

EAST RENFREWSHIRE COUNCIL13 SEPTEMBER 2023COUNCILReport by Director of Business Operations and PartnershipsOUTCOME DELIVERY PLAN 2023-2024 UPDATE**PURPOSE OF REPORT**

1. The purpose of this report is to present the Council's updated Outcome Delivery Plan (ODP) 2023-2024. The updated plan includes narrative context, a set of targets and financial information that was not available in April.

RECOMMENDATIONS

2. It is recommended that Council:
- (a) Approves the content of the updated Outcome Delivery Plan 2023-2024 (Annex 1) and;
 - (b) Notes that this is a one-year operational plan while the Council undertakes a focused period of longer-term strategic planning.

BACKGROUND AND CONTEXT

3. The Outcome Delivery Plan (ODP) is the Council's contribution to the Community Plan with the additional organisational outcomes of Customer, Efficiency and People.

4. Vision for the Future, the Council's longer-term strategy, complements the Community Plan and presents how the Council will deliver the long-term ambitions of the Community Plan. At the Council meeting on the 3 March 2022, it was agreed that Vision for the Future would be reviewed to reflect the impact of COVID on our communities and the growing importance of addressing climate change. On the 10 October 2022, a Community Planning Partnership workshop was held where it was agreed to align the Community Plan more to Vision for the Future with a focus on people and place.

5. Since 2020 there have been one year updates to both the ODP and FER plans, initially due to the reprioritisation of our work in response to the COVID pandemic, and this has continued as the Council has entered into a stage of reviewing its longer-term strategic planning

6. The ODP 2023-24 plan was approved at Council on 26 April 2023, and it was agreed that the plan would be published on the Council's website once 3 years targets had been set for performance indicators by departments. This report presents the updated plan.

REPORT CONTENT

7. Since the approval of the ODP by Council in April there has been the inclusion of additional context for each outcome. Three year targets have been set for the majority of indicators. The plan includes a set of graphs for these indicators showing trend data and targets. Where future targets are beneath the latest value of an indicator this may denote budget/resource constraints, but also indicate where values are returning to pre-pandemic levels.

Points to note:

8. Under Outcome Two (East Renfrewshire residents are healthy and active and have the skills for learning, life and work) the Education Department is currently developing targets for indicators measuring performance on primary literacy and numeracy attainment. Trend data for these measures are included in graphs in the plan. The proposed targets will be finalised at the Education Committee on 28 September and information circulated to all elected members. The online version of the plan will be updated.

9. Under intermediate outcome 5.3 the HSCP activity on out of hours services – ‘Progressing local out of hours response arrangements to support implementation of Urgent Care Resource Hub’ is out of date. This activity has been replaced by ‘Ensuring people have the right health and social care support at the time they need it including evening and weekends. East Renfrewshire HSCP continues to work to ensure that people receive the right support at the right time. We work closely with GGC Health Board and Glasgow HSCP who provide out of hours social work and district nursing for East Renfrewshire residents. We also receive district nursing out-of-hours cover from Renfrewshire HSCP for the Levern Valley area. Our aspiration continues to include an out-of-hours hub locally although due to the current budget pressures developing this will be significant challenge.”

10. The plan includes an organisational outcome on People (We have engaged employees who are motivated to deliver on our outcomes). The People Outcome includes an indicator on the gender pay gap. The gap has reduced year on year for the past three years and the ambition is to continue to reduce the gap rather than set a specific target. We continue to experience challenges with regards to absence reporting and the data is subject to ongoing review. 2022/23 data will be reported separately.

11. Financial information is now available and has been added to the plan at section 3. This includes the approved budget for 2022/23 and 2023/24 and indicative budget levels for 2024/25 and 2025/26.

PERFORMANCE MONITORING

12. Performance against the targets in the plan will be recorded and monitored. Data will be scrutinised as part of the Council’s mid and end year performance reporting arrangements.

FINANCE AND EFFICIENCY

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

IMPLICATIONS OF THE PROPOSALS

14. An Equality, Fairness and Rights Impact Assessment for the ODP and FER plans required to cover the 2023-2024 period was completed in March 2023.

CONCLUSION

15. The one year operational ODP will ensure we continue to drive forward the vital work of the Council while allowing a focused period of longer-term strategic planning to ensure we continue to achieve outcomes for residents and communities.

RECOMMENDATIONS

16. It is recommended that Council:

- (a) Approves the content of the updated Outcome Delivery Plan 2023-2024 (Annex 1) and;
- (b) Notes that this is a one-year operational plan while the Council undertakes a focused period of longer-term strategic planning.

REPORT AUTHOR

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

Steven Quinn, Chief Executive

BACKGROUND REPORTS

Draft Outcome Delivery Plan and FER Delivery Plan, Council, 26 April 2023

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East Renfrewshire Council
**Outcome
Delivery
Plan 2023–2024**
One year operational plan



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Introduction

East Renfrewshire Council is committed to improving the lives of all local people including children, young people, families and older adults, promoting equality and fairness, and enhancing the area in which we live, now and for the future. Our one year operational Outcome Delivery Plan (ODP) for 2023-2024 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 long term impact of COVID-19 and cost-of-living pressures, we continue to find innovative and efficient solutions to meet the challenges ahead. We also work together to deliver on national priorities including the Promise to ensure all children and young people in East Renfrewshire grow up loved, safe and respected. A key priority is also 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. Working towards a more sustainable future, we are embracing technology to improve the capability of our organisation, our employees and our services. By putting our values of ***ambition, kindness and trust*** at the heart of everything we do we strive to be the best Council we can be.

East Renfrewshire’s Community Planning Partnership articulates our shared vision for East Renfrewshire, our five strategic outcomes and the priorities of our partnerships. The **East Renfrewshire Community Plan** is a long-term high level plan which sets out our vision for our communities. **Fairer East Ren** is the name of the Local Outcomes Improvement Plan (LOIP) as required under the Community Empowerment (Scotland) Act 2015. The strategic 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:

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

Working with our with our Community Planning Partners we aim to reduce the inequality gap in East Renfrewshire and deliver on action plans for each of the Fairer East Ren themes. Alongside community organisations and groups in Auchenback, the Arthurlie/Dunterlie/Dovecothall area of Barrhead, Neilston, and Thornliebank, we identify specific needs, priorities, aspirations and goals for each area, as required by the Community Empowerment Act. This is because parts of these communities experience poorer outcomes compared to East Renfrewshire as a whole.

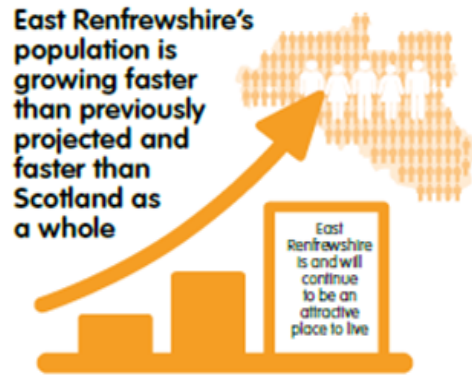
Our Outcome Delivery Plan

The Council's Outcome Delivery Plan outlines the key contributions that Council departments will make to the delivery of the Community Plan and Fairer East Ren. It 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 partners including Voluntary Action East Renfrewshire, to help deliver our strategic outcomes. We are a high performing council with a reputation for excellence and continuously improving services and have identified key areas where we need to excel as an effective organisation if we are to continue our success going forward. Our capabilities are embedded throughout everything we do and are reflected across the critical activities in the plan. These include prevention; empowering communities; and digital change.

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. In 2021, in partnership with our stakeholders, we set our equality outcomes for 2021-25 to enable the Council to fulfill its equality duties in the [Equality Mainstreaming Report](#) and have recently reported on the [progress of these outcomes](#).

Working closely with all our partners we use a joint and transparent approach to resource, implement, monitor, and evaluate our key activities. This strong partnership working in place across East Renfrewshire was enhanced through the pandemic and has provided a strong foundation as we continue to work with our partners to respond to the cost-of-living challenges and significant budgetary pressures.

EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT



The number of people living in east Renfrewshire is projected to increase by 6.4% by the year 2028. This is higher than the Scottish rate of 1.8%



The two age groups that will grow the most



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



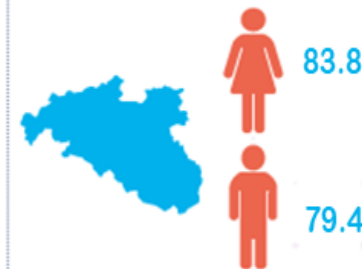
More houses are being built for three reasons



Demand will increase for services

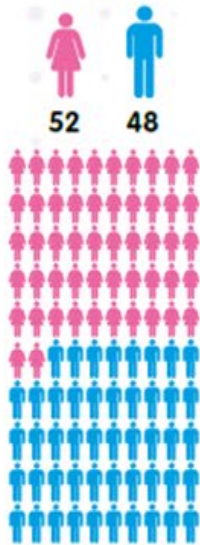


East Renfrewshire has the second highest life expectancy at birth for females and the fourth highest for males



IF EAST RENFREWSHIRE HAD 100 PEOPLE

Gender



Health



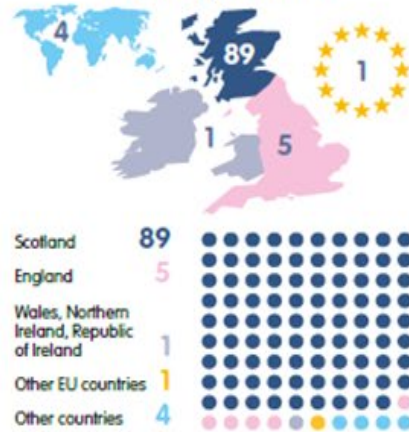
Age



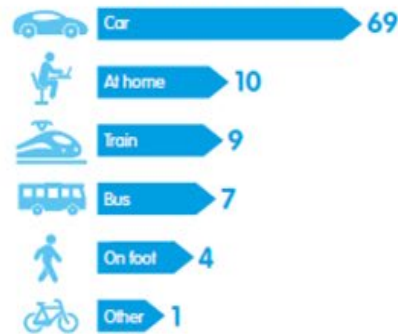
Faith



Country of birth



Travelling to work



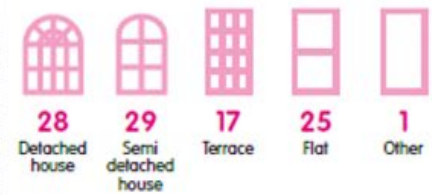
Household size



Tenure

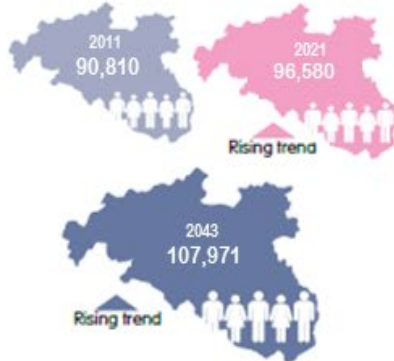


Where people live



EAST RENFREWSHIRE FAST FACTS

Population



Where people live



Life expectancy



New homes planned up to 2031



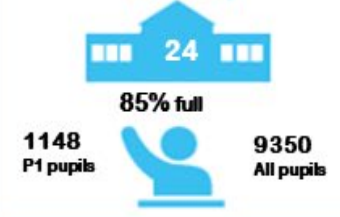
Economically active: 78%
 Economically inactive: 22%



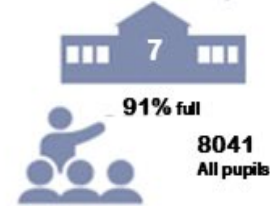
Early learning



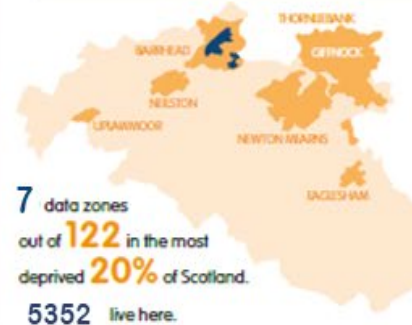
Primary



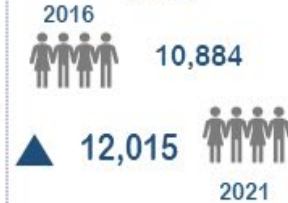
Secondary



ASN School



Young People in East Renfrewshire (10-18)



Demographic Context

The 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 2023-2024. In the latest mid-year estimates, the population of East Renfrewshire was 96,580, 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, and the upcoming Census data will provide a further profile of our diverse communities.

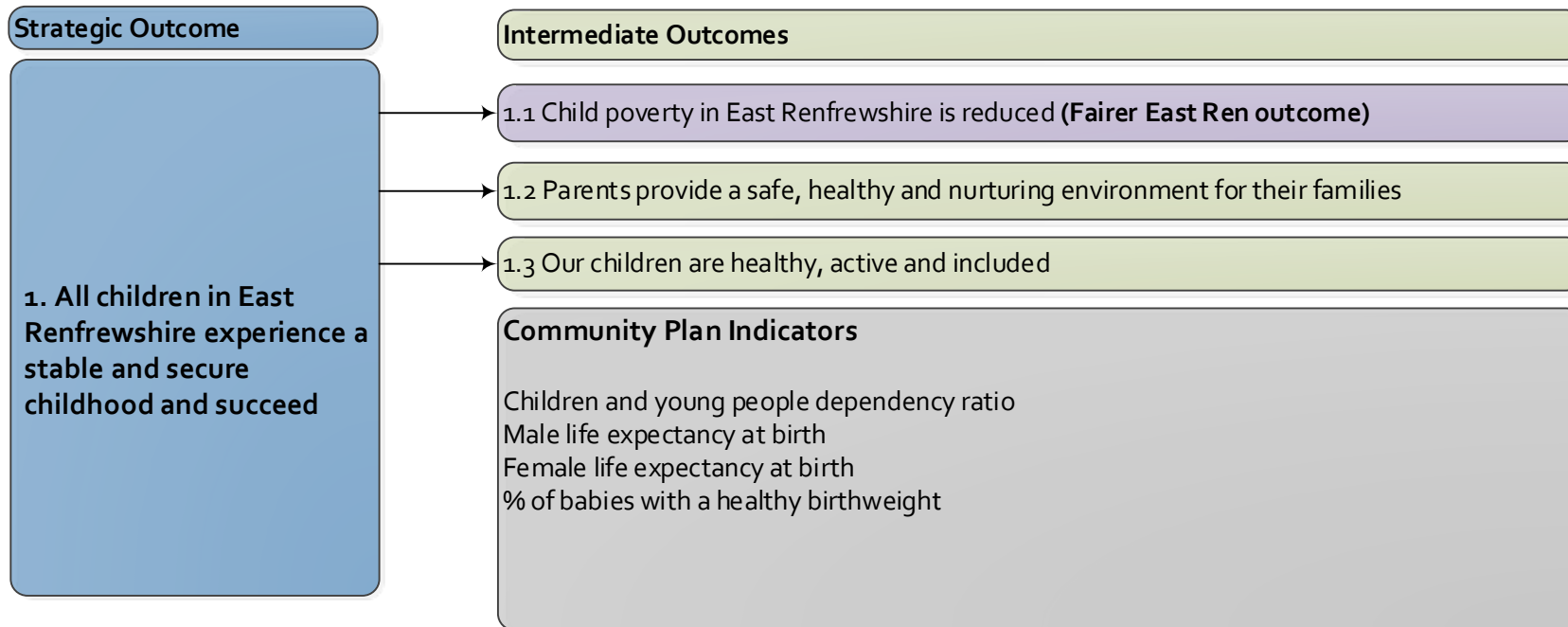
Local Area

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

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 7% of data zones in East Renfrewshire. They are located within Barrhead, Auchenback and Dunterlie, East Arthurlie and Dovecotehall. 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.

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 focuses on prevention and early intervention. The earliest stages of life are crucial to a child's development and life chances. Attainment, health and wellbeing, and resilience are all strongly influenced by this. Action taken later is likely to be more costly and less effective. This is why our 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 confident parenting and build resilient communities for children to grow up in. One priority 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 in a post-pandemic environment and through cost-of-living pressures to connect and engage with their community and services.

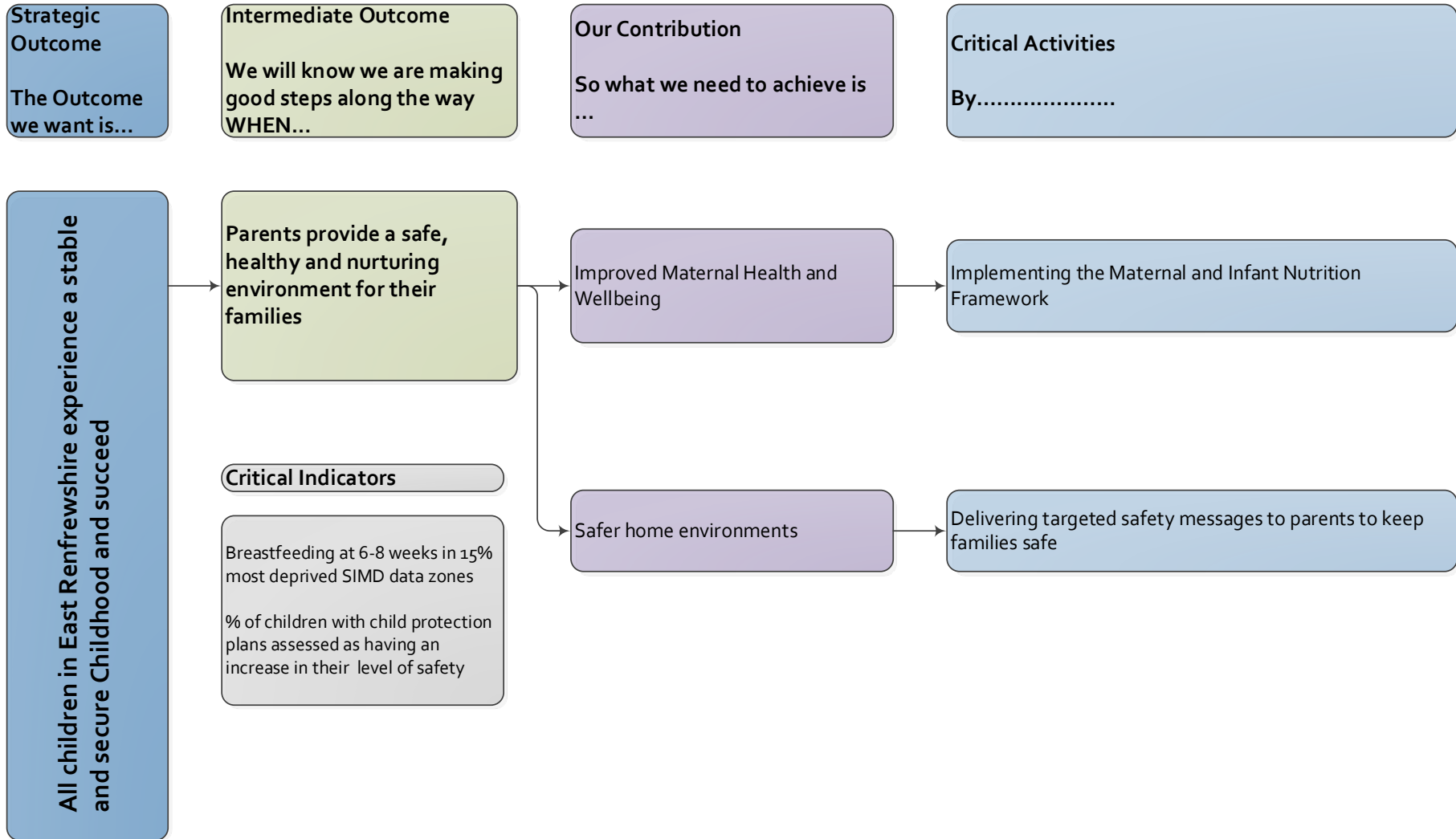
Through a partnership approach we are committed to delivering the necessary changes to meet the requirements of The Promise, and the aspiration that all children and young people in East Renfrewshire grow up loved, safe and respected so that they can realise their full potential aligns well with this outcome. Our approach is underpinned by the refreshed Getting It Right For Every Child policy framework and informed by the United Nations Convention on the Rights of the Child. The Promise requires everyone to make the best use of our well established partnership working, using a wide variety of internal networks and forums to raise awareness throughout the workforce and support staff to build relationships across services and directorates.

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

Ensuring that all children have the best start in education is a key commitment, with a strong focus on early learning and childcare and working with our partners to support intervention at the earliest stage. All eligible children are able to access 1,140 hours of funded provision in the provider of their choice, with a range of different settings and models available to access across East Renfrewshire. The provision of early learning and childcare continues to be reviewed to best meet the needs of families and we will be consulting later this year to inform our future approach.

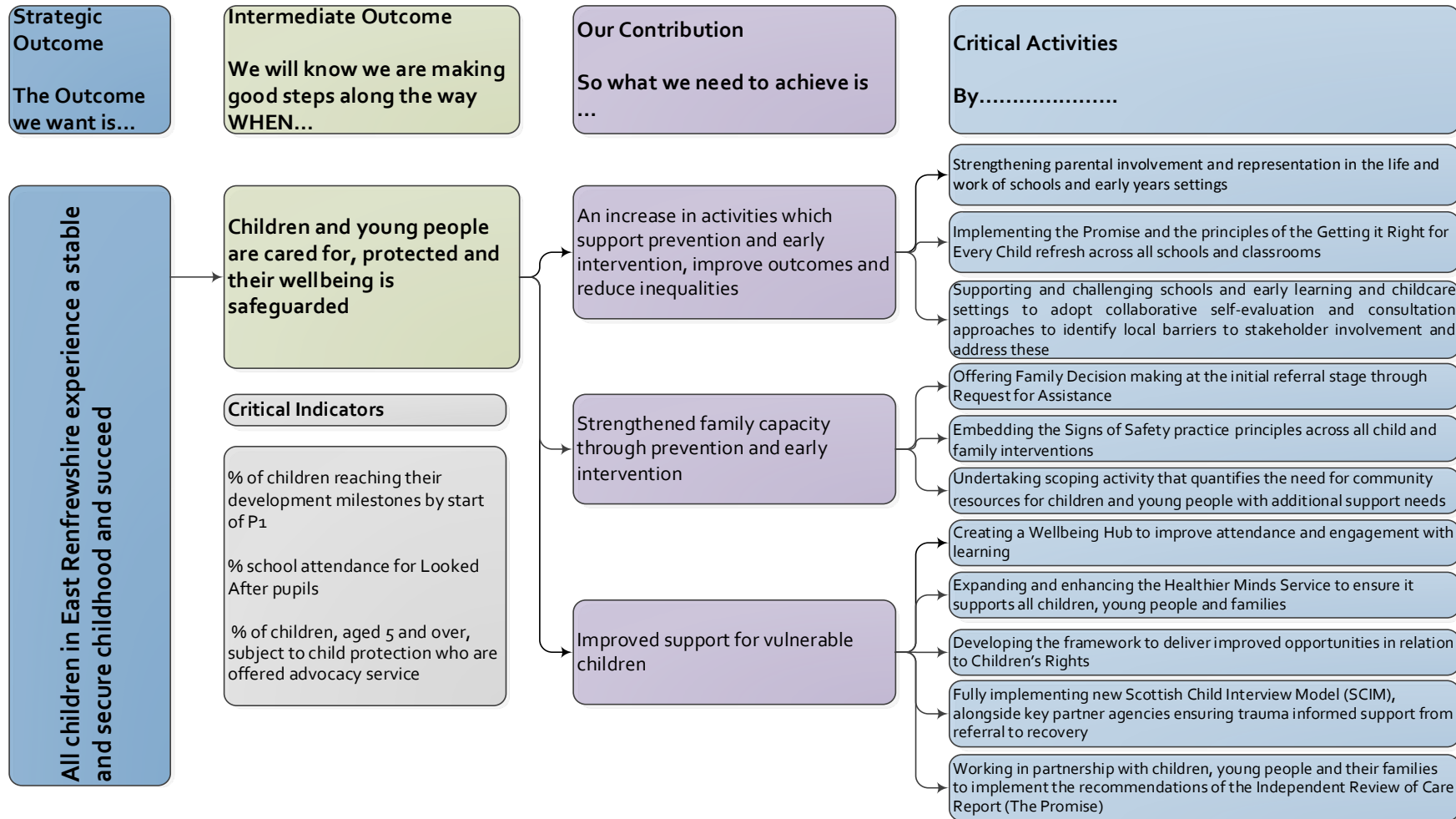
1.2

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

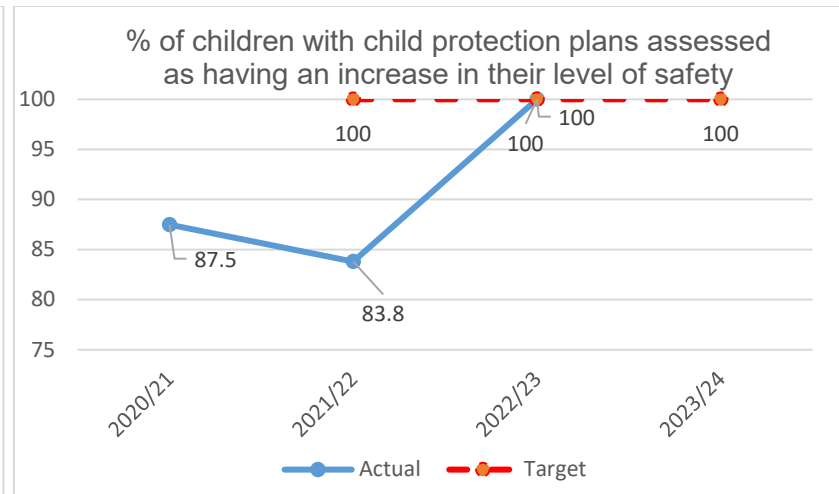
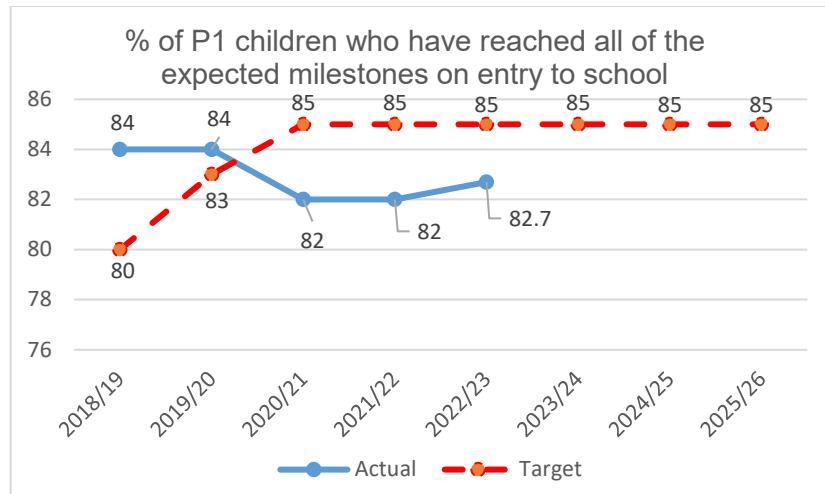
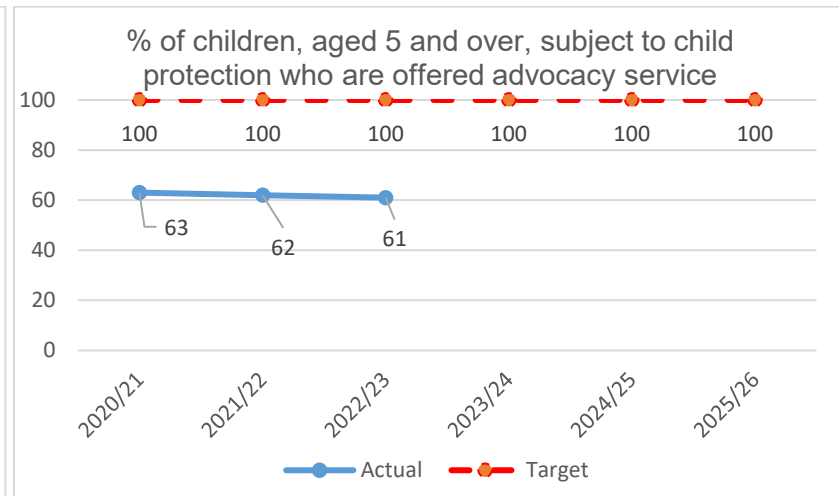
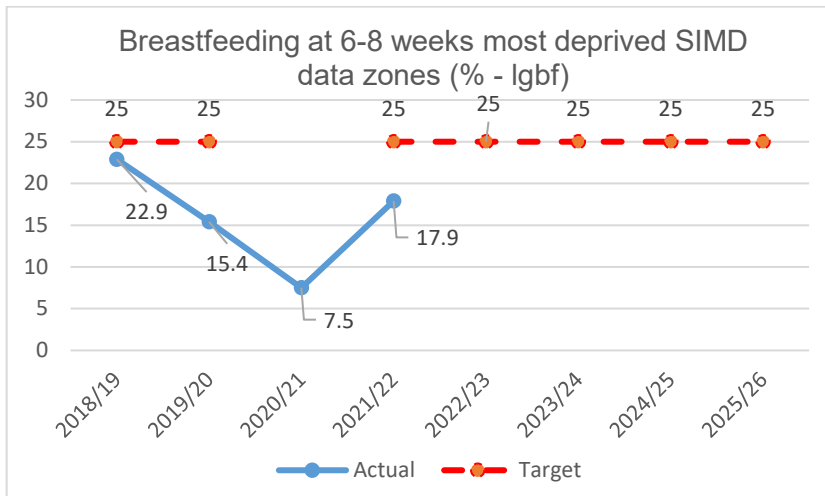


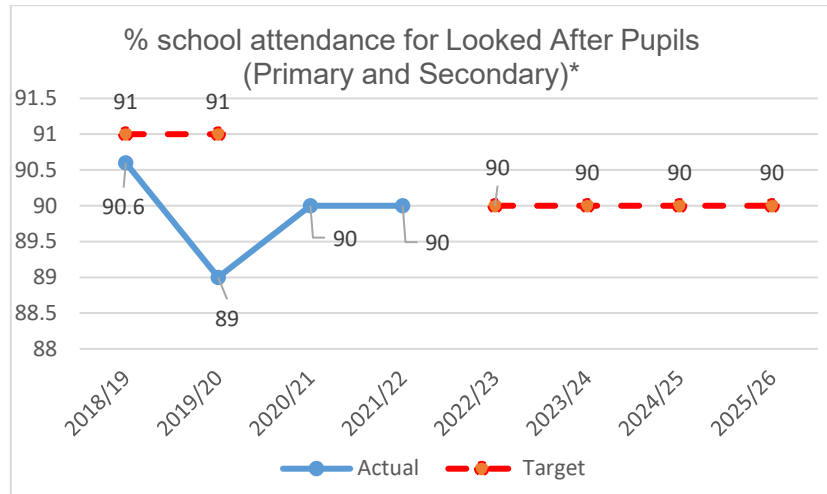
1.3

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



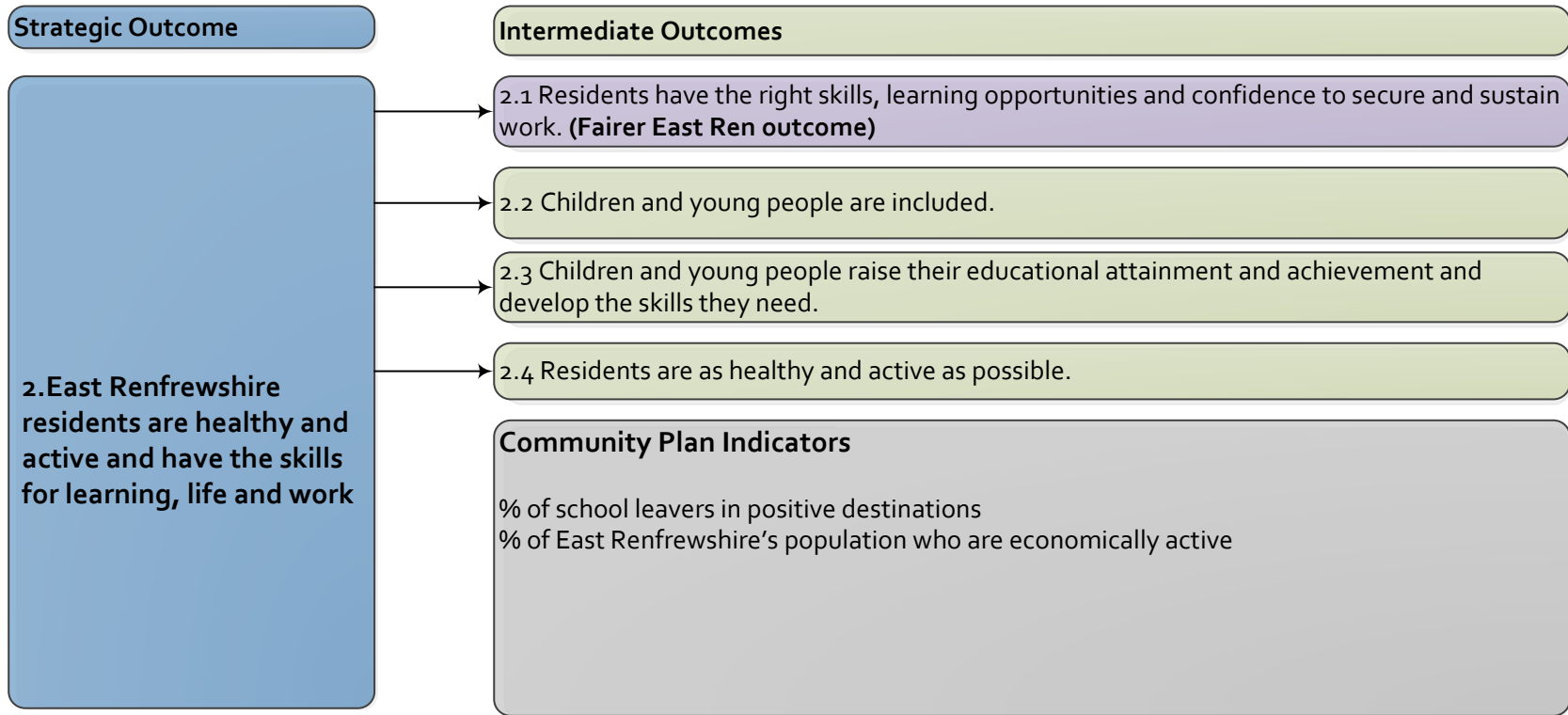
Outcome 1 indicators





*This is based on a small number of pupils

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 and our young people from the most deprived areas regularly outperform their peers across Scotland. East Renfrewshire remains the highest attaining council area as measured across all Local Government Benchmarking Framework (LGBF) indicators. 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 we recover from the impacts of the pandemic, we have supported schools through our Building Back Better and Fairer framework, ensuring our focus is on supporting all children and young people with the challenges they've experienced throughout COVID. With the added cost-of-living pressures now experienced by many of our families, we will continue to focus on the needs of specific identified groups of learners, with a strong focus on early intervention approaches and reducing the attainment gap. Through the effective use of Pupil Equity Funding and Strategic Equity Funding, schools will be able to take a specific focus on reducing the inequality gap and addressing the impacts of learning loss experienced through the pandemic.

Decisions about the most appropriate interventions and approaches will continue to 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's participation and achievements. As we move through the renewal phase of youth work, the needs of young people in a post-pandemic environment will influence how services are designed and delivered. This will allow us to appropriately support young people as they transition through key life stages.

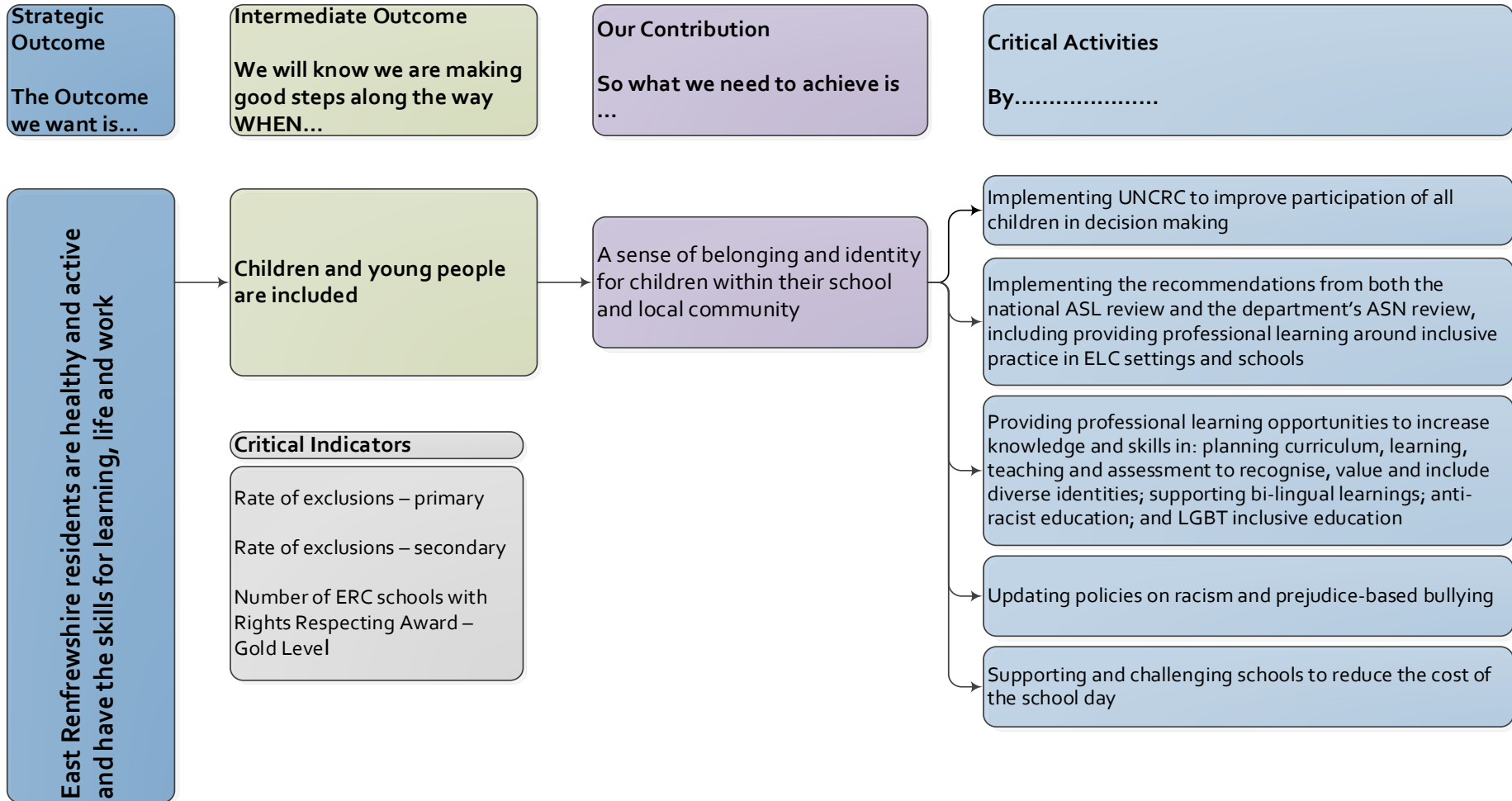
Our [Work EastRen service](#) helps residents to secure and sustain meaningful employment, training or education in conjunction with a range of local employability partners. It is the vision of the service to have full employment and opportunities for all residents of East Renfrewshire and we use Community Benefits as an effective tool to assist our local residents into training and employment. In 2022-23 the numbers of businesses supported rose significantly due to increased funding and an increase in enquiries post COVID recovery.

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 sustainable 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 provides 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. In 2023/2024 we have received funding to further tackle child poverty through parental employability.

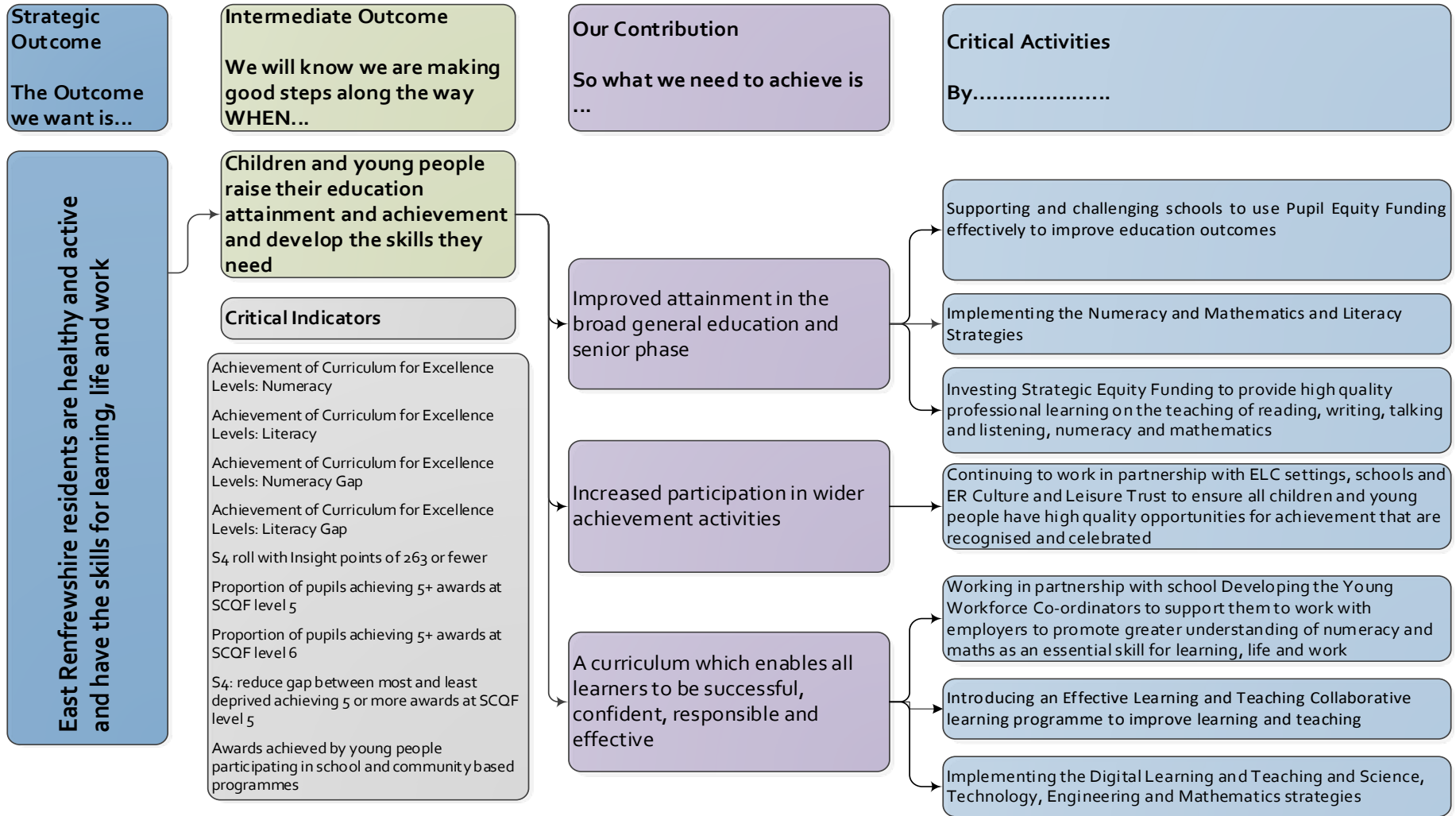
As part of our Economic Recovery Plan we will provide bespoke active employability programmes including upskilling and re-skilling the workforce and safeguarding apprenticeships, with a particular focus on assisting our young people and those with complex barriers into employment including mental health and addiction issues.

Working in partnership with the East Renfrewshire Culture and Leisure Trust (ERCLT), we provide a range of library services and resources to promote reading, literacy and learning within Trust facilities, access to information and promoting social wellbeing. We are progressing plans 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. 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 with the aim of increasing both usage and levels of engagement.

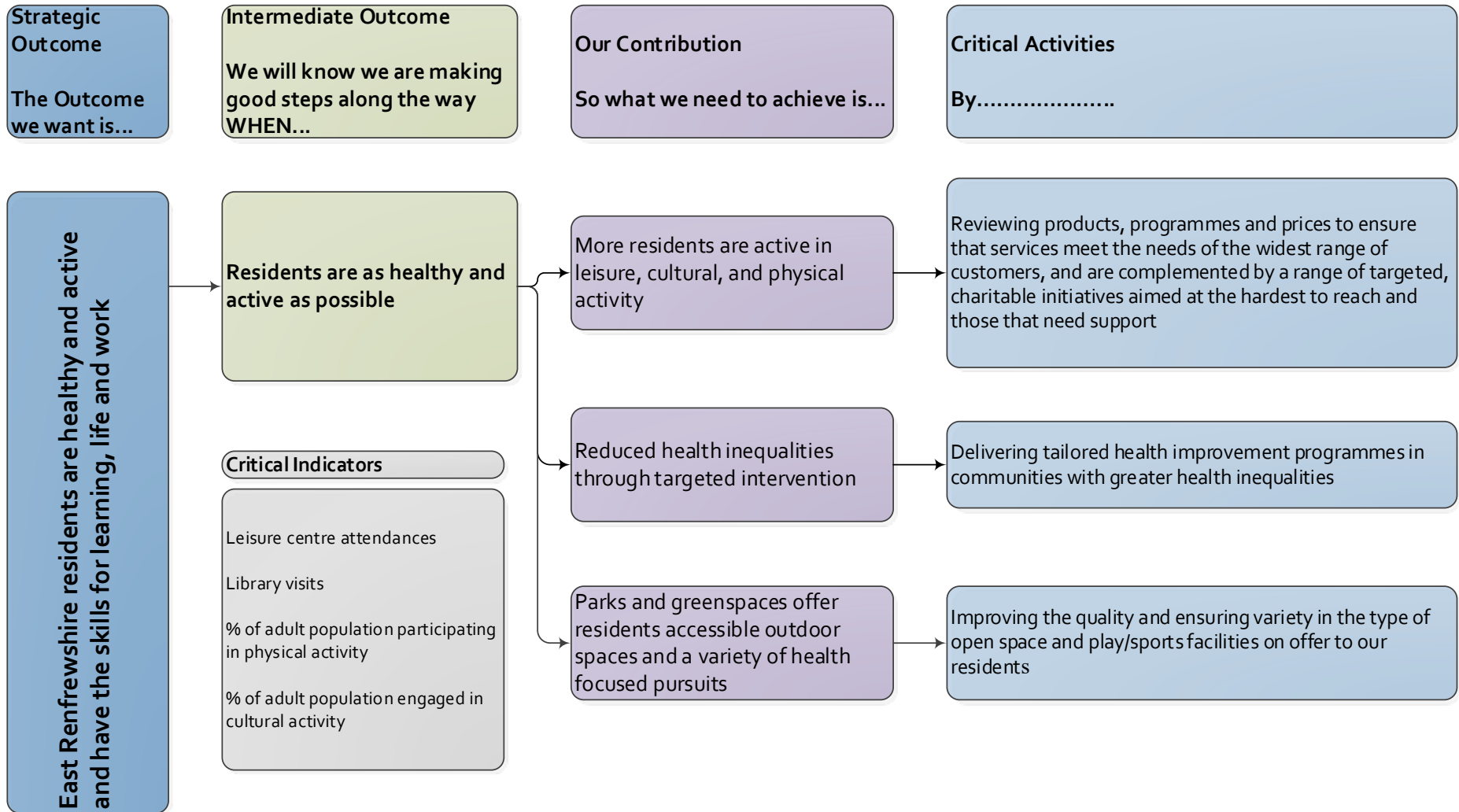
2.2 Children and young people are included



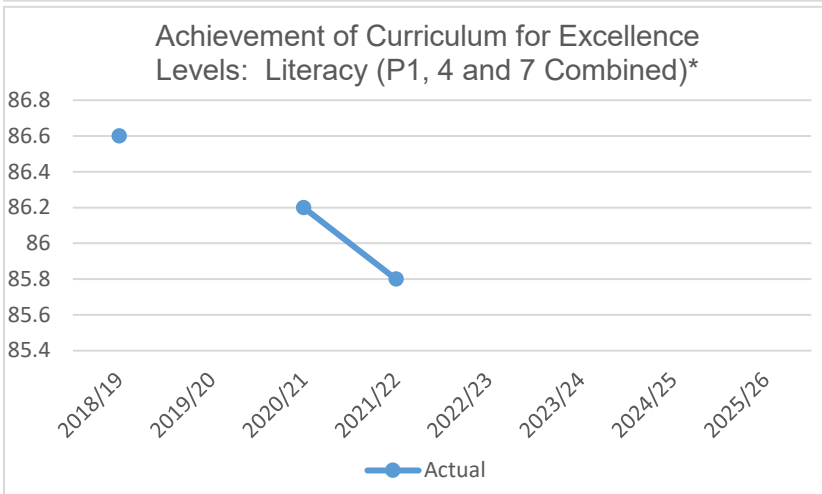
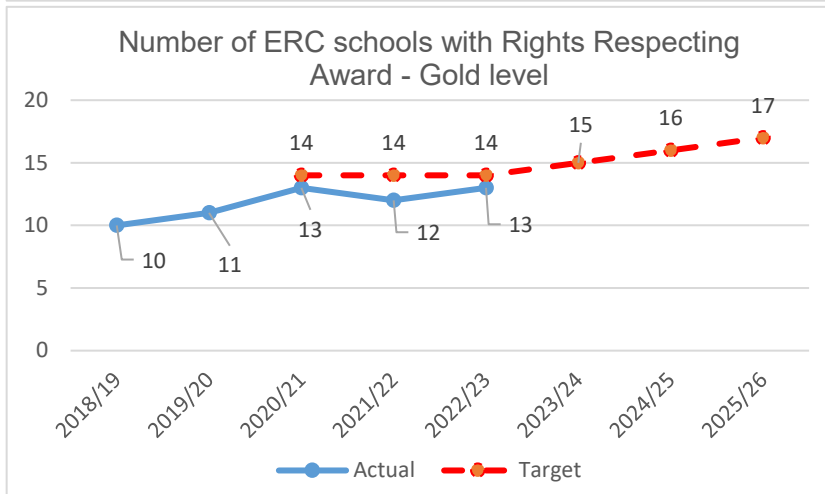
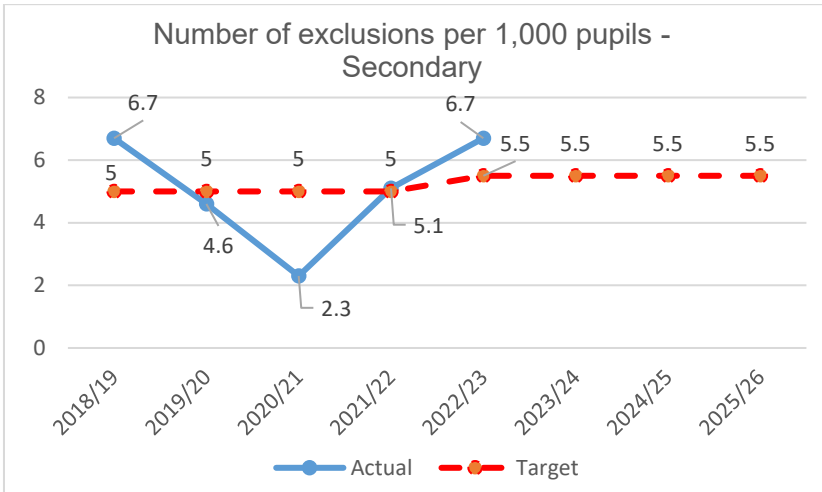
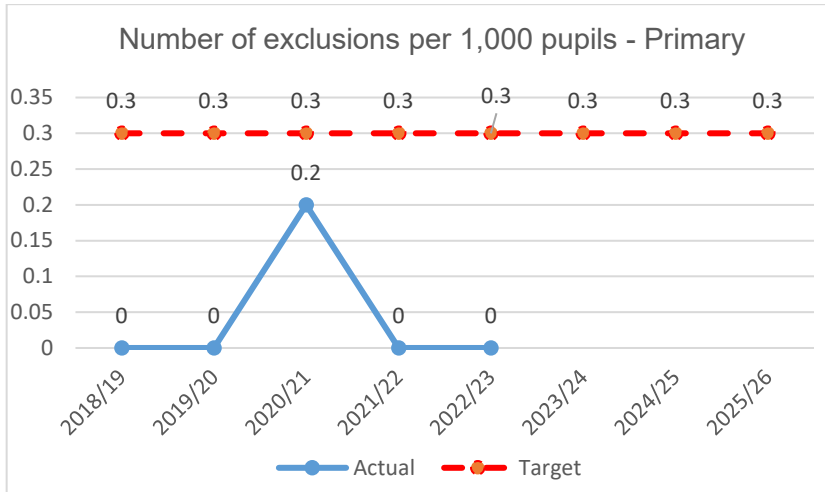
2.3 Children and young people raise their education attainment and achievement and develop the skills they need

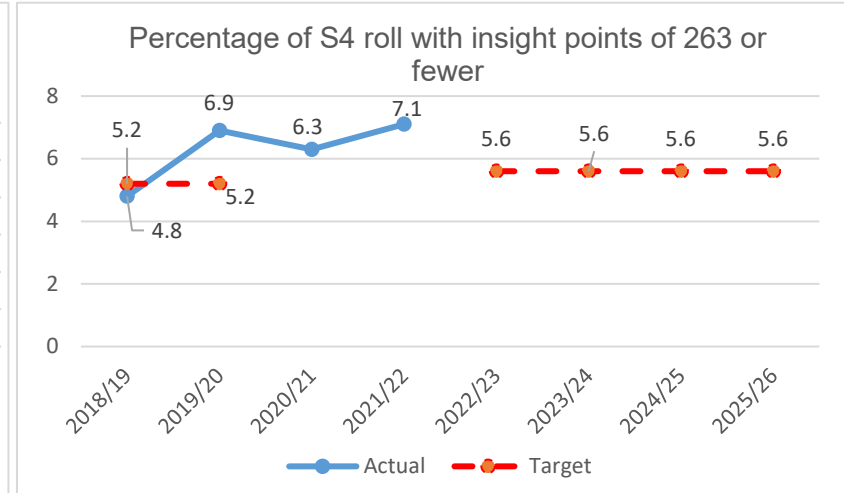
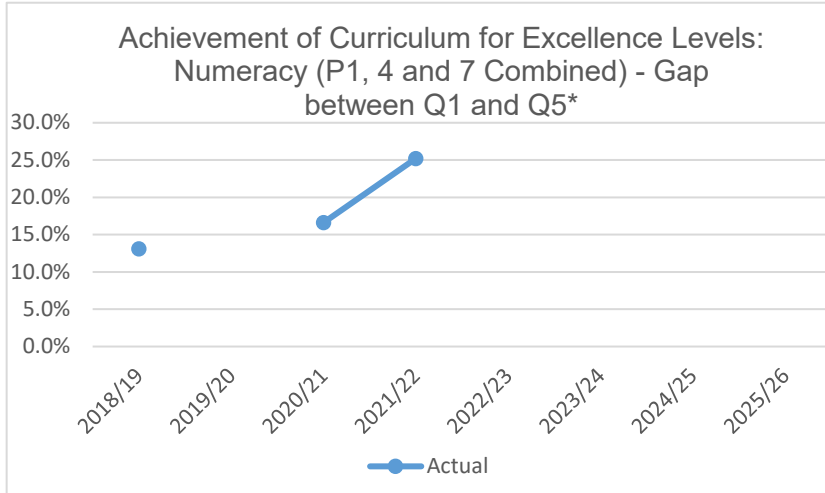
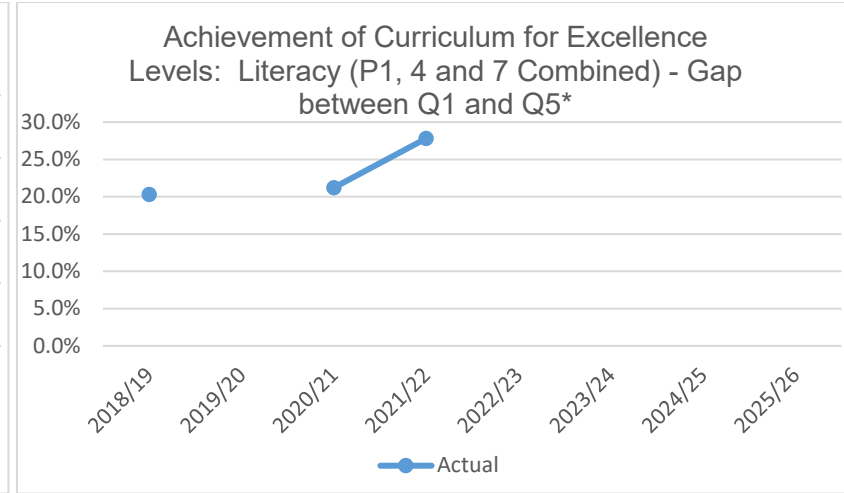
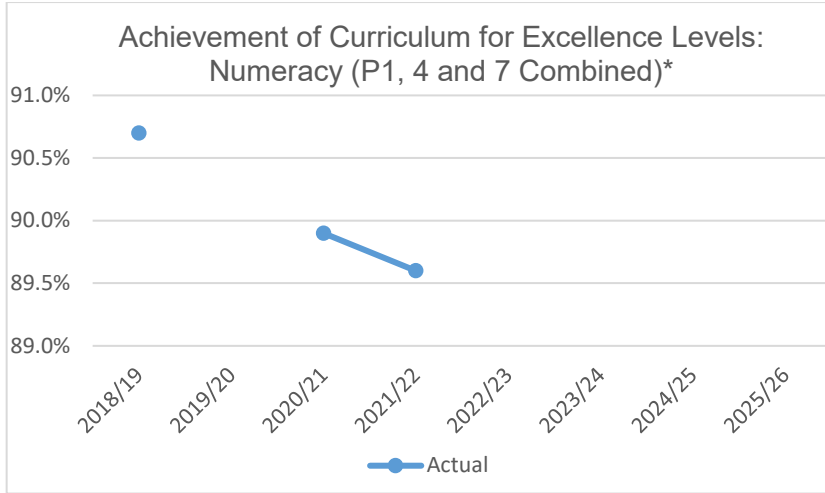


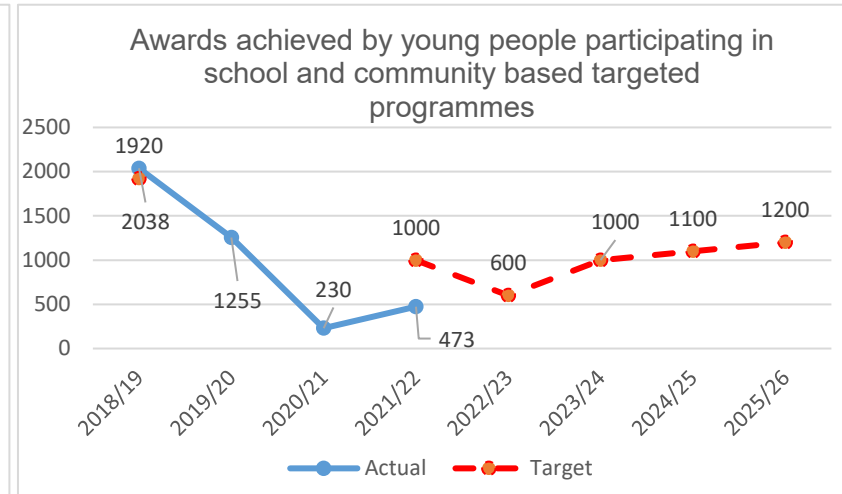
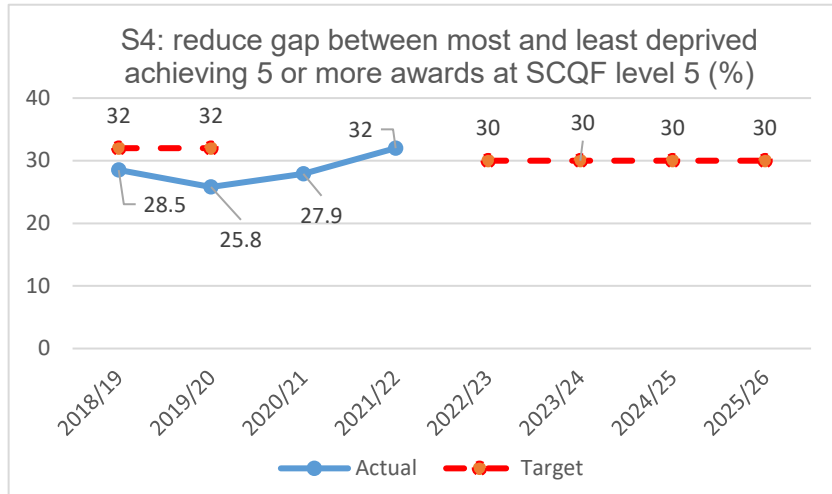
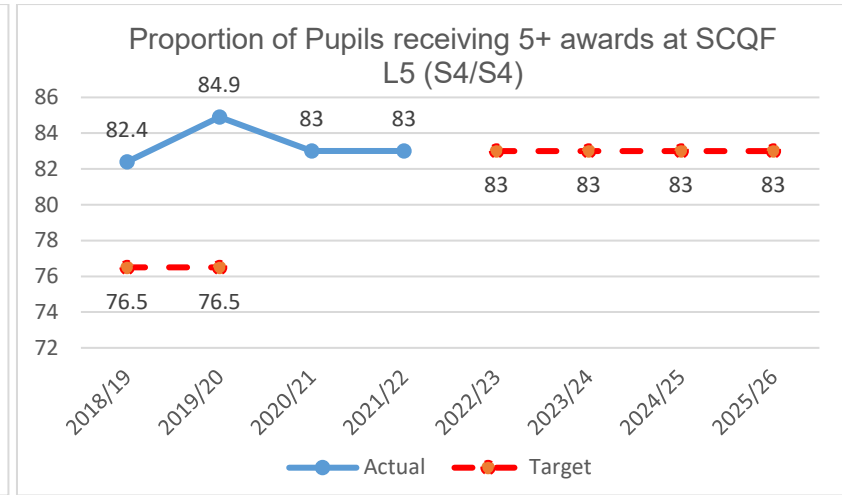
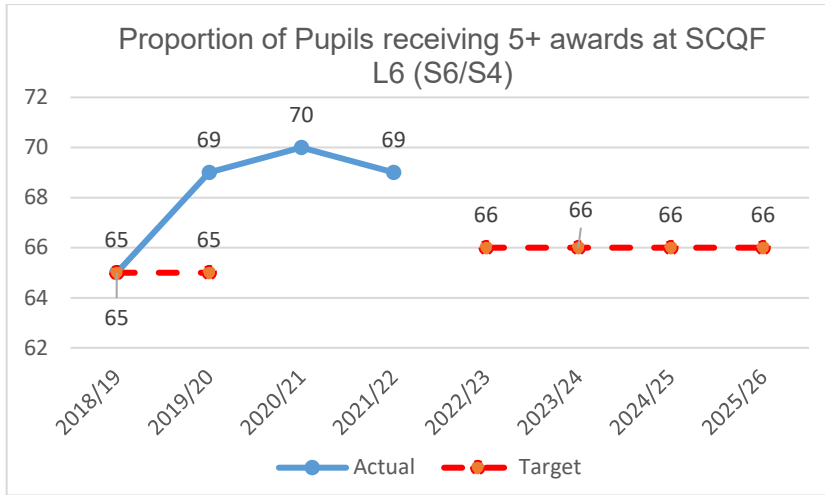
2.4 Residents are as healthy and active as possible

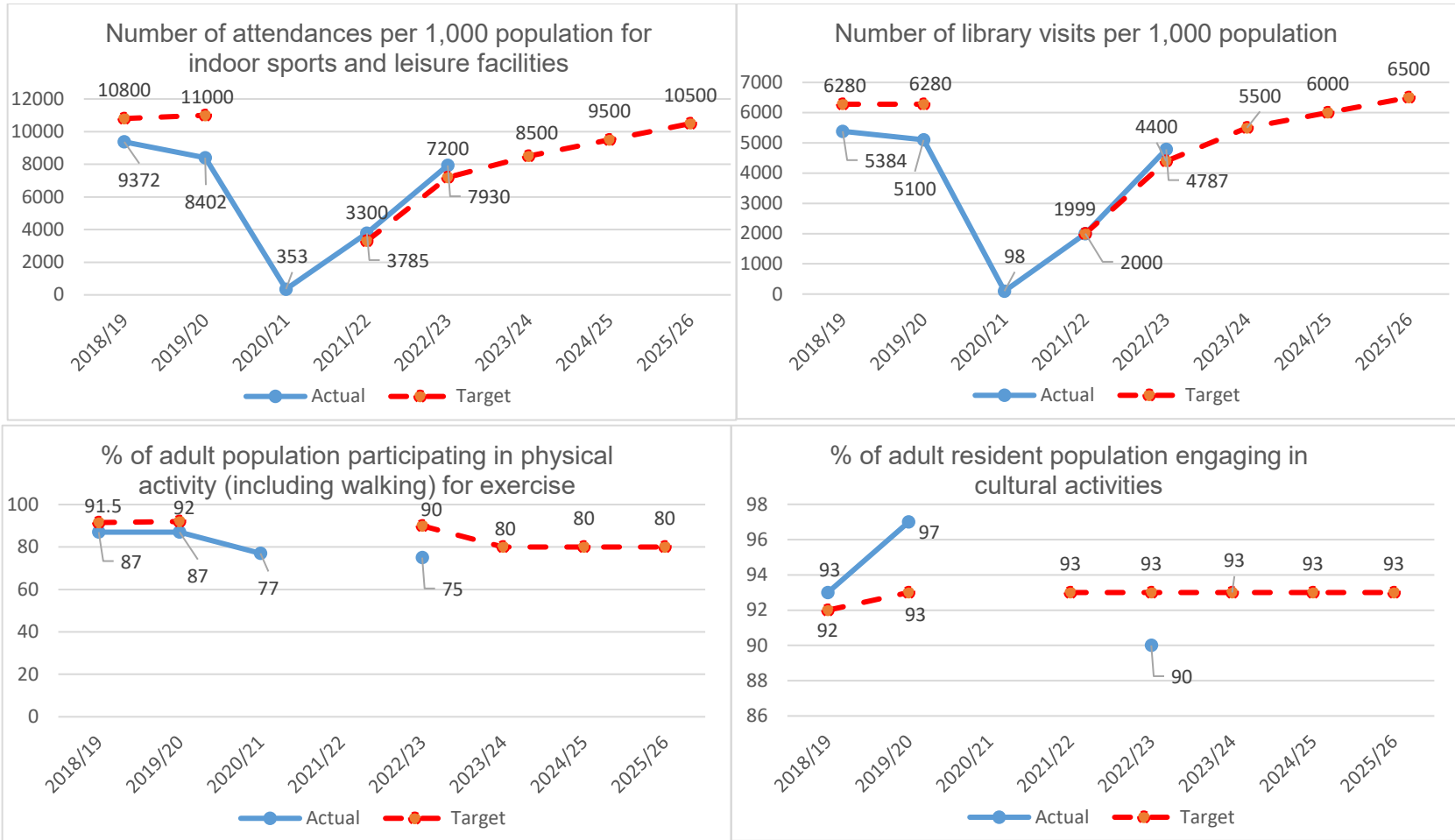


Outcome 2 indicators







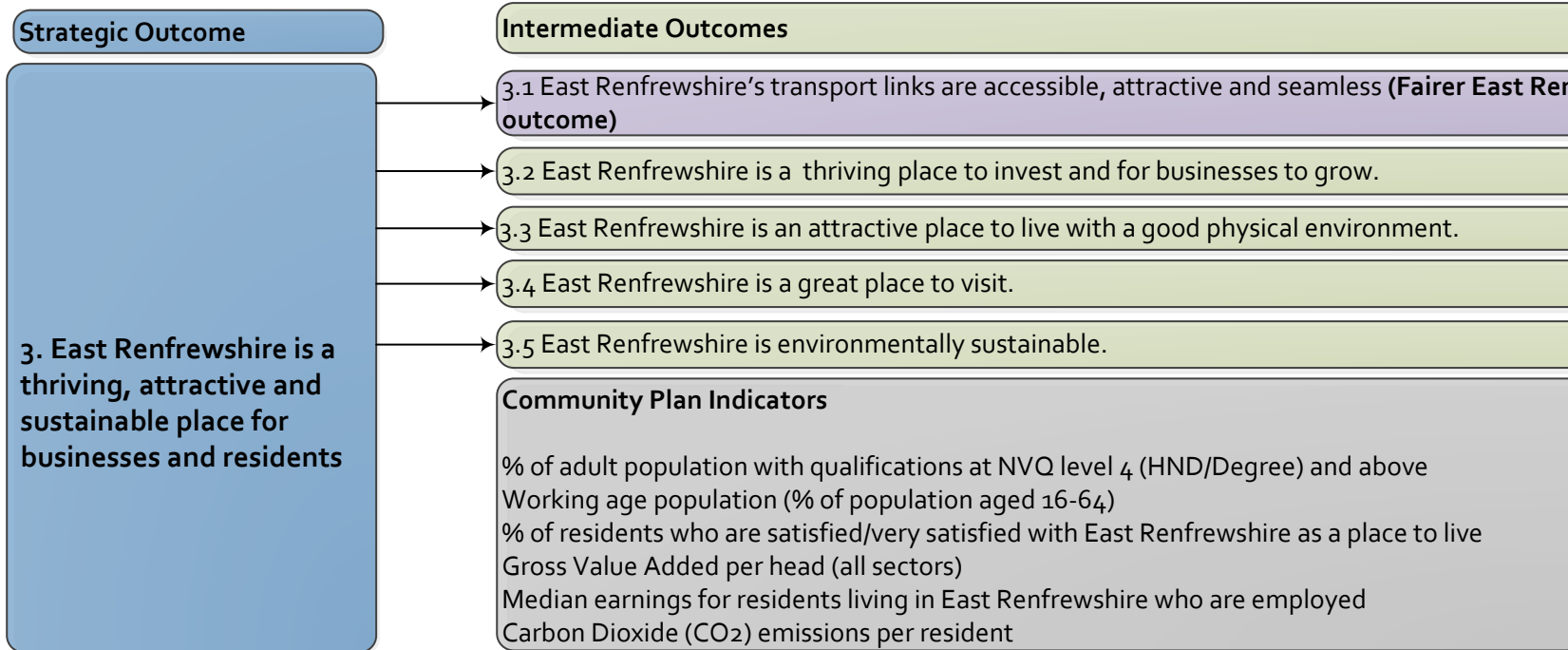


*Targets for these graphs will be finalised at the Education Committee on 28 September. 2022/23 values reported in December 2023.

S3

SECTION 3

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





STRATEGIC OUTCOME 3 Economy and environment

Supporting our economy to grow and taking the necessary steps to tackle climate change and its impacts are key priorities. Our [Local Development Plan 2 \(LDP2\)](#) provides the Council with a development strategy that will guide the future sustainable growth of East Renfrewshire up to 2031 and beyond. Delivering a sufficient supply of high quality housing across all tenures is a key component of the Plan. Robust planning policies are in place to promote sustainable design and support the move towards a net zero carbon place and economy; and to safeguard and promote the provision of greenspaces, green networks, biodiversity and habitat networks.

The refreshed 5-year Local Housing Strategy (LHS) will drive ongoing critical investment in delivery of new high quality, affordable homes to meet significant local housing need. The LHS will also continue to drive local progress towards significant national targets linked to the improvement in the quality and energy efficiency of existing homes, across all housing tenures. 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 over the course of the build programme. The importance of having a home which can be maintained, as well as run and heated affordably, is in sharper focus through the current cost-of-living challenges. This focus on supporting households at most risk from financial exclusion and social harm will continue.

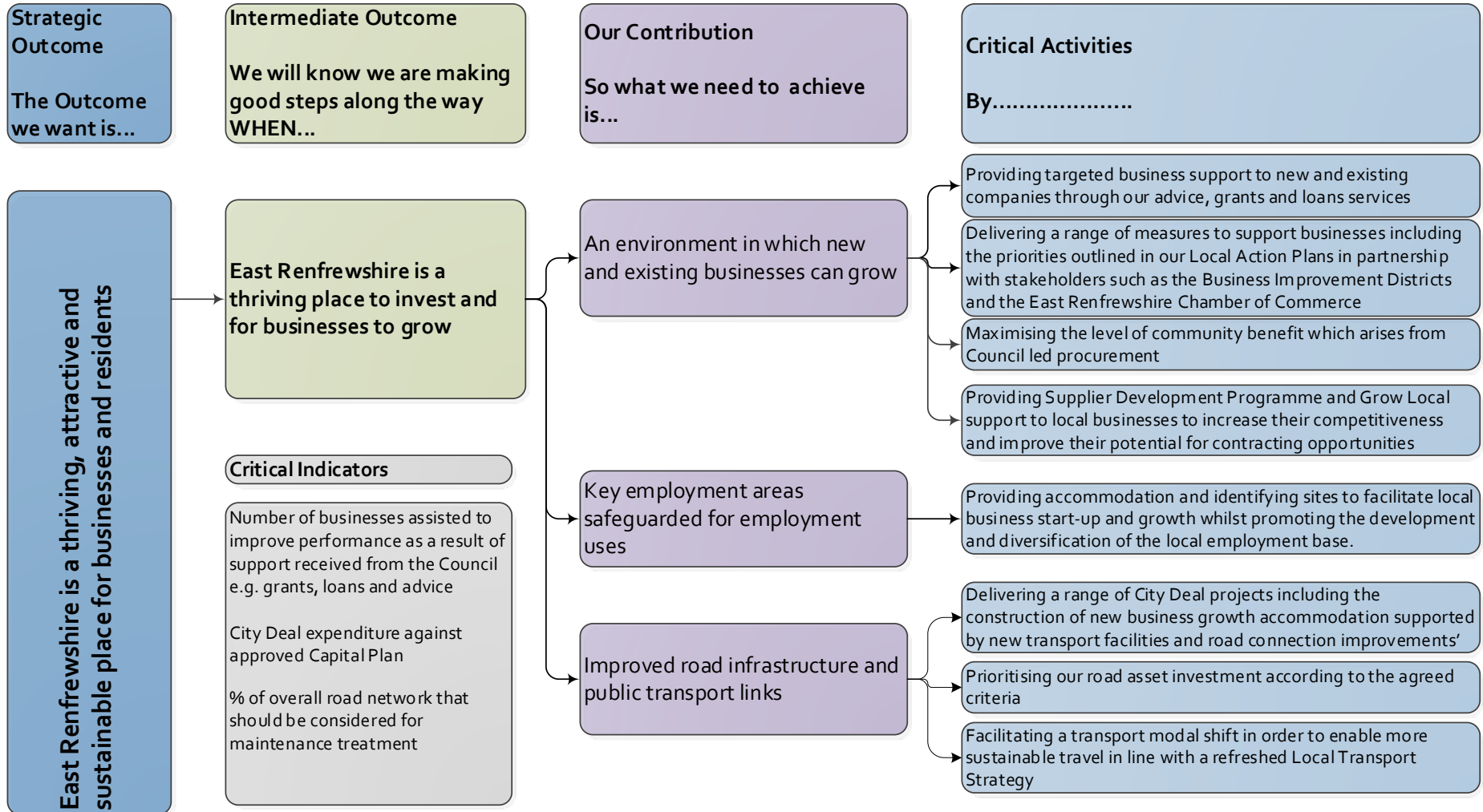
There is ongoing capital investment in improving roads and facilitating a shift towards more sustainable transport is also a priority for our residents. Appropriate transport connectivity for our localities and ensuring residents have good access to the 28,000 jobs to be created across the City Region 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 Economic Recovery Plan, developed as a response to the 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 building on the success of the new Greenlaw works in order to ensure maximum positive impact on local employment and businesses. We are also working to promote increased footfall in our town centres. Stakeholder engagement informs Local Action Plans which will identify transformational capital projects in our town centres and neighbourhoods to make them more vibrant, creative, enterprising and accessible, and another phase of the "Love Local" marketing campaign is in development. We continue to provide a wide range of support to our local businesses via our Business Growth and Business Gateway East Renfrewshire teams to help them grow and prosper and 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 and business growth agendas.

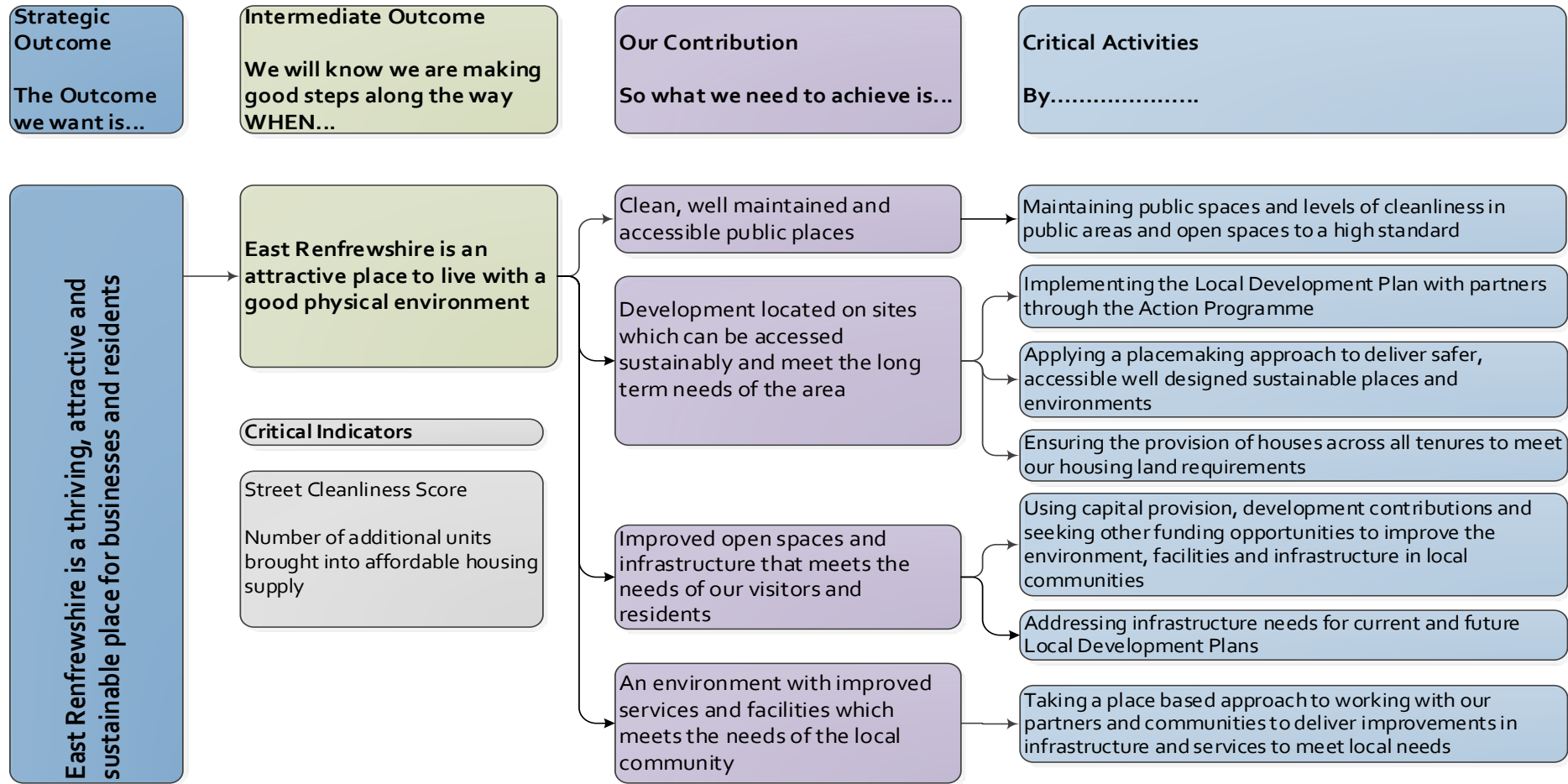
Residents in East Renfrewshire have continued to support the Council's recycling efforts, ensuring our recycling rates are the best in Scotland. Post pandemic recycling rates have seen East Renfrewshire return to the top of the league table following the period where waste composition changed across the country and street cleanliness is expected to return to pre pandemic levels after a decrease in maintenance due to restrictions. 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 2023-24 remain the same, however, we continue to operate in a challenging climate. 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 Get to Zero Action Plan due to be published later this year following a public consultation. We will continue to review and monitor the methodology behind our measurement of carbon emissions as it is currently evolving as data availability and accuracy develops. This means that year-on-year comparison and benchmarking against other local authorities has limited application until the methodology matures.

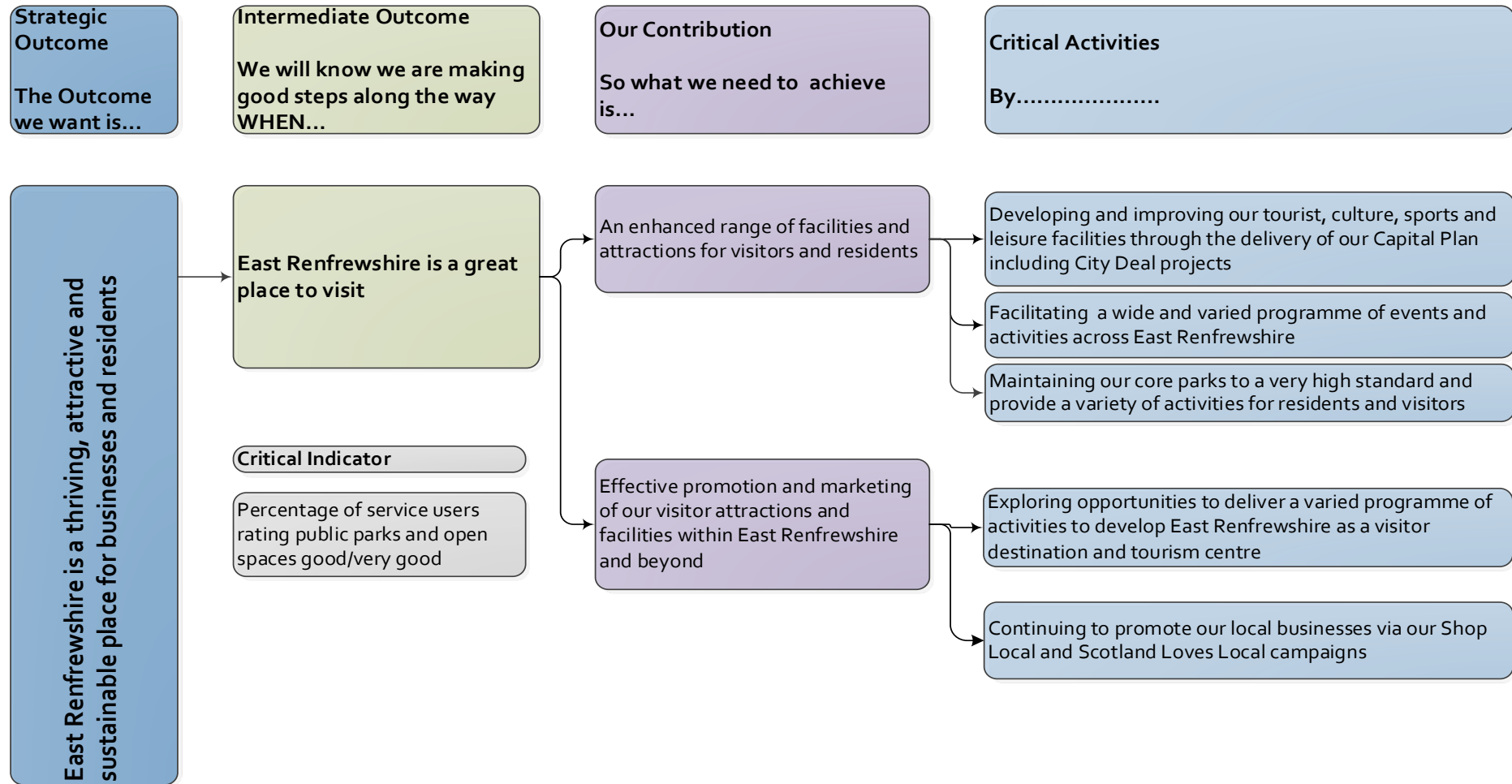
3.2 East Renfrewshire is a thriving place to invest and for businesses to grow



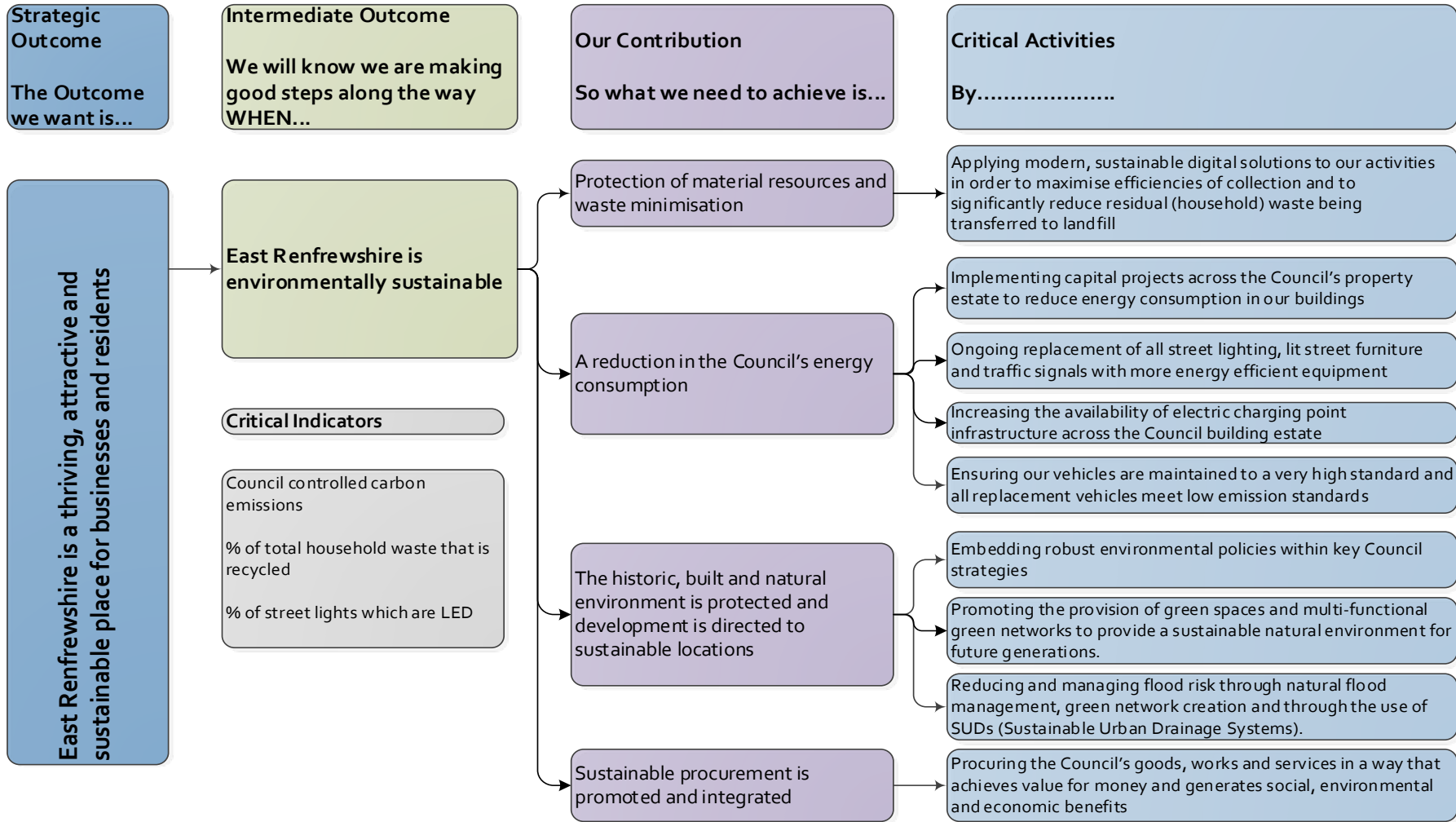
3.3 East Renfrewshire is an attractive place to live with a good physical environment



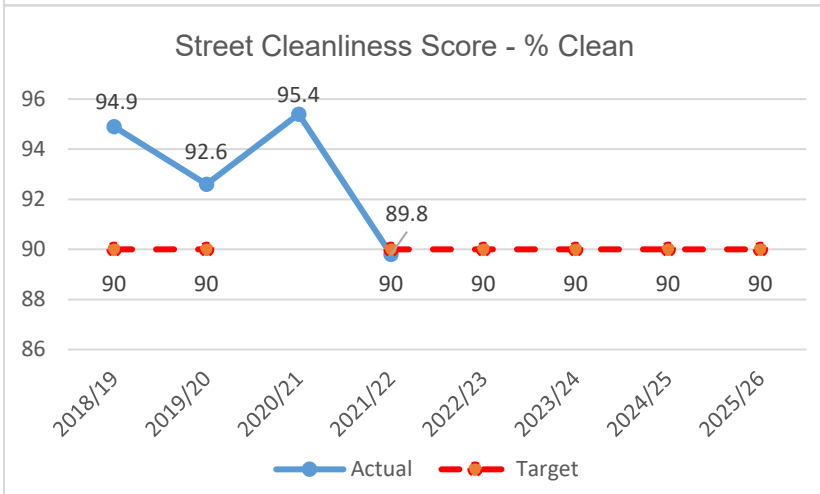
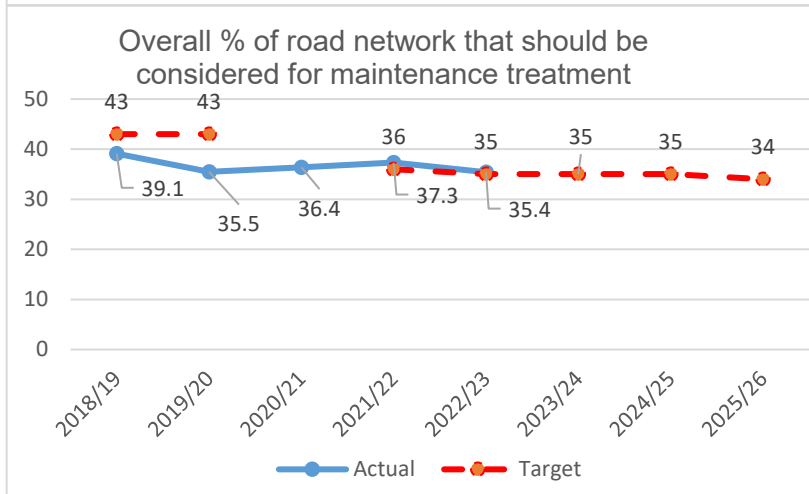
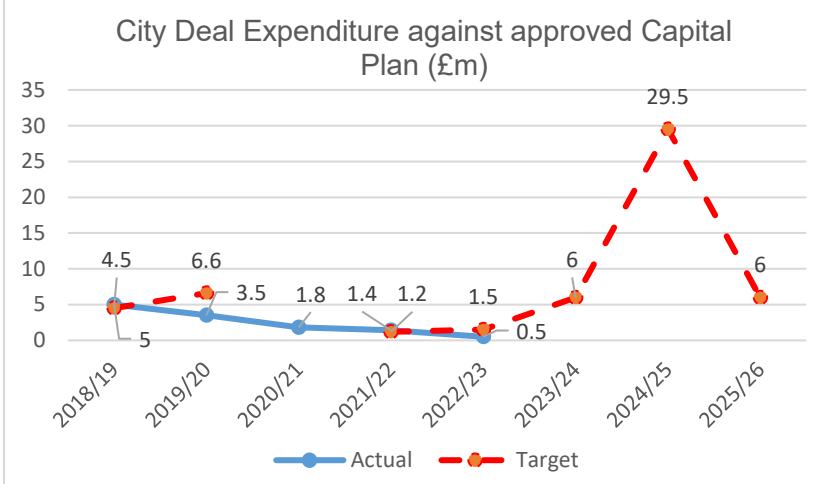
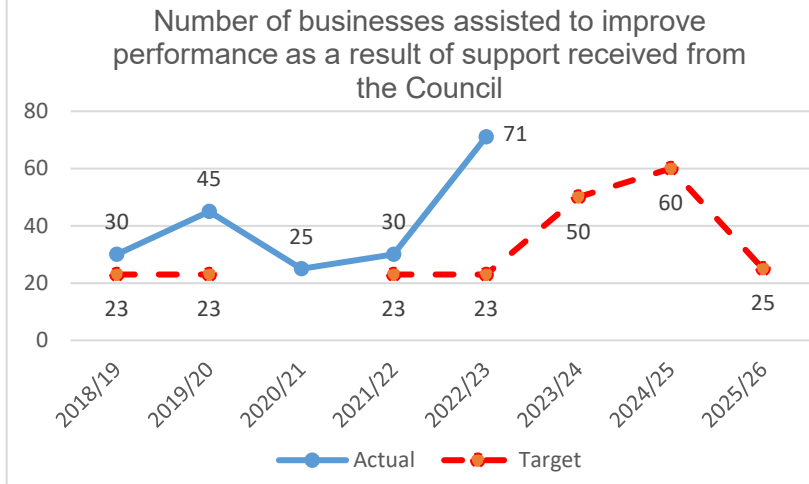
3.4 East Renfrewshire is a great place to visit

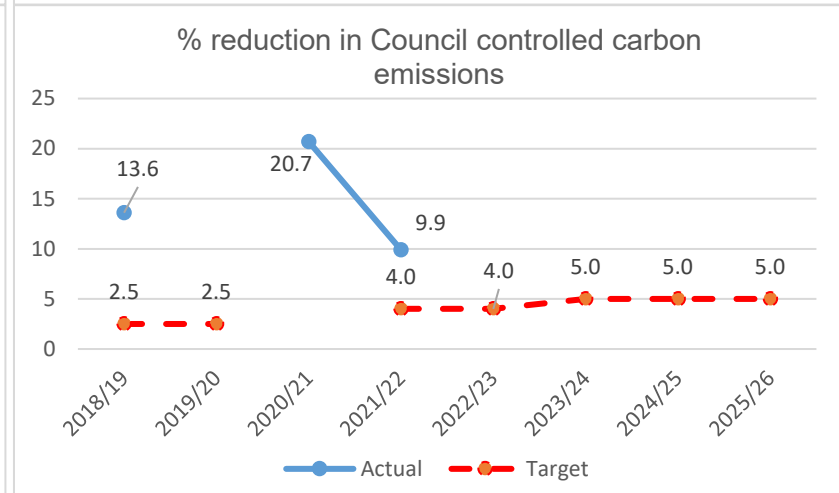
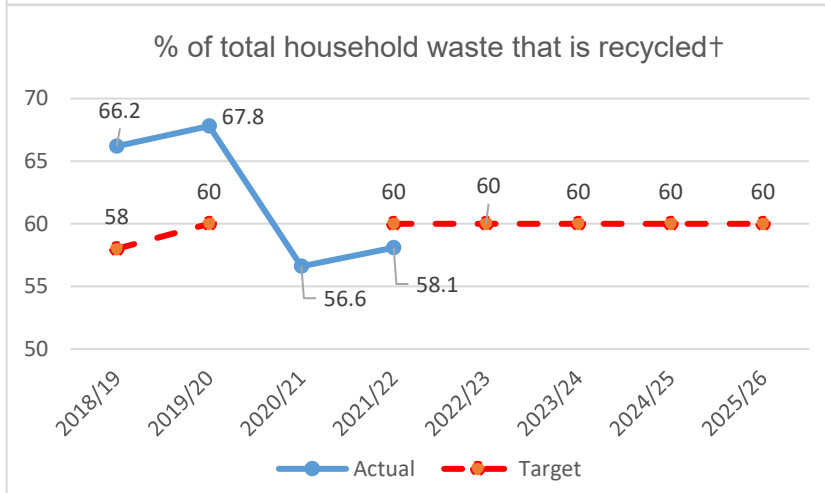
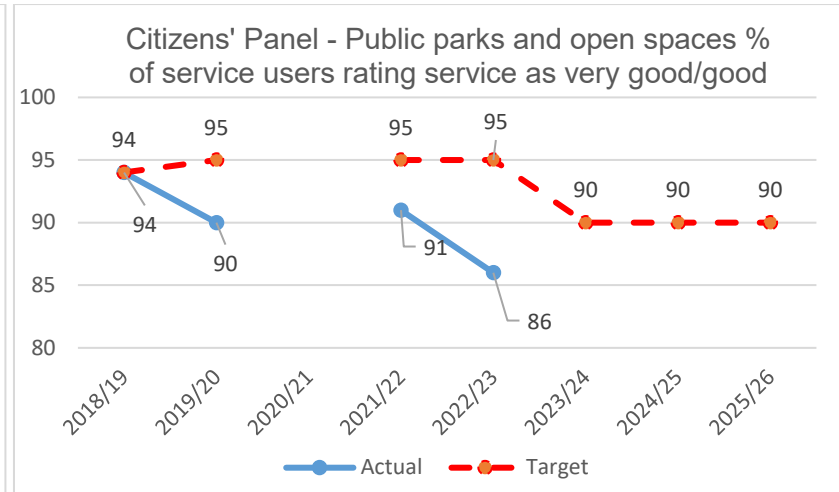
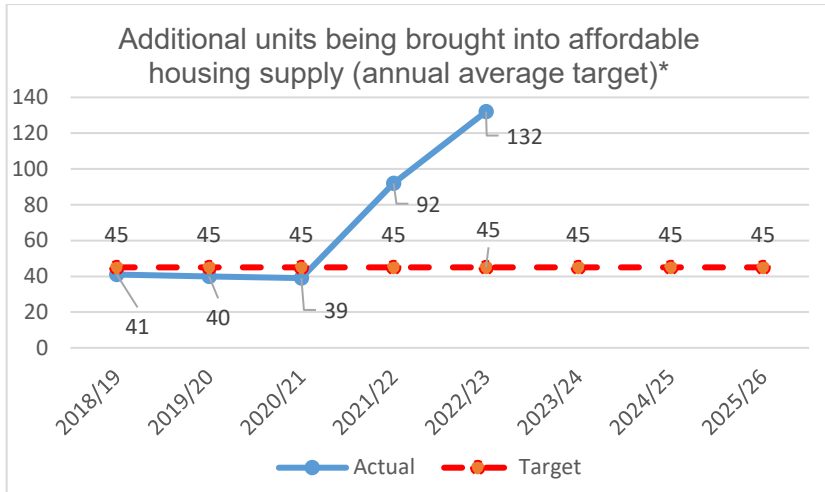


3.5 East Renfrewshire is environmentally sustainable



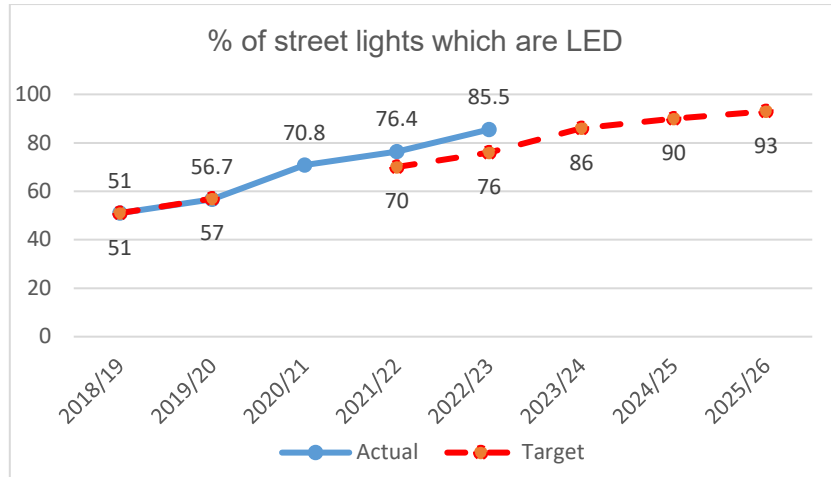
Outcome 3 indicators



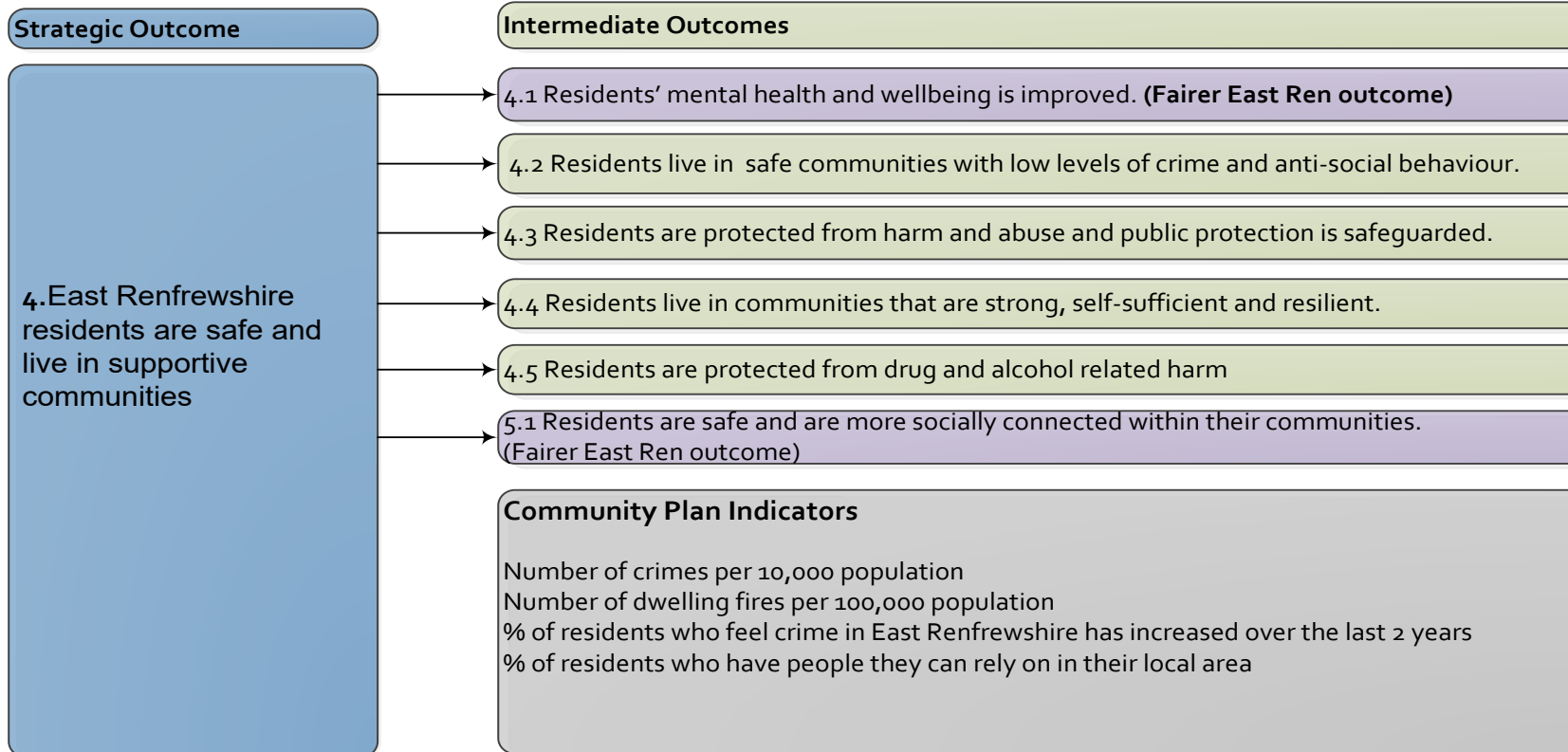


*Targets are provisional and are subject to finalisation of Local Housing Strategy in 2023. This is dependent on Scottish Government feedback and also the development of Housing Supply Targets via Glasgow and Clyde Valley Regional Plan.

† Dip in performance due to the change in waste composition during the pandemic, has now returned to top performing Council in Scotland.



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





STRATEGIC OUTCOME 4

Safe, supportive communities

In safe, supportive communities, people's health and wellbeing outcomes 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.

Online platforms such as Commonplace are used for consultation, however, our engagement offline and in communities is vital too. The Community Learning and Development (CLD) Team work alongside groups and individuals to build skills and opportunities to create positive impact, and the work is more important than ever before as we try to build back community confidence and resources while dealing with the longer term effects of the pandemic. 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. Over 2023-24 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 (PB), we will continue to identify available budgets and opportunities for meaningful community engagement and participation. 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 progress work in this area we will be supporting employees across the Council to build their understanding and skills, and develop our plan for progressing PB going forward, as well as seeking opportunities within our communities to build capacity to deliver local PB projects.

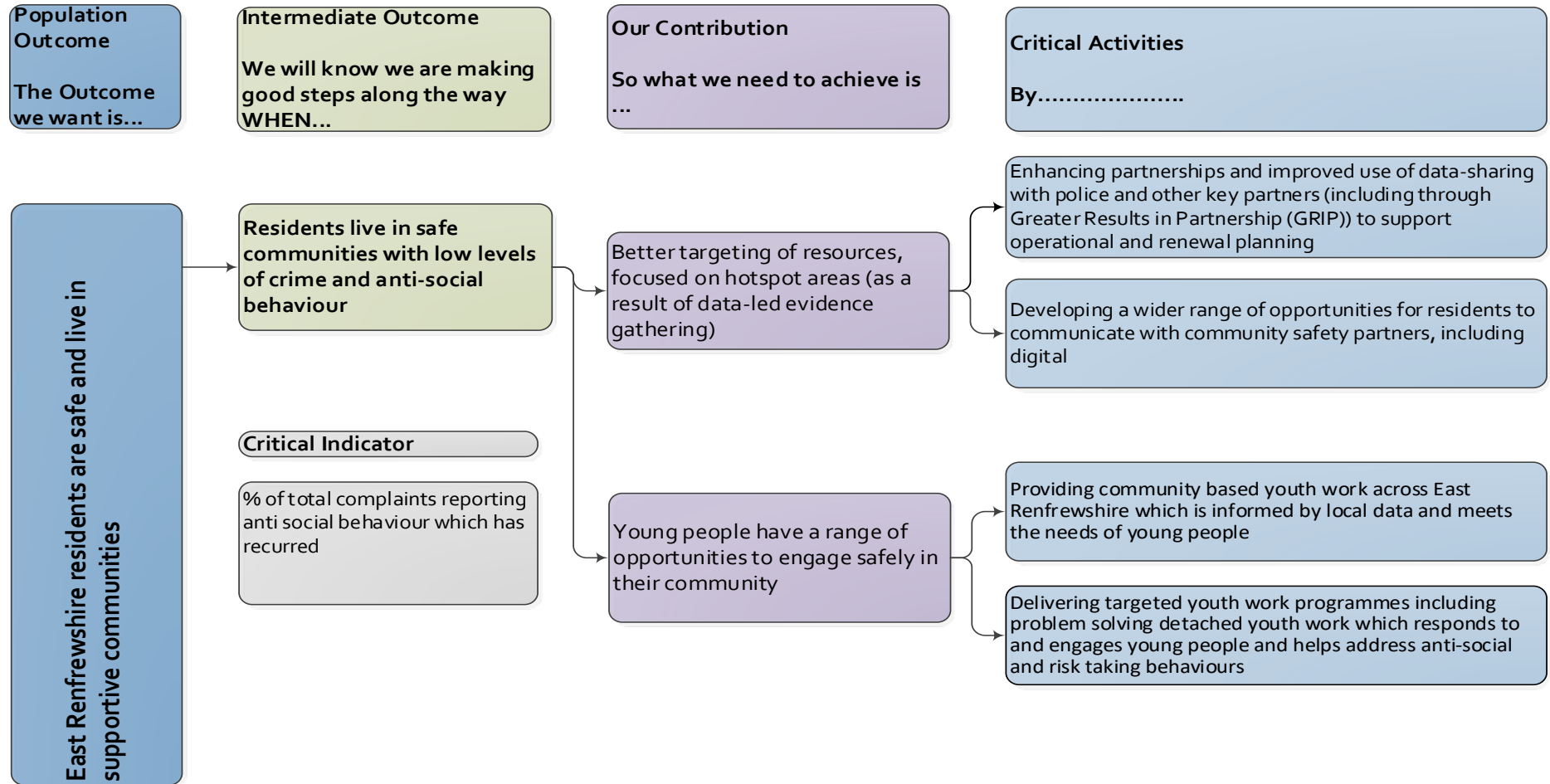
Strong relationships are in place with our partners to continue to reduce levels of crime and anti-social behaviour in East Renfrewshire. We help our residents feel safer in their neighbourhoods and homes through our community warden team, who deter incidences of crime and anti-social behaviour by their high visibility across the area. Our Community Safety Unit operates 24/7, 365 days per year providing Telecare alarm-receiving centre services, monitoring our CCTV network and out-of-hours call handling for homelessness, housing repairs and the Anti-Social Behaviour 'Ring and Report' Line. The Community Safety service also has responsibility for parking enforcement within East Renfrewshire to help make our roads safer.

We are focused on prevention and share data to drive intelligence led strategic planning with our partners through the Safe East Ren partnership group, aiming to enhance the visibility of community safety and community justice services and building back our strong links with local groups and networks. Our youth support and activities that aim to prevent youth anti-social behaviour is being focused on the most vulnerable children and young people and our CLD Team continues to work with schools to design new ways of working with all young people. The CLD Team also delivers targeted street work to engage with and divert young people towards more positive activities.

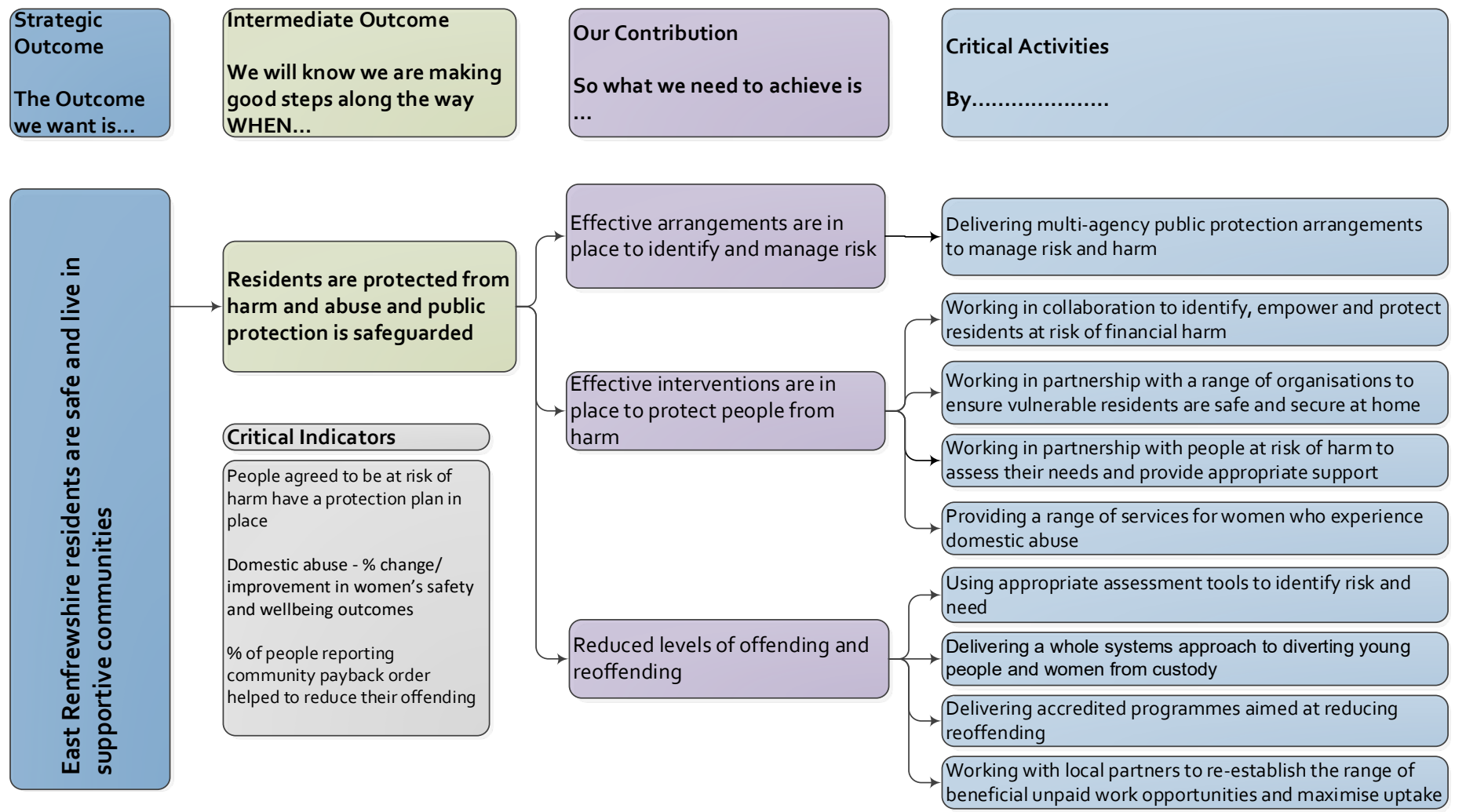
Our aim is to improve community safety and public protection through targeting our resources to reduce the risk of offending and harm in local communities. Protecting women, children and young people affected by domestic abuse and all forms of gender-based violence is a significant priority for East Renfrewshire Council. Evidence overwhelmingly indicates that domestic abuse is a widespread, chronic and damaging social problem. There is no doubt that the impact of the pandemic on women, children and young people who are victim-survivors of domestic abuse has been severe. We will continue to ensure robust processes and pathways are in place to identify, protect and respond effectively to women, children and young people affected by domestic abuse and all forms of gender-based violence, and our services are designed to address the long-term effects of trauma and abuse.

The East Renfrewshire Alcohol and Drugs Partnership brings together a wide range of partners to enhance services to reduce and prevent drug-related harms and deaths with the aim of improving overall wellbeing for individuals and their families. Identifying priorities for investing new funding from the national Drugs Mission is a key focus. The Community Addictions Service, working together with key partners, is implementing the Medication Assisted Treatment standards to ensure accessible and person-centred service provision. Services are working with people with lived experience of alcohol and drug harms in a range of ways including a Lived Experience Panel and a peer research programme. This is enabling a greater understanding of local needs and priorities and creating opportunities to work in partnership with communities to enhance community-based recovery supports and ensure services can support individuals with more complex needs.

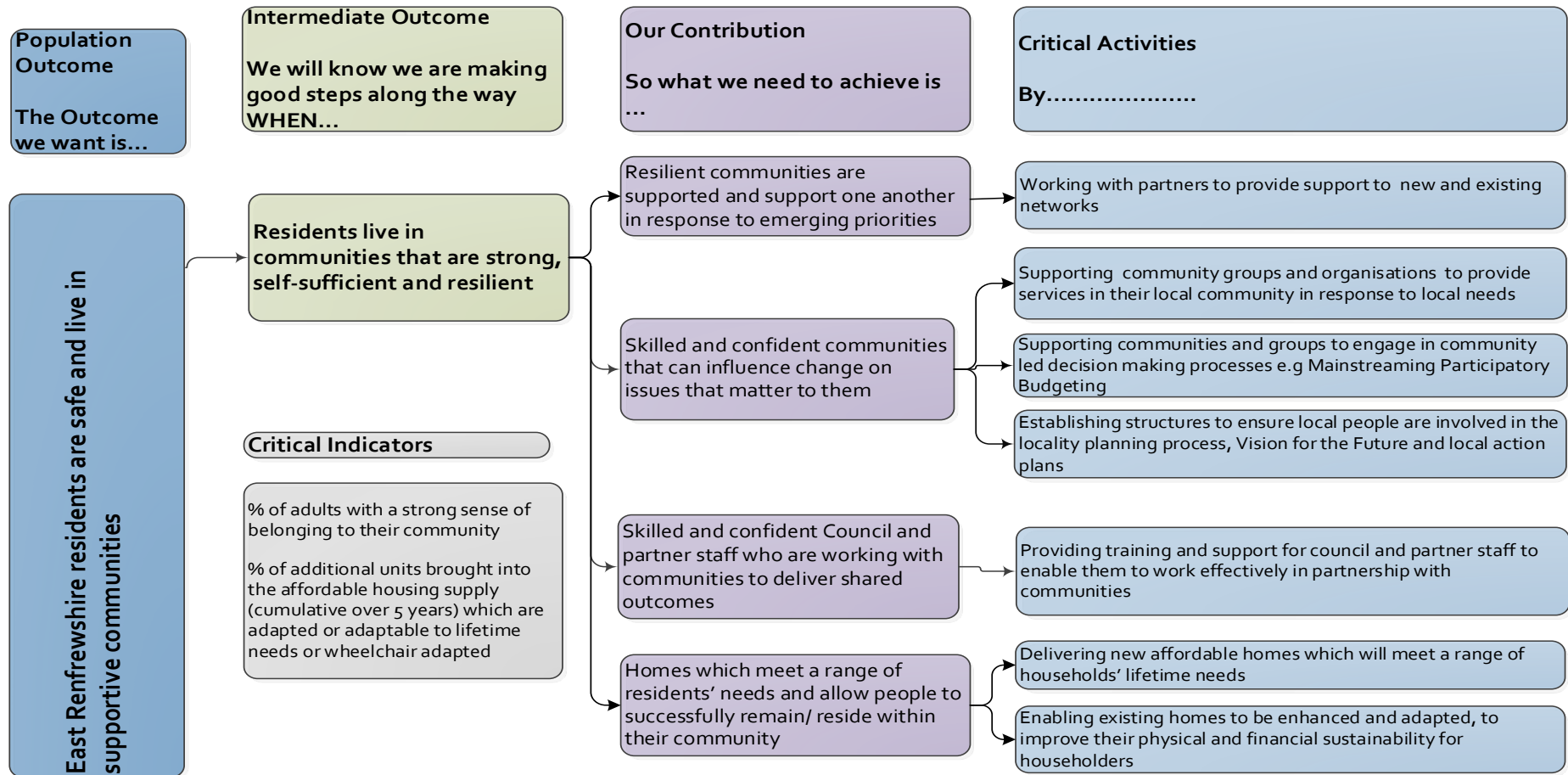
4.2 Residents live in safe communities with low levels of crime and anti-social behaviour



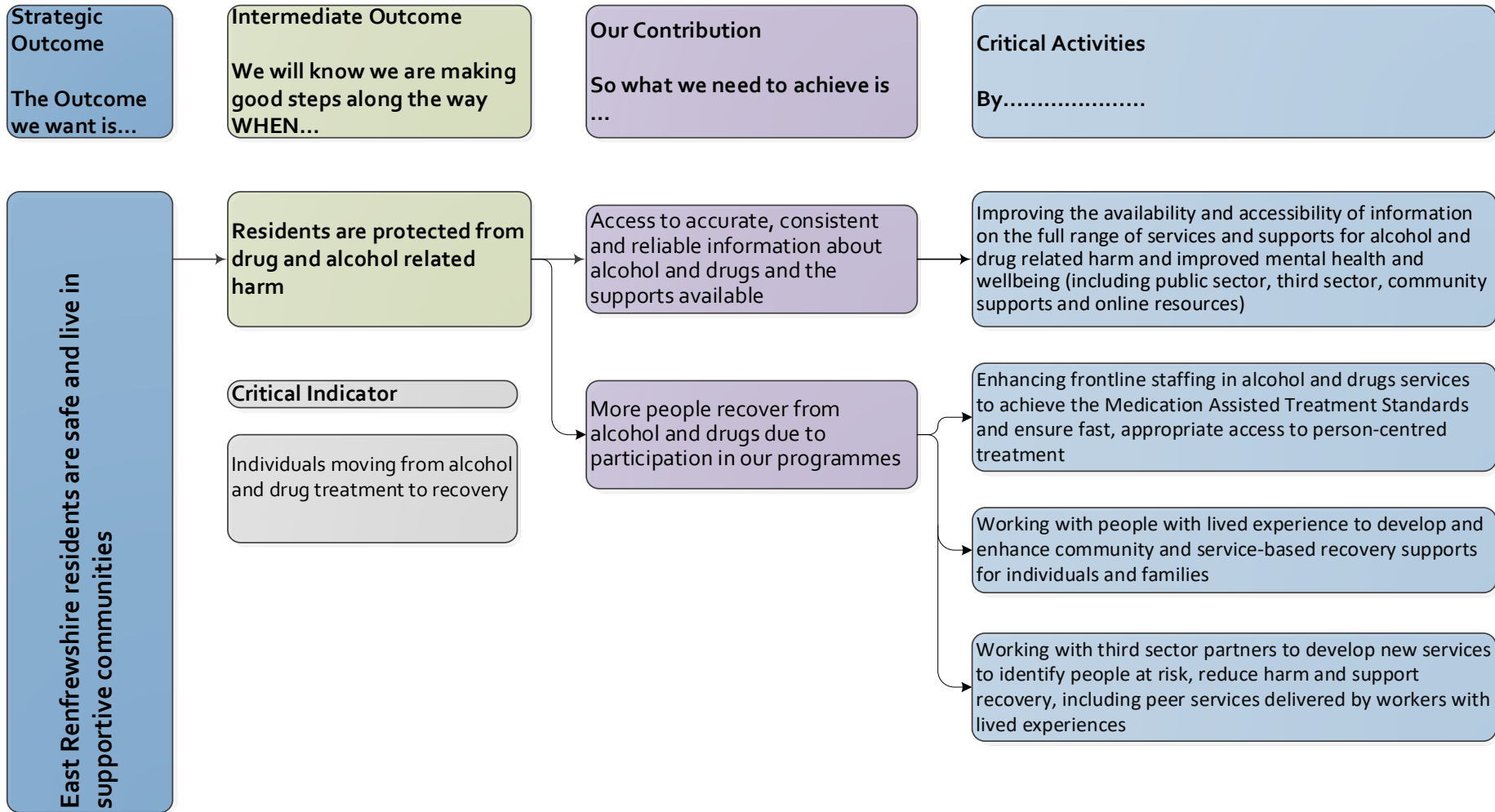
4.3 Residents are protected from harm and abuse and public protection is safeguarded



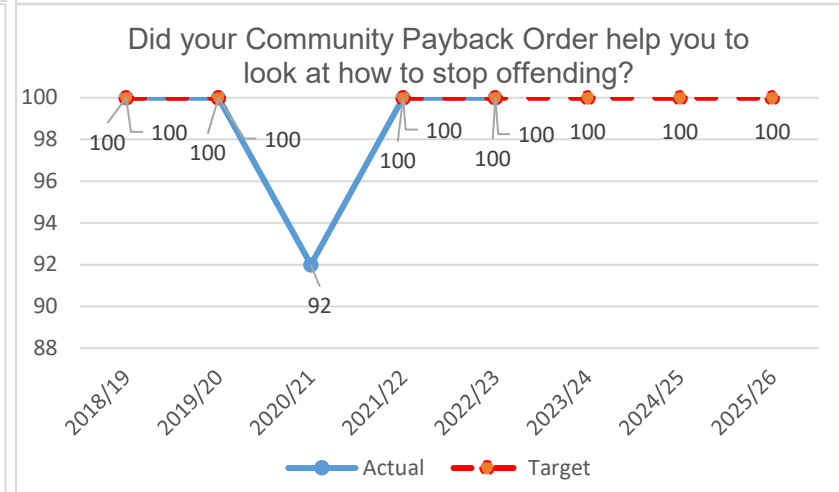
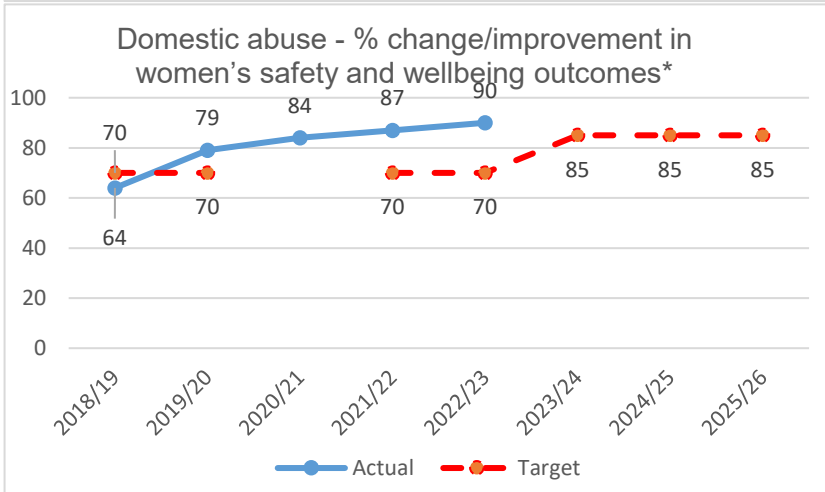
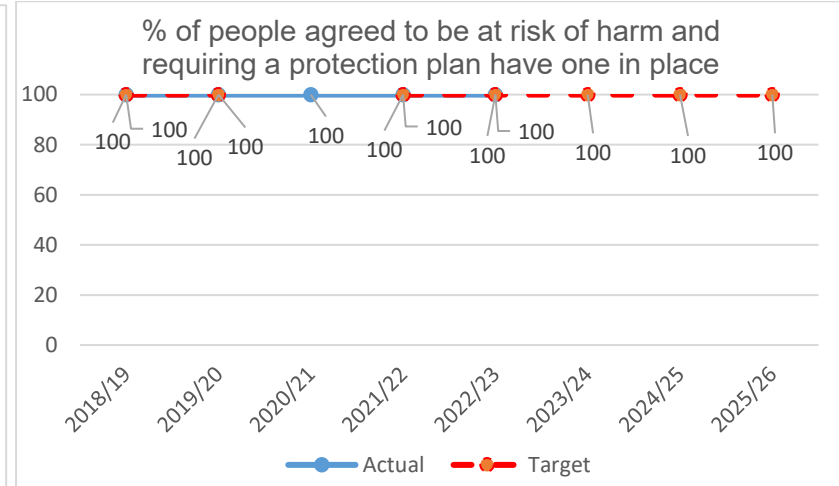
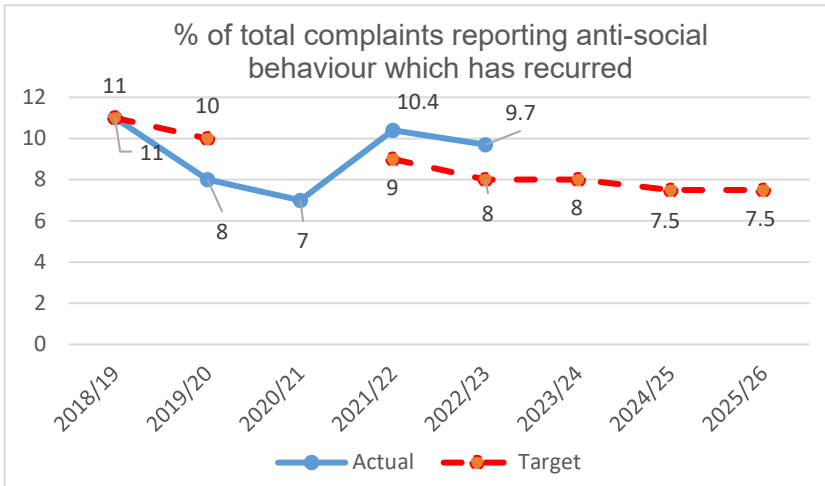
4.4 Residents live in communities that are strong, self-sufficient and resilient

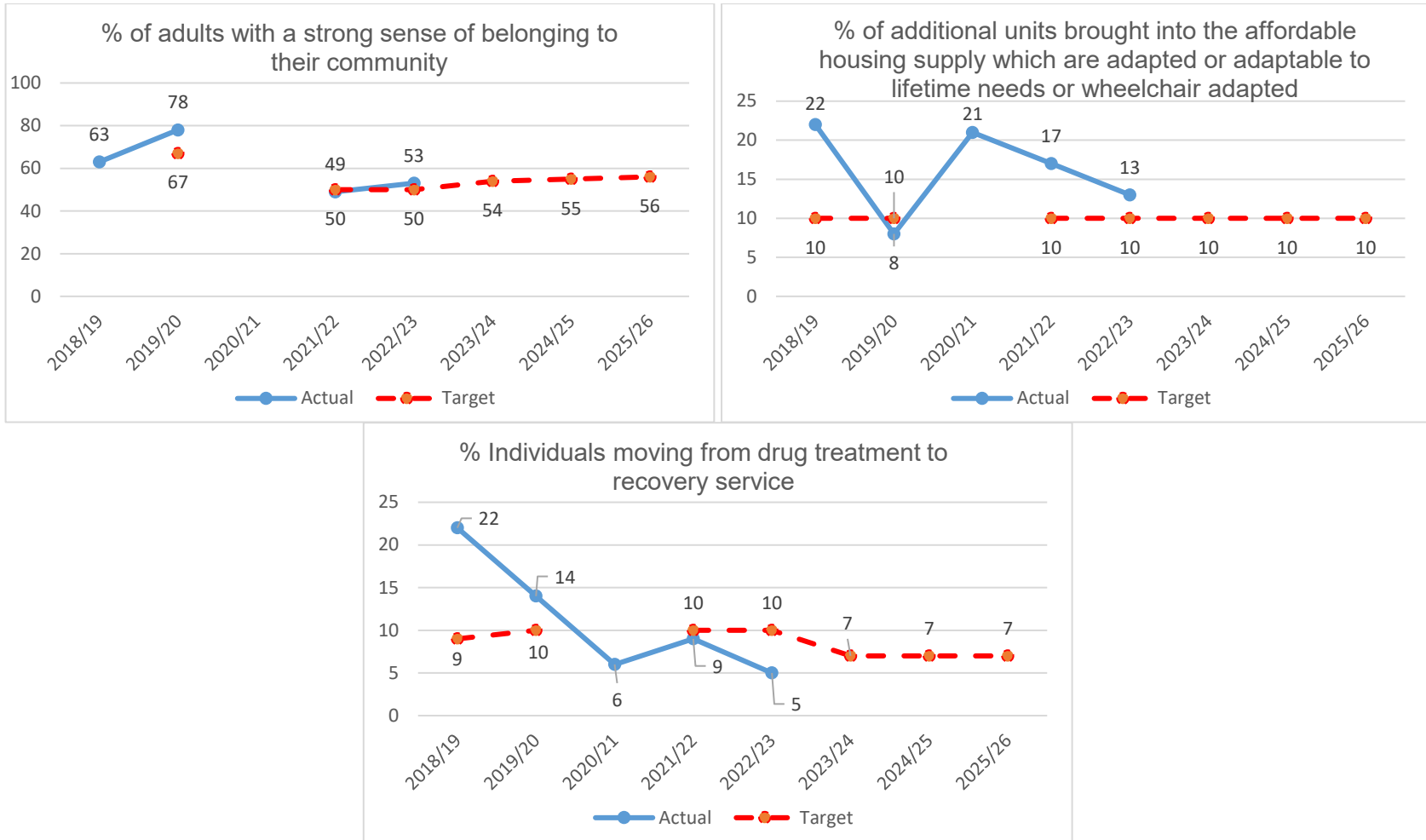


4.5 Residents are protected from drug and alcohol related harm



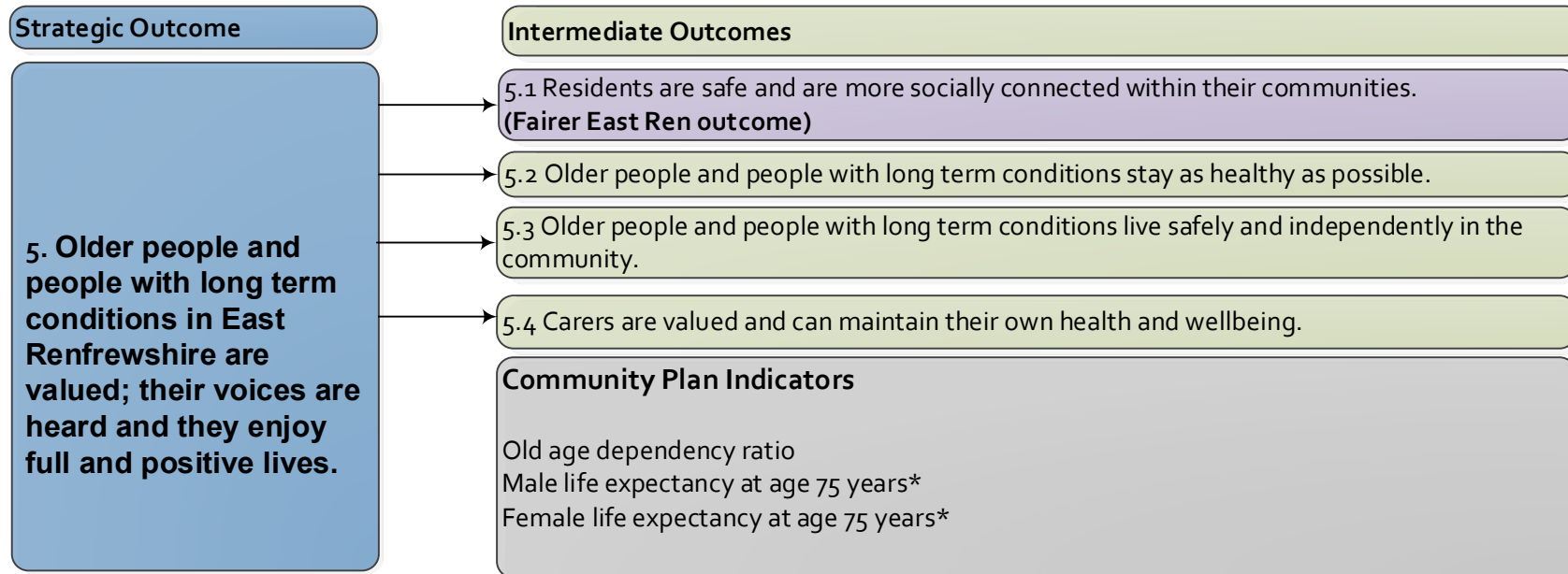
Outcome 4 indicators





*The outcome areas measured are safety, accommodation, support networks, legal issues, health and wellbeing, money, children, work and learning, empowerment and self- esteem.

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



*The average number of additional years a man or woman aged 75 can be expected to live if they continue to live in the same place and the death rates in the area remain the same for the rest of their life.



STRATEGIC OUTCOME 5

Older people and people with long term conditions

The Health and Social Care Partnership (HSCP) Strategic Plan 2022-25 outlines the key strategic priorities that we are delivering 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.

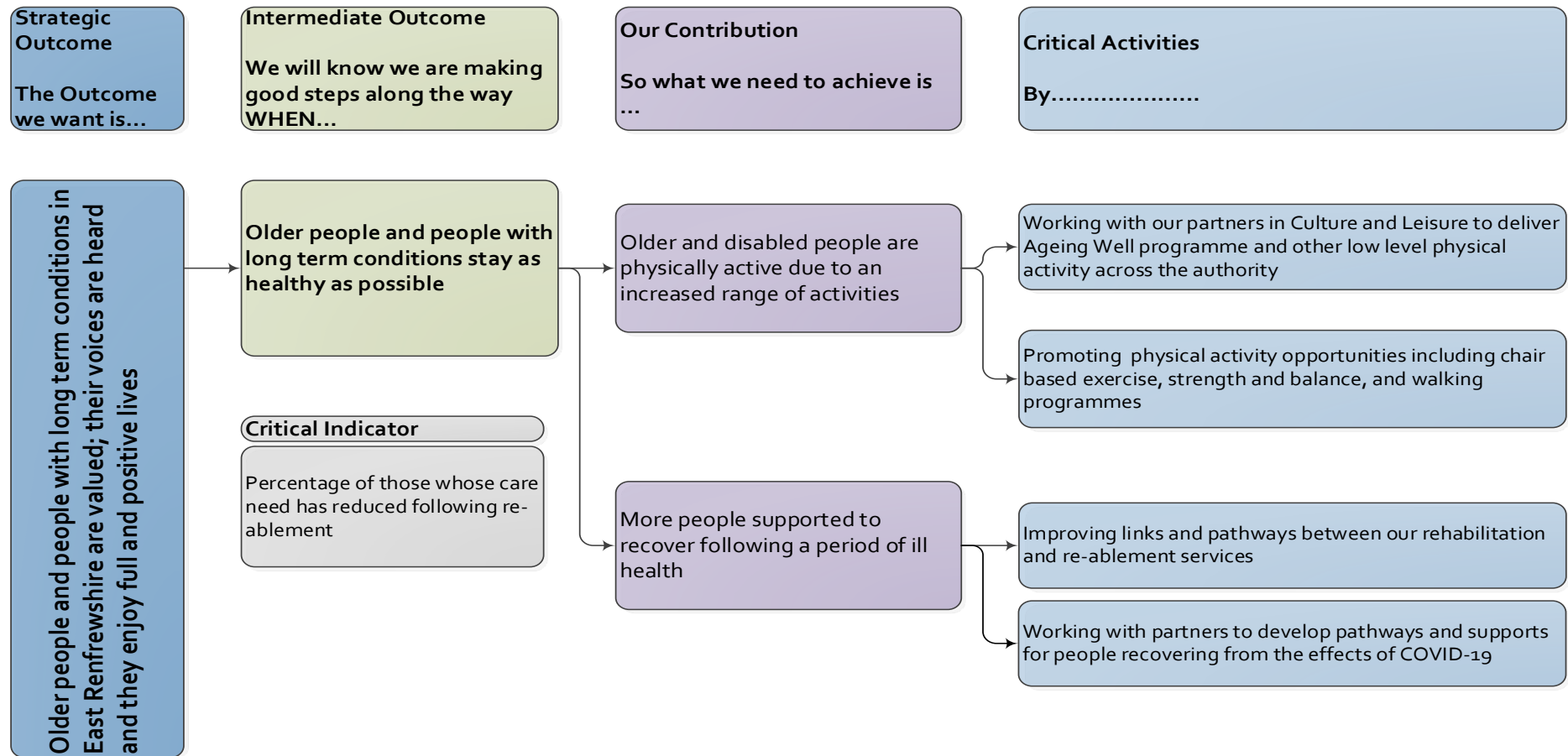
There is a proportionally high number of people living in East Renfrewshire with disabilities and long-term conditions. Our oldest residents are most likely to experience ill-health and disability; as a result of this they are the greatest users of health and social care services. Since the pandemic we have been responding to higher levels of demand for support, with increased levels of frailty and complexity among the population we work with. Individuals are presenting with higher levels of emotional distress, complex needs and limited informal support networks. In partnership with Voluntary Action East Renfrewshire, via the Community Hub, we continue to work to minimise isolation and engage with those in need through approaches such as befriending, peer support and the work of our Kindness Collaborative and Talking Points, linking people to local supports. By building on this collaborative work we hope to increase the community support and opportunities available. We will also make best use of technology and health monitoring systems to support independence and self-management as demonstrated by our Telecare system, where East Renfrewshire was the first local authority in Scotland to switch to an end-to-end digital system.

During the pandemic we adapted our approaches across services to support the mental wellbeing of the people we work with. As we move forward we will continue to focus on good mental wellbeing, and on ensuring that the right help and support is available whenever it is needed. Recognising that different types of mental health needs will continue to emerge as time passes, we will need to continually adapt our approach to reflect this, and are focused on close collaboration with primary care, and further enhancing the mental health and wellbeing supports within primary care settings. By working with GPs, third sector partners and people with lived experience we will develop our approach to ensure people get the right service, in the right place at the right time.

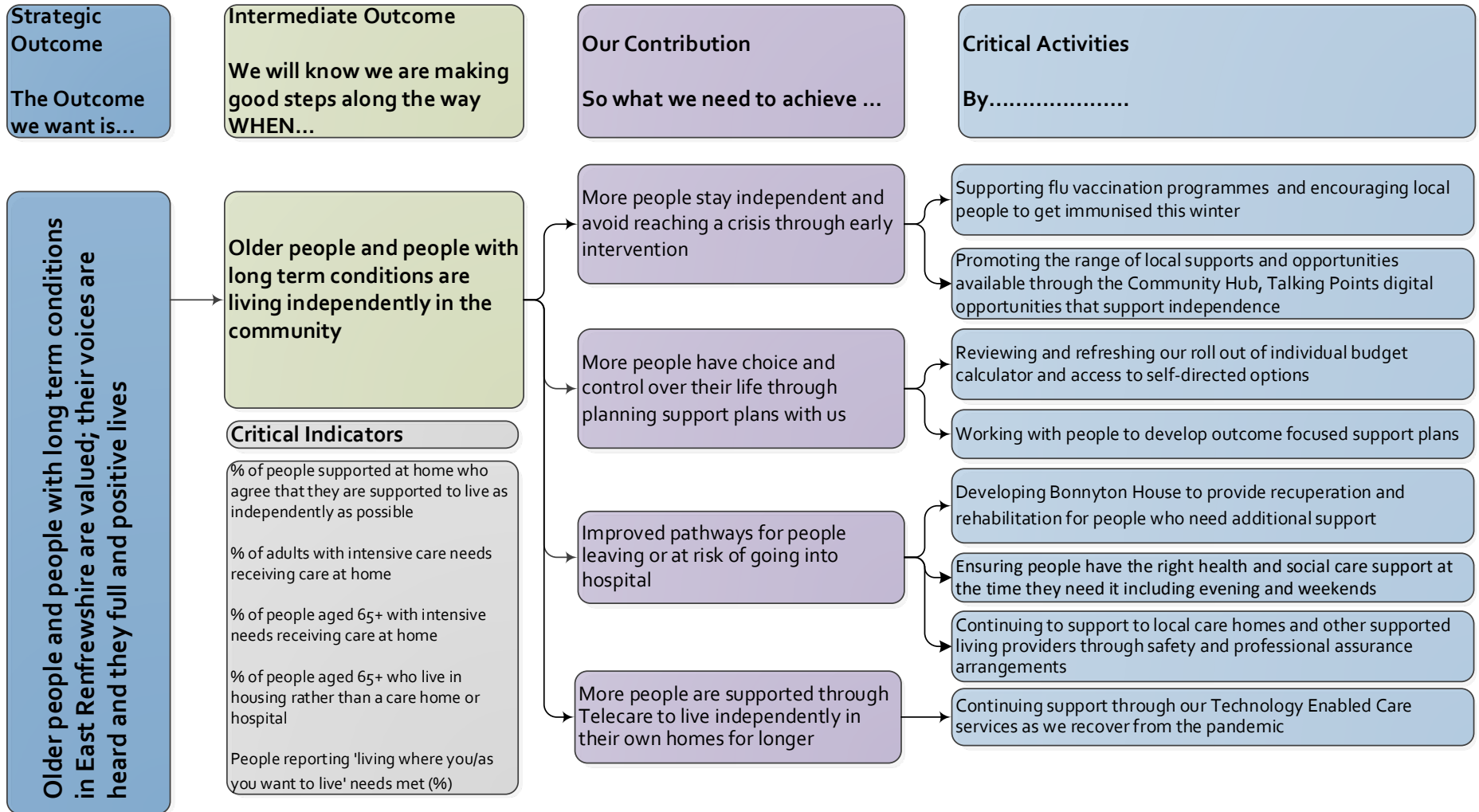
Despite demand pressures on our Care at Home service, we continue to support people to live independently and well in their communities, and are developing our intermediate care options, minimising unplanned hospital stays, and providing proactive support in the community. We are committed to increasing choice and control for people who require support and delivering the full potential of Self-Directed Support. By working collaboratively, we will ensure that we have an effective delivery framework in relation to supporting individuals and enabling innovative approaches, and can support our partner providers and in-house services 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 recognise the enormous contribution carers make to health and social care across East Renfrewshire and will further develop information and support provided to carers, East Renfrewshire Carers' Centre and other stakeholders. In addition to timeous advice and information, there will be a particular focus on increasing the scope and variety of short breaks for carers ensuring that they are able to get a break from their caring role, maintain their own health and wellbeing and have a life beyond their caring responsibilities. The Young Carers' Education worker continues to work across schools in East Renfrewshire to promote Young Carer Statements and build the capacity of teaching staff to complete these alongside young carers.

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



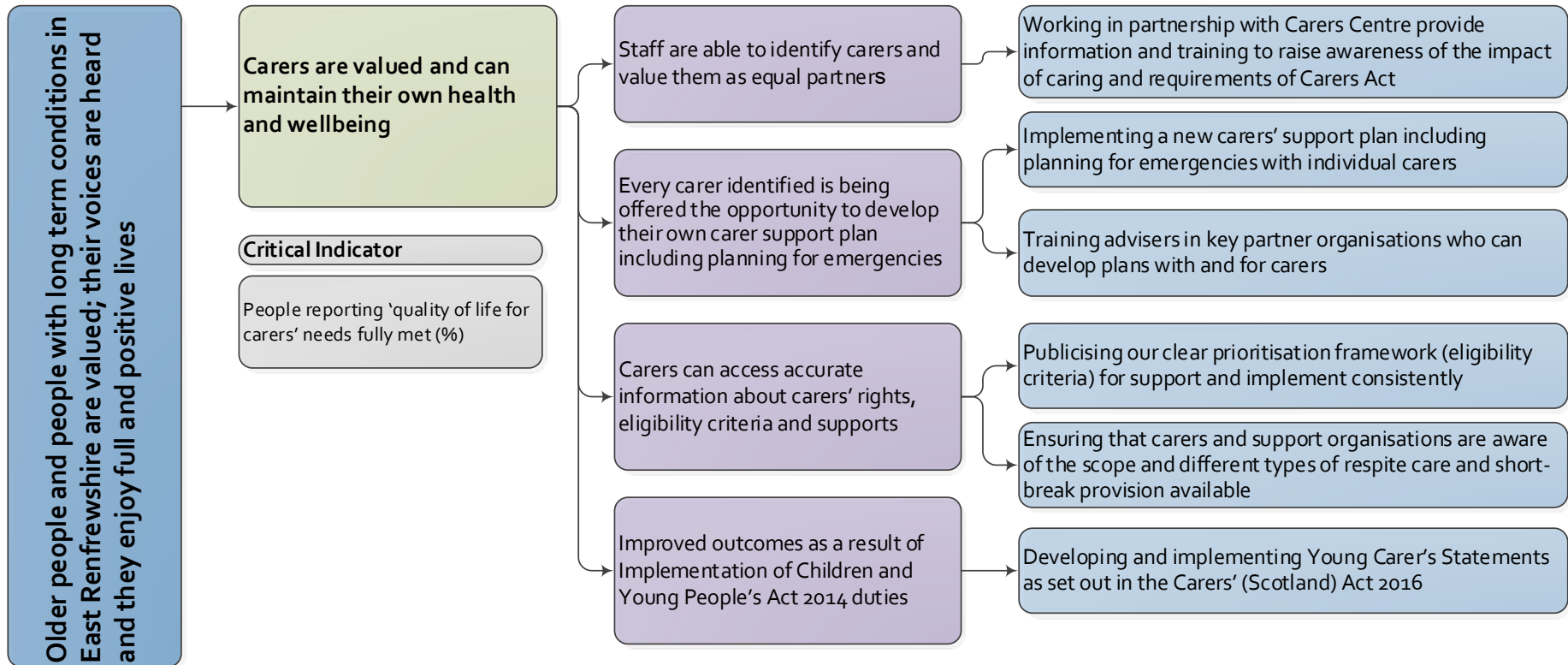
5.4 Carers are valued and can maintain their own health and wellbeing

Strategic Outcome
The Outcome we want is...

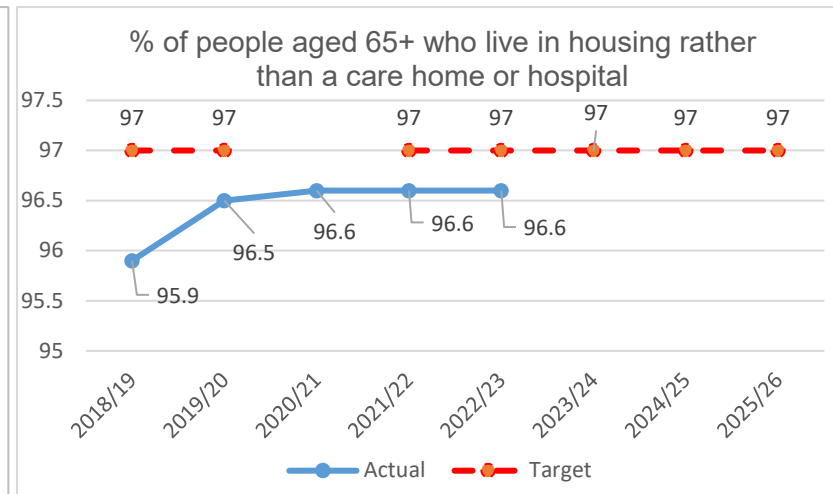
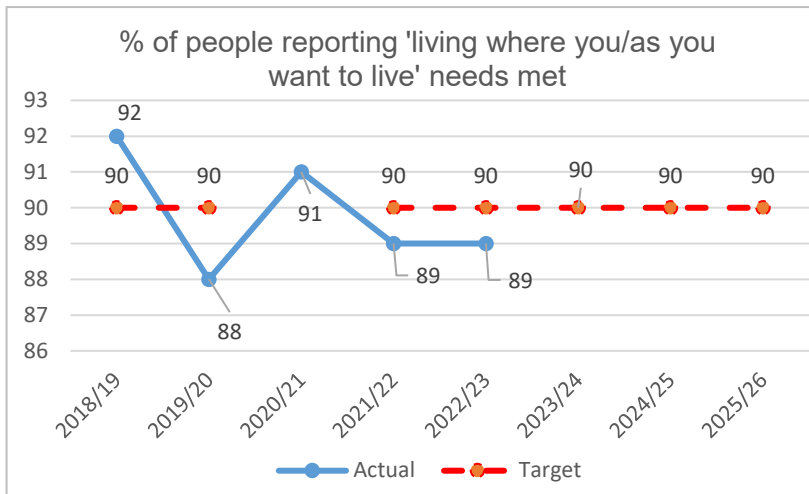
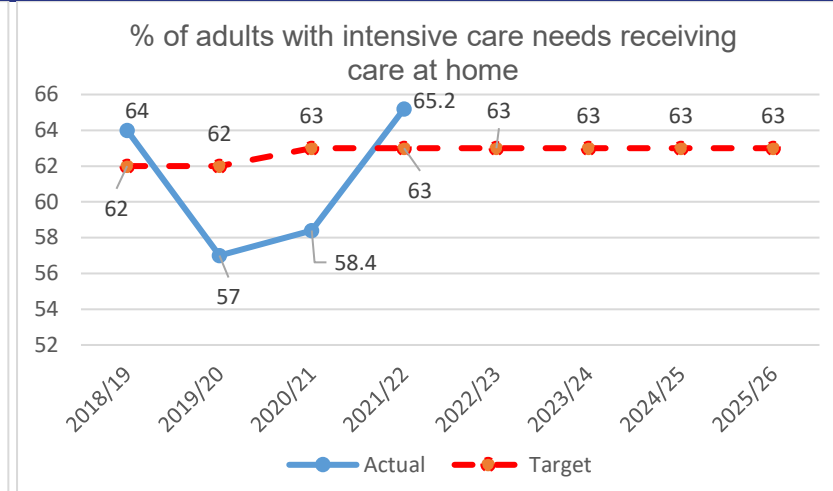
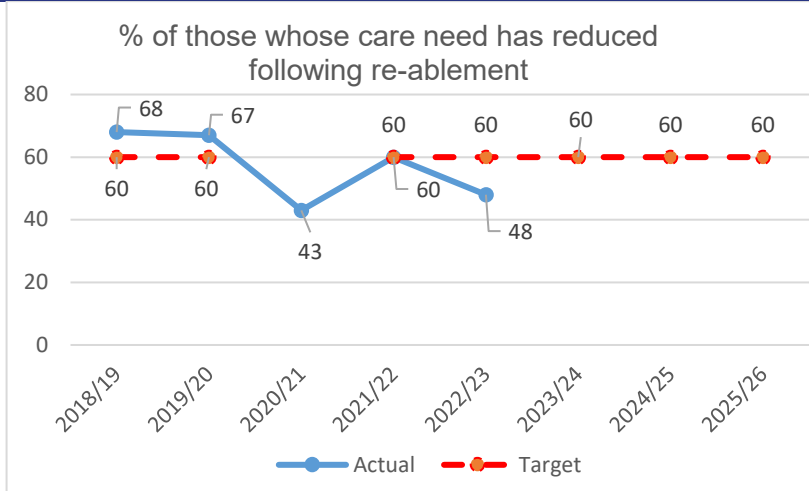
Intermediate Outcome
We will know we are making good steps along the way
WHEN...

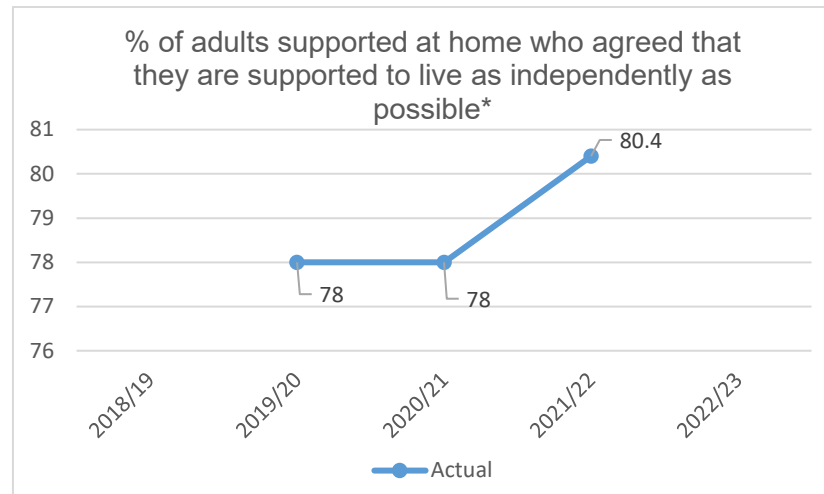
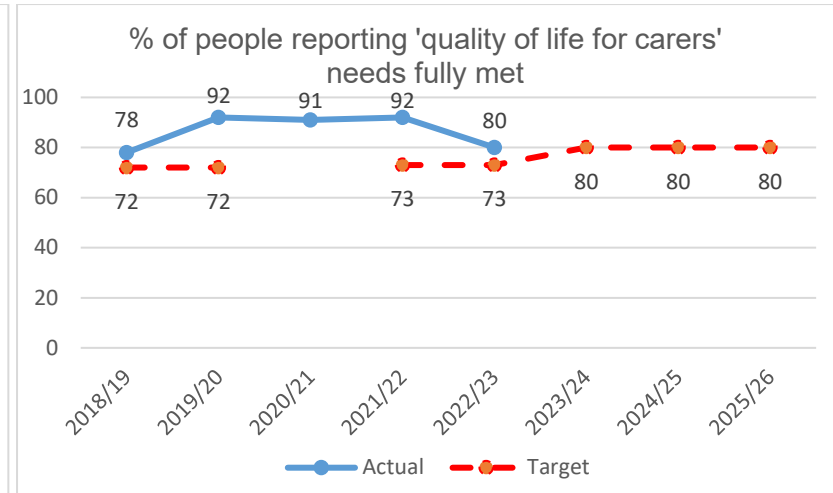
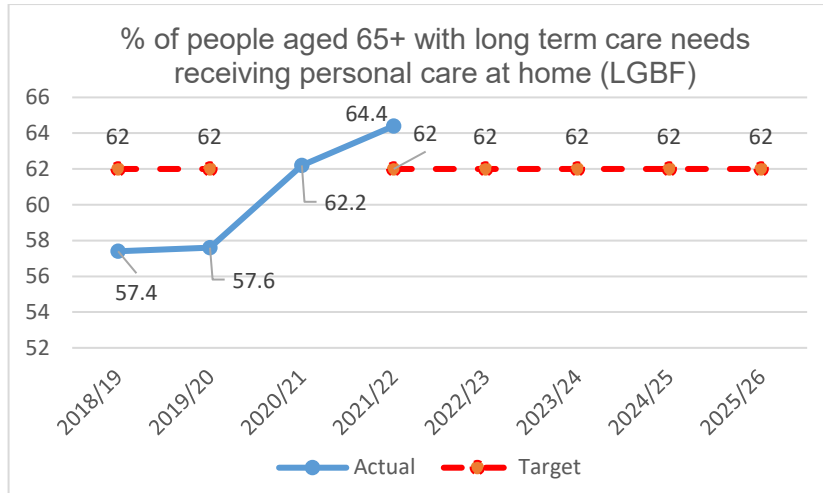
Our Contribution
So what we need to achieve is ...

Critical Activities
By.....



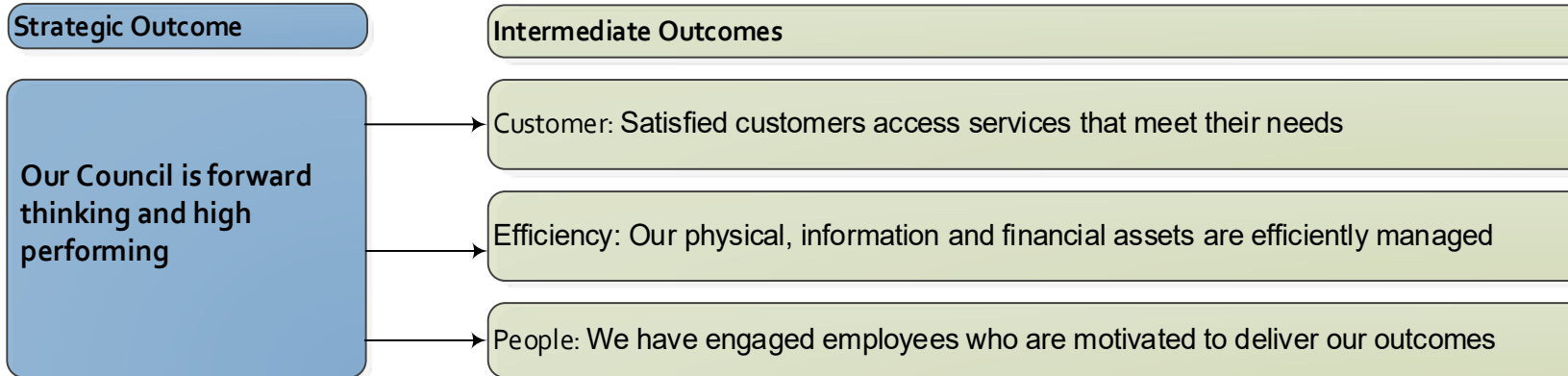
Outcome 5 indicators





*Targets have not been set because the data for this indicator is for monitoring purposes only.

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 continue to develop our approach and our key principles are to have:

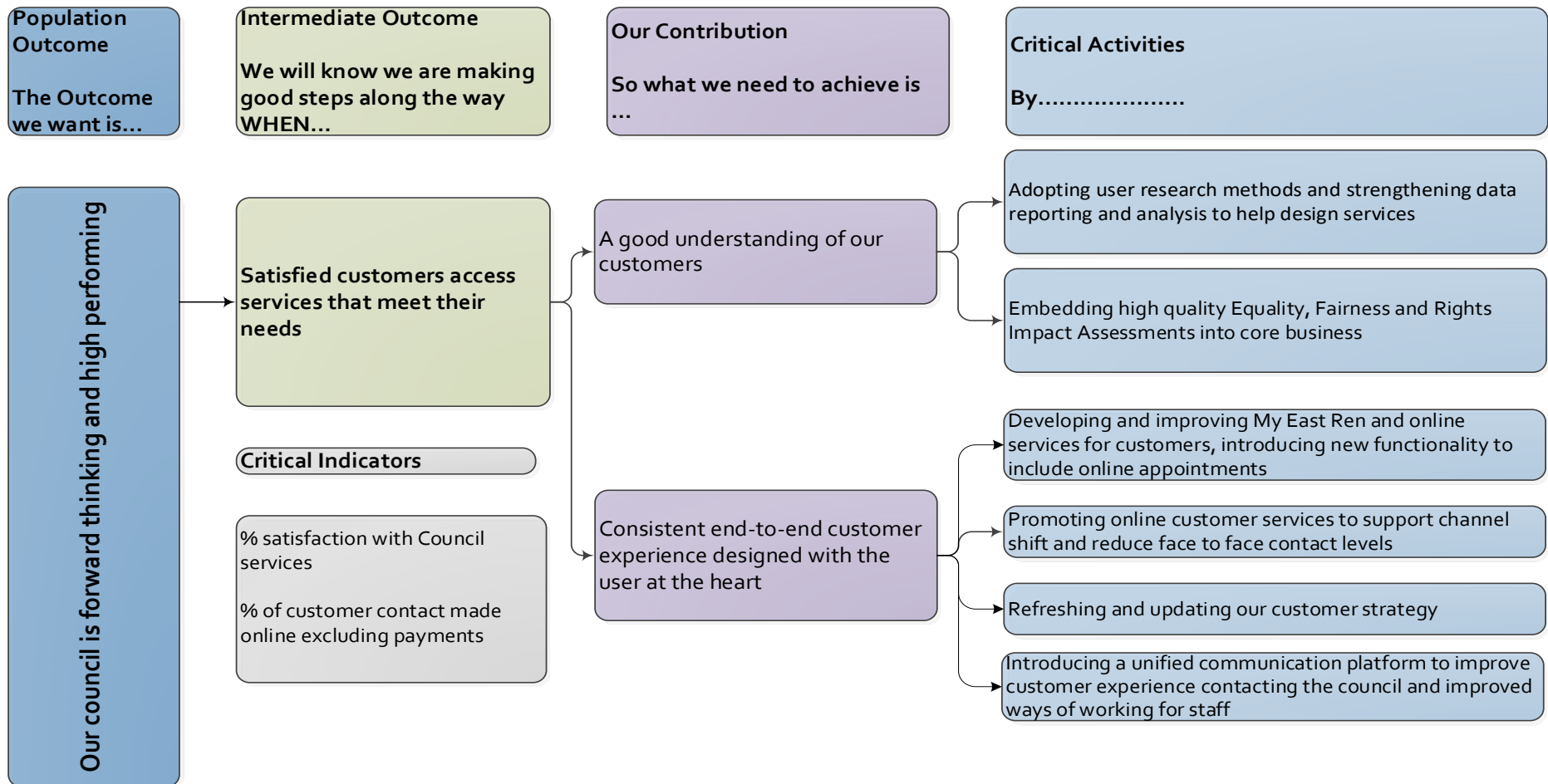
- Well designed, customer focused, end-to-end digital processes
- Streamlined digital processes including booking, scheduling and payments
- Customer insight at the core of any action
- Customer expectations managed with provision of regular updates on progress
- Processes designed in an inclusive way,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

Our commitment to local residents has never been more important and our services continue to experience rising demand as a result of the cost of living crisis. At the same time, we are also operating in a climate of budgetary cuts and fewer resources so want to ensure that residents continue to access and receive services that meet their needs. 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.

Digital transformation is a huge part of our drive to provide a better customer experience. As part of this focus to have more customer focused services and streamlined digital processes we continue to develop our online offer. Since its launch in 2022, over 15,000 residents have signed up to My EastRen, an online account where residents can access local services from their computers or smart phone. This enables residents to see the status of a service request or access other portals that some services use such as Parents Portal with a single log-on. A successful initiative to increase the uptake of council tax online payments has resulted in around 6,000 customers signing up, and the latest service to go online is birth registrations with 93% of customers choosing to use online bookings as their preferred channel.

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, 85% of respondents reported they were satisfied with East Renfrewshire as a place to live. Ensuring complaints are responded to efficiently and effectively is important to us and we use this feedback to improve our services. Our priority is on improving the experience of our customers by simplifying our processes and making more services available online and 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 digital transformation portfolio to ensure our resources are managed effectively and our services are efficiently meeting the needs of our customers and local residents. This particularly concentrates on the modernising, digital, and data capability of our vision. Our continuous aim is to drive up efficiencies wherever possible, by streamlining, integrating and automating processes. This has helped us meet ambitious savings targets and significantly lessened the impact on frontline services, however this is becoming harder to achieve year on year.

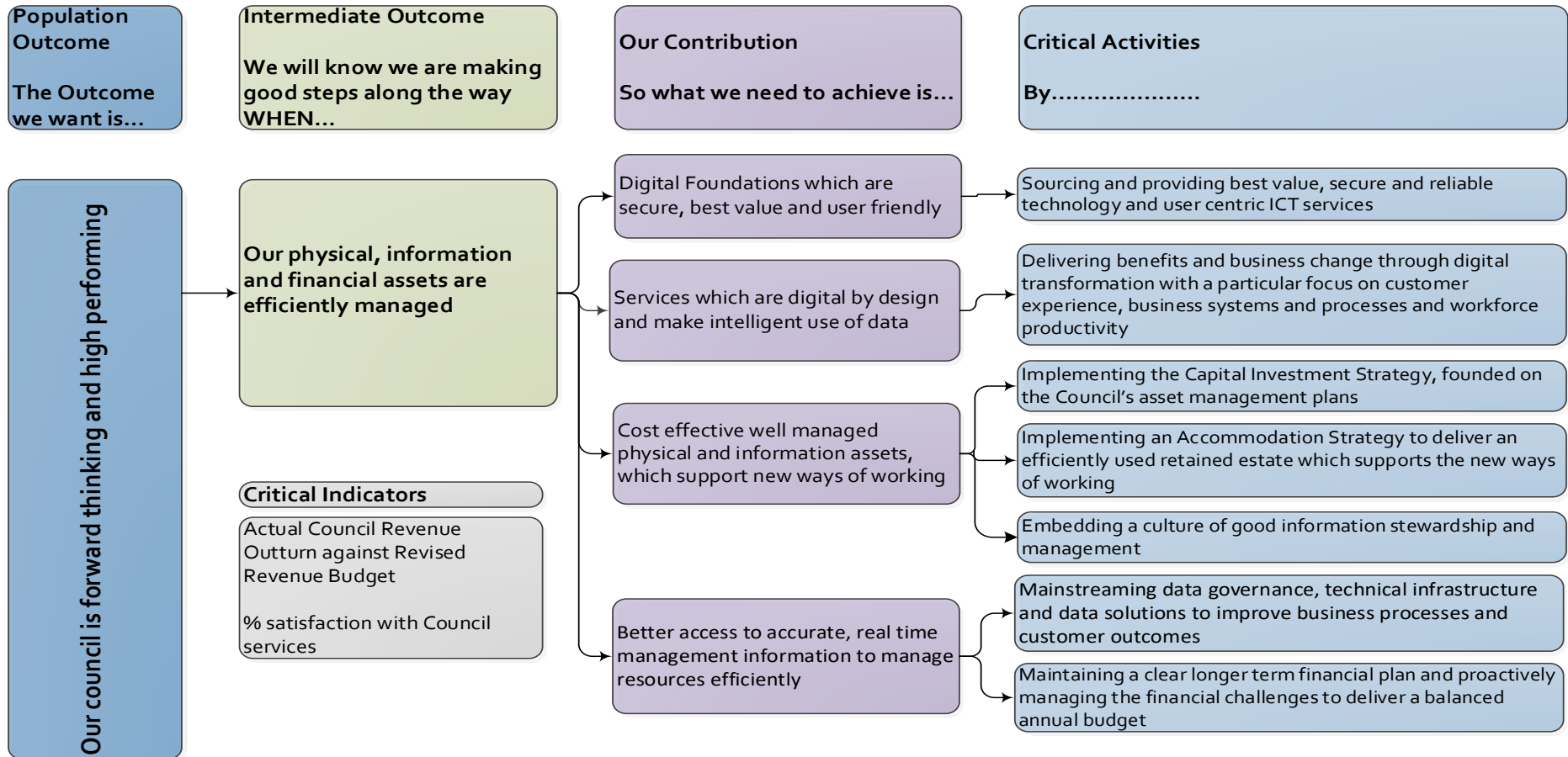
The Digital Transformation Programme plays a crucial role in meeting targets and has made huge progress in: managing the volume of projects and resources required; establishing new collaborative governance structures and introducing a new focus on benefit realisation. Continual improvements are made to business processes and customer response through better use of data. Digital developments including Parents Portal, Telecare provision and Pitch Bookings are reducing staffing hours and providing self-serving and automated systems for customers. Workforce productivity has been improved through the roll out of digital tools including M365 which has enhanced hybrid working. The pace and scale of change across the Council and HSCP remains significant. This is driven by pressures on budgets; statutory and contractual obligations and our own ambitions for digital modernisation and improved user experience

In these challenging times when budgets are strained it is essential that all our assets - physical, information and financial, are efficiently managed. We maintain our robust approach to financial planning and have effective monitoring in place. By continuing to develop our financial systems we aim to make the most of our resources by automating processes as far as possible and providing online access to key reports. Financial performance is monitored throughout the year and the publication of the Scottish Resource Spending Review will assist us in our medium- and longer-term budget planning.

As part of the way we work changing as a consequence of the pandemic a focus is to ensure that existing accommodation is both effective and efficient such as ensuring the internal layouts facilitate new ways of working through the creation of meeting rooms, team areas, and collaboration zones. In essence the proposal is to design spaces to enable smarter working in order to future proof buildings and to maximise flexibility. In addition, given financial pressures, rising energy costs and carbon reduction targets, the overall portfolio of main accommodation properties is under review.

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. Workforce planning arrangements are a key focus, in particular our plans to make the most of technology to further enable us to best meet the needs of employees and customers.

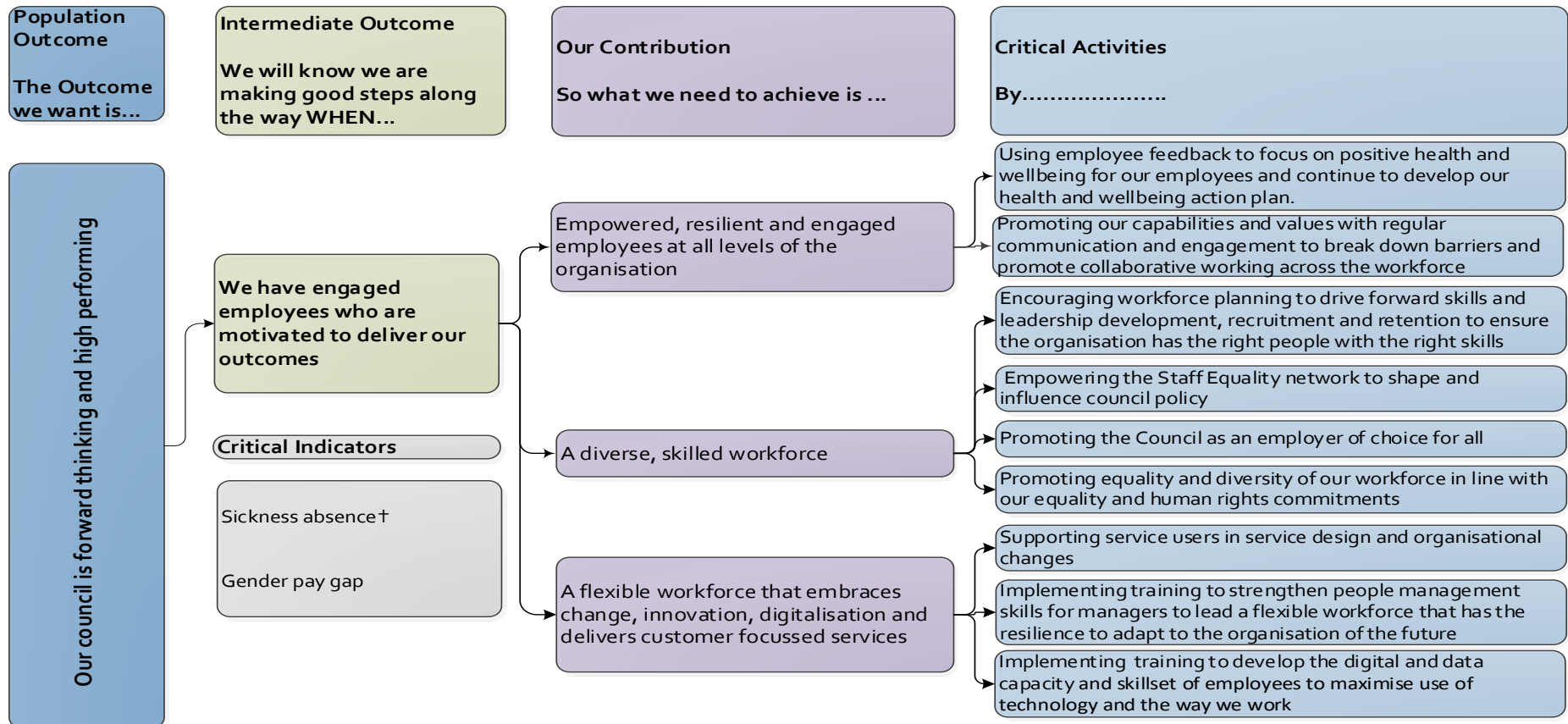
We are committed to supporting employees' health and well-being, and listening to and acting on their views and have recently employed wellbeing officers to support our employees. This is a vital part of our work to improve services, working practices and employee engagement and is all the more important given the huge shifts we have seen since the pandemic. Our values underpin our behaviours within the organisation and these are promoted through regular communication and engagement. By continuing to engage with employees we will ensure that they are able to communicate their views on key issues affecting them, and are looking at introducing work styles that fit with the needs of our customer and the business. It is important that we find new and innovative ways to communicate with and engage all our employees, ensuring they are supported to work effectively and to maximise the benefits of new technologies to assist them.

There is in place a 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. A comprehensive programme of in-house training for staff to maximise their skills and capabilities to deliver effective, fair, efficient services is on offer and 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.

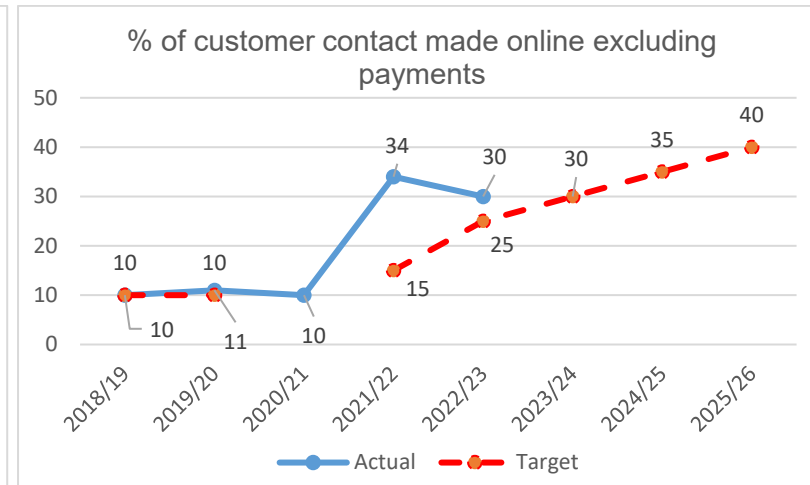
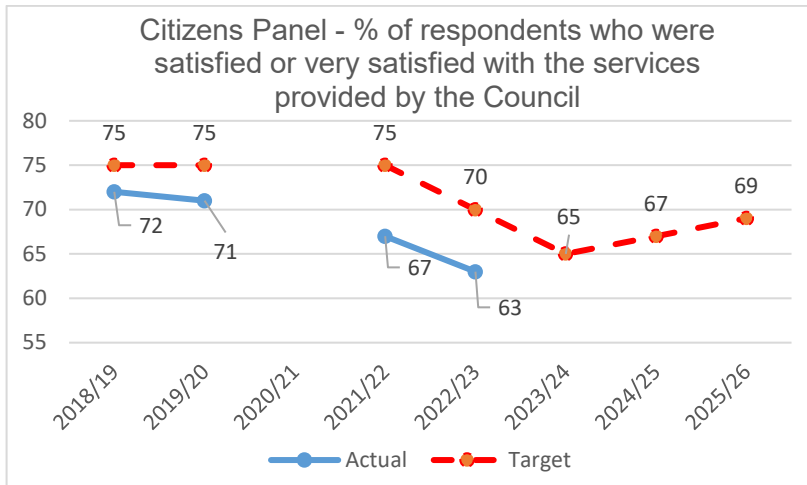
We value equality and the advancement of diversity and the Equality and Human Rights Mainstreaming report details the progressive actions and indicative measures of success that the Council is taking to achieve a diverse, skilled workforce. Our employee reward and recognition scheme and We Are East Ren awards allow all staff to recognize and celebrate each other's achievements. An employee benefit scheme has been introduced which allows employees to receive discounts from local and national retailers, additional financial support and gives access to 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.

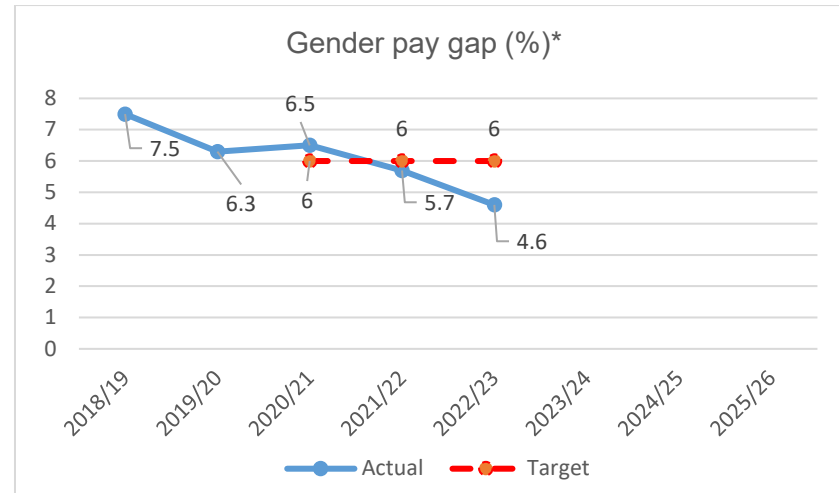
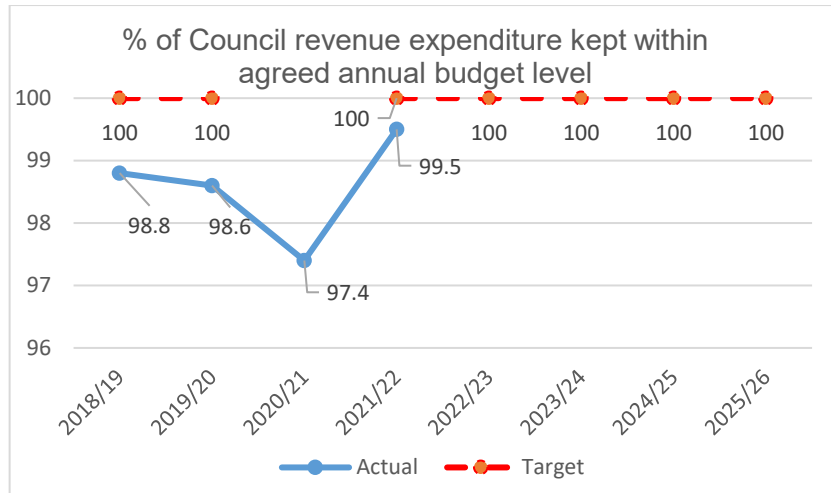
PEOPLE

We have engaged employees who are motivated to deliver our outcomes



Customer, Efficiency and People indicators





*Target to reduce gap.

†2022/23 absence data to be confirmed and targets to be set and reported separately.

Our finances

Department	2022/23	2023/24	2024/25	2025/26
	APPROVED	APPROVED	INDICATIVE	INDICATIVE
	BUDGET*	BUDGET*	BUDGET*	BUDGET*
	£'000	£'000	£'000	£'000
Education	160,728	181,532	182,087	182,049
Contribution to Integration Joint Board	60,755	67,656	67,656	67,656
Environment	26,770	28,298	27,024	25,633
Business Operations & Partnerships	11,608	11,740	11,181	10,613
Chief Executive's Office	764	771	707	641
Joint Board	2,352	2,379	2,379	2,379
Miscellaneous Services	3,238	2,320	2,317	2,314
Capital Financing Costs	8,966	8,466	11,102	12,250
Total	275,181	303,162	304,453	303,535
Chief Executive - Central Support	2,980	3,225	2,954	2,679
Business Operations & Partnerships- Central Support	9,771	9,199	8,672	8,096
Environment - Central Support	1,359	1,563	1,457	1,344
	14,110	13,987	13,083	12,119
Capital - General Services	68,711	72,073	40,532	42,827
Capital - Housing Revenue Account	16,790	9,094	17,429	16,870

*All budgets above excludes the impact of Covid-19

Finances

Budgets are constrained by available funding, comprising Scottish Government grants and Council Tax income. The Council's grant has only been confirmed for the period up to and including 2023/24. 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 Scottish Spending Review and the likely level of future years funding available.

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

ODP

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. The relevant thematic groups have considered the strategic and intermediate outcomes, progress indicators and critical activities from our previous plans and developed an interim plan for 2023/2024. A set of the driver diagrams for Fairer East Ren (our LOIP) are included within this plan.

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. 2022/23 data for these indicators is not available at this time and will be reported at a later date.

Graphs

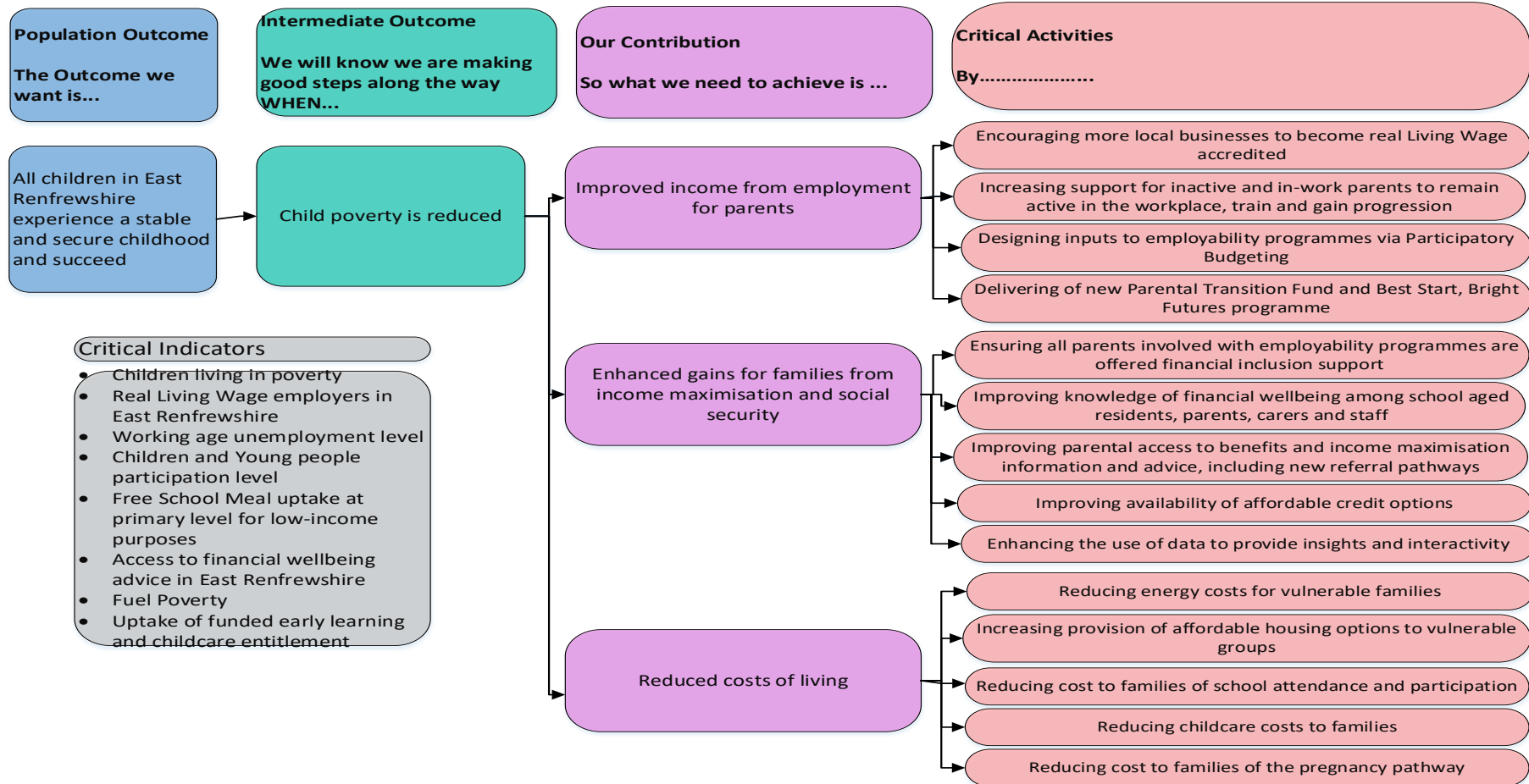
The latest available data for indicators is used in the graphs. Where available, five years of data and three years of targets are presented.

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

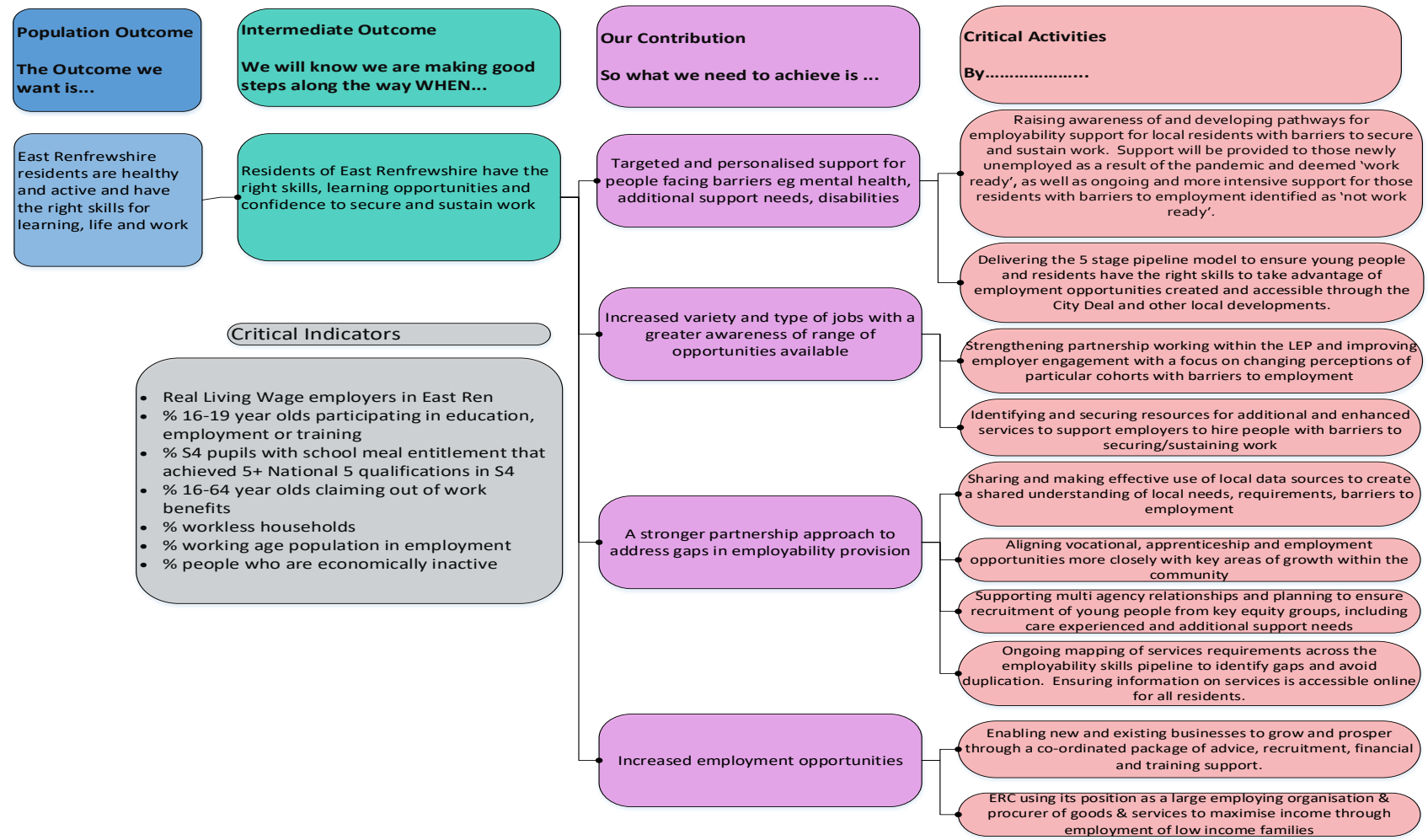
Outcome Delivery Plan Customer, Efficiency , People
Our council is forward thinking and high performing
<p>Customer: Satisfied customers access services that meet their needs</p> <p>Efficiency: Our physical, information and financial assets are efficiently managed</p> <p>People: We have engaged employees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

1.1 The impact of child poverty is reduced

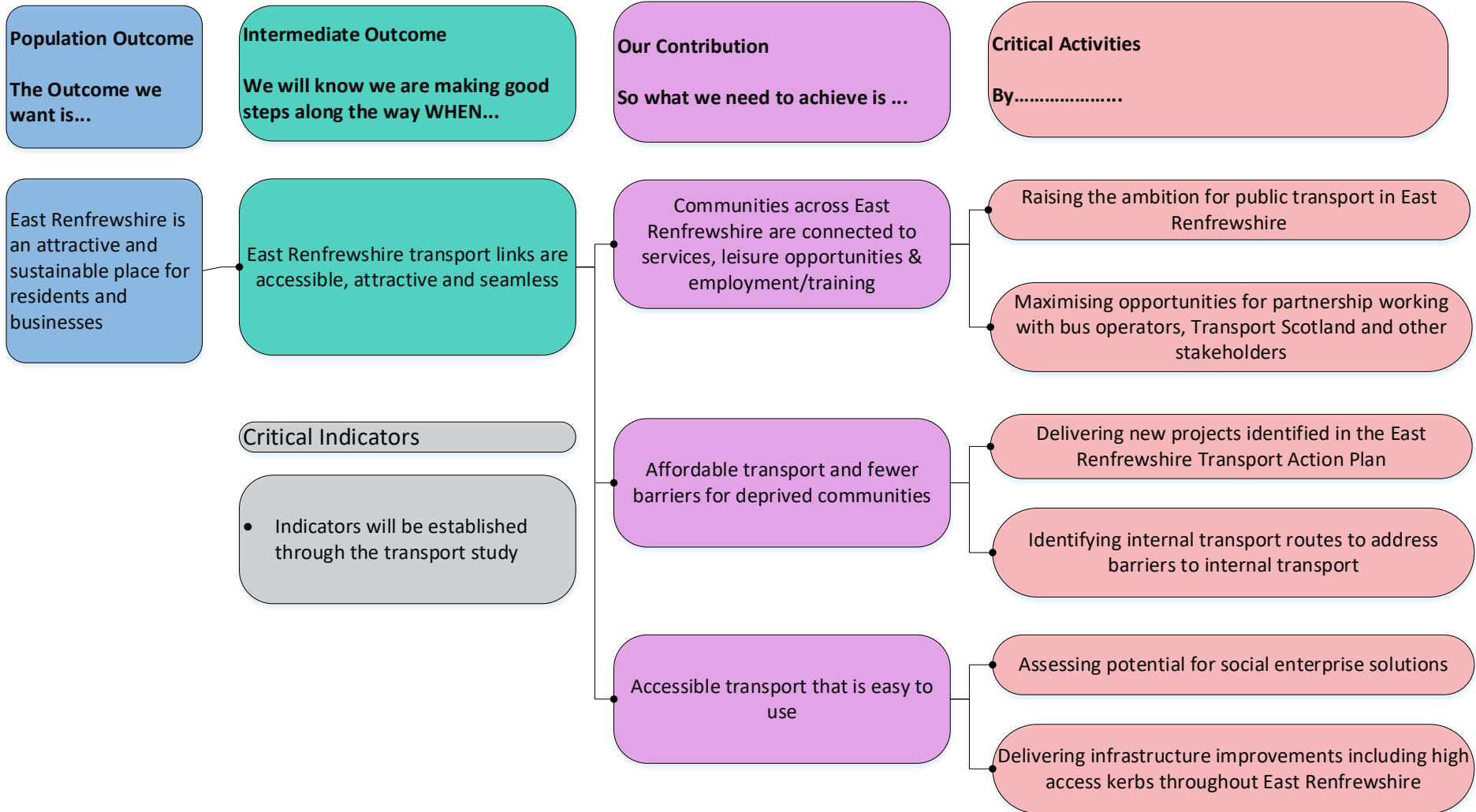


Outcomes 1.1-5.1 are our Fairer East Ren activities.

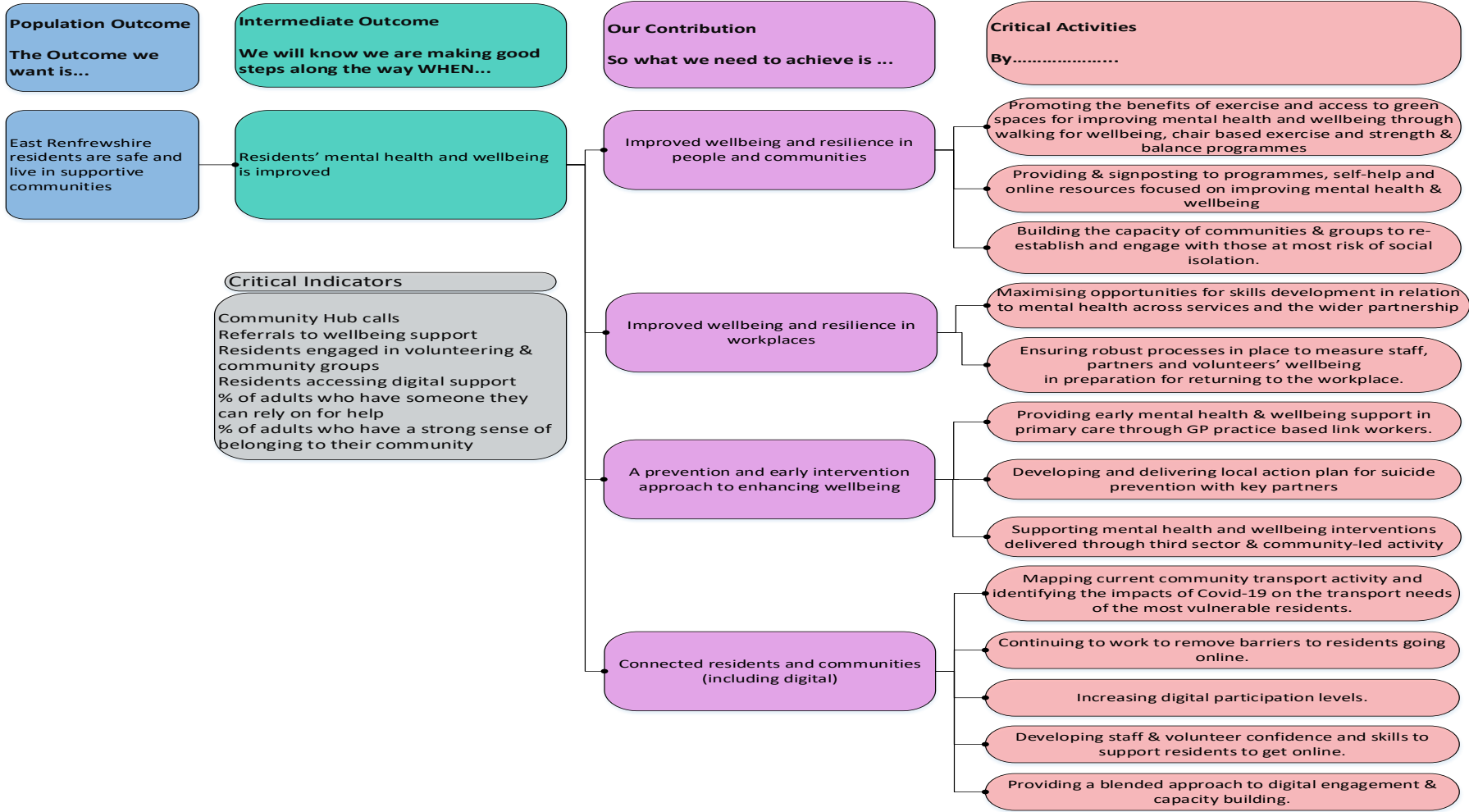
2.1 Residents of East Renfrewshire have the right skills, learning opportunities and confidence to secure and sustain work



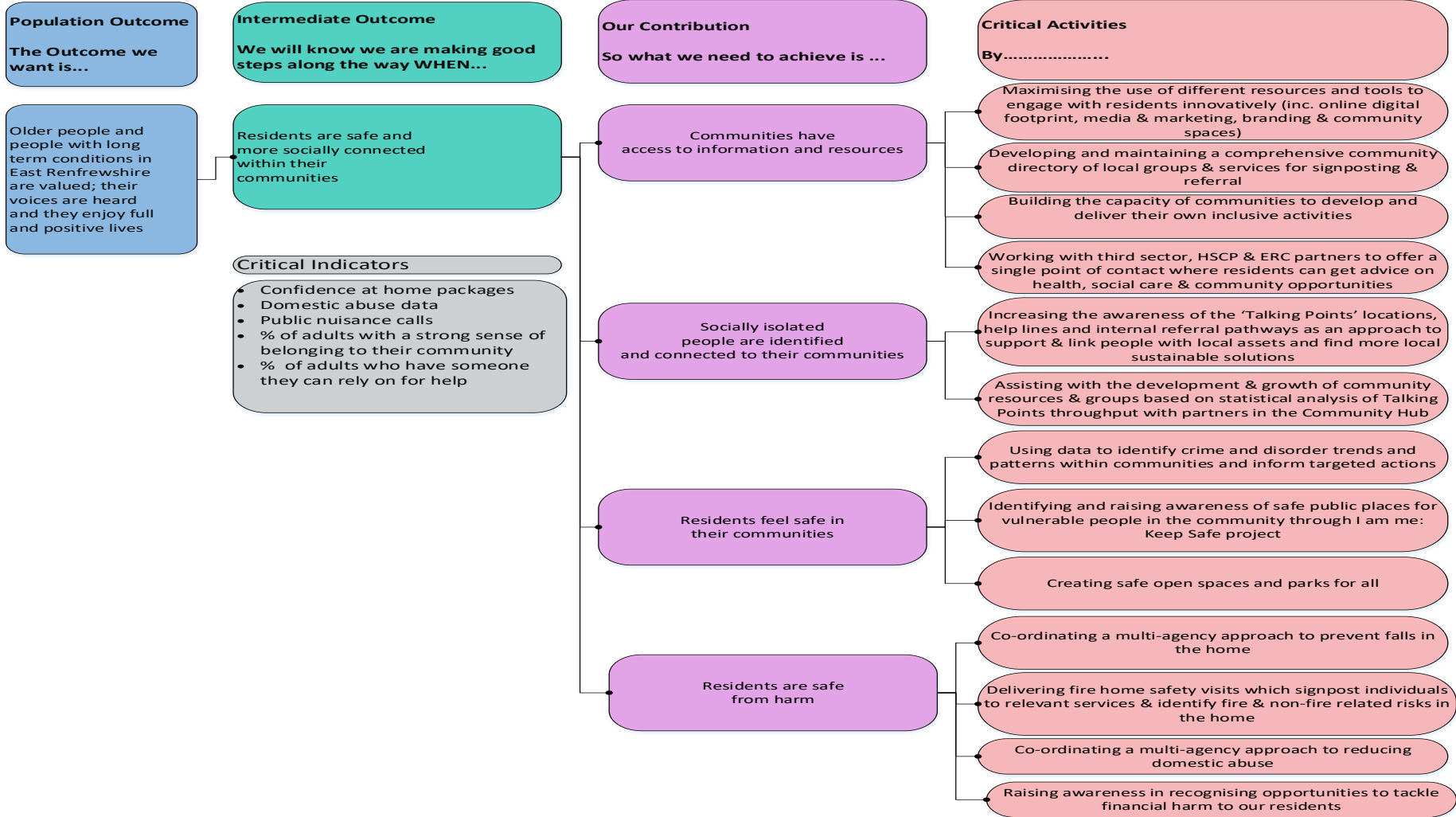
3.1 East Renfrewshire's transport links are accessible, attractive and seamless



4.1 Residents' mental health and wellbeing is improved



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

