Interest rates leading to increased cost of capital. <ul style="list-style-type: none"> • Rapid rise in in cost of living for residents leading to a cost-of-living crisis with a new cohort of individuals requiring support. • Cost of living increases leading to industrial action either on our own workforce or on our supply chain (e.g. fuel, partner agency suppliers) • Cost of living leading to increased homelessness <ul style="list-style-type: none"> • Higher labour costs because of labour shortage <ul style="list-style-type: none"> • Potential move to collaborative commissioning approach as part of National Care Service • Reduction in small and medium sized enterprises due to volatile market conditions, company failure and debt levels. • Shift to cloud computing away from on-premise, and rise of software as a service (SAAS) switches many ICT costs from capital to revenue. This adds pressure to constrained revenue budgets and increases scope for inflationary pressures.
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<p>Social</p>	<p>Demographics</p>	<ul style="list-style-type: none"> • Our population is growing faster than Scotland as a whole, and this can be attributed, in part, to migration into the area. We have higher-than-average family sizes (household size is expected to reduce slightly but less so than nationally). • Children and young people’s population expected to continue to grow over the next 25 years, growth currently most in Newton Mearns, Clarkston and Eaglesham which has implications for nursery and school provision. • Rising numbers of private sector rental properties also creating more demand for school places. • Rise in commuters working out with East Renfrewshire with increasing demands on public transport such as trains and the road network. • Increasing number of single person households across the UK and East Renfrewshire (expected to rise from 33% to 40% by 2043 locally) • Growing older population (see below)
	<p>Health</p>	<ul style="list-style-type: none"> • We have the some of the highest life expectancy rates in Scotland and, in turn, an increasing aging population. Most residents rate their general health as ‘good’ or ‘very good’, however, we have one of the highest proportions of population in Scotland with one or more long-term health conditions. • Growing number of over 85s requiring support. Over 85’s will increase from 20% to almost 25% by 2043 in East Renfrewshire. • Growing number of people with additional support needs in the adult population • After many years of increases life expectancy is static or going down • Reduction in health & wellbeing/wellness, fitness • Delays accessing healthcare due to COVID Downward • Increasing Isolation & loneliness in society • Increase in Mental health issues (incl. alcohol use) due to COVID and cost of living. • Uncertain impact of long-covid (c.1200-3600 cases locally) • Poverty & hardship increasing rapidly due to cost of living. • Growing health inequalities

	Cultural	<ul style="list-style-type: none"> • Loss of sense of community & shifts in social cohesion due to rising inequality, imbalances in economic opportunity & diversity in society. • Impact of pandemic on cohort of young people (e.g. disorder, school absence) • Socio-economic disparities in participation in culture & sport • Trust of institutions is reducing, including Councils. • Polarisation, extreme behaviours/lack of tolerance, perhaps facilitated by social media. • Change in way citizenship is perceived; rising entitlement culture • We are one of the most ethnically and culturally diverse areas in Scotland with established Christian and Jewish communities and growing Muslim and Hindu populations.
	Consumer Trends	<ul style="list-style-type: none"> • Customer demands – rising expectations of response – speed, choice, personalised, value-add with 24/7 expectations & behaviours. • Rise in expectations of service provision • Downward trend in customer satisfaction with councils including ERC
	Career Attitudes	<ul style="list-style-type: none"> • Changing expectations of work - flexibility, working conditions, especially post-pandemic • Lifestyle factors affecting what people want from work (e.g. 4 day weeks)
	Lifestyle Factors	<ul style="list-style-type: none"> • Remote working – greater flexibility; greater recruitment pool available for employers • Attitudinal differences by generation

Technology	Digital Uptake	<ul style="list-style-type: none"> • Pandemic boost to use of online services & digital skills in workforce & society • 5G connectivity & fibre broadband rollout will increase access. • Digital capacity issues – pressures on mobile networks • Digital inclusion issues for those less able or confident to interact with digital solutions.
	Skills & Governance	<ul style="list-style-type: none"> • Evergreen platforms, increased automation & platform power, and ease of access by staff are expected to create information governance challenges and introduce new risks to organisations. • Increase in platform complexity will present upskilling challenges, especially where councils cannot compete with private sector salaries and struggle to invest in learning and development.
	Automation / Robotics / AI	<ul style="list-style-type: none"> • Autonomous vehicles available • Machine learning, robotics and AI will change many jobs.
	Cyber Security	<ul style="list-style-type: none"> • Increasing risks of cyber-attack / security threats to critical systems/infrastructure • Business continuity challenges from increasingly digitised services • Risk of significant power outage nationally & impact on services
	Social Media	<ul style="list-style-type: none"> • Social media – powerful interaction tool vs. rising expectations and lack of control • Growing use of technology impacting communication & social patterns & time available for physical activity – mental health & wellbeing impacts • Data & insight vs privacy & security concerns
	Health Technology	<ul style="list-style-type: none"> • Increased illness through resistance to antibiotics • Increase in numbers living with long-term conditions due to technological advances e.g. cancer and dementia – issues for service provision

		<ul style="list-style-type: none"> • More communication aids available e.g. translation, interpretation & non-verbal communication • Biotech advances may bring opportunities for preventative medicine, lifestyle & longevity
Legal	Employment	<ul style="list-style-type: none"> • Flexible working changes to be introduced lessen control of employer • Legislation restricting industrial action may impact employee/union relations • Health and Care (Staffing) (Sc) Act – minimum staffing in social care settings from 2024 • Holiday pay decisions awaited.
	Brexit related	<ul style="list-style-type: none"> • Brexit Freedoms bill – new UK legislation in previously European governed matters - impact uncertain • Subsidy Control legislation
	Other	<ul style="list-style-type: none"> • Review of FOI legislation may increase scope and resource implications for Councils • Transforming Public Procurement Bill
Environmental	Environmental Legislation	<ul style="list-style-type: none"> • Deposit return scheme • SG National Planning Framework 4 will mean that Local Development Plans need to have more of a focus on environment and biodiversity issues • Challenging nature of climate targets
	Procurement	<ul style="list-style-type: none"> • Community wealth building legislation will include sustainable procurement • Emissions calculations to include supply chain emissions and embodied carbon • Growth of technologies to address climate change e.g. windfarms, electric vehicles • Low emission zone knock on effect on contract costs involving transportation

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Annex 2: SWOT (Strengths, Weaknesses, Opportunities, and Threats)

Strengths

1. Reputation/Brand

- People want to live in East Renfrewshire - high satisfaction with area & services.
- Excellent reputation for:
 - Education & Childrens' Services: performance, attainment & destinations
 - Service delivery & modernisation
 - High quality environment & recycling
 - Fiscal responsibility/budget management

2. Strategic Focus, Performance & results

- High level of ambition for East Renfrewshire and customers
- Strong, collaborative leadership, governance & planning
- Clear & understood strategy (outcomes, capabilities, values)
- Deep understanding of our communities & a diversity of views which helps shape delivery
- Significant number of improvement projects & ambitious programmes for change underway helping us to make efficiencies and modernise

3. Our Assets

- Strong & active partnership working (incl, HSCP, ERCLT, City Region, CPP) allows us to leverage skills and shared resources to benefit the local area
- Motivated, highly qualified & committed staff
- The size of ERC makes things doable

Weaknesses

1. Capacity & Limited Choices

- Ambitions greater than resources
- Constrained resources/central ring-fencing
- Balancing volume and pace of activity means need for better prioritisation

- Keeping pace with technological and societal change
- Ability to compete in the market for the skills we need
- Lack of land and assets constrains what the Council can do
- Limited potential to generate income
- Downside of being a smaller council is we operate with the same overheads as larger areas

2. Culture

- Scope for greater empowerment
- Low appetite for risk
- Work pressures and limited resources impacts learning and skills development and makes us less competitive
- Lack of a consistent culture of engaging with communities

3. Workforce

- Ageing workforce & diversity/representativeness of workforce profile vs balance of new skills coming into organisation
- Multiple singleton posts - unsustainable and lacks resilience
- Retirals & loss of experience & organisational knowledge

Opportunities

1. Strategy & Engagement

- Further develop vision for the area to shape & influence choices and attract investment
- Leverage emerging national policy for East Renfrewshire's benefit
- A more conversational engagement with stakeholders and communities, with scope for greater empowerment of staff and communities to help shape services and vision
- Involving users in service design and leveraging the skills and experiences of local residents will mean more efficient and effective services & prioritisation based on what matters most to customers
- Leading a place-based approach & building on the City Region partnership
- Ambitious investment prog. to enhance infrastructure for residents & attract visitors

2. Technology & Change

- Enhance use of insight from data & evaluation and increase automation for efficiency
- Building on technology to streamline and improve services to customers
- Learn from others and broaden our horizons to encourage innovation and enhance performance

3. Our Assets & Culture

- Physical location of East Renfrewshire brings opportunities to capitalise on City Region partnership and also benefit from close links to other local authorities & populations
- Succession planning & growing diversity, inclusion & talent in emerging skill areas to keep pace and better reflect the diversity of our local residents
- Grow and /or bring in new skills, emphasising the benefits of working and living locally to attract and retain talent
- Openness to new ways of working, both technologically and via better use of our assets

Threats

1. Political & Social Change

- Impact of financial settlements on the Council
- Increasing public expectations incl. speed of response which are difficult to achieve in fiscal circumstances
- Challenging targets for sustainability & climate change but lack of funding
- Increasing population puts pressure on local infrastructure, balance of land use & opportunities for sustainable resettlement programmes
- Increasing service demand at either end of the demographic scale, especially from the most vulnerable, means can't provide high quality we want to
- Digital exclusion could increase isolation, leave groups behind.
- Redrawing political boundaries and centralisation limits local decision-making
- Increased civil unrest and frequency of industrial action disrupts services

2. Organisational Change

- Speed of technology revolution makes it difficult to keep pace
- Cybersecurity - reliance on digital vs business continuity challenges
- Challenges in the external labour market & attractiveness of public sector jobs to emerging workforce (Gen y,z...) can lead to challenges recruiting, retaining & remunerating roles in new and emerging skill areas (e.g. User Research, service design, business analysis) thereby reducing speed of change
- More agile, less hierarchical ways of working may bring challenges in terms of retaining good governance & accountability

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