EAST RENFREWSHIRE COUNCIL

13 SEPTEMBER 2023

COUNCIL

Report by Director of Business Operations and Partnerships

OUTCOME 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.

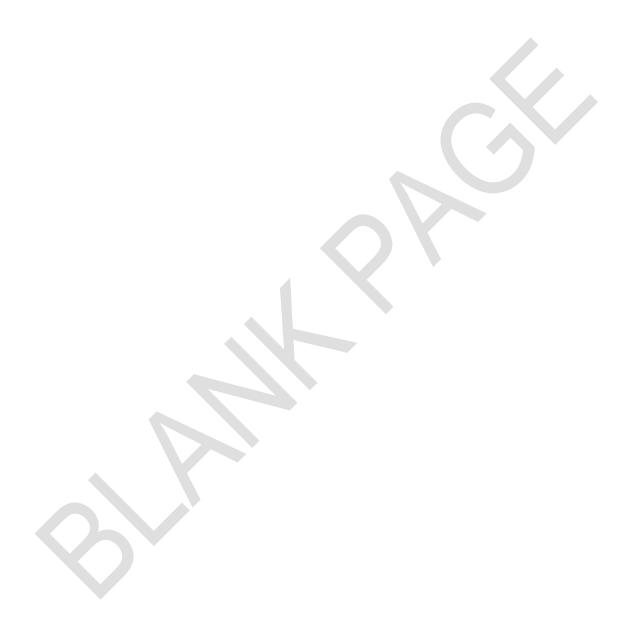
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Steven Quinn, Chief Executive

BACKGROUND REPORTS

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



121 Annex 1

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.

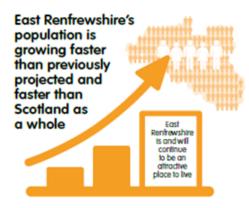
Our Outcome Delivery Plan

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 <u>Equality Mainstreaming Report</u> and have recently reported on the <u>progress of these outcomes</u>.

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





Children and young people aged 0-15 years Older people aged 85+

More houses are being built for three reasons

More families are moving in

Fewer people live in the average house

People are living longer

Demand will increase for services



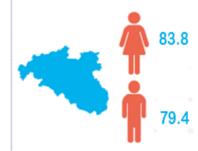
For older people, as well as general public services (such as health and care, leisure and environmental services)



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

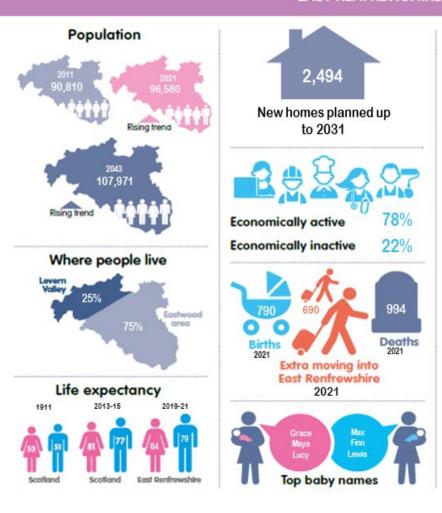


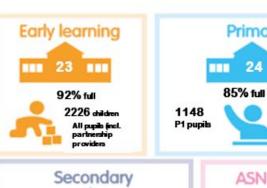
East Renfrewshire has the second highest life expectancy at birth for females and the fourth highest for males



IF EAST RENFREWSHIRE HAD 100 PEOPLE Gender Age Country of birth Household size 59 65 and Children and Adults young people older 89 Scotland England Wales, Northern Tenure Ireland, Republic of Ireland Other EU countries Other countries Travelling to work Faith Rent social landlord 4 Rent council 7 60 69 Rent privately 6 Own 83 At home 10 Health Where people live ~~~~~~~~ -------******** ******** -------17 25 ********* 28 29 ~~~~~~~~ XX Detached Semi Terrace Flat Other ~~~~~~~~ house detached ********* *Figure rounded

EAST RENFREWSHIRE FAST FACTS





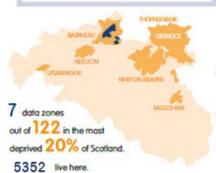


Primary

24

9350

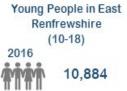
All pupils



91% full

8041

All pupils





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

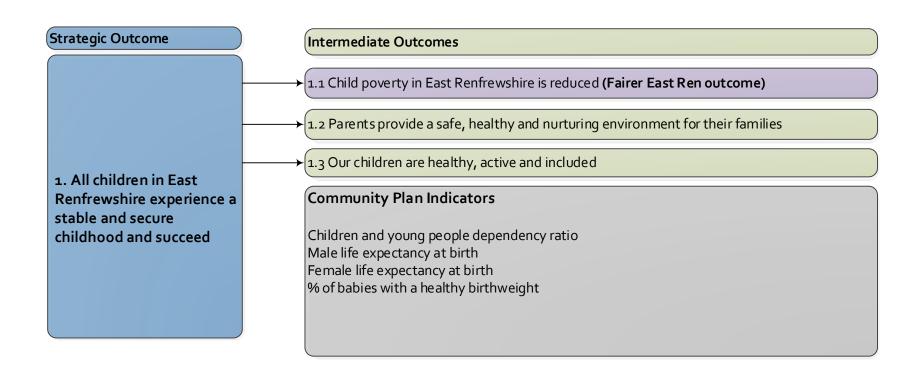
East Renfrewshire is situated to the south of the city of Glasgow. It covers an area of 67 square miles; 85% of which is rural land with the remaining area comprising mainly residential suburbs. The towns of Barrhead and Neilston and the village of Uplawmoor lie to the west of the authority. Newton Mearns, 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.

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

Intermediate Outcome Strategic **Our Contribution Critical Activities** Outcome We will know we are making So what we need to achieve is good steps along the way The Outcome By..... we want is... WHEN... All children in East Renfrewshire experience a stable and secure Childhood and succeed Parents provide a safe, healthy and nurturing Improved Maternal Health and Implementing the Maternal and Infant Nutrition environment for their Wellbeing Framework families **Critical Indicators** Delivering targeted safety messages to parents to keep → Safer home environments families safe Breastfeeding at 6-8 weeks in 15% most deprived SIMD data zones % of children with child protection plans assessed as having an increase in their level of safety

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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is ...

Critical Activities

Ву.....

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

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

intervention

Strengthening parental involvement and representation in the life and work of schools and early years settings

Implementing the Promise and the principles of the Getting it Right for Every Child refresh across all schools and classrooms

Supporting and challenging schools and early learning and childcare settings to adopt collaborative self-evaluation and consultation approaches to identify local barriers to stakeholder involvement and address these

Offering Family Decision making at the initial referral stage through Request for Assistance

Embedding the Signs of Safety practice principles across all child and family interventions

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

Creating a Wellbeing Hub to improve attendance and engagement with learning

Expanding and enhancing the Healthier Minds Service to ensure it supports all children, young people and families

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

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

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

Critical Indicators

% of children reaching their development milestones by start of P1

% school attendance for Looked After pupils

% of children, aged 5 and over, subject to child protection who are offered advocacy service

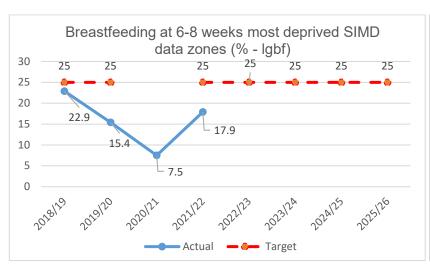
Improved support for vulnerable children

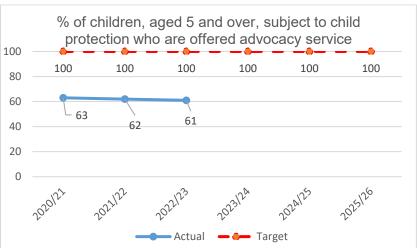
Strengthened family capacity

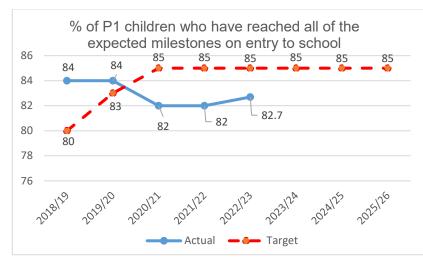
through prevention and early

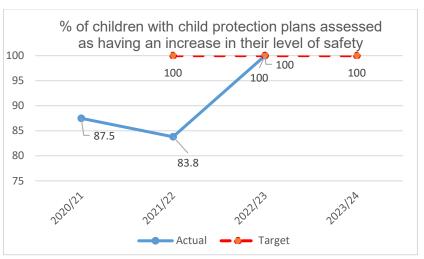
All children in East Renfrewshire experience a stable and secure childhood and succeed

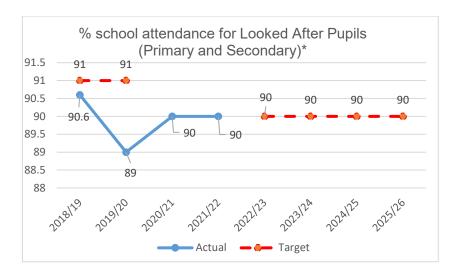
Outcome 1 indicators







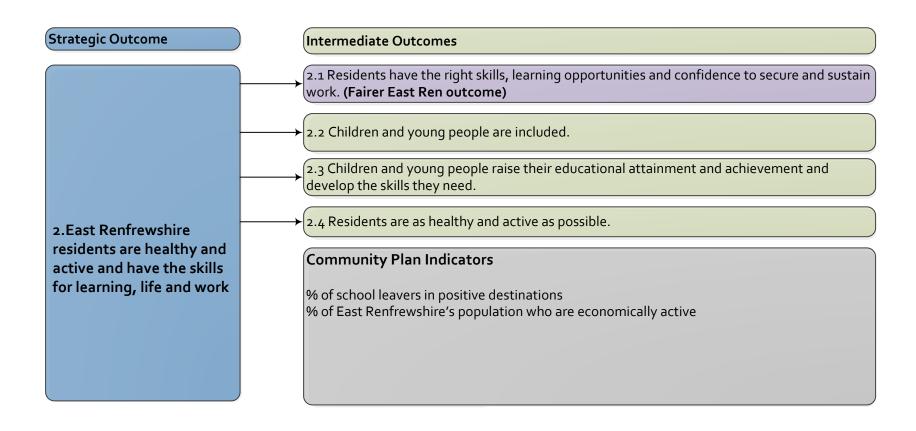




^{*}This is based on a small number of pupils

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 <u>Work EastRen service</u> 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.

Children and young people are included

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

By.....

Children and young people

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

Implementing UNCRC to improve participation of all children in decision making

Implementing the recommendations from both the national ASL review and the department's ASN review, including providing professional learning around inclusive practice in ELC settings and schools

Providing professional learning opportunities to increase knowledge and skills in: planning curriculum, learning, teaching and assessment to recognise, value and include diverse identities; supporting bi-lingual learnings; antiracist education; and LGBT inclusive education

→ Updating policies on racism and prejudice-based bullying

Supporting and challenging schools to reduce the cost of the school day

are included

Critical Indicators

Rate of exclusions – primary

Rate of exclusions – secondary

Number of ERC schools with Rights Respecting Award -Gold Level

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

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

Strategic Outcome

The Outcome we want is...

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

Intermediate Outcome

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

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

Critical Indicators

Achievement of Curriculum for Excellence Levels: Numeracy

Achievement of Curriculum for Excellence Levels: Literacy

Achievement of Curriculum for Excellence Levels: Numeracy Gap

Achievement of Curriculum for Excellence Levels: Literacy Gap

S4 roll with Insight points of 263 or fewer

Proportion of pupils achieving 5+ awards at SCQF level 5

Proportion of pupils achieving 5+ awards at SCQF level 6

S4: reduce gap between most and least deprived achieving 5 or more awards at SCQF level 5

Awards achieved by young people participating in school and community based programmes

Our Contribution

So what we need to achieve is ...

Critical Activities

Ву.....

Supporting and challenging schools to use Pupil Equity Funding

effectively to improve education outcomes

Implementing the Numeracy and Mathematics and Literacy
Strategies

Investing Strategic Equity Funding to provide high quality professional learning on the teaching of reading, writing, talking and listening, numeracy and mathematics

Continuing to work in partnership with ELC settings, schools and ER Culture and Leisure Trust to ensure all children and young people have high quality opportunities for achievement that are recognised and celebrated

Working in partnership with school Developing the Young Workforce Co-ordinators to support them to work with employers to promote greater understanding of numeracy and maths as an essential skill for learning, life and work

Introducing an Effective Learning and Teaching Collaborative learning programme to improve learning and teaching

Implementing the Digital Learning and Teaching and Science, Technology, Engineering and Mathematics strategies

Improved attainment in the broad general education and

senior phase

Increased participation in wider achievement activities

A curriculum which enables all learners to be successful, confident, responsible and effective

Residents are as healthy and active as possible

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is...

Critical Activities

Ву.....

Residents are as healthy and active as possible

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

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

Critical Indicators

Leisure centre attendances

Library visits

% of adult population participating in physical activity

% of adult population engaged in cultural activity

Reduced health inequalities through targeted intervention

focused pursuits

Parks and greenspaces offer residents accessible outdoor spaces and a variety of health

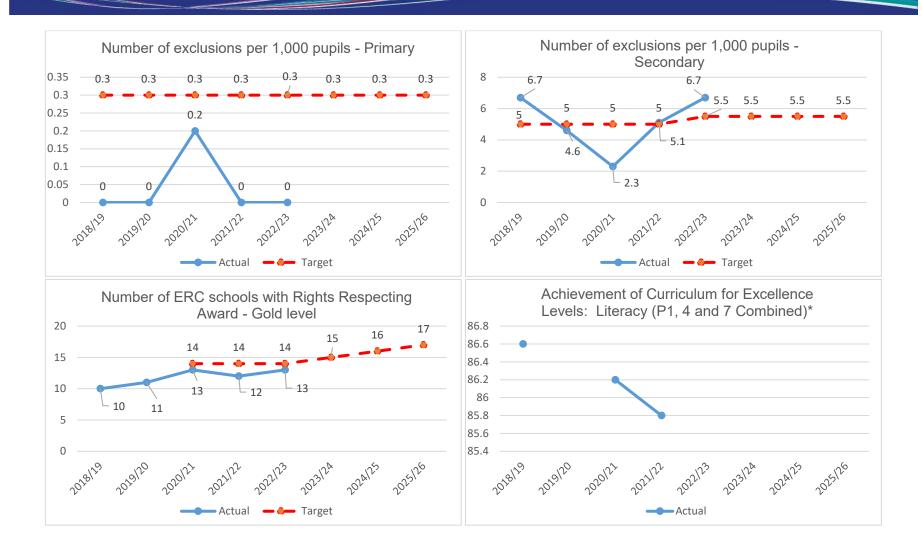
communities with greater health inequalities

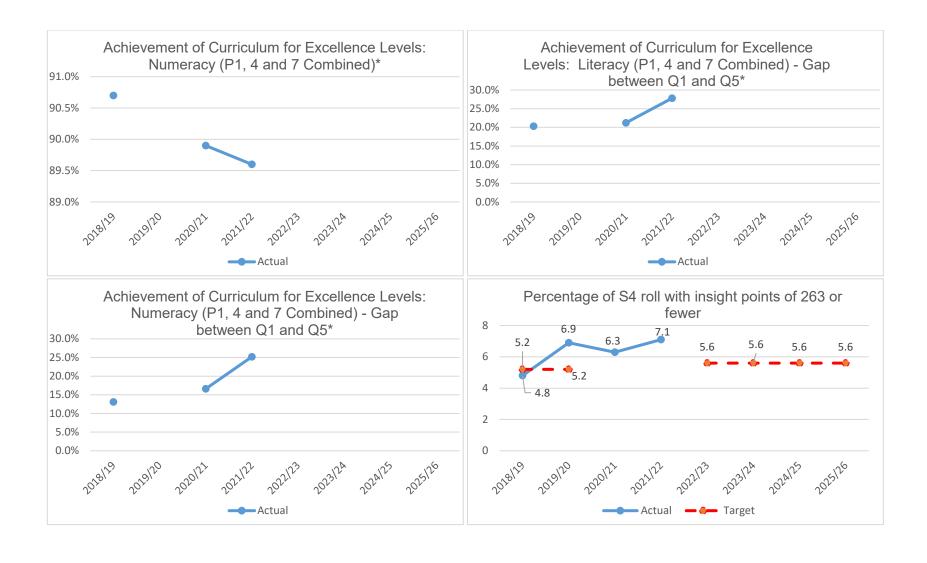
Delivering tailored health improvement programmes in

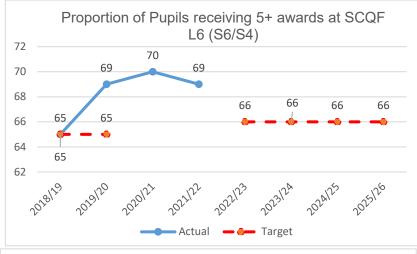
Improving the quality and ensuring variety in the type of open space and play/sports facilities on offer to our residents

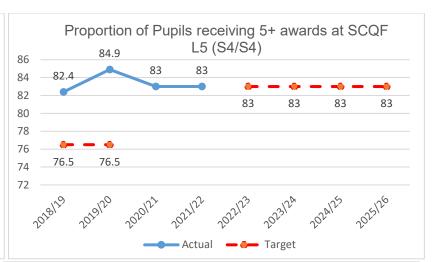
East Renfrewshire residents are healthy and active and have the skills for learning, life and work

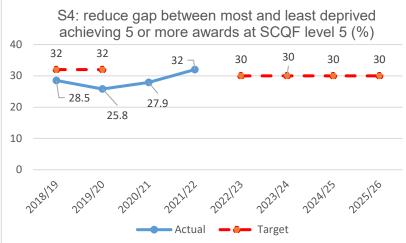
Outcome 2 indicators

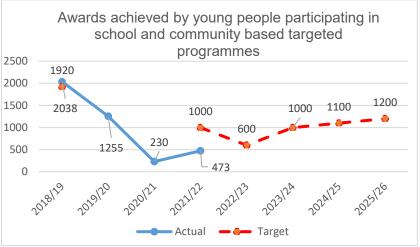


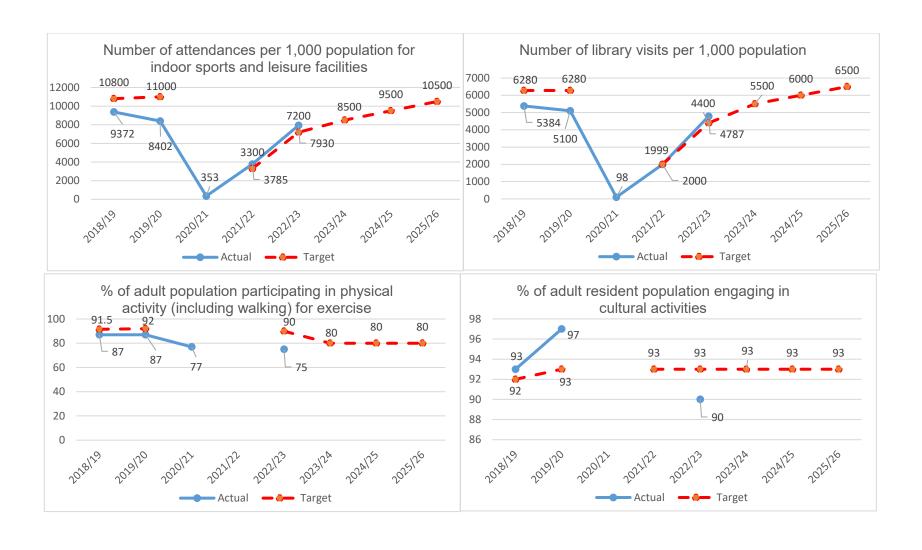










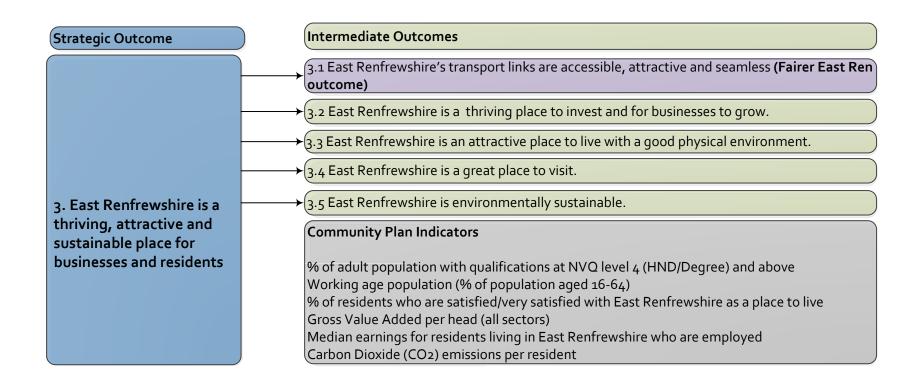


^{*}Targets for these graphs will be finalised at the Education Committee on 28 September. 2022/23 values reported in December 2023.

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 <u>Local Development Plan 2 (LDP2)</u> 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.

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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is...

Critical Activities

By.....

thriving place to invest and for businesses to grow

and existing businesses can grow East Renfrewshire is a

An environment in which new

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

Delivering a range of measures to support businesses including the priorities outlined in our Local Action Plans in partnership with stakeholders such as the Business Improvement Districts and the East Renfrewshire Chamber of Commerce

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

Providing Supplier Development Programme and Grow Local support to local businesses to increase their competitiveness and improve their potential for contracting opportunities

Critical Indicators

Number of businesses assisted to improve performance as a result of support received from the Council e.g. grants, loans and advice

City Deal expenditure against approved Capital Plan

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

Key employment areas safequarded for employment uses

Improved road infrastructure and public transport links

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

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

Prioritising our road asset investment according to the agreed

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

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

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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is...

Critical Activities

Ву.....

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

Critical Indicators

Street Cleanliness Score

Number of additional units brought into affordable housing supply

Clean, well maintained and accessible public places

Development located on sites which can be accessed sustainably and meet the long term needs of the area

Improved open spaces and infrastructure that meets the needs of our visitors and residents

An environment with improved services and facilities which meets the needs of the local community

Maintaining public spaces and levels of cleanliness in public areas and open spaces to a high standard

Implementing the Local Development Plan with partners through the Action Programme

Applying a placemaking approach to deliver safer, accessible well designed sustainable places and environments

Ensuring the provision of houses across all tenures to meet our housing land requirements

Using capital provision, development contributions and seeking other funding opportunities to improve the environment, facilities and infrastructure in local communities

Addressing infrastructure needs for current and future Local Development Plans

Taking a place based approach to working with our partners and communities to deliver improvements in infrastructure and services to meet local needs

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

East Renfrewshire is a great place to visit

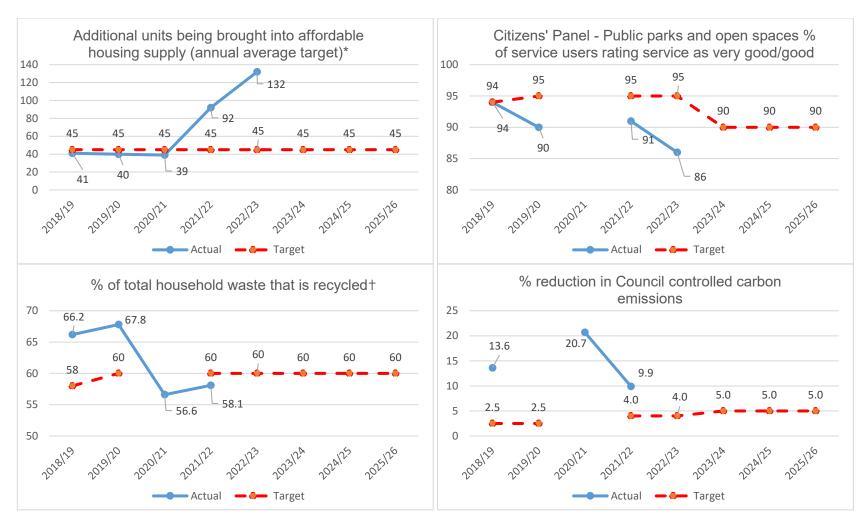
Strategic Intermediate Outcome **Our Contribution Critical Activities** Outcome We will know we are making So what we need to achieve good steps along the way The Outcome is... WHEN... we want is... Developing and improving our tourist, culture, sports and An enhanced range of facilities and leisure facilities through the delivery of our Capital Plan attractions for visitors and residents East Renfrewshire is a great including City Deal projects East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents place to visit Facilitating a wide and varied programme of events and activities across East Renfrewshire Maintaining our core parks to a very high standard and provide a variety of activities for residents and visitors Critical Indicator Effective promotion and marketing Exploring opportunities to deliver a varied programme of Percentage of service users of our visitor attractions and activities to develop East Renfrewshire as a visitor rating public parks and open facilities within East Renfrewshire destination and tourism centre spaces good/very good and beyond Continuing to promote our local businesses via our Shop Local and Scotland Loves Local campaigns

East Renfrewshire is environmentally sustainable

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

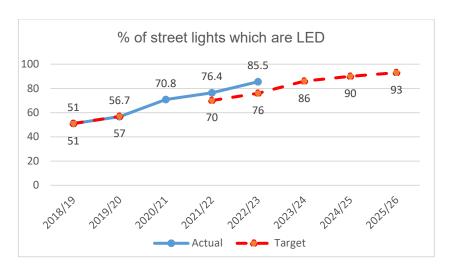
Outcome 3 indicators





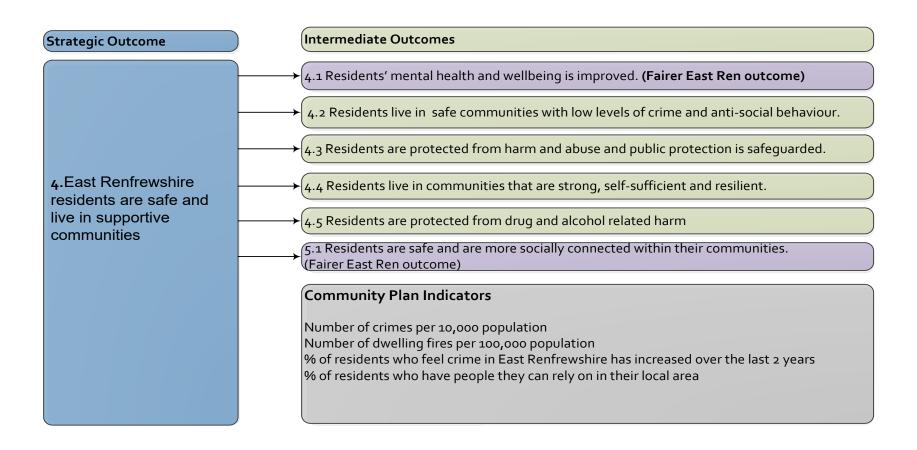
^{*}Targets are provisional and are subject to finalisation of Local Housing Strategy in 2023. This is dependent on Scottish Government feedback and also the development of Housing Supply Targets via Glasgow and Clyde Valley Regional Plan.

[†] 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 drugrelated 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.

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

Population Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

Ву.....

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

Better targeting of resources, focused on hotspot areas (as a result of data-led evidence gathering)

Enhancing partnerships and improved use of data-sharing with police and other key partners (including through Greater Results in Partnership (GRIP)) to support operational and renewal planning

Developing a wider range of opportunities for residents to communicate with community safety partners, including digital

Critical Indicator

% of total complaints reporting anti social behaviour which has recurred

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

Providing community based youth work across East Renfrewshire which is informed by local data and meets the needs of young people

Delivering targeted youth work programmes including problem solving detached youth work which responds to and engages young people and helps address anti-social and risk taking behaviours

East Renfrewshire residents are safe and live in supportive communities

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

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

Ву.....

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

Critical Indicators

People agreed to be at risk of harm have a protection plan in place

Domestic abuse - % change/ improvement in women's safety and wellbeing outcomes

% of people reporting community payback order helped to reduce their offending

Effective arrangements are in place to identify and manage risk

Effective interventions are in place to protect people from harm

Reduced levels of offending and

reoffending

Delivering multi-agency public protection arrangements to manage risk and harm

Working in collaboration to identify, empower and protect residents at risk of financial harm

Working in partnership with a range of organisations to ensure vulnerable residents are safe and secure at home

Working in partnership with people at risk of harm to assess their needs and provide appropriate support

Providing a range of services for women who experience domestic abuse

Using appropriate assessment tools to identify risk and need

Delivering a whole systems approach to diverting young people and women from custody

Delivering accredited programmes aimed at reducing reoffending

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

East Renfrewshire residents are safe and live in supportive communities



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

Intermediate Outcome Our Contribution Population **Critical Activities** Outcome We will know we are making So what we need to achieve is good steps along the way The Outcome WHEN... we want is... Resilient communities are Working with partners to provide support to new and existing supported and support one another networks in response to emerging priorities Residents live in communities that are strong, Supporting community groups and organisations to provide East Renfrewshire residents are safe and live in self-sufficient and resilient services in their local community in response to local needs Skilled and confident communities Supporting communities and groups to engage in community led decision making processes e.g Mainstreaming Participatory that can influence change on Budgeting issues that matter to them Establishing structures to ensure local people are involved in the **Critical Indicators** locality planning process, Vision for the Future and local action % of adults with a strong sense of supportive communities belonging to their community Skilled and confident Council and Providing training and support for council and partner staff to partner staff who are working with % of additional units brought into enable them to work effectively in partnership with communities to deliver shared the affordable housing supply communities outcomes (cumulative over 5 years) which are adapted or adaptable to lifetime needs or wheelchair adapted Delivering new affordable homes which will meet a range of Homes which meet a range of households' lifetime needs residents' needs and allow people to successfully remain/ reside within Enabling existing homes to be enhanced and adapted, to their community improve their physical and financial sustainability for householders

Residents are protected from drug and alcohol related harm

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

Ву.....

Residents are protected from drug and alcohol related harm

Access to accurate, consistent and reliable information about alcohol and drugs and the supports available

Improving the availability and accessibility of information on the full range of services and supports for alcohol and drug related harm and improved mental health and wellbeing (including public sector, third sector, community supports and online resources)

Critical Indicator

Individuals moving from alcohol and drug treatment to recovery

More people recover from alcohol and drugs due to participation in our programmes

Enhancing frontline staffing in alcohol and drugs services to achieve the Medication Assisted Treatment Standards and ensure fast, appropriate access to person-centred treatment

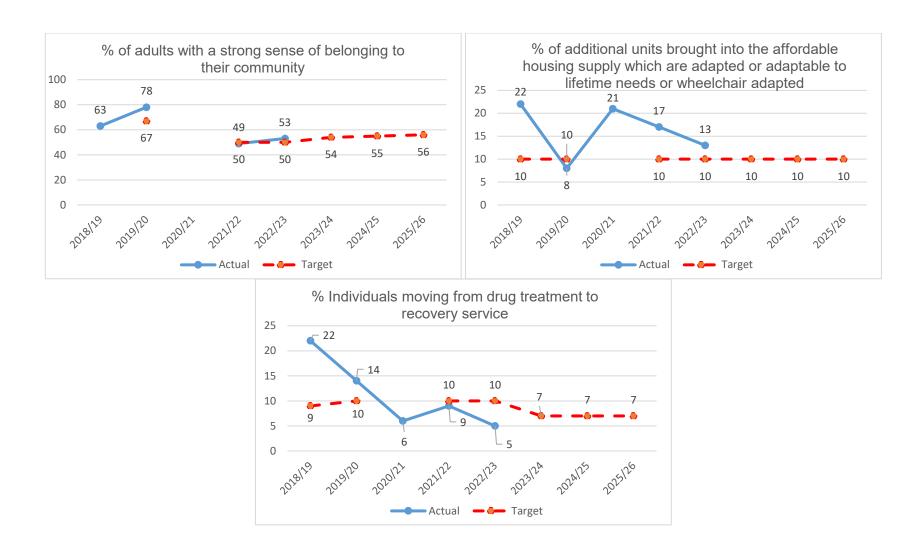
Working with people with lived experience to develop and enhance community and service-based recovery supports for individuals and families

Working with third sector partners to develop new services to identify people at risk, reduce harm and support recovery, including peer services delivered by workers with lived experiences

East Renfrewshire residents are safe and live in supportive communities

Outcome 4 indicators



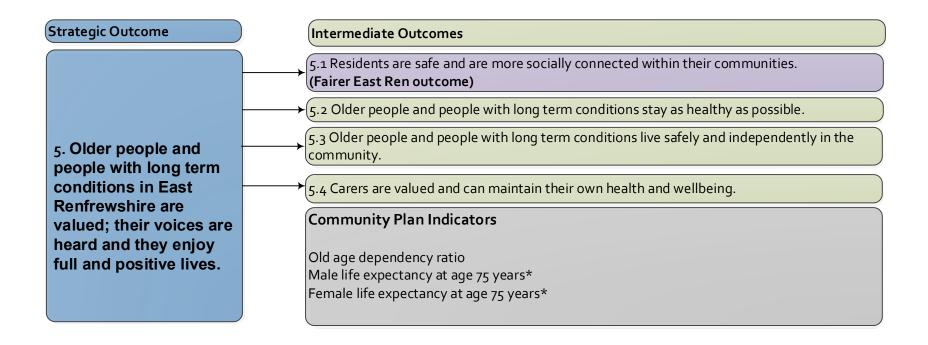


^{*}The outcome areas measured are safety, accommodation, support networks, legal issues, health and wellbeing, money, children, work and learning, empowerment and self- esteem.

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.

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

Intermediate Outcome Strategic **Our Contribution Critical Activities** Outcome We will know we are making So what we need to achieve is The Outcome good steps along the way we want is... WHEN... Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard Working with our partners in Culture and Leisure to deliver Older people and people with Older and disabled people are Ageing Well programme and other low level physical long term conditions stay as physically active due to an activity across the authority healthy as possible increased range of activities Promoting physical activity opportunities including chair and they enjoy full and positive lives based exercise, strength and balance, and walking programmes Critical Indicator Percentage of those whose care need has reduced following re-More people supported to ablement Improving links and pathways between our rehabilitation recover following a period of ill and re-ablement services health Working with partners to develop pathways and supports for people recovering from the effects of COVID-19

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

Strategic Outcome

The Outcome we want is...

Older people and people with

WHEN...

Older people and people with long term conditions are living independently in the community

Intermediate Outcome

We will know we are making good steps along the way

Critical Indicators

% of people supported at home who agree that they are supported to live as independently as possible

% of adults with intensive care needs receiving care at home

% of people aged 65+ with intensive needs receiving care at home

% of people aged 65+ who live in housing rather than a care home or hospital

People reporting 'living where you/as you want to live' needs met (%)

Our Contribution

So what we need to achieve ...

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

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

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

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

Ву.....

Supporting flu vaccination programmes and encouraging local people to get immunised this winter

Promoting the range of local supports and opportunities available through the Community Hub, Talking Points digital opportunities that support independence

Reviewing and refreshing our roll out of individual budget calculator and access to self-directed options

Working with people to develop outcome focused support plans

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

Ensuring people have the right health and social care support at the time they need it including evening and weekends

Continuing to support to local care homes and other supported living providers through safety and professional assurance arrangements

Continuing support through our Technology Enabled Care services as we recover from the pandemic

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

Carers are valued and can maintain their own health and wellbeing

Strategic Outcome

The Outcome we want is...

Intermediate Outcome

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

Our Contribution

So what we need to achieve is

Critical Activities

Ву.....

Carers are valued and can maintain their own health and wellbeing

and wellbeing

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

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

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

Working in partnership with Carers Centre provide

of caring and requirements of Carers Act

information and training to raise awareness of the impact

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

Critical Indicator

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

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

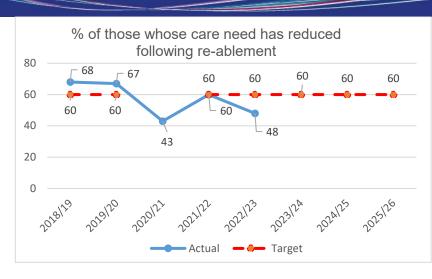
Improved outcomes as a result of Implementation of Children and Young People's Act 2014 duties Publicising our clear prioritisation framework (eligibility criteria) for support and implement consistently

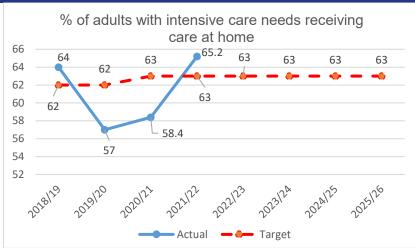
Ensuring that carers and support organisations are aware of the scope and different types of respite care and short-break provision available

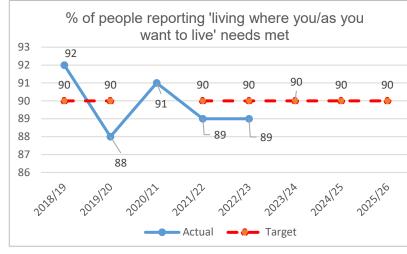
Developing and implementing Young Carer's Statements as set out in the Carers' (Scotland) Act 2016

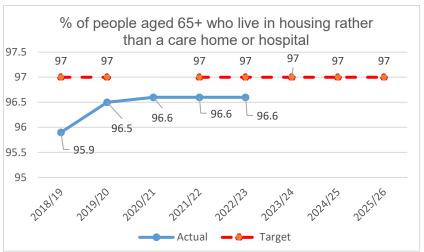
Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives

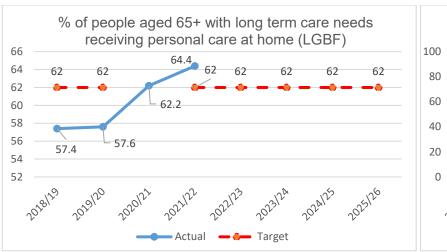
Outcome 5 indicators

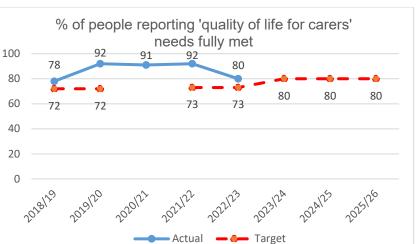


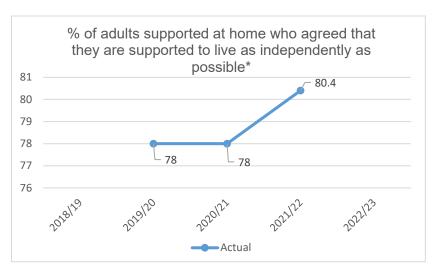






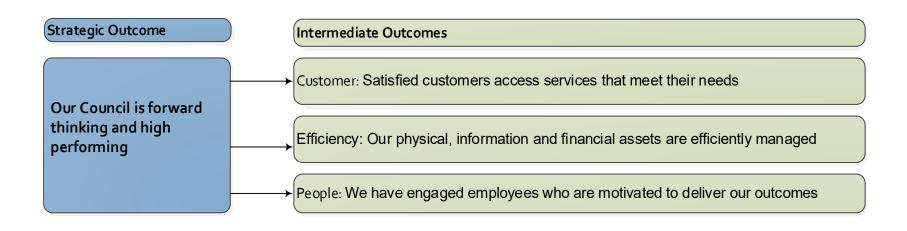






^{*}Targets have not been set because the data for this indicator is for monitoring purposes only.

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

Intermediate Outcome **Population Our Contribution** Outcome Critical Activities We will know we are making So what we need to achieve is good steps along the way The Outcome By..... WHEN... we want is... Adopting user research methods and strengthening data Our council is forward thinking and high performing reporting and analysis to help design services A good understanding of our customers Satisfied customers access services that meet their Embedding high quality Equality, Fairness and Rights needs Impact Assessments into core business Developing and improving My East Ren and online services for customers, introducing new functionality to **Critical Indicators** include online appointments Promoting online customer services to support channel Consistent end-to-end customer % satisfaction with Council shift and reduce face to face contact levels experience designed with the services user at the heart Refreshing and updating our customer strategy % of customer contact made online excluding payments Introducing a unified communication platform to improve customer experience contacting the council and improved ways of working for staff



EFFICIENCY Our physical, information and financial assets are efficiently managed

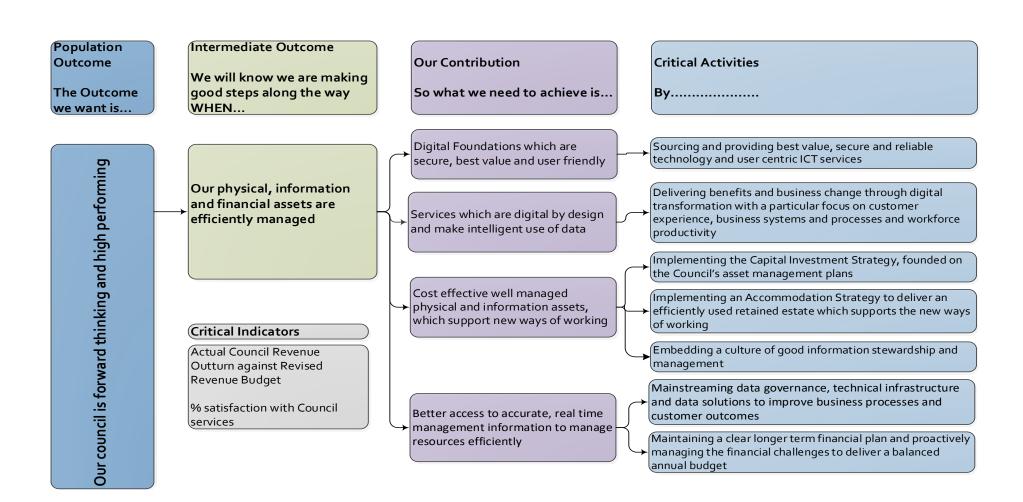
We are continually developing the way we work and have in place a digital transformation portfolio to ensure our resources are managed effectively and our services are efficiently meeting the needs of our customers and local residents. This particularly concentrates on the modernising, digital, and data 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.

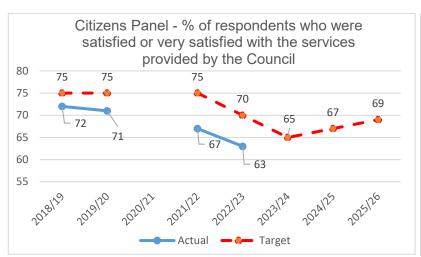
We value equality and the advancement of diversity and the Equality and Human Rights Mainstreaming report details the progressive actions and indicative measures of success that the Council is taking to achieve a diverse, skilled workforce. Our employee reward and recognition scheme and We Are East Ren 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

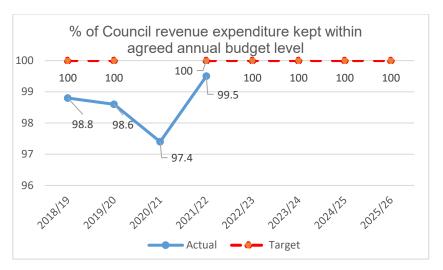
We have engaged employees who are motivated to deliver our outcomes

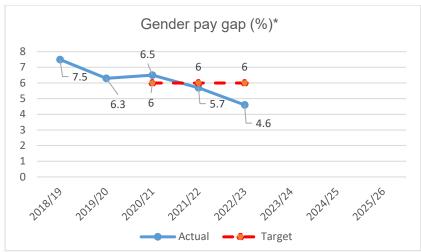
Population Intermediate Outcome Outcome **Critical Activities Our Contribution** We will know we are The Outcome making good steps along So what we need to achieve is ... we want is... the way WHEN... Using employee feedback to focus on positive health and wellbeing for our employees and continue to develop our health and wellbeing action plan. Promoting our capabilities and values with regular Empowered, resilient and engaged Our council is forward thinking and high performing employees at all levels of the communication and engagement to break down barriers and promote collaborative working across the workforce organisation We have engaged Encouraging workforce planning to drive forward skills and employees who are leadership development, recruitment and retention to ensure motivated to deliver our the organisation has the right people with the right skills outcomes Empowering the Staff Equality network to shape and influence council policy Promoting the Council as an employer of choice for all Critical Indicators A diverse, skilled workforce Promoting equality and diversity of our workforce in line with our equality and human rights commitments Sickness absence † Supporting service users in service design and organisational changes Gender pay gap Implementing training to strengthen people management A flexible workforce that embraces skills for managers to lead a flexible workforce that has the change, innovation, digitalisation and delivers customer focussed services resilience to adapt to the organisation of the future Implementing training to develop the digital and data capacity and skillset of employees to maximise use of technology and the way we work

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 APPROVED	2023/24 APPROVED	2024/25 INDICATIVE	2025/26 INDICATIVE
	BUDGET* £'000	BUDGET* £'000	BUDGET* £'000	BUDGET* £'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

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 reported at a later date.

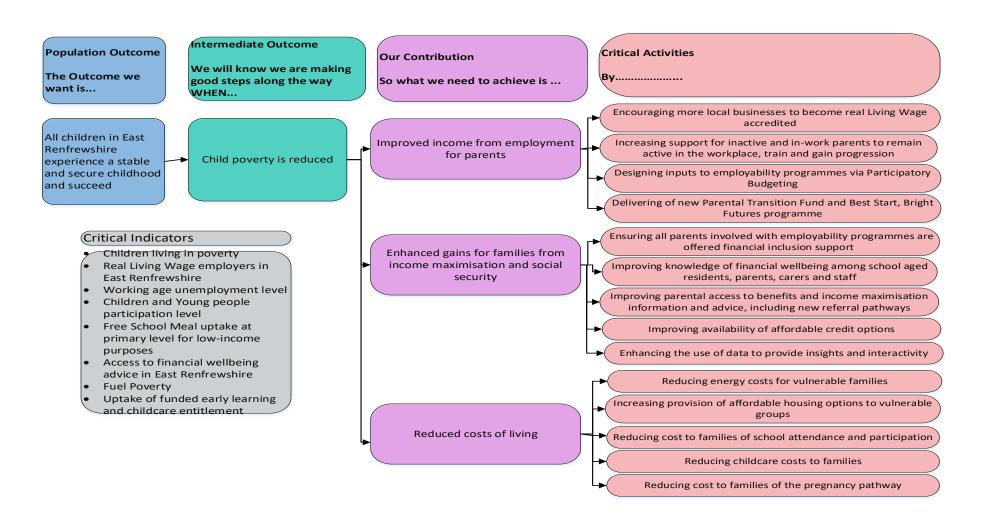
Graphs

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

	184						
	1- Childhood	2 - Learning, life and Work	Community Plan 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.		
	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.		
nes	1.2- Parents provide a safe, healthy and nurturing environment for their families.	2.2- Children and young people are healthy, active and included.	3.2- East Renfrewshire is a thriving place to invest and for businesses to grow	4.2- Residents live in safe communities with low levels of crime and anti-social behaviour	5.2- Older people and people with long terms conditions stay as healthy as possible		
ediate O	1.3- Children and young people are cared for, protected and their wellbeing is safeguarded	2.3- Children and young people raise their educational attainment and achievement and develop the skills they need.2.4- Residents are as	3.3- East Renfrewshire is an attractive place to live with a good physical environment3.4- East Renfrewshire	4.3 - Residents are protected from harm and abuse and public protection is safeguarded.	 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 		
	healthy and active as possible	healthy and active as	is a great place to visit 3.5- East Renfrewshire is environmentally sustainable	4.4- Residents live in communities that are strong, self-sufficient and resilient			
			sustall lable	4.5 - Residents are protected from drug and alcohol related harm			

Custon	come Delivery Plan ner, Efficiency , People
	ncil is forward thinking performing
	er: customers access that meet their needs
Efficienc	sy:
	ical, information and assets are efficiently I
People: We have who are outcome:	engaged employees motivated to deliver our s

The impact of child poverty is reduced



^{‡‡} Outcomes 1.1-5.1 are our Fairer East Ren activities.

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

Intermediate Outcome **Population Outcome** Critical Activities Our Contribution We will know we are making good The Outcome we So what we need to achieve is ... steps along the way WHEN... want is... Raising awareness of and developing pathways for employability support for local residents with barriers to secure and sustain work. Support will be provided to those newly East Renfrewshire Targeted and personalised support for unemployed as a result of the pandemic and deemed 'work Residents of East Renfrewshire have the residents are healthy people facing barriers eg mental health, ready', as well as ongoing and more intensive support for those right skills, learning opportunities and and active and have additional support needs, disabilities residents with barriers to employment identified as 'not work confidence to secure and sustain work the right skills for learning, life and work Delivering the 5 stage pipeline model to ensure young people and residents have the right skills to take advantage of employment opportunities created and accessible through the City Deal and other local developments. Increased variety and type of jobs with a (Critical Indicators greater awareness of range of Strengthening partnership working within the LEP and improving opportunities available employer engagement with a focus on changing perceptions of particular cohorts with barriers to employment Real Living Wage employers in East Ren % 16-19 year olds participating in education, Identifying and securing resources for additional and enhanced services to support employers to hire people with barriers to employment or training securing/sustaining work % S4 pupils with school meal entitlement that achieved 5+ National 5 qualifications in S4 Sharing and making effective use of local data sources to create % 16-64 year olds claiming out of work a shared understanding of local needs, requirements, barriers to employment % workless households A stronger partnership approach to Aligning vocational, apprenticeship and employment % working age population in employment address gaps in employability provision opportunities more closely with key areas of growth within the % people who are economically inactive community Supporting multi agency relationships and planning to ensure recruitment of young people from key equity groups, including care experienced and additional support needs Ongoing mapping of services requirements across the employability skills pipeline to identify gaps and avoid duplication. Ensuring information on services is accessible online, for all residents. Enabling new and existing businesses to grow and prosper through a co-ordinated package of advice, recruitment, financial Increased employment opportunities and training support. ERC using its position as a large employing organisation & procurer of goods & services to maximise income through employment of low income families

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

Population Outcome

The Outcome we want is...

East Renfrewshire transport links are

Intermediate Outcome

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

Our Contribution

So what we need to achieve is ...

Critical Activities

Ву.....

East Renfrewshire is an attractive and sustainable place for residents and businesses

East Renfrewshire transport links are accessible, attractive and seamless Communities across East Renfrewshire are connected to services, leisure opportunities & employment/training Raising the ambition for public transport in East
Renfrewshire

Maximising opportunities for partnership working with bus operators, Transport Scotland and other stakeholders

Critical Indicators

 Indicators will be established through the transport study Affordable transport and fewer barriers for deprived communities

Delivering new projects identified in the East Renfrewshire Transport Action Plan

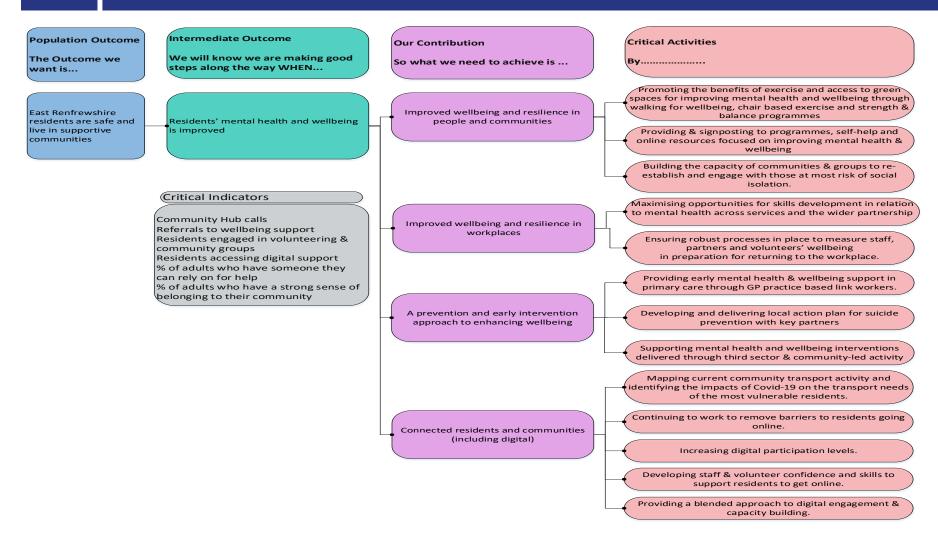
Identifying internal transport routes to address barriers to internal transport

Accessible transport that is easy to use

Assessing potential for social enterprise solutions

Delivering infrastructure improvements including high access kerbs throughout East Renfrewshire

Residents' mental health and wellbeing is improved



Residents are safe and more socially connected within their communities

Intermediate Outcome **Population Outcome Critical Activities** Our Contribution We will know we are making good The Outcome we So what we need to achieve is ... steps along the way WHEN... want is... Maximising the use of different resources and tools to engage with residents innovatively (inc. online digital footprint, media & marketing, branding & community Older people and spaces) Residents are safe and Communities have people with long access to information and resources more socially connected Developing and maintaining a comprehensive community term conditions in within their directory of local groups & services for signposting & East Renfrewshire communities are valued; their voices are heard Building the capacity of communities to develop and and they enjoy full deliver their own inclusive activities and positive lives Working with third sector, HSCP & ERC partners to offer a Critical Indicators single point of contact where residents can get advice on health, social care & community opportunities Confidence at home packages Domestic abuse data Increasing the awareness of the 'Talking Points' locations, Public nuisance calls Socially isolated help lines and internal referral pathways as an approach to % of adults with a strong sense of people are identified support & link people with local assets and find more local belonging to their community and connected to their communities sustainable solutions % of adults who have someone they can rely on for help Assisting with the development & growth of community resources & groups based on statistical analysis of Talking Points throughput with partners in the Community Hub Using data to identify crime and disorder trends and patterns within communities and inform targeted actions Identifying and raising awareness of safe public places for Residents feel safe in vulnerable people in the community through I am me: their communities Keep Safe project Creating safe open spaces and parks for all Co-ordinating a multi-agency approach to prevent falls in the home Residents are safe Delivering fire home safety visits which signpost individuals from harm to relevant services & identify fire & non-fire related risks in the home Co-ordinating a multi-agency approach to reducing domestic abuse Raising awareness in recognising opportunities to tackle financial harm to our residents

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		
5. We grow up loved, safe and respected so that we realise our full potential.	→	All children in East Renfrewshire experience a stable and secure childhood and succeed.	→	 Child poverty in East Renfrewshire is reduced. (Fairer East Ren) Parents provide a safe, healthy and nurturing environment for their families. Children and young people are cared for, protected and their wellbeing is safeguarded. 	
6. We are well educated, skilled and able to contribute to society.8. We are healthy and active.	7	2. East Renfrewshire residents are fit and healthy and have the skills for learning, life and work.	→	 Residents have the right skills, learning opportunities and confidence to secure and sustain work. (Fairer East Ren) 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. 	
3. We tackle poverty by sharing opportunities, wealth and power more equally.		→	CROSS CUTTING OUTCOME INTEGRATED WITHIN ALL OUR LOCAL OUTCOMES		
 We have a globally competitive, entrepreneurial, inclusive and sustainable economy. We have thriving and innovative businesses, with quality jobs and fair work for everyone. We value, enjoy, protect and enhance our environment. We are creative and our vibrant and diverse cultures are expressed and enjoyed widely. 	7	3. East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.	→	 East Renfrewshire's transport links are accessible, attractive and seamless. (Fairer East Ren) 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. 	
 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. 	7	East Renfrewshire residents are safe and live in supportive communities.	→	 Residents' mental health and wellbeing is improved. (Fairer East Ren) Residents are safe and are more socially connected within their communities. (Fairer East Ren) 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. 	
8. We are healthy and active.	7	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	→	 Residents are safe and are more socially connected within their communities.(Fairer East Ren) 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. 	
2. We are open, connected and make a positive contribution (internationally).	7	Strategic outcomes- Customer, Effic	nes- Customer, Efficiency and People		

Vision for the future

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

We are working across East Renfrewshire to achieve best Outcomes for



EARLY YEARS AND VULNERABLE YOUNG PEOPLE



LEARNING, LIFE AND WORK



ENVIRONMENT AND ECONOMY



SAFE, SUPPORTIVE COMMUNITIES



OLDER PEOPLE
AND PEOPLE WITH
LONG-TERM CONDITIONS

We will achieve this by excelling in our Five Capabilities



EMPOWERING COMMUNITIES







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



Kindness

