

Annex 1

East Renfrewshire Council

Outcome Delivery Plan

2024–2025

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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 2024-2025 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. We 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 and communities. 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 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: reducing child poverty; learning and work, accessible transport; improving health and well-being and safe. Activities across these themes are also referenced in the plan. 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.

This Outcome Delivery Plan is a one-year plan. The Council is currently refreshing the “Vision for the Future” strategy which will sit at the top of our strategic planning framework becoming the over-arching long term strategic vision and plan for the Council and Community Planning Partnership. The 2024/2025 period will see a cementing of the 15-year Vision for the Future and will inform the update of associated plans including the Council’s Outcome Delivery Plan and Local Outcome Improvement Plan, alongside a review of the current CPP governance structures. As part of this visioning process, the Council has also reviewed its five capabilities to three in recognition that our transformation programme combines the themes of data, modernisation of how we work and digital under one heading of digital change. The three capabilities of Empowering Communities, Prevention and Digital Change will help drive the activities and outcomes that come through Vision for the Future.

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 being successful. Monitoring progress on the plan takes place on a six-monthly basis looking at targets and director of travel for each indicator.

The cross-cutting themes of equalities and sustainability are woven through the plan, and we work to reduce all forms of inequality so that no one is disadvantaged or left behind in East Renfrewshire. In 2021, in partnership with our stakeholders, we set our equality outcomes for 2021-25 to enable the Council to fulfill its equality duties in the [Equality Mainstreaming Report](#) and reported in April 2023 on the [progress of these outcomes](#).

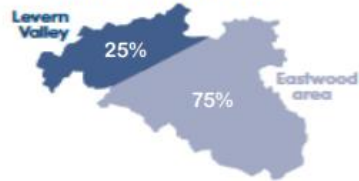
Working closely with all our partners we use a joint and transparent approach to resource, implement, monitor, and evaluate our key activities. This strong partnership working in place across East Renfrewshire was enhanced through the pandemic and has provided a strong foundation as we continue to work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

EAST RENFREWSHIRE FAST FACTS

Population



Where people live



Life expectancy



New homes planned up to 2031



Economically active 77%

Economically inactive 23%



Early learning



Primary



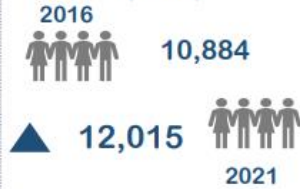
Secondary



ASN School

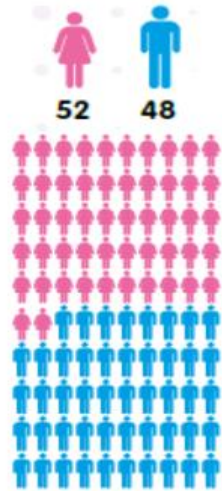


Young People in East Renfrewshire (10-18)



IF EAST RENFREWSHIRE HAD 100 PEOPLE

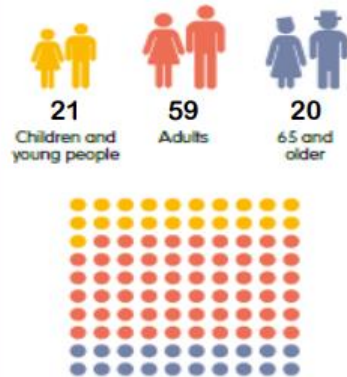
Gender



Health



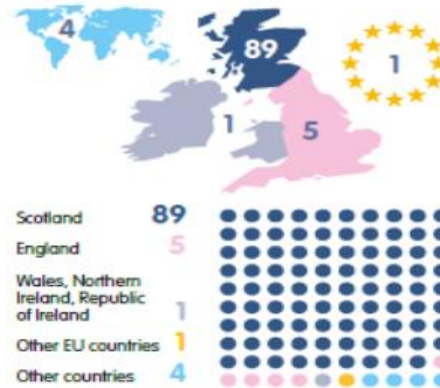
Age



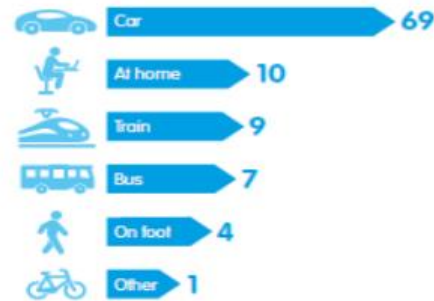
Faith



Country of birth



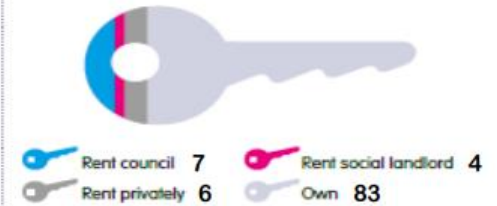
Travelling to work



Household size



Tenure

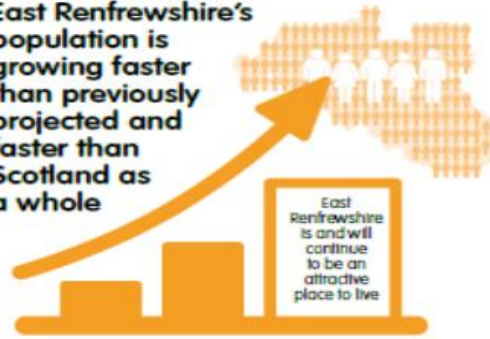


Where people live

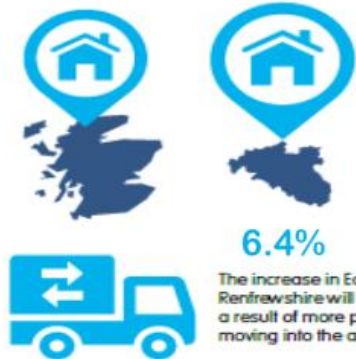


EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT

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



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



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

The two age groups that will grow the most



More houses are being built for three reasons



Demand will increase for services



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



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



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 2024-2025. The first results of Scotland's Census 2022 show the rounded population of East Renfrewshire is estimated at 96,800, 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 amongst the highest life expectancy rates in Scotland for both men (79.9) and women (84.0) 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. All children in East Renfrewshire experience a stable and secure childhood and succeed

Intermediate Outcomes

1.1 Child poverty in East Renfrewshire is reduced (**Fairer East Ren outcome**)

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

1.3 Our children are healthy, active and included

Community Plan Indicators

- Children and young people dependency ratio
- Male life expectancy at birth
- Female life expectancy at birth
- % of babies with a healthy birthweight



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 and the delivery and monitoring of the local Children and [Young People's Services Plan "At Our Heart – The Next Steps"](#), 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.

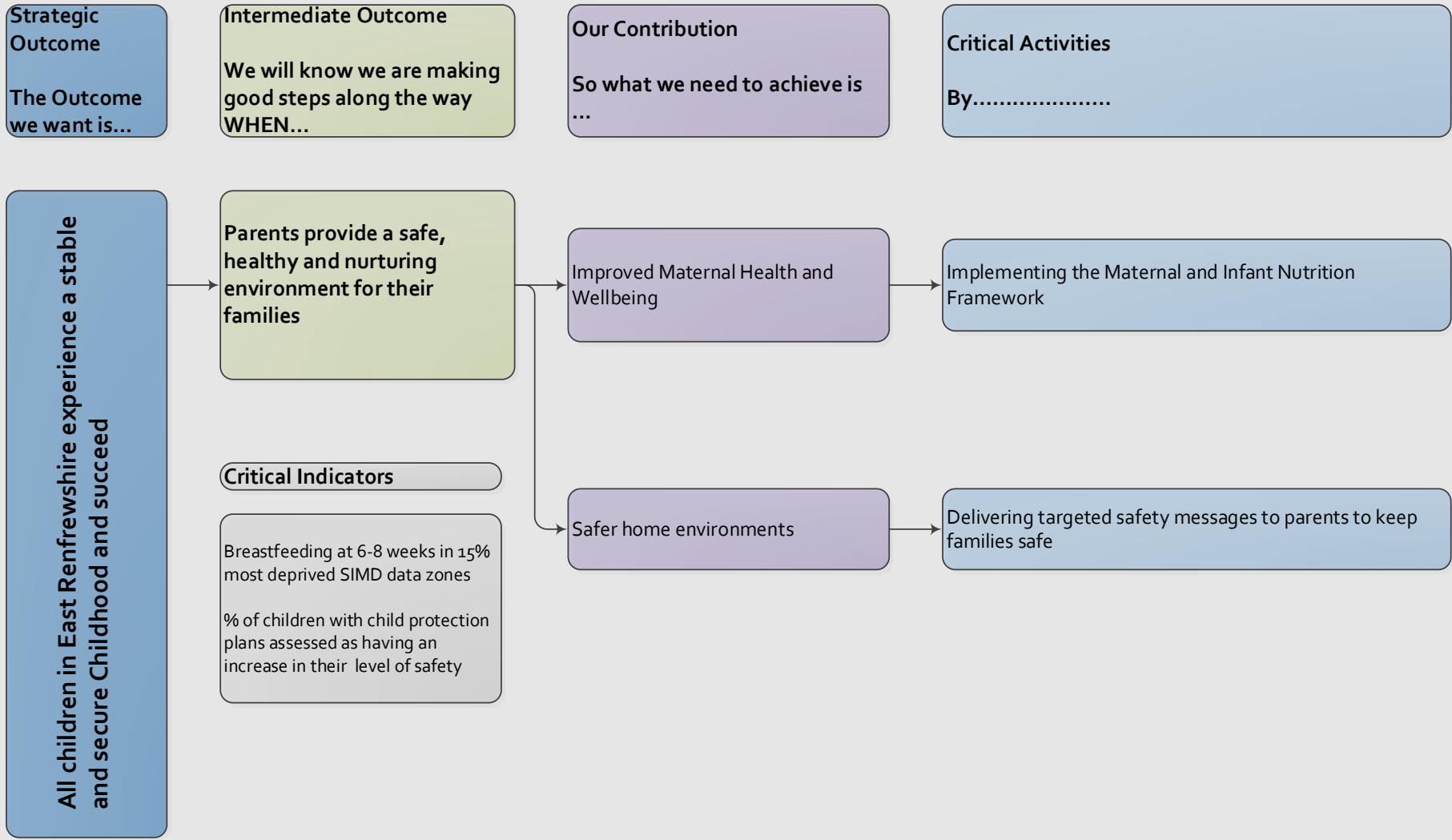
We want to strengthen awareness of the barriers that looked after children and young people face whilst offering opportunities to develop policy and practice to overcome these and aim to reduce stigma and ensure that our looked after young people flourish and become all that they can be so that they 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 to meet the needs of individual families. The provision of early learning and childcare continues to be reviewed to best meet the needs of families and we will be consulting in autumn 2024 to inform our future approach.

In addition, through the introduction of the new, specialist Early Years Outreach Service, work continues to build the capacity of staff across nurseries and family centres to ensure they can best support children with their language and communication development, enhancing and complementing the work already in place for our youngest children.

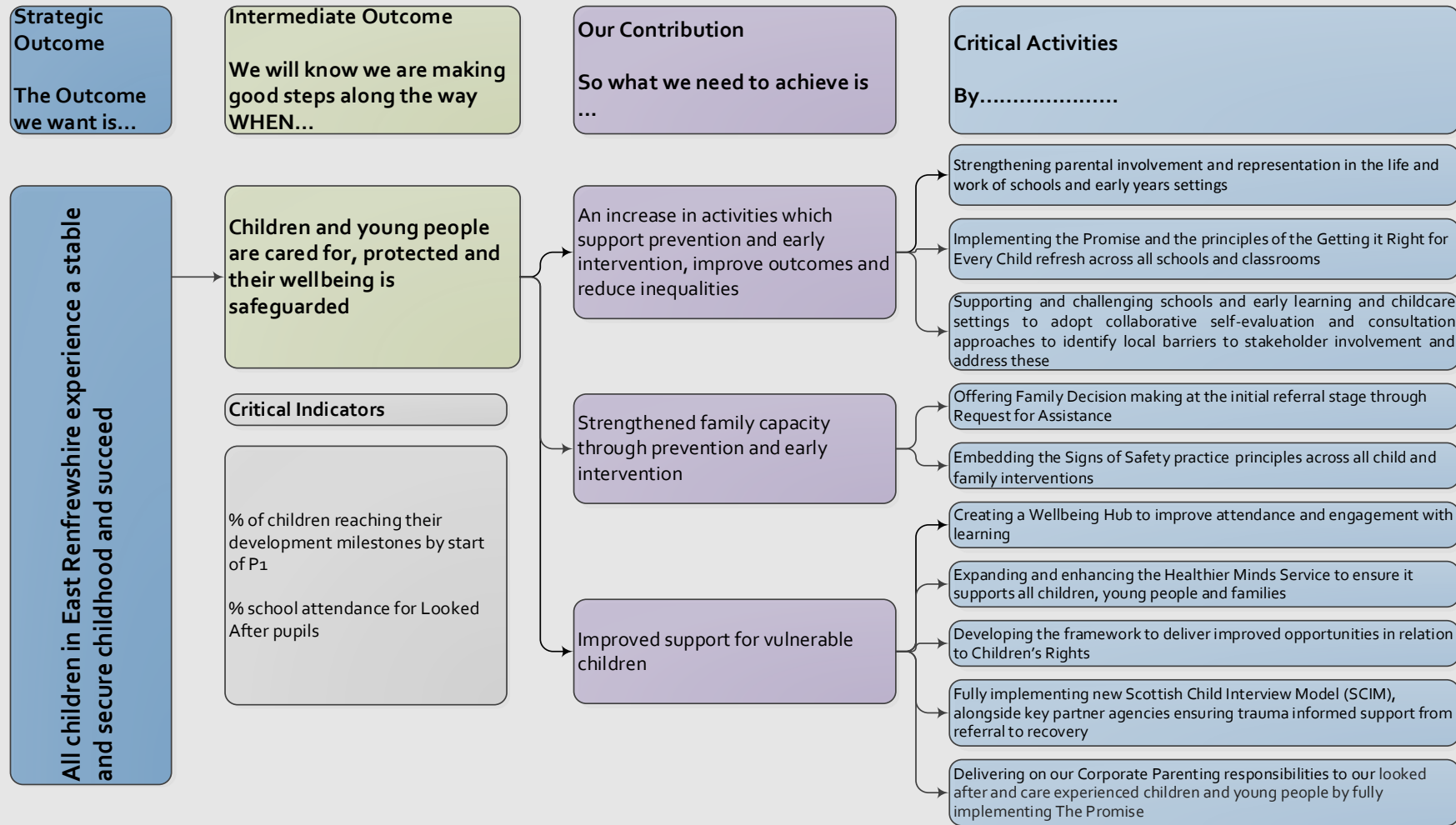
1.2

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

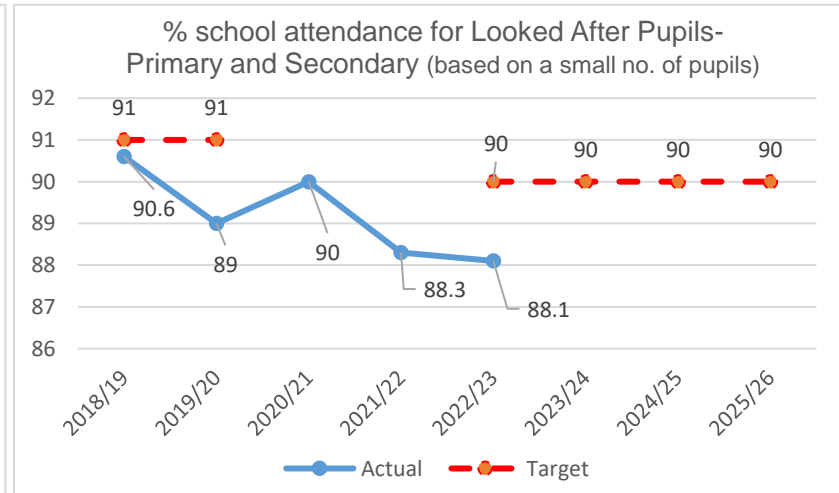
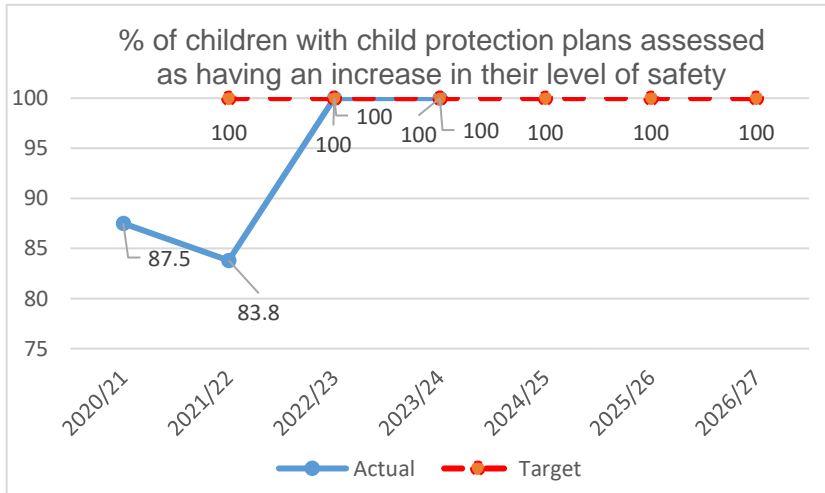
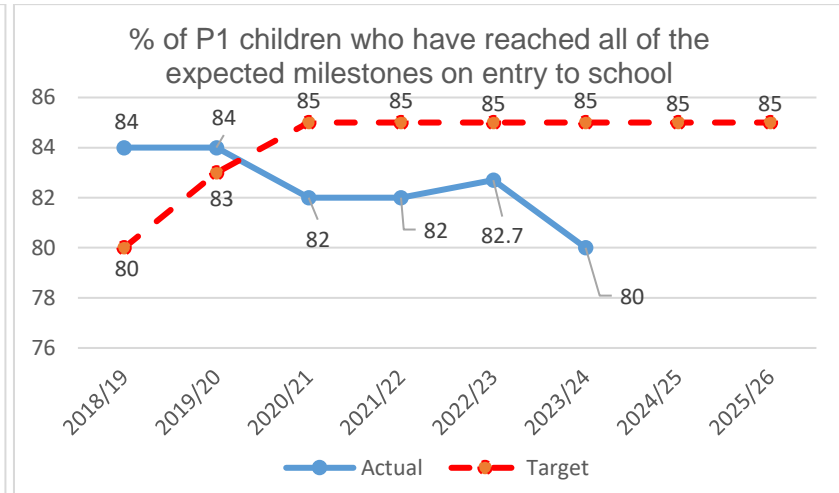
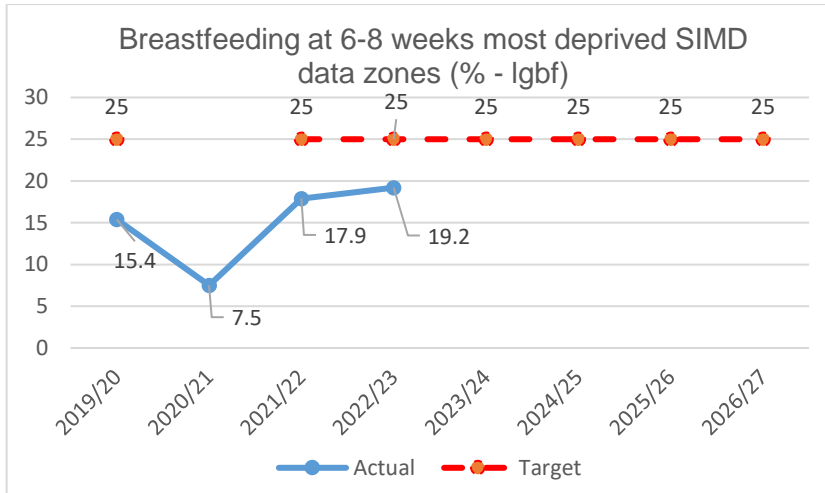


1.3

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



Outcome 1 indicators



S2

SECTION 2

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

Strategic Outcome

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

Intermediate Outcomes

2.1 Residents have the right skills, learning opportunities and confidence to secure and sustain work. **(Fairer East Ren outcome)**

2.2 Children and young people are included.

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

2.4 Residents are as healthy and active as possible.

Community Plan Indicators

% of school leavers in positive destinations

% of East Renfrewshire's population who are economically active



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. East Renfrewshire remains the highest attaining council area across almost all Local Government Benchmarking Framework (LGBF) indicators. Our schools continually support and develop children and young people's skills, capabilities, and drive, to be successful learners who contribute economically and socially to their communities.

In delivering excellence and equity for all, we will be continuing to focus on the needs of specific 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, with our schools and nurseries supported by the Education Department and services across the Council. In addition, through the continued implementation of our Social Justice Strategy and ongoing work to develop our curriculum, we will ensure we provide the best experiences for all learners.

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; evidenced in recently having achieved the strongest ever school leaver figures, with 98.7% of pupils reported as being in a positive destination. We continue to build on this to ensure we are able to support young people as they transition through key life stages.

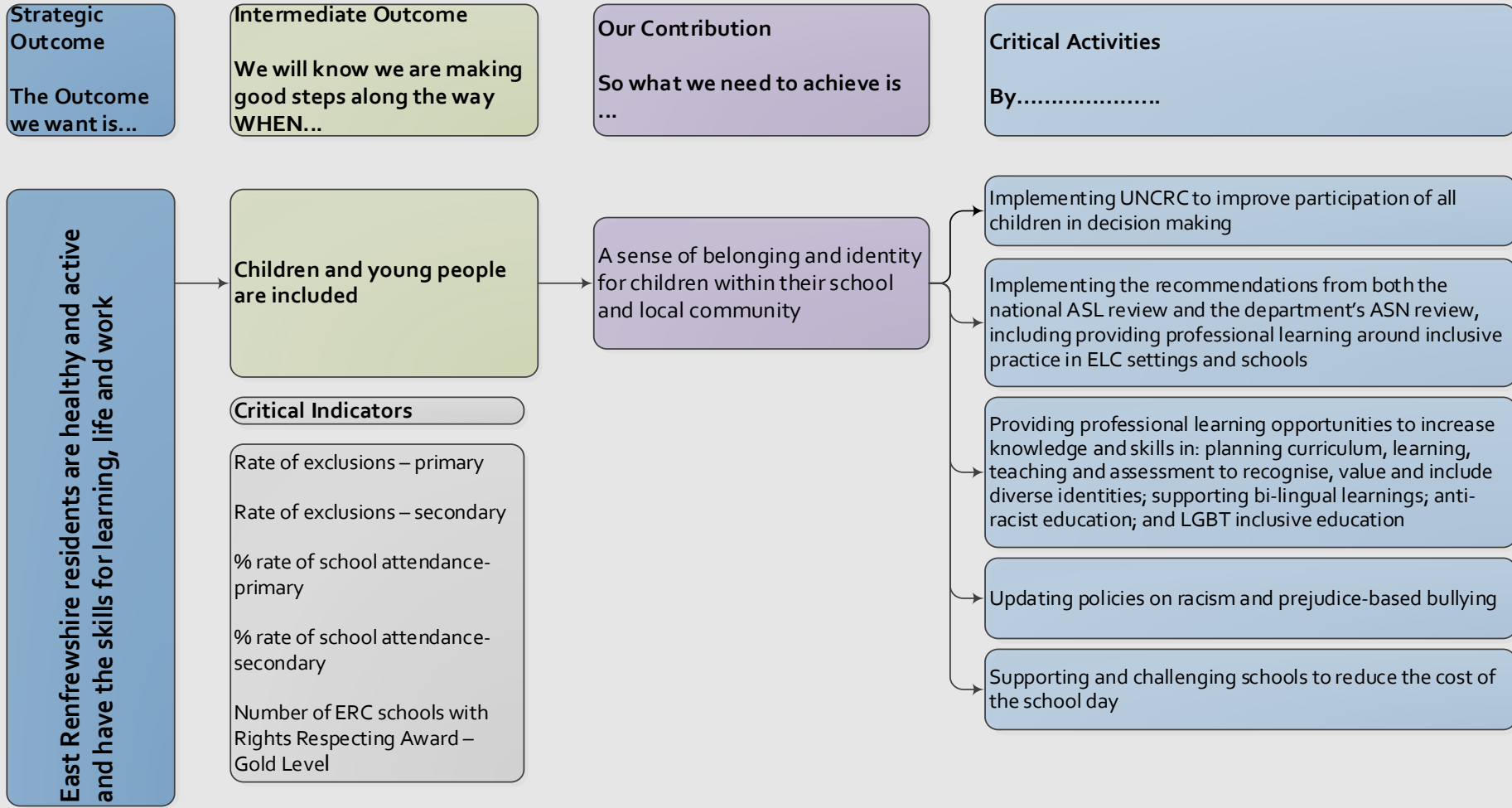
Work East Ren, the Council's employability service, along with the East Renfrewshire Local Employability Partnership, helps residents to secure and sustain meaningful employment, training or education. It is the vision of the service partnership to have full employment and opportunities for all residents of East Renfrewshire. 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 getting our local people into sustainable employment opportunities. The team helps people prepare for employment, training, education and/or volunteering. We work closely with a range of priority groups including parents, care experienced young people, people with health conditions, the resettled community, people with disabilities and other groups who face significant barriers to the labour market. Our employability support for parents, both unemployed and in-work, aims to tackle in-work poverty, and enhance links between all partners within the locality working with parents. All clients receive a dedicated key worker who will support the client through the employability pipeline. The pipeline is made up of 5 stages, whereby the needs of the individual are considered in relation to existing soft skills, employability skills and skills requiring development. In addition, clients can receive support towards funding for training and upskilling. We also use Community Benefits as an effective tool to assist our local residents into training and employment.

Our partners, East Renfrewshire Culture and Leisure, manage East Renfrewshire's libraries, leisure centres, community facilities, sports fields and pitches, along with the associated services and programmes. Together these deliver a range of benefits to the local community including learning, literacy, IT skills, creativity, health, fitness, access to local information and social wellbeing. Increasingly, we recognise the synergies generated by the co-location of services based on the Barrhead Foundry experience, where increased local engagement across fitness and wellbeing is enhanced by library, learning and local partner services, all of which makes the offer a destination for customers who then increase their dwell-time as they cross use services.

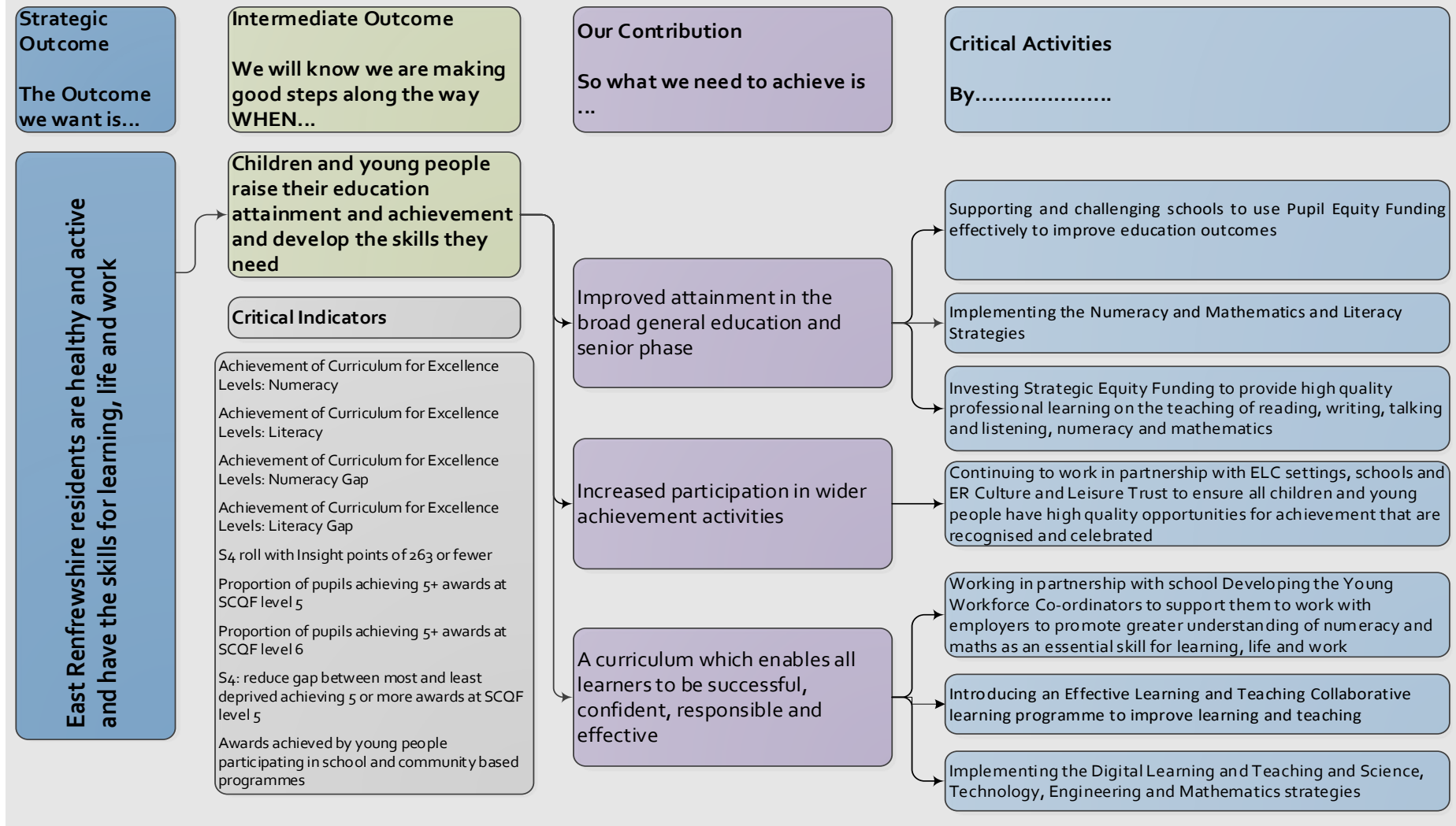
We are continuing to progress plans to transform education and leisure facilities in Neilston with support from the Scottish Government. This ambitious project has created a new school for pupils in Neilston and St. Thomas' Primaries and a new Madras Family Centre. In addition to the new campus on the Neilston/Madras site there are also plans for a redeveloped offer for Leisure and Libraries which aims to provide a Community and Wellbeing Hub in this locale. We are also looking to include a library alongside an improved theatre provision within the new Eastwood Leisure Centre with the aim of increasing both usage and levels of engagement.

2.2

Children and young people are included

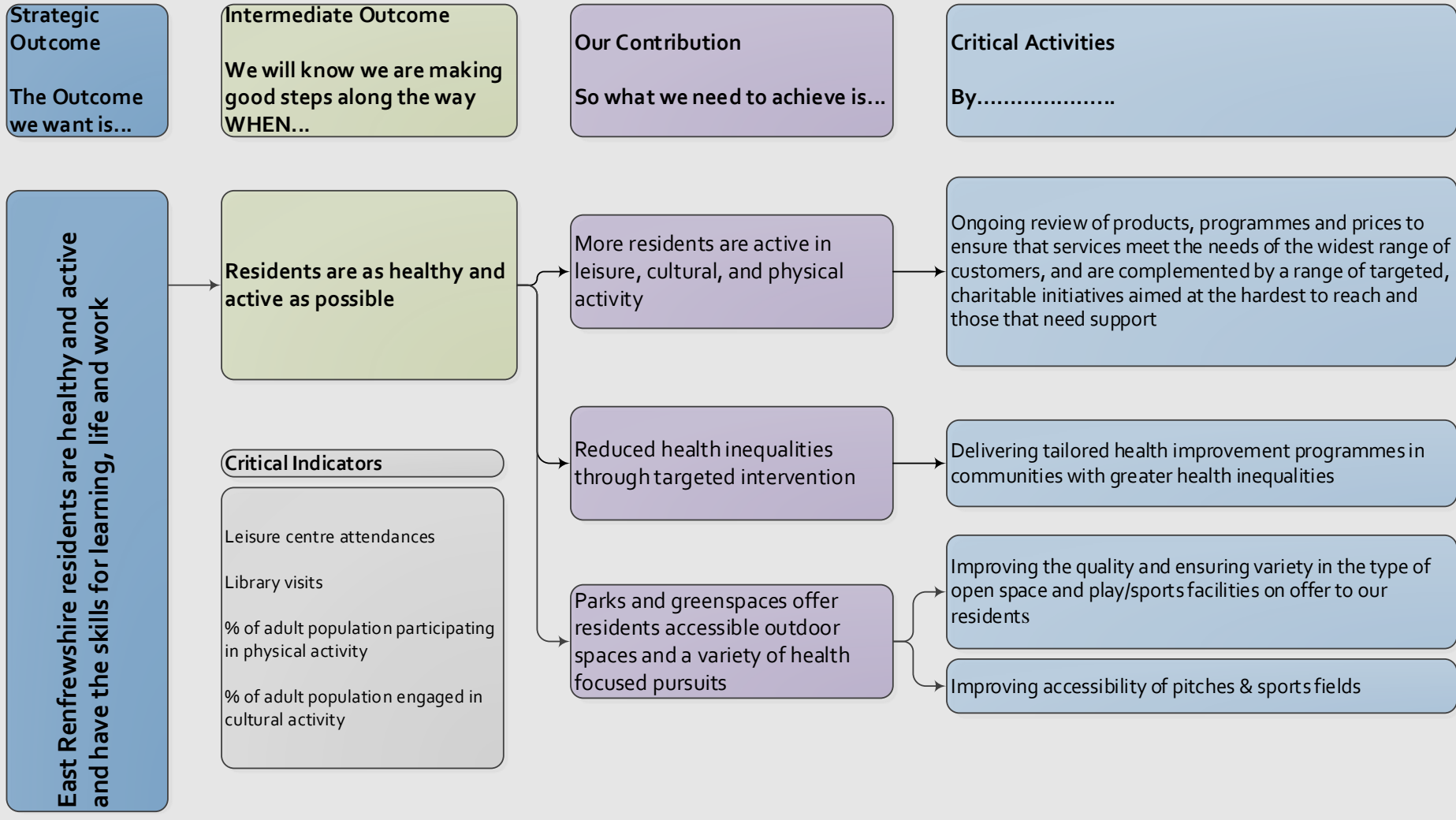


2.3 Children and young people raise their education attainment and achievement and develop the skills they need

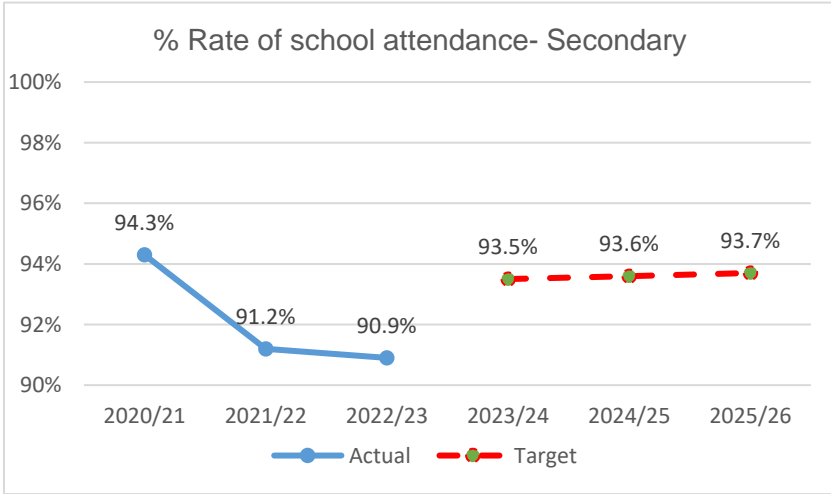
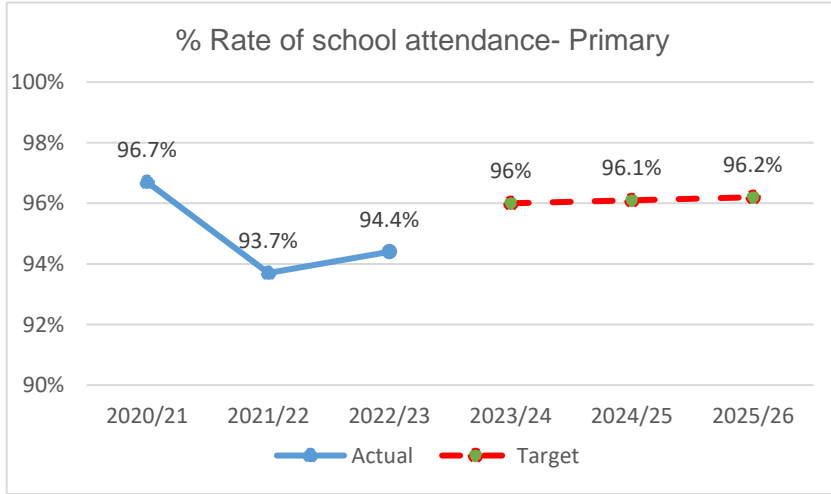
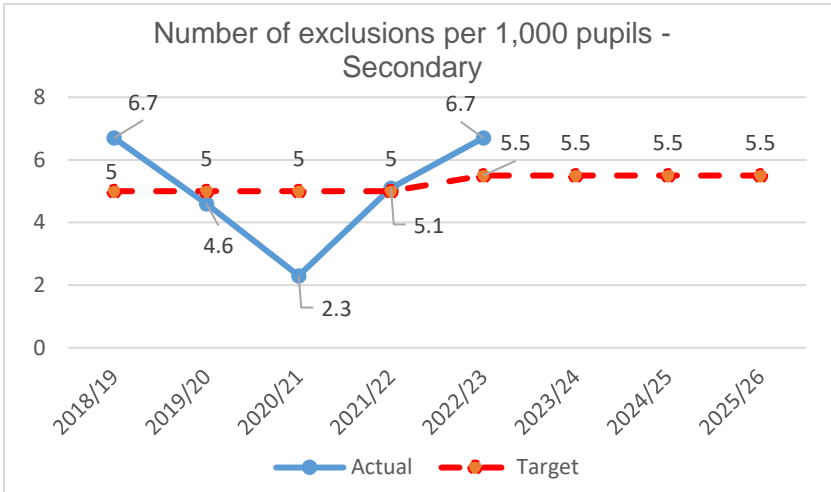
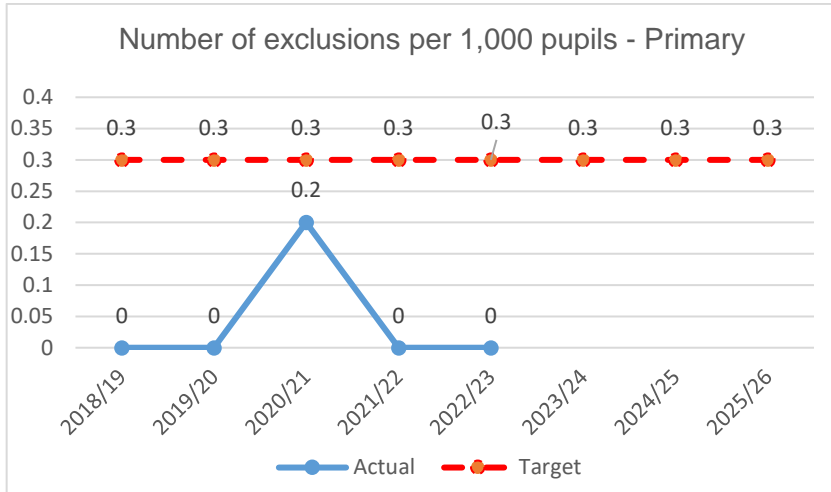


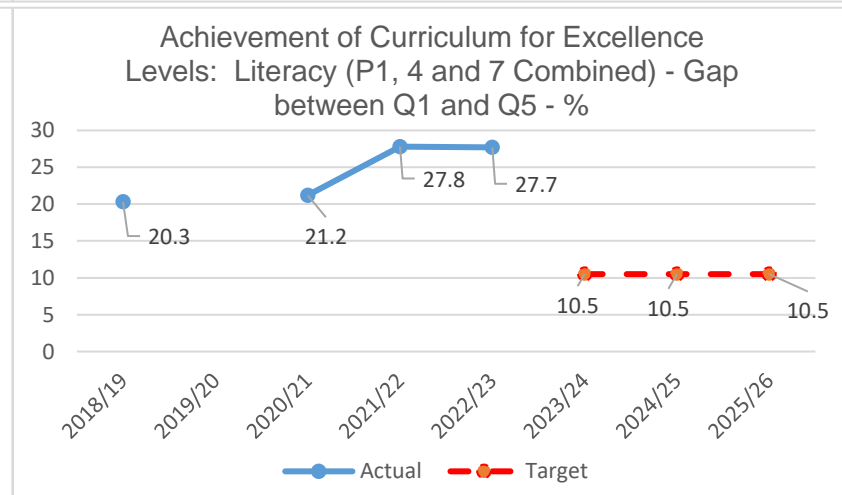
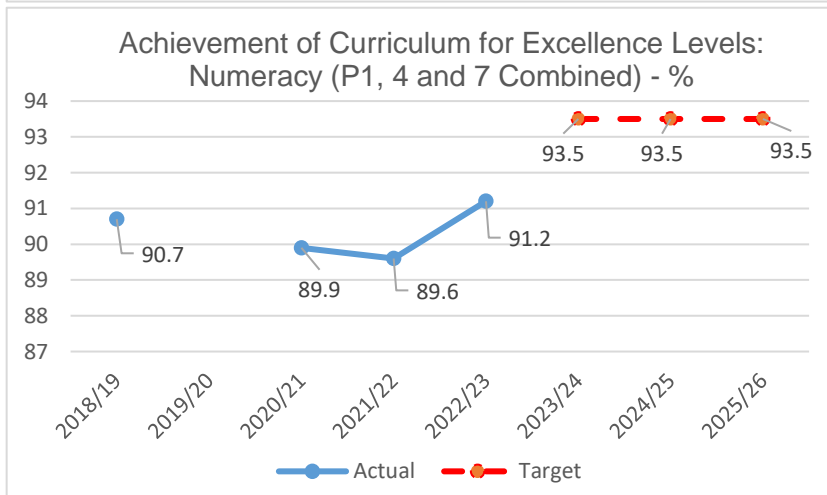
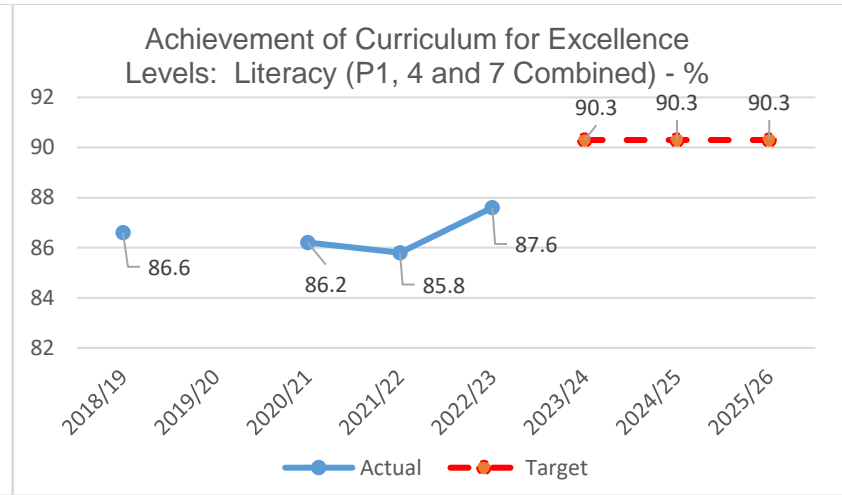
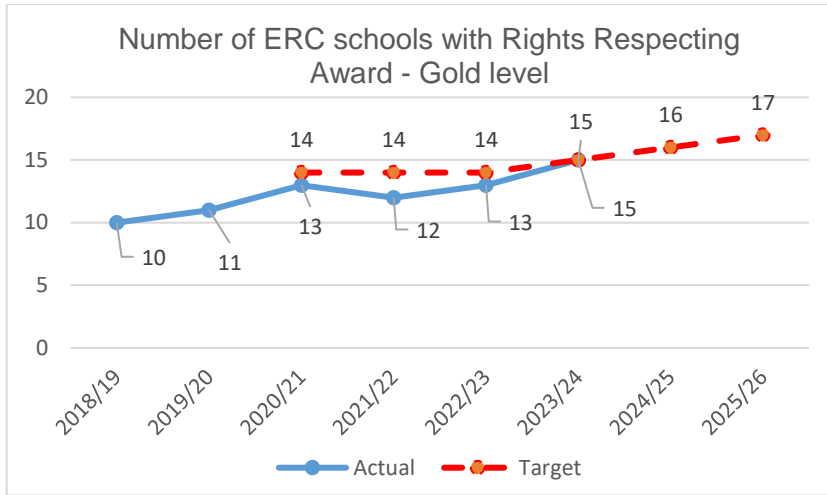
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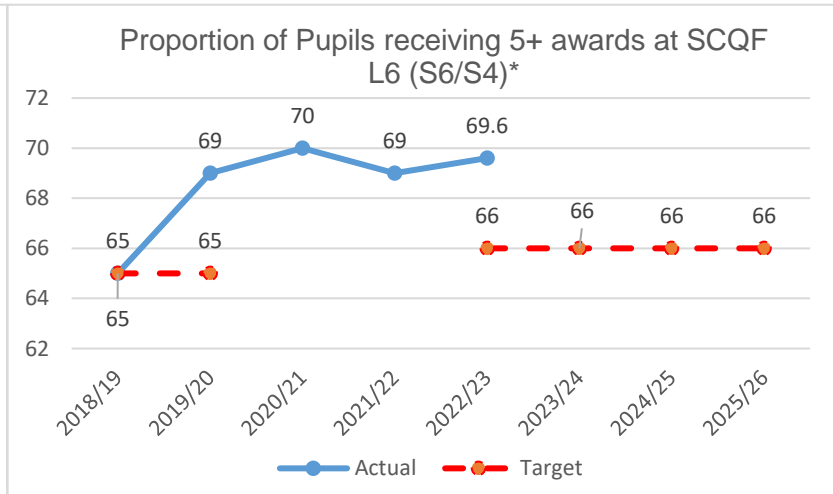
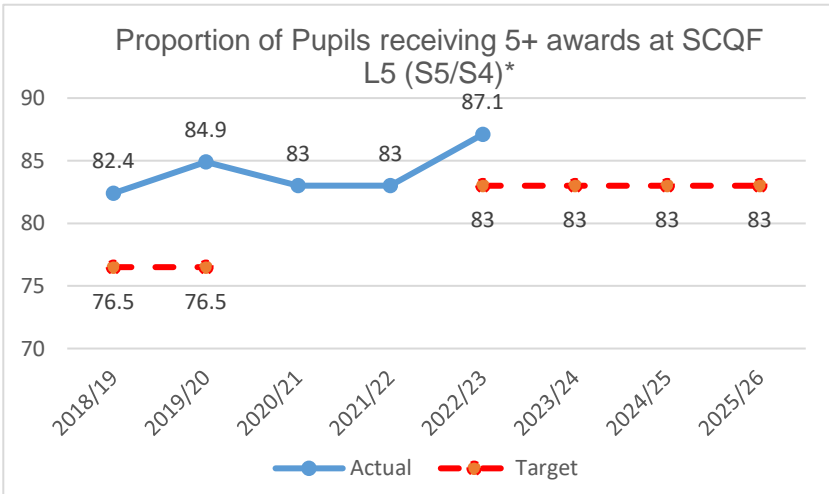
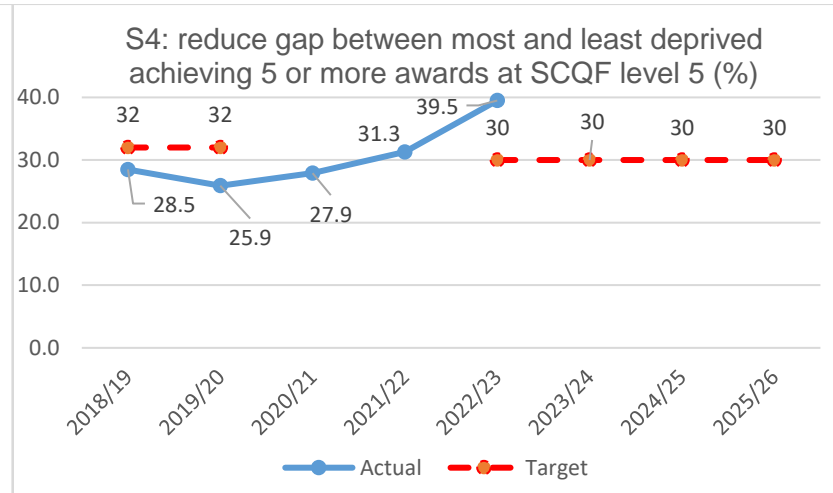
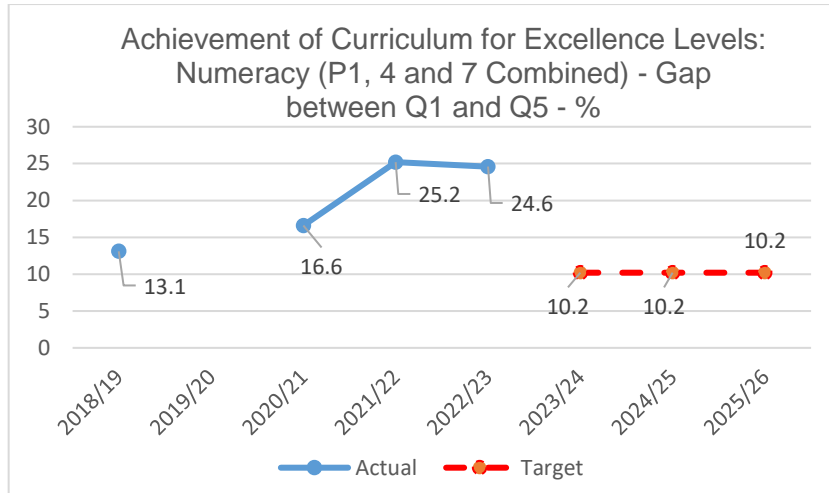
Residents are as healthy and active as possible



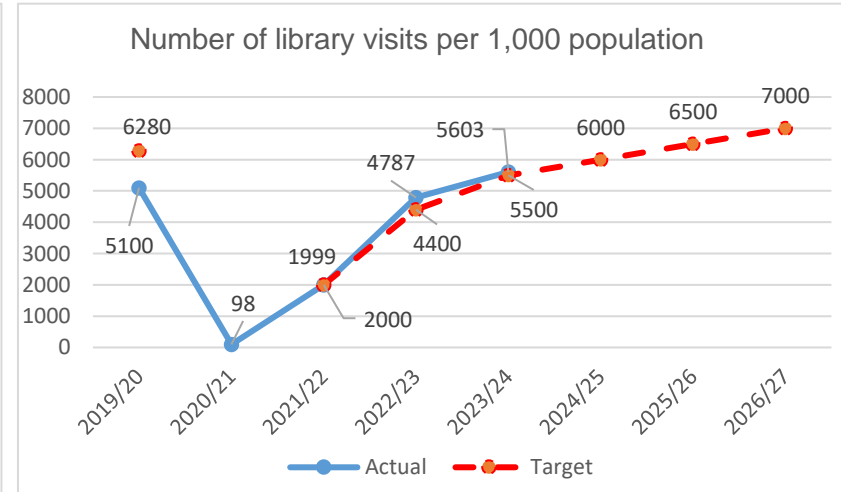
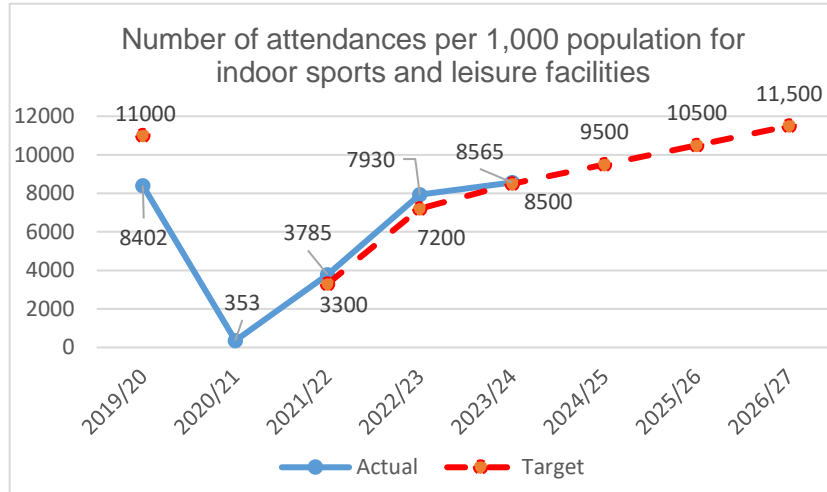
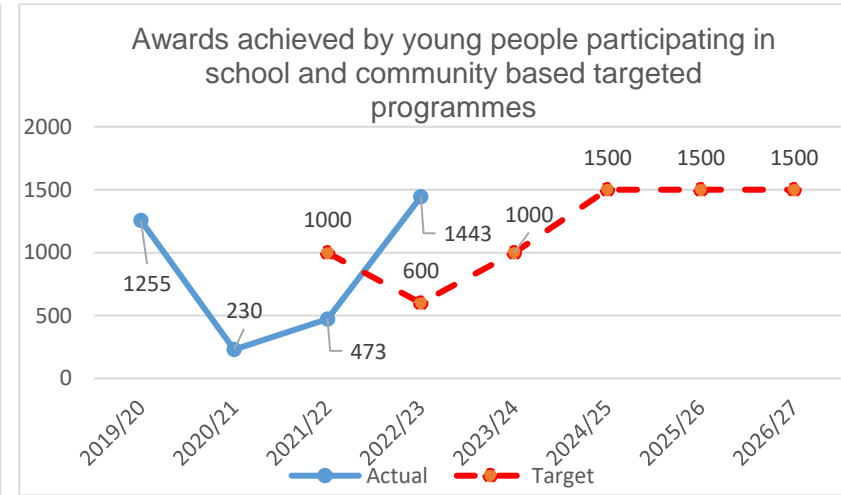
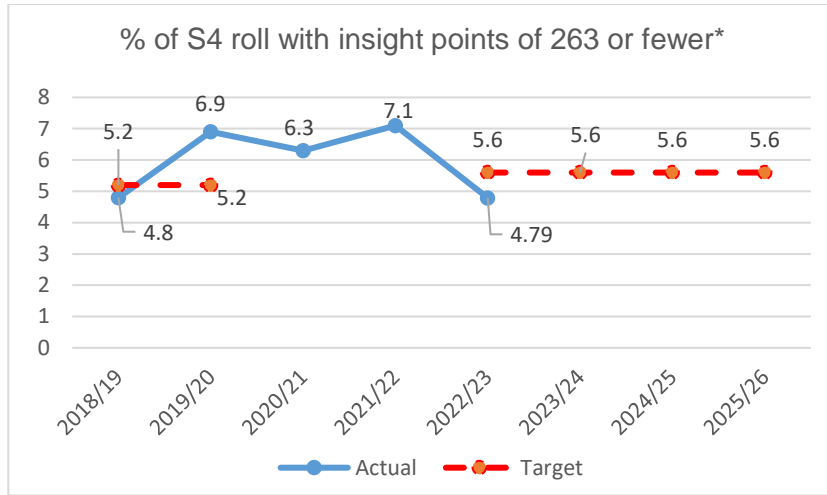
Outcome 2 indicators



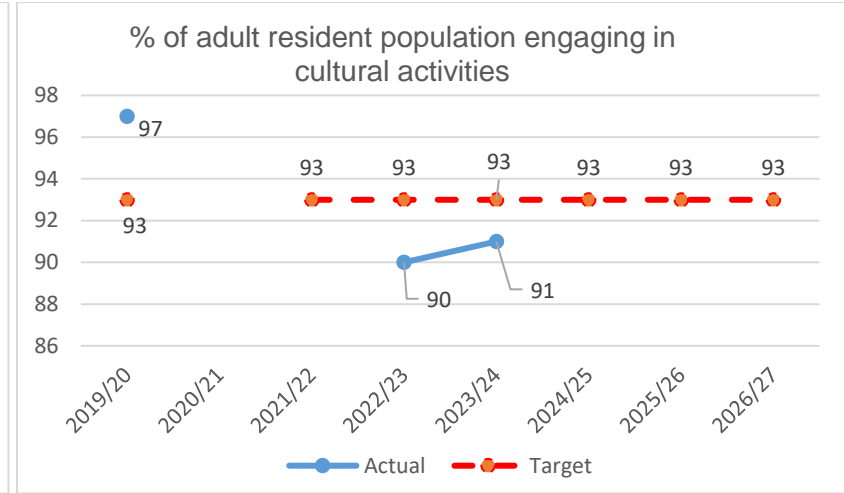
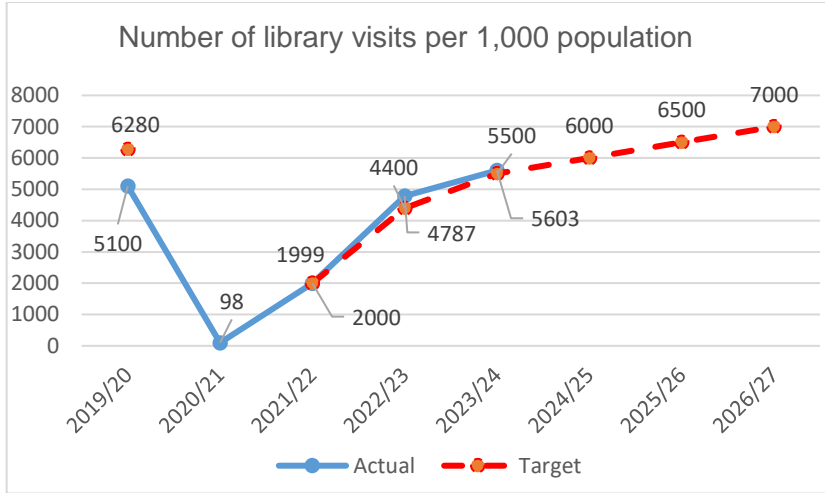




* Due to changes in the assessment methodology over recent years, all comparisons at the senior phase should be treated with some caution. Given the changes to assessment methodologies from 2019/20 to 2021/22, targets set across senior phase indicators should be compared with those in place prior to 2020/21 for consistency.



* The Tariff Scale is a key feature of the Scottish Government's online benchmarking tool - Insight. It allows a score to be calculated that summarises a wide range of achievement and awards from a range of providers. Insight points of 263 represents an ambition for S4 learners to achieve the equivalent of 8 National 4 awards or better.



S3

SECTION 3

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

Strategic Outcome

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

Intermediate Outcomes

3.1 East Renfrewshire's transport links are accessible, attractive and seamless (**Fairer East Ren outcome**)

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

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

3.4 East Renfrewshire is a great place to visit.

3.5 East Renfrewshire is environmentally sustainable.

Community Plan Indicators

% of adult population with qualifications at NVQ level 4 (HND/Degree) and above

Working age population (% of population aged 16-64)

% of residents who are satisfied/very satisfied with East Renfrewshire as a place to live

Gross Value Added per head (all sectors)

Median earnings for residents living in East Renfrewshire who are employed

Carbon Dioxide (CO₂) emissions per resident



STRATEGIC OUTCOME 3 Economy and environment

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

The refreshed 5-year Local Housing Strategy (LHS) will drive ongoing critical investment in delivery of new high quality, affordable homes to meet significant local housing need. The Local Housing Strategy 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. Affordable housing supply targets will be included in the 5-year Local Housing Strategy and linked to the emerging ten year Local Development Plan 3 and updated in this ODP accordingly. These are still being discussed given delivery and funding challenges, which are changing considerably at the moment. 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.

Local businesses play a critical role in East Renfrewshire's economy. With over 3,000 businesses in the area they are not only key wealth generators but are also an important part of their local communities. The Council work with a wide range of partners such as East Renfrewshire Chamber of Commerce and the three Business Improvement Districts in Barrhead, Clarkston and Giffnock to support businesses to access good quality business support, affordable workspace, business finance and public sector procurement contracts.

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 was delivered. 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, including helping them achieve their

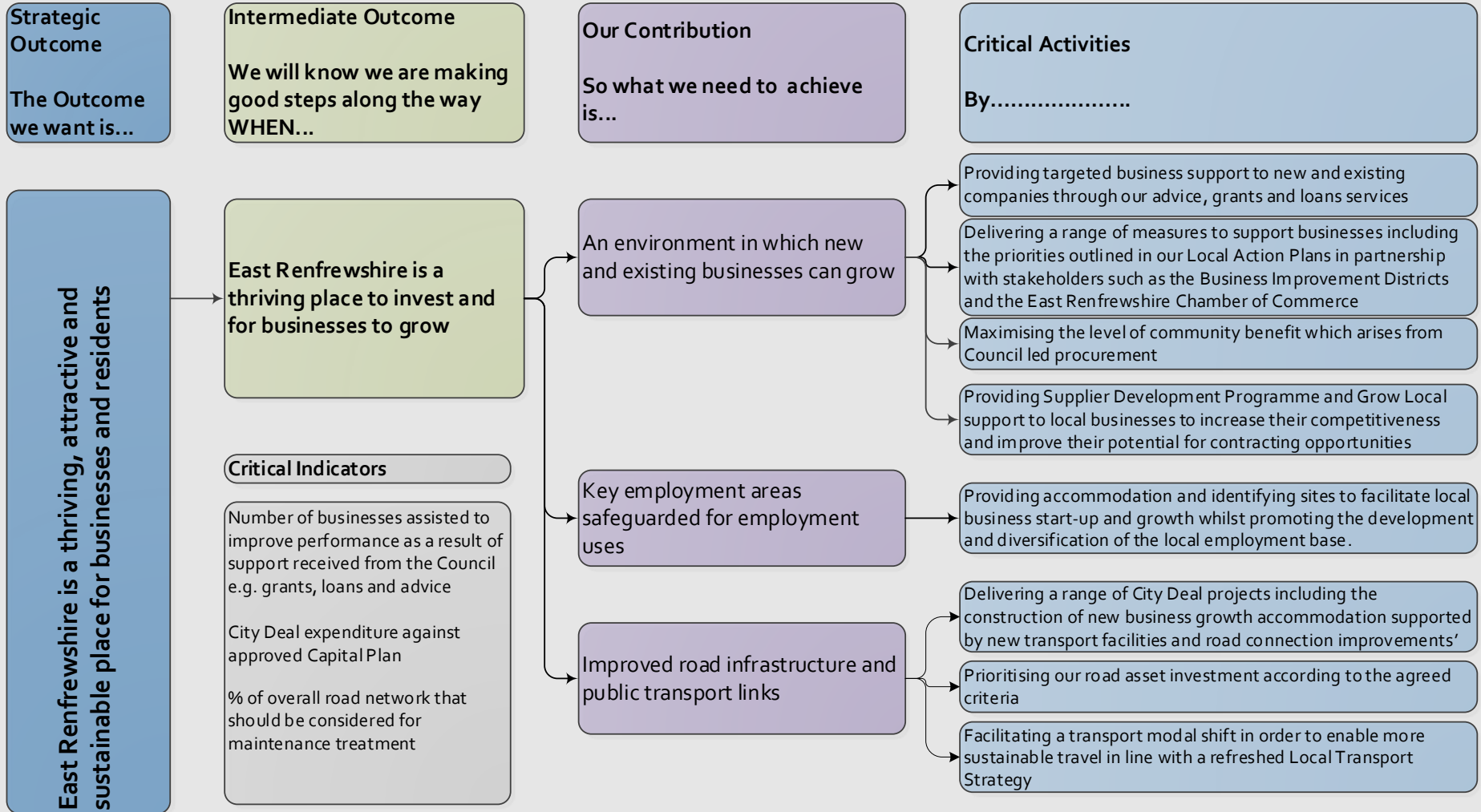
net zero targets through a range of grants and specialist advice. We will continue to promote business support and employability services to help ensure our targets are achieved and contribute to the delivery and promotion of national employability and business growth agendas.

Residents in East Renfrewshire have continued to support the Council's recycling efforts, ensuring our recycling rates are amongst the best in Scotland. Post pandemic recycling rates have seen East Renfrewshire return to amongst the top performing councils in Scotland following the period where waste composition changed across the country. 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 planned activities over the period 2024-25 remain the same. We will continue to reassess our activities with renewed emphasis on rising to the challenge of a green economic recovery and climate change, through implementing the Council's ten year Get to Zero Action Plan. We will continue to review and monitor the methodology behind our measurement of carbon emissions as it currently evolves and as data availability and accuracy develops. The Council reports annually to Scottish Government setting out its emissions for the previous year which allows year on year progress reporting. However, due to inconsistencies in scope and reporting methodologies benchmarking against other local authorities has limited application.

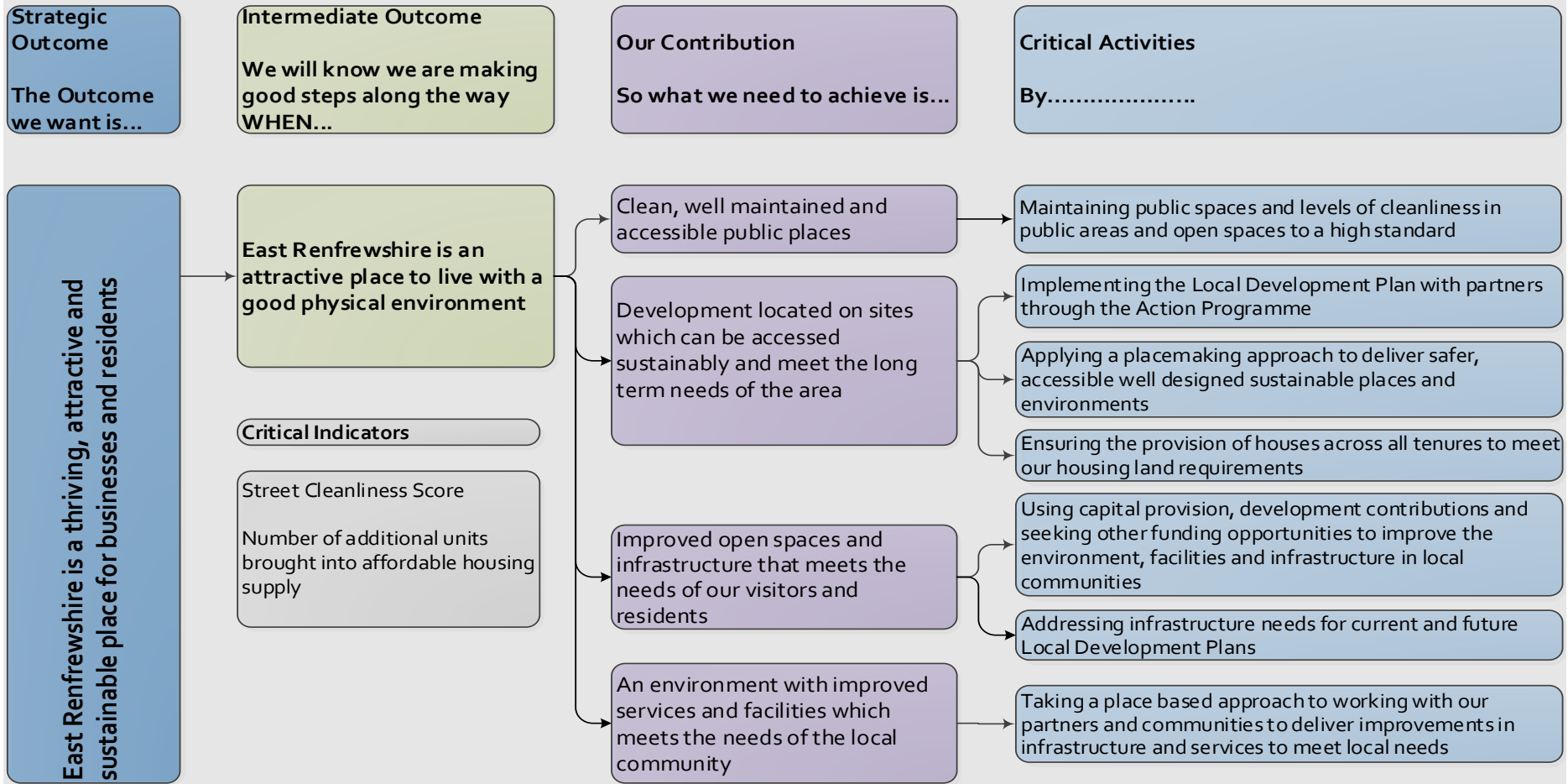
3.2

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



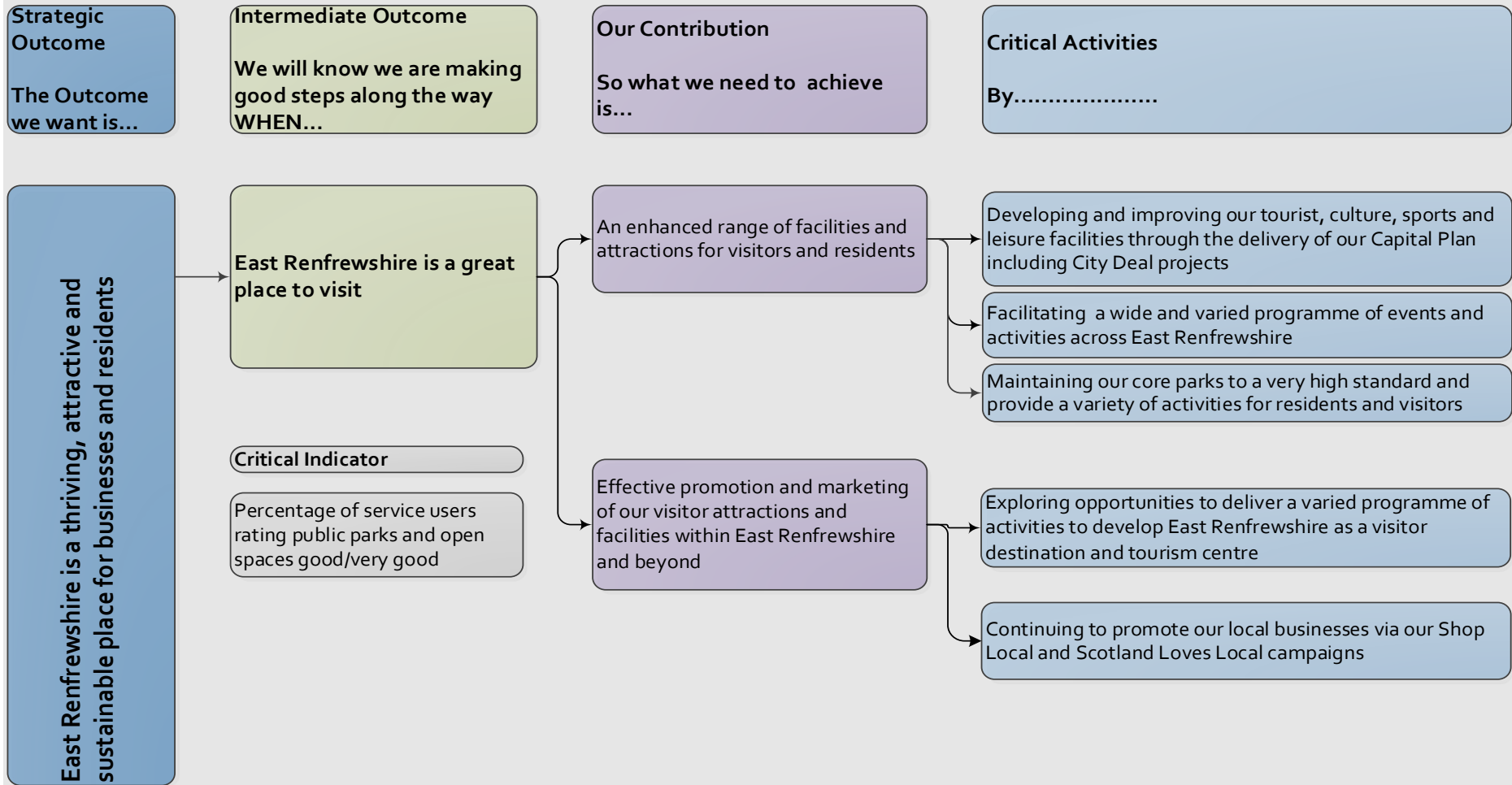
3.3

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



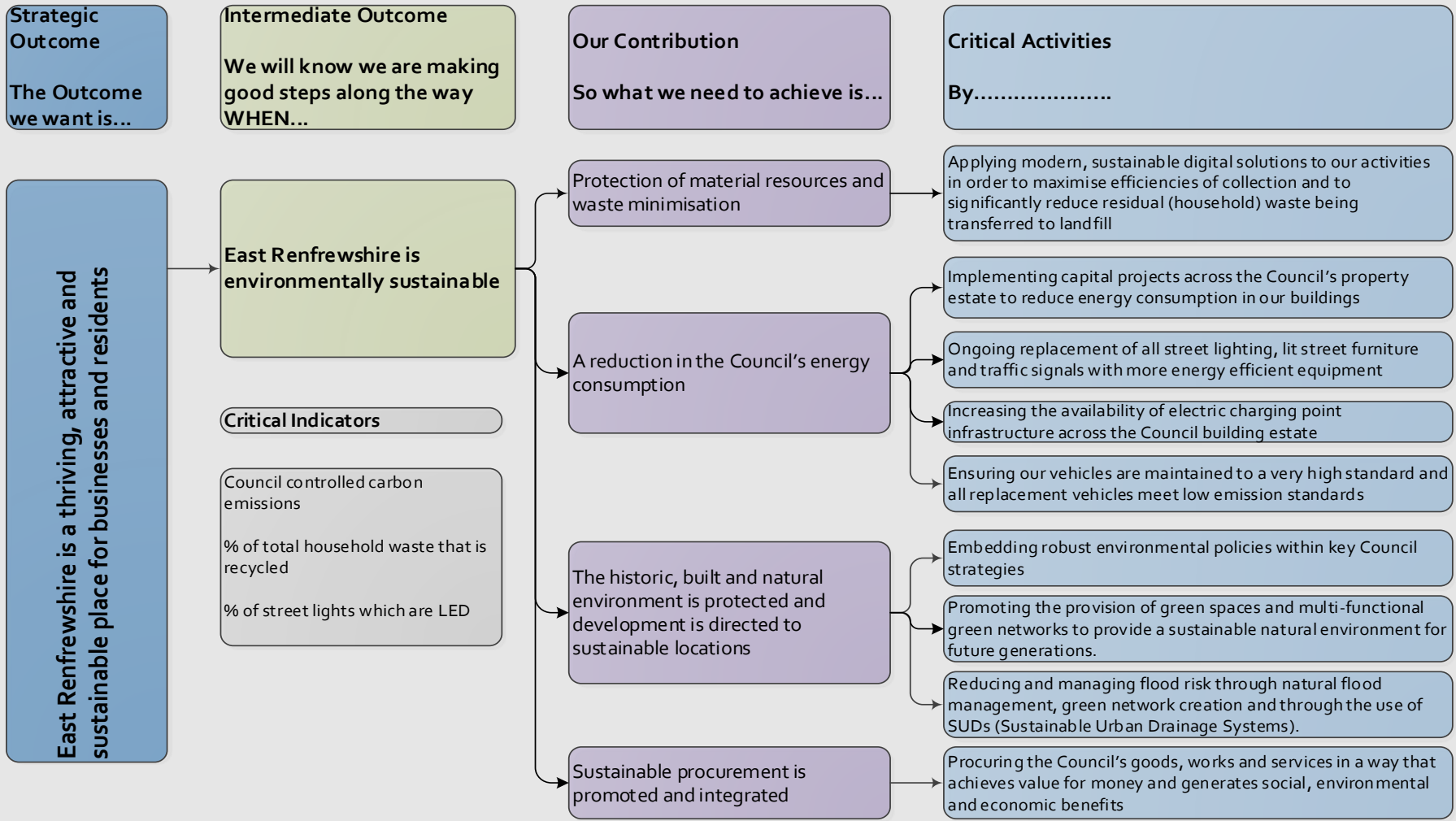
3.4

East Renfrewshire is a great place to visit

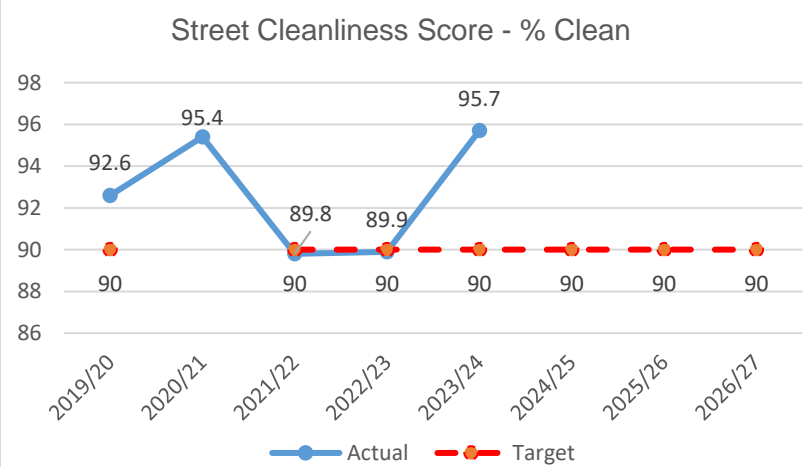
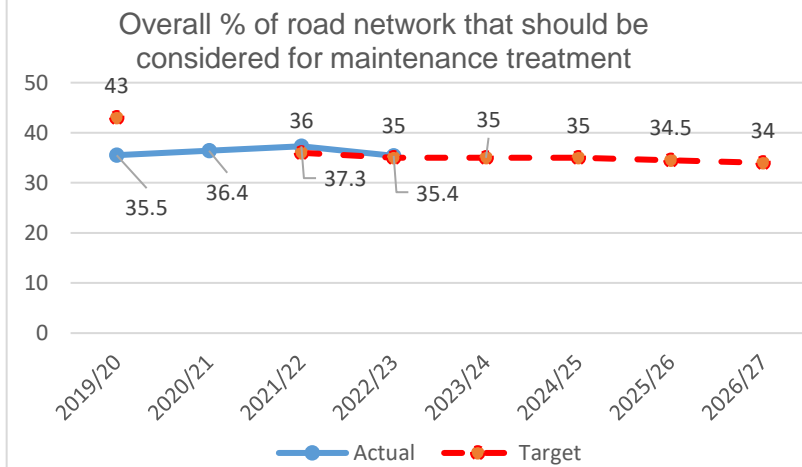
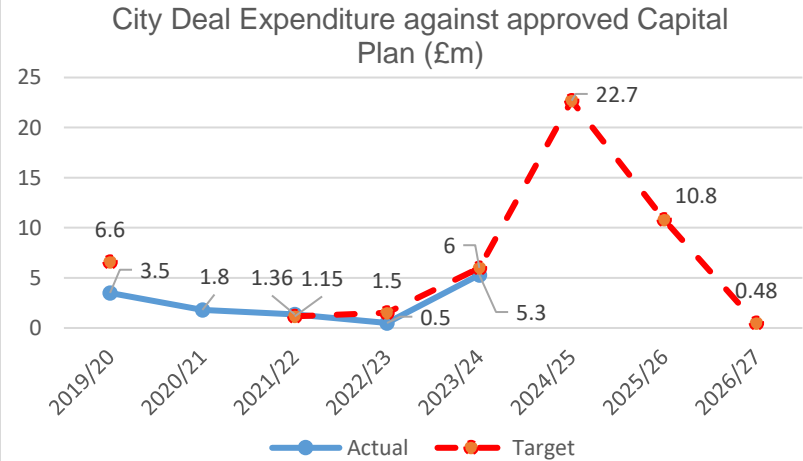
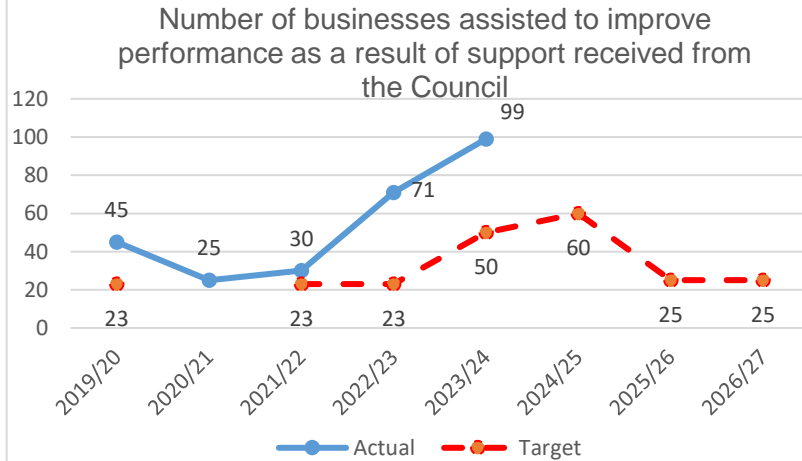


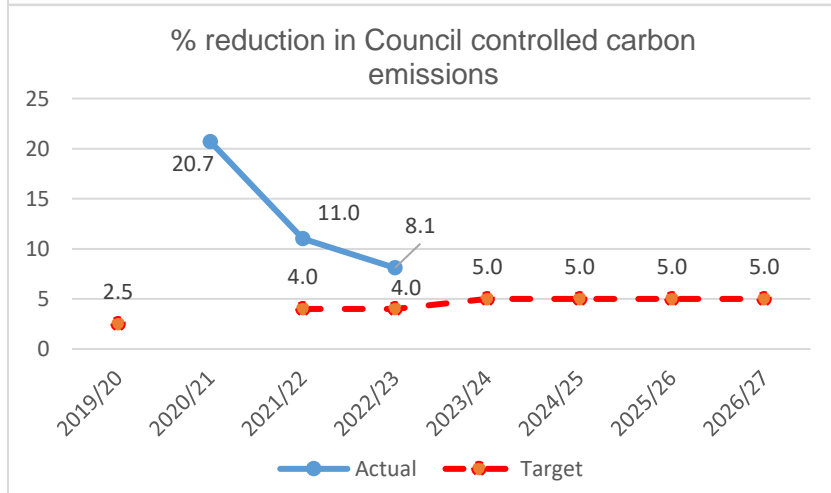
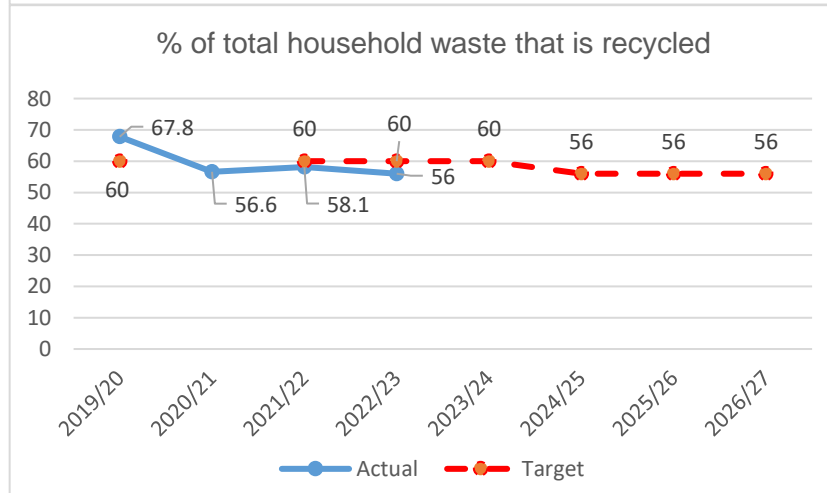
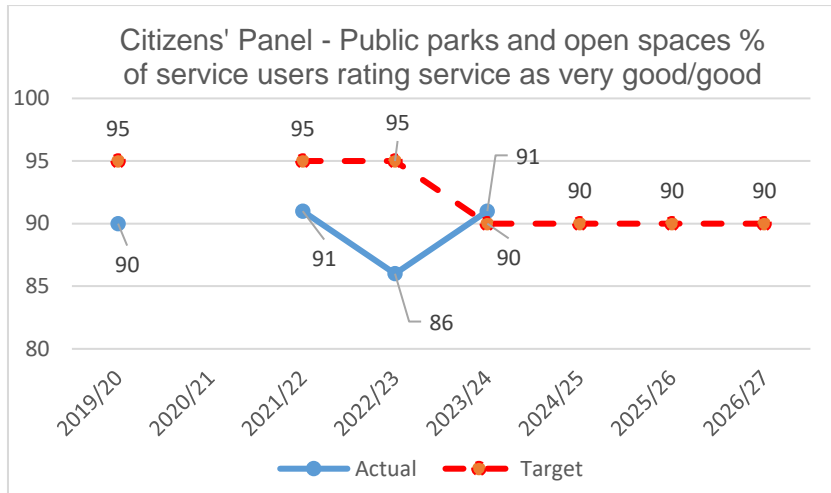
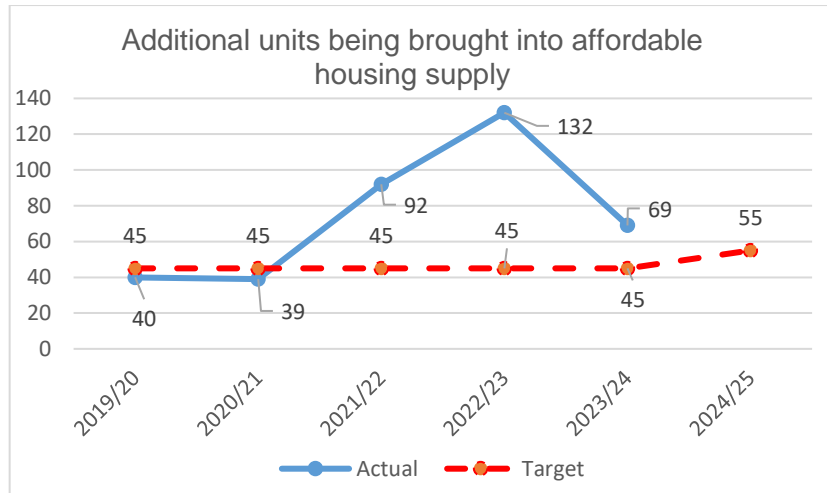
3.5

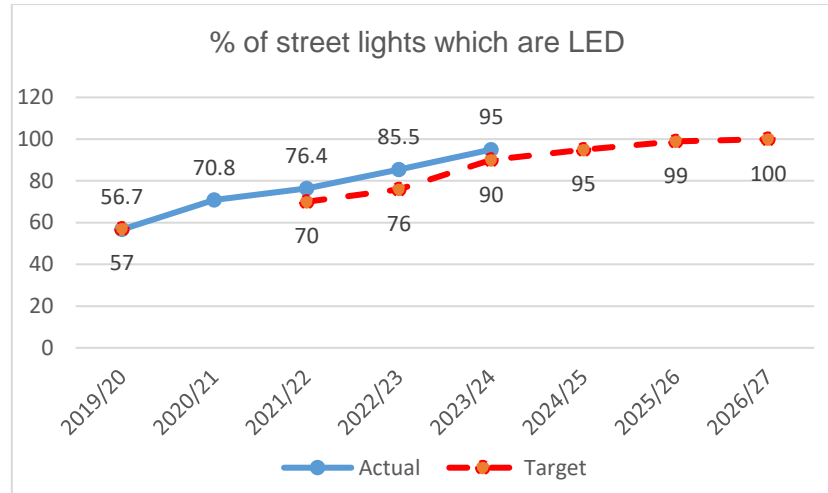
East Renfrewshire is environmentally sustainable



Outcome 3 indicators







S4

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

Strategic Outcome

4. East Renfrewshire residents are safe and live in supportive communities

Intermediate Outcomes

4.1 Residents' mental health and wellbeing is improved. (Fairer East Ren outcome)

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

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

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

4.5 Residents are protected from drug and alcohol related harm

5.1 Residents are safe and are more socially connected within their communities. (Fairer East Ren outcome)

Community Plan Indicators

Number of crimes per 10,000 population

Number of dwelling fires per 100,000 population

% of residents who feel crime in East Renfrewshire has increased over the last 2 years

% of residents who have people they can rely on in their local area



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 digital consultation with residents, however, our engagement offline and in communities is vital too. 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.

The Community Learning and Development (CLD) team provides young people aged 12-25 and adults (aged 16+) with skills for life, learning and work including addressing personal, social and educational development, active citizenship, and individual health and well-being issues. CLD supports the growth and development of new and existing community groups supporting them to be well-run, sustainable and independent. The team provides support to community members to develop the confidence, understanding and skills required to influence decision making and service delivery. CLD programmes and activities are developed in dialogue with communities and participants, working particularly with those excluded from participation in the decisions and processes that shape their lives.

Over 2024/2025 and beyond, our aspiration is to create more opportunities for community influence in how we make Council decisions. Using a Participatory Democracy approach, we will meaningfully engage our communities and residents to help shape our services and plan for our future. One avenue for this is participatory budgeting (PB). We will continue to identify available budgets and opportunities to work with our residents to deliver quality Participatory Budgeting projects. Using one-off resources, we expanded our grant making PB activities to cover Barrhead, Neilston, Thornliebank, Busby, Eaglesham and Mearns Village. The Council's capacity and financial position will be challenged for some time, and it is more important than ever that we work with our communities to build capacity so that together we can address some of the complex problems that we are facing.

Strong relationships remain 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 reduce and prevent 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.

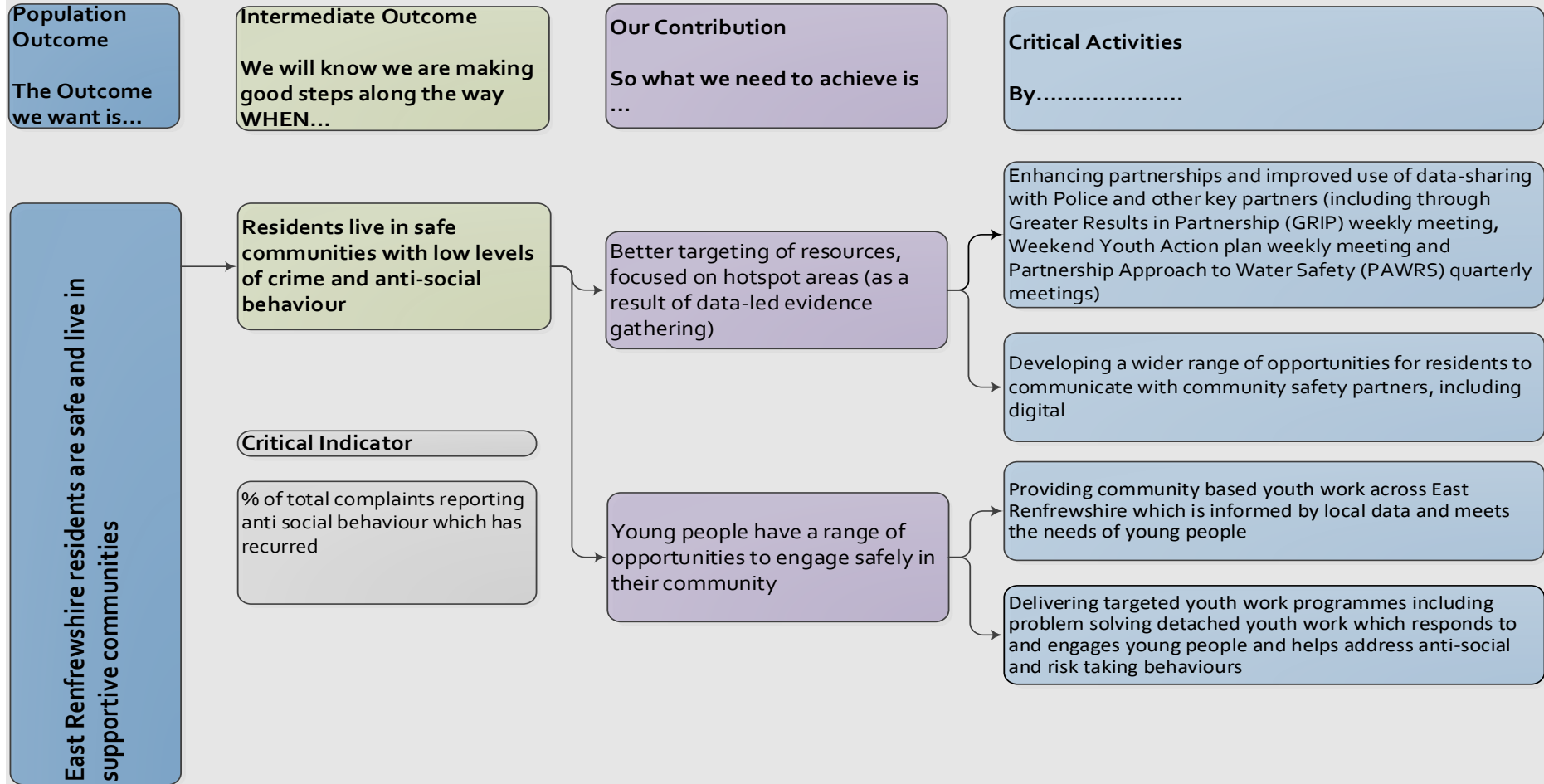
Our Trading Standards team protect our residents from financial harm (scams). Our Financial Harm Prevention Toolkit offers practical advice on avoiding scams and bespoke “Confidence at Home” packages protect our most vulnerable residents from predatory scammers. Over 1300 packages have been put in place for residents, many of whom are living with dementia. A limited supply of doorstep cameras and nuisance/scam telephone call blockers are available to residents in vulnerable situations.

Our aim is to further 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. We will continue to ensure robust processes and pathways are in place to identify, protect and respond effectively to women, children and young people affected by domestic abuse and all forms of gender-based violence, and our services are designed to address the long-term effects of trauma and abuse.

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

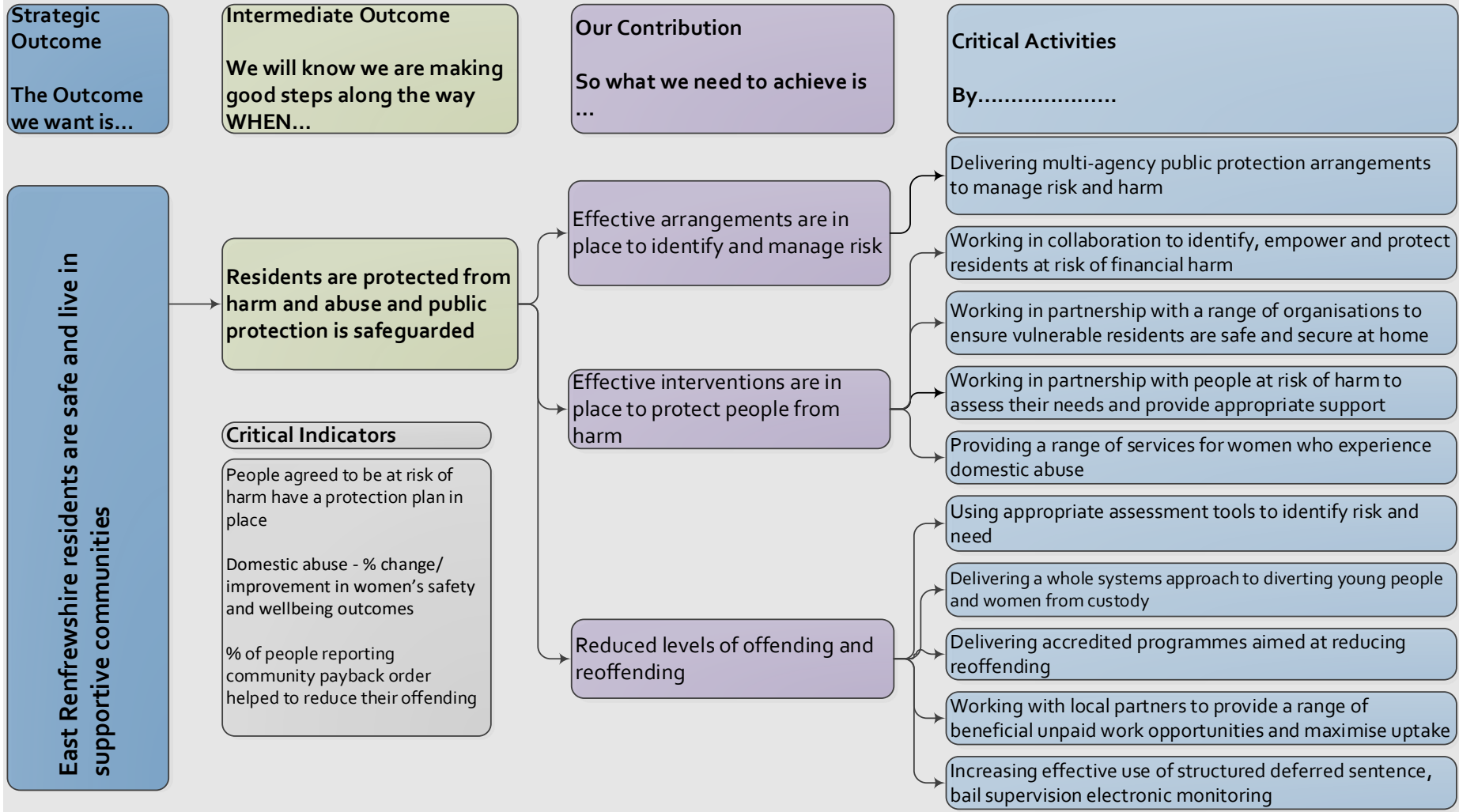
4.2

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



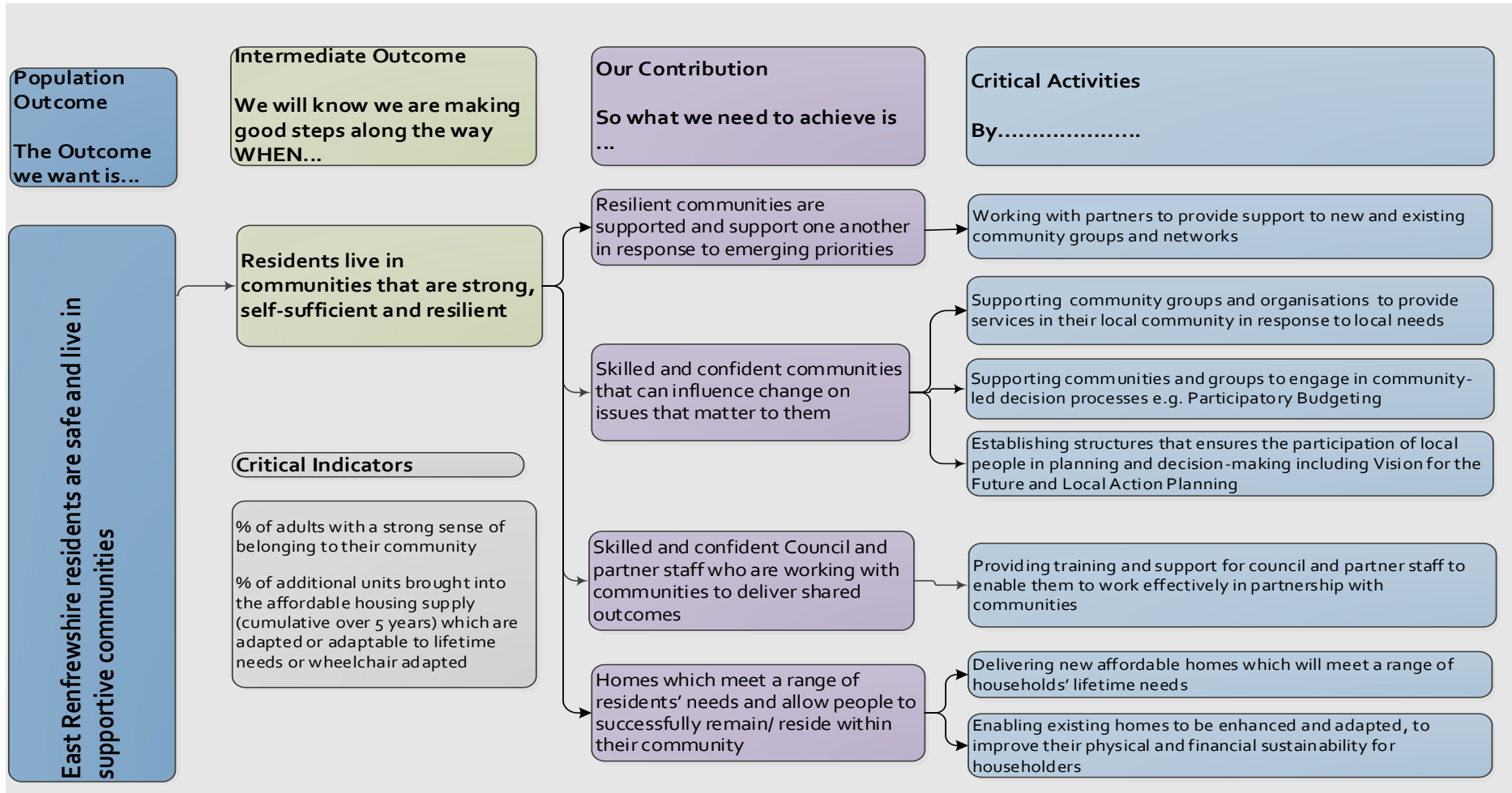
4.3

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



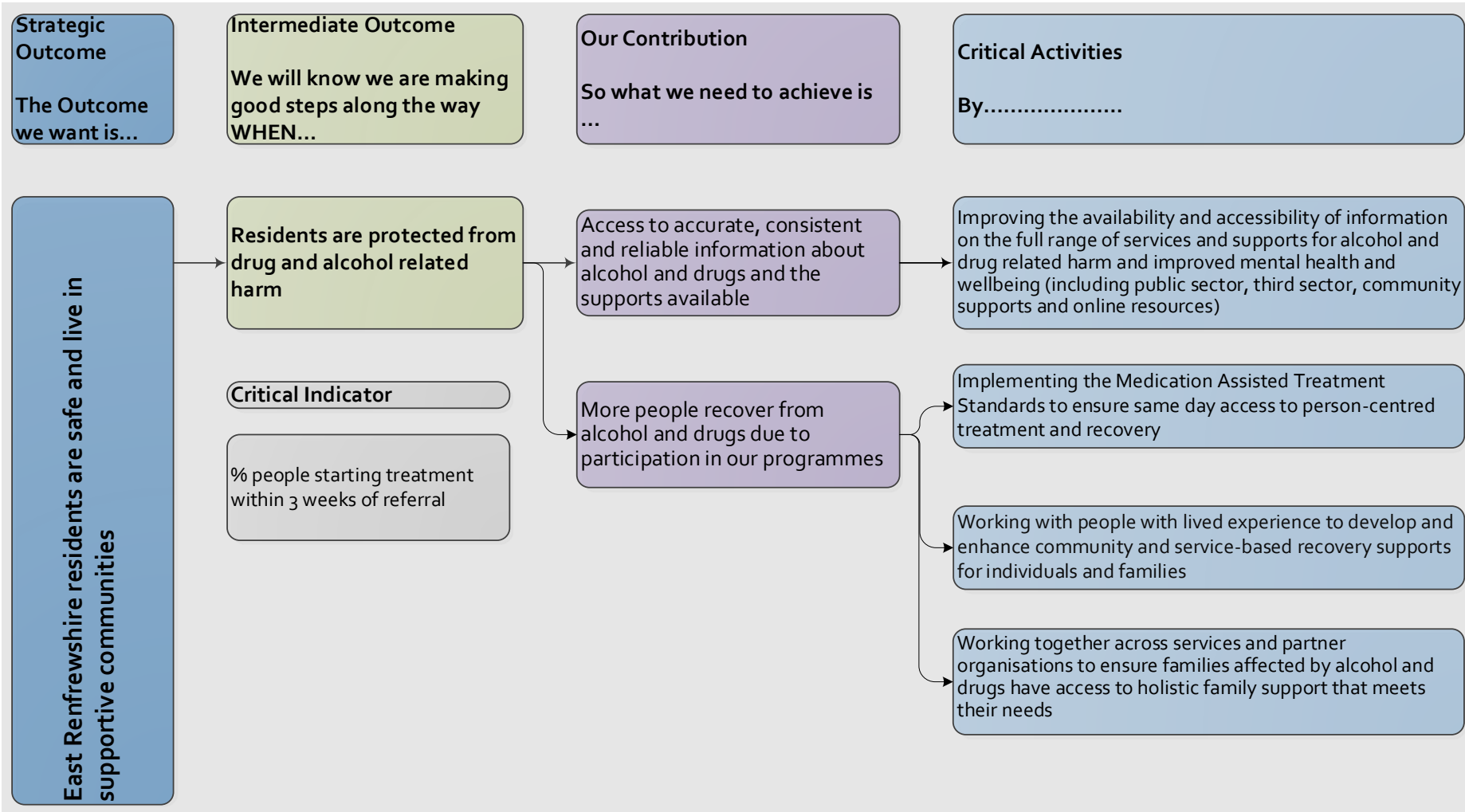
4.4

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

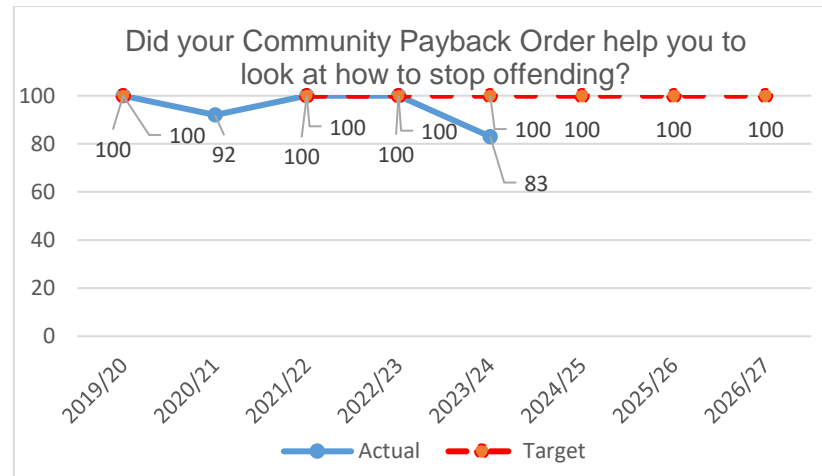
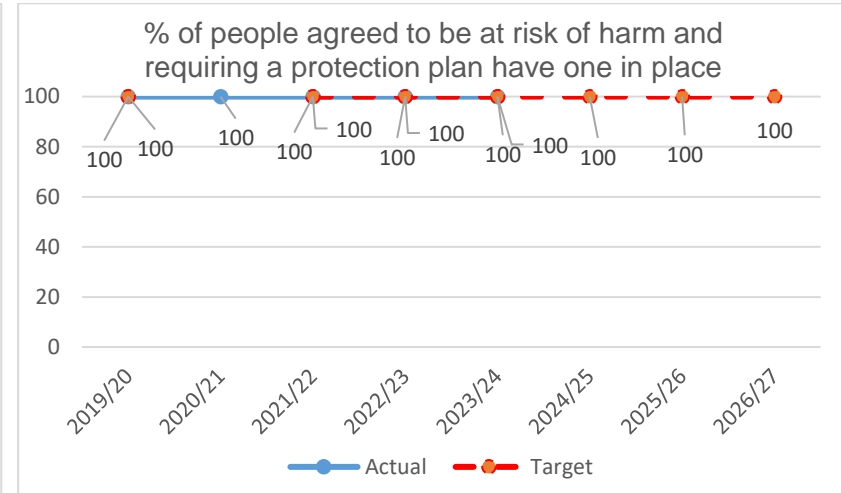
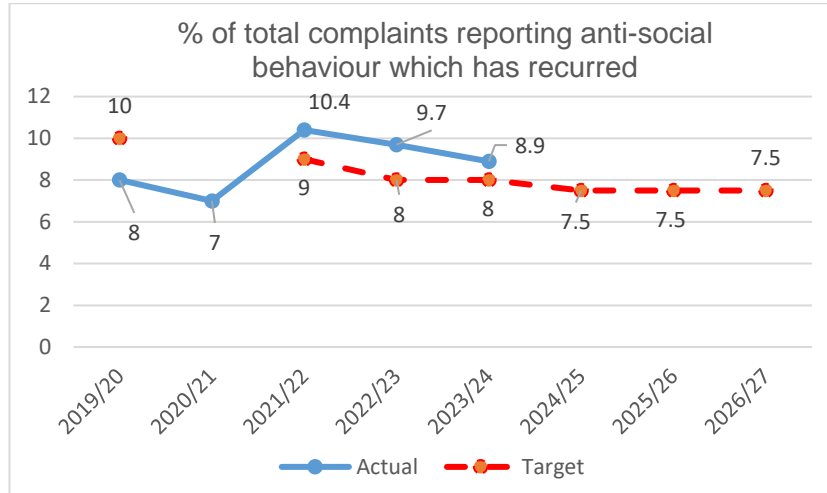


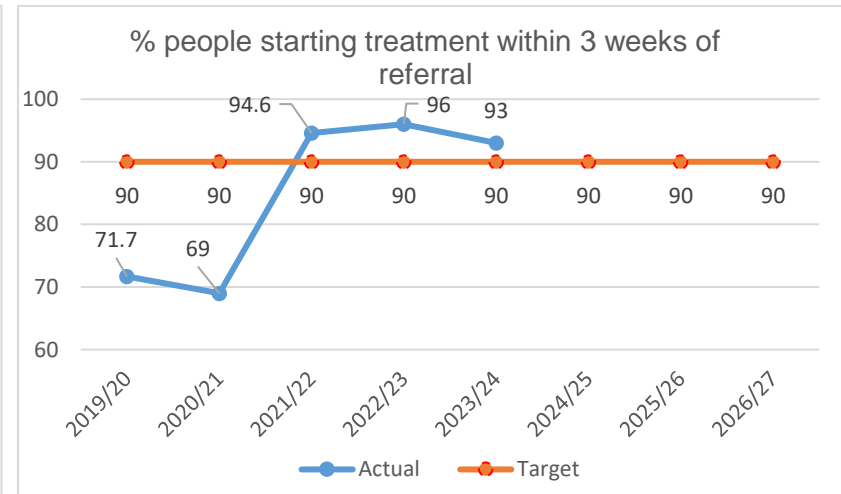
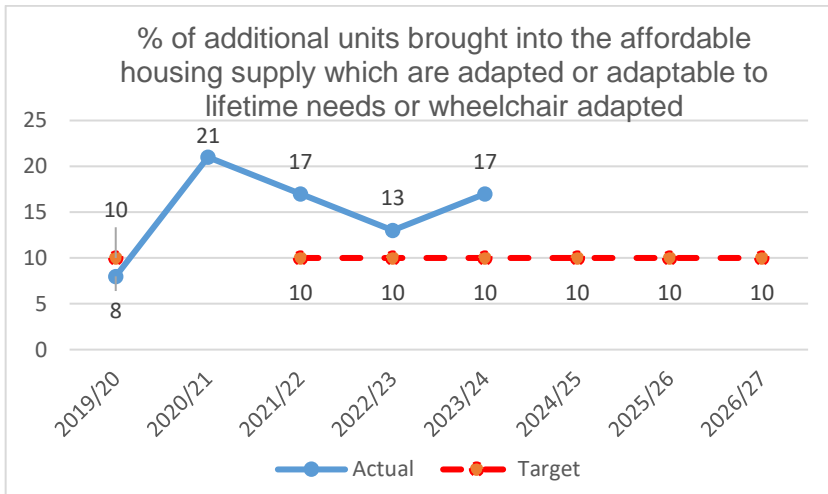
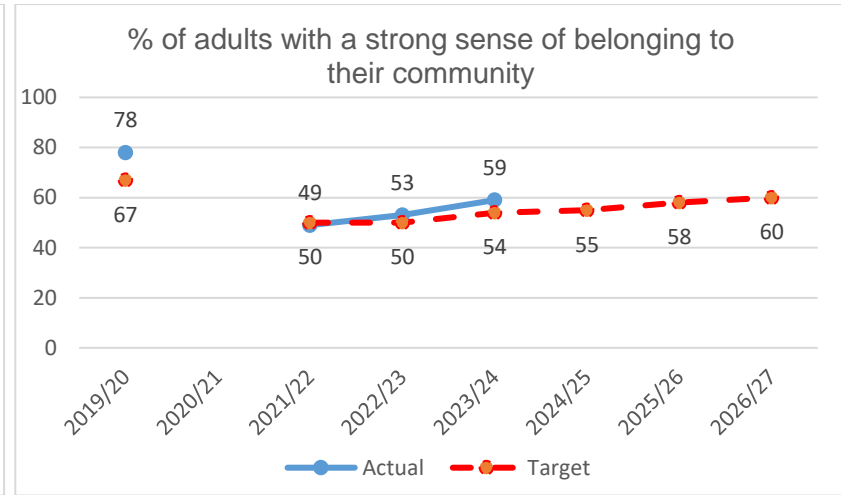
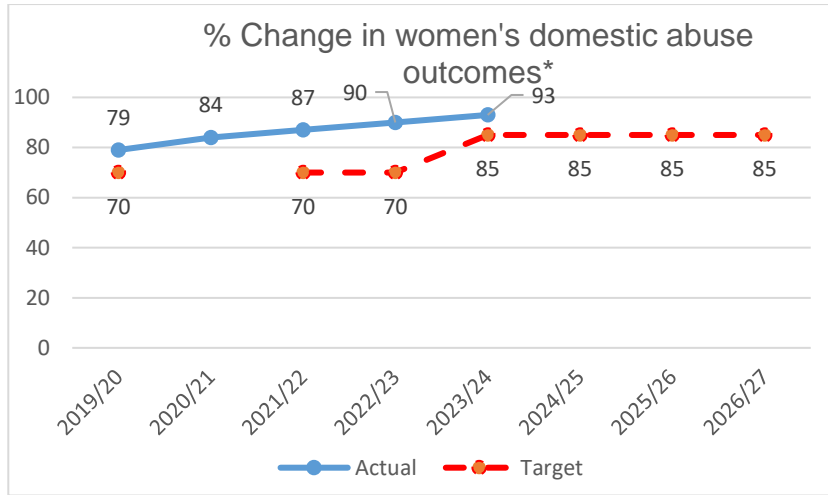
4.5

Residents are protected from drug and alcohol related harm



Outcome 4 indicators





* The outcome areas measured are safety, accommodation, support networks, legal issues, health and wellbeing, money, children, work and learning, empowerment and self- esteem. These targets are set by the 3rd sector delivery partner- Women's Aid in collaboration with HSCP.

S5

SECTION 5

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

Strategic Outcome

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

Intermediate Outcomes

5.1 Residents are safe and are more socially connected within their communities.
(Fairer East Ren outcome)

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

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

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

Community Plan Indicators

Old age dependency ratio
Male life expectancy at age 75 years*
Female life expectancy at age 75 years*

*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. Following the Covid-19 pandemic we have continued to see 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. To prioritise finite social care resources and ensure that we support the people with the most significant needs, we have recently put in place a new Supporting People Framework. The framework sets out how the HSCP will target resources towards those with higher levels of need and take an assets-based approach to supporting those with less significant needs, drawing on personal/family strengths and assets, and community resources. To facilitate our approach and support those with lower levels of need, we are working to strengthen local community assets and access to local supports. In partnership with Voluntary Action East Renfrewshire, via the Community Hub, we continue to work to develop preventative supports, 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.

We continue to focus on promoting good mental health and 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.

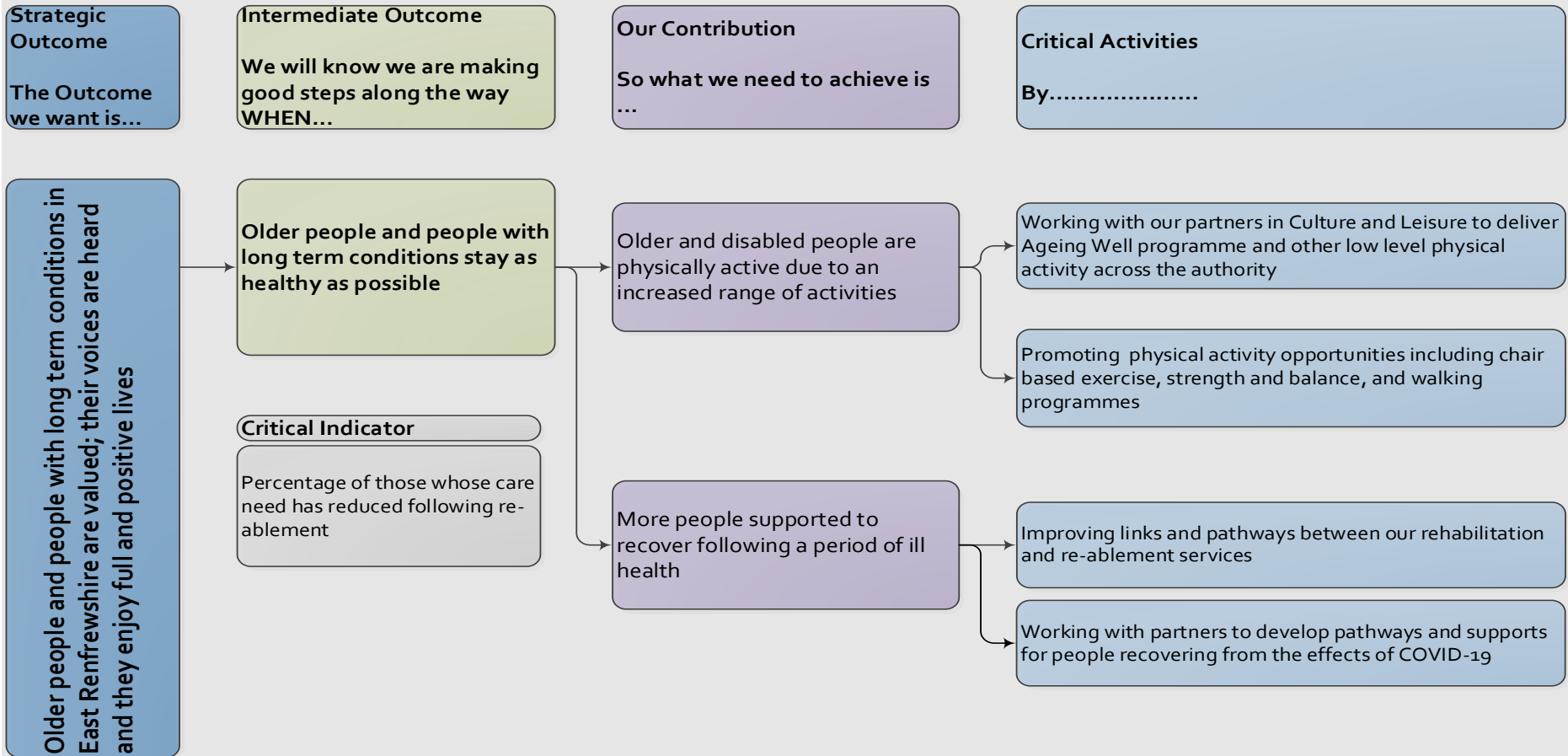
Despite demand pressures on our Care at Home service, we continue to support people to live independently and well in their communities, and continue to develop our intermediate care options, minimising unplanned hospital stays, and providing proactive support in the community. We are committed to increasing 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.

We recognise the enormous contribution carers make to health and social care across East Renfrewshire and will further develop information and support provided to carers, East Renfrewshire Carers' Centre and other stakeholders. In addition to timeous advice and information, there will be a particular focus on increasing the scope and variety of short breaks for carers ensuring that they are able to get a break from their caring role, maintain their own health and wellbeing and have a life beyond their caring responsibilities. The Young Carers' Education worker continues to work across schools in East Renfrewshire to promote Young Carer Statements and build the capacity of teaching staff to complete these alongside young carers.

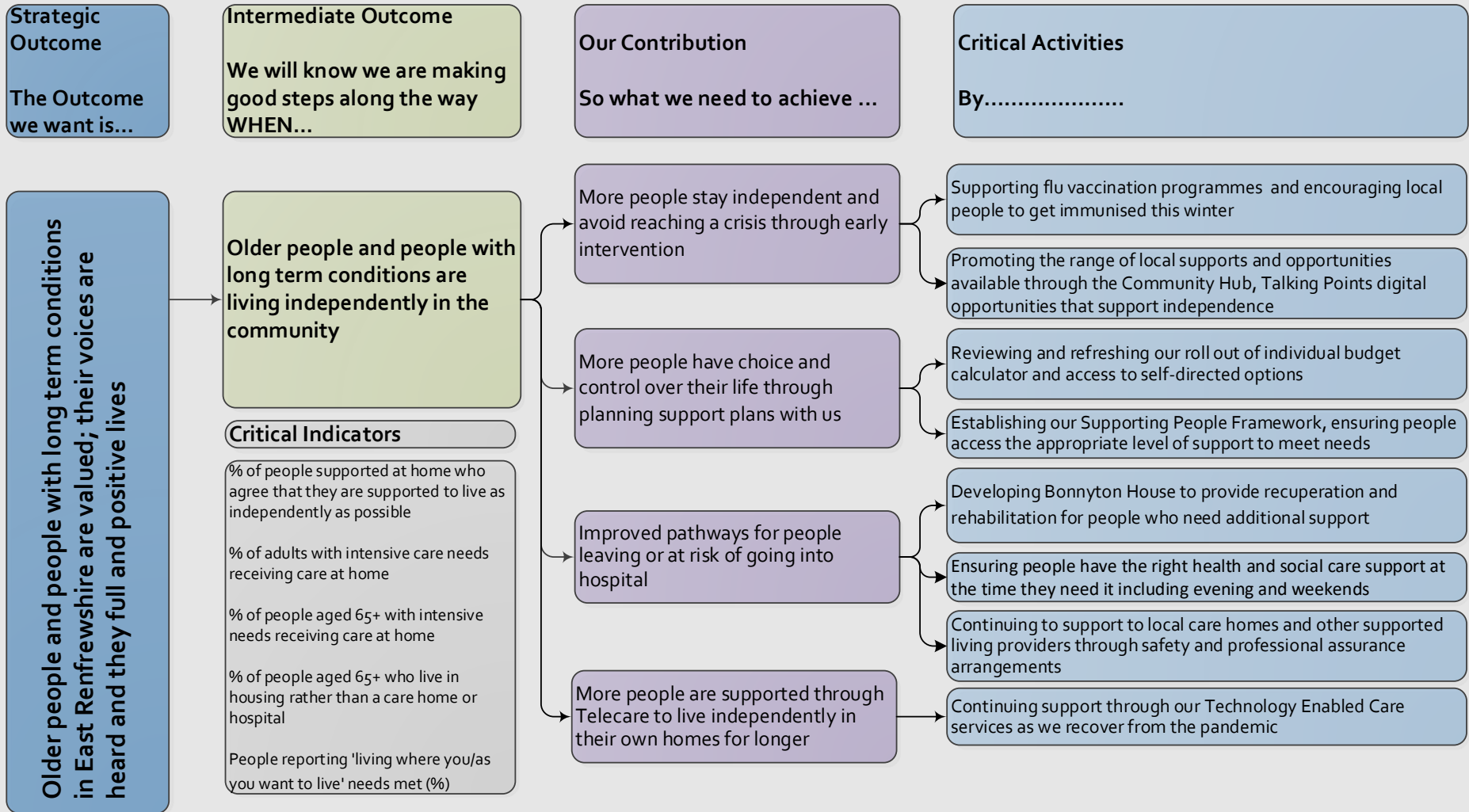
5.2

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



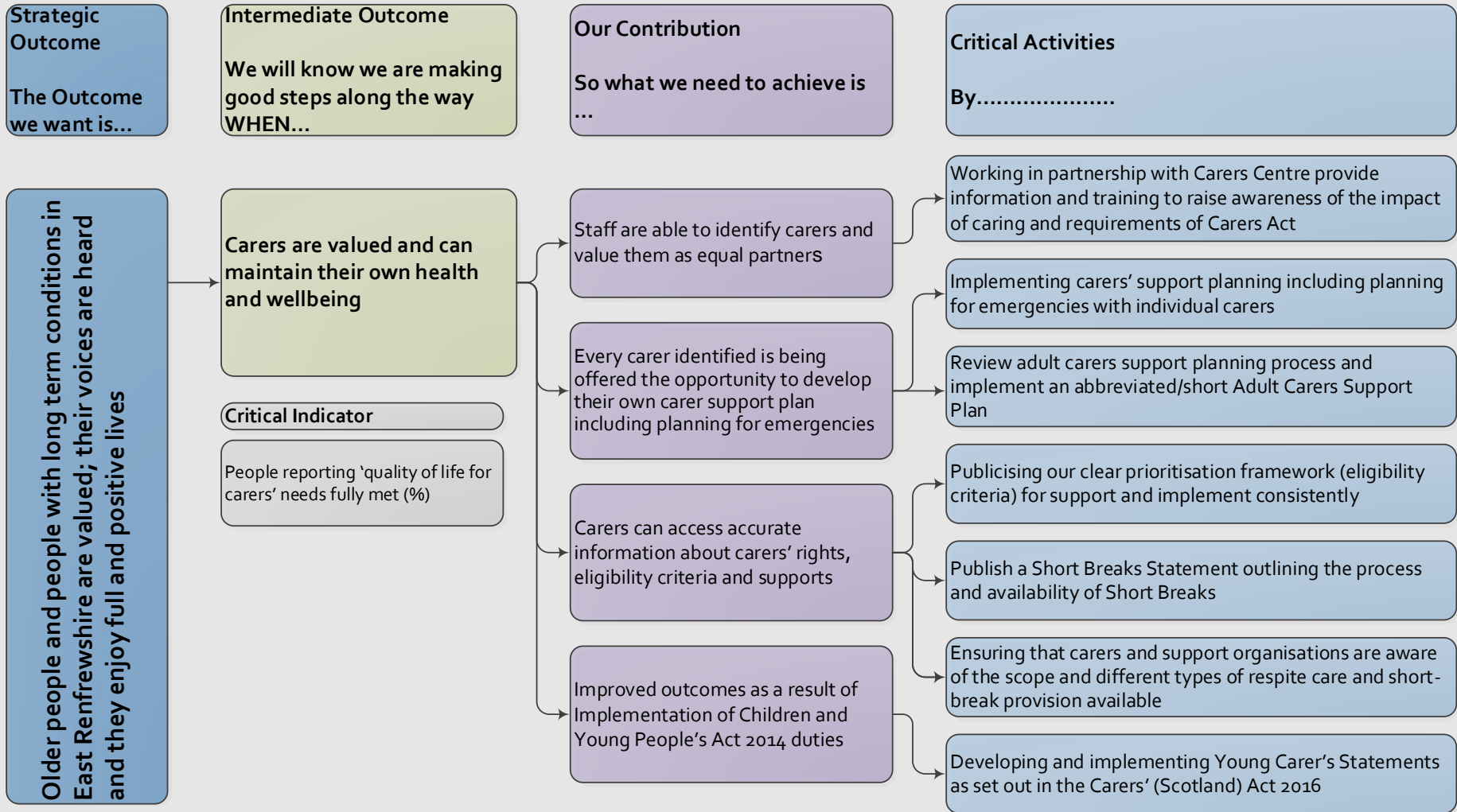
5.3

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

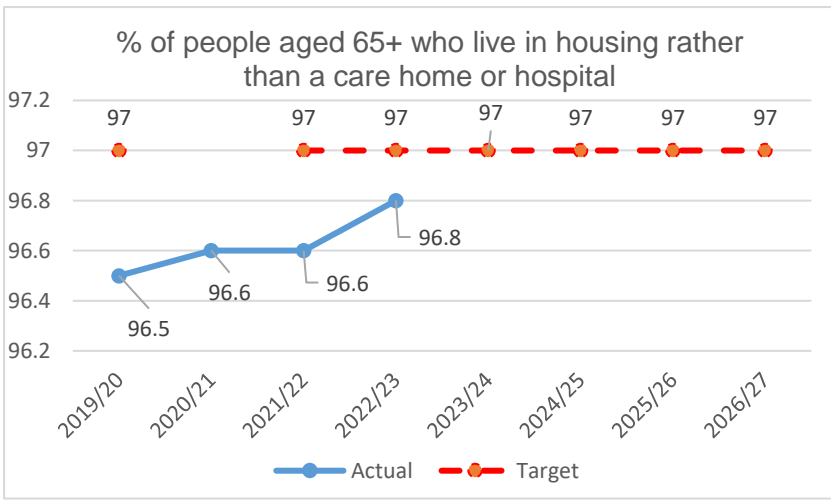
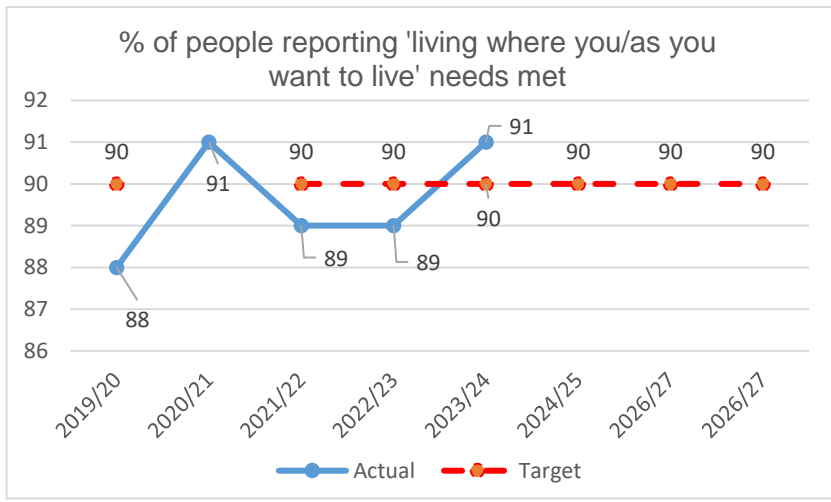
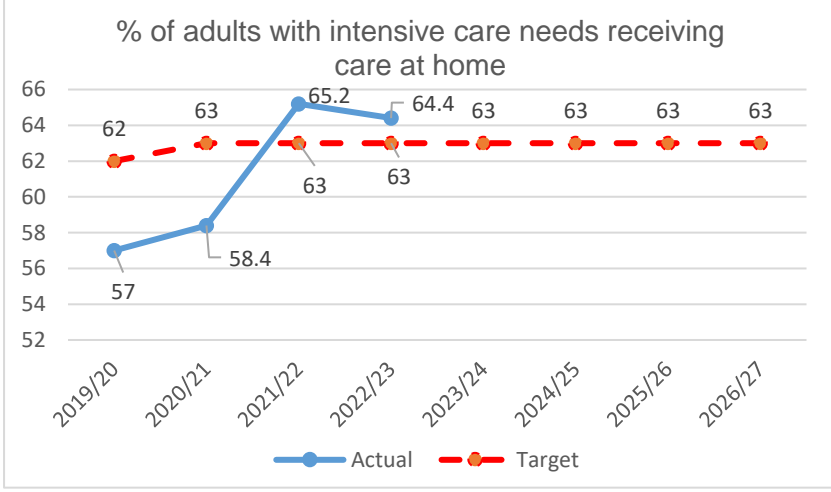
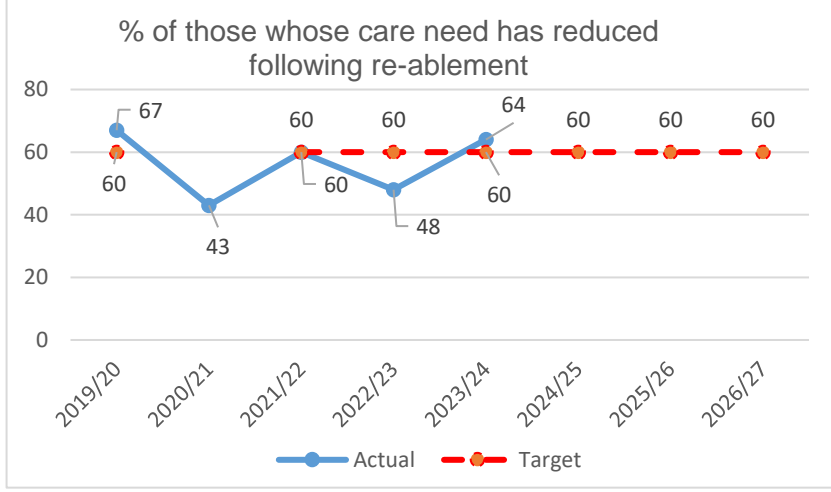


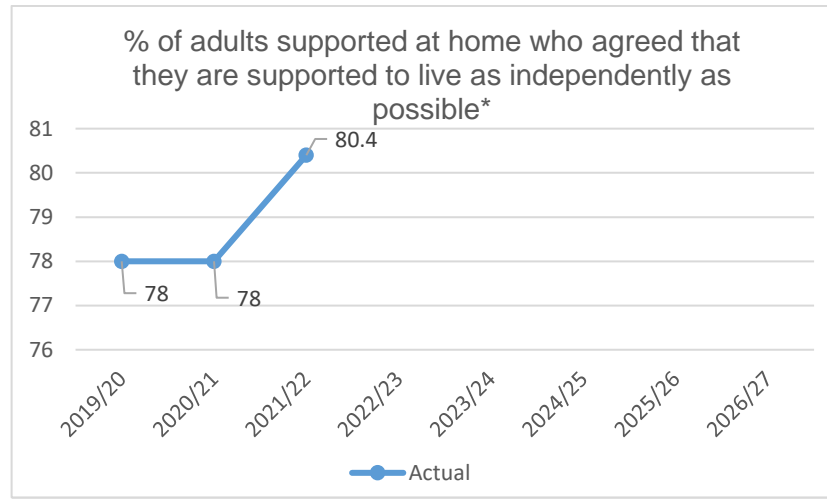
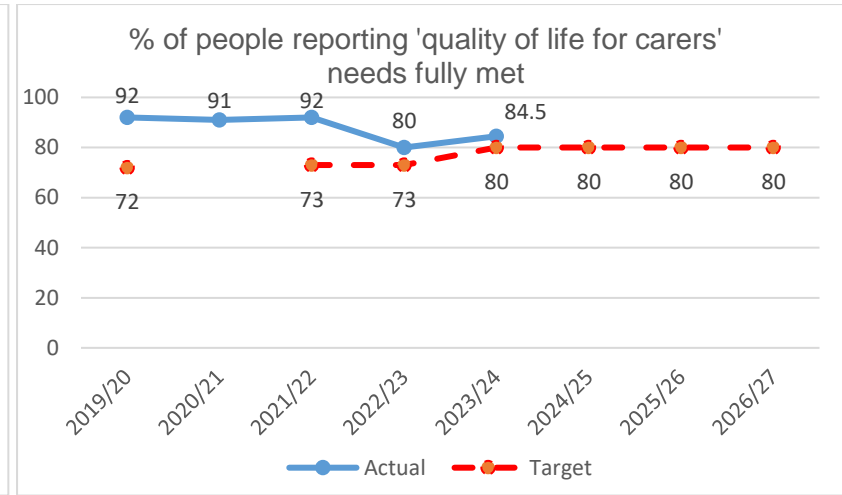
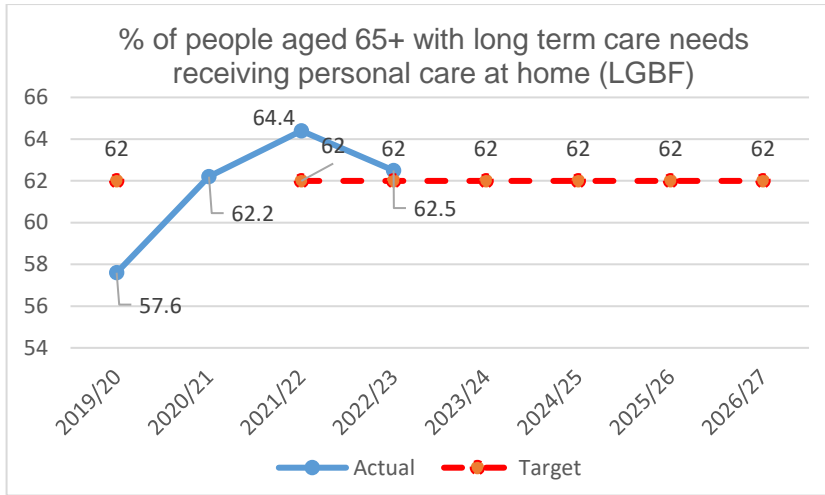
5.4

Carers are valued and can maintain their own health and wellbeing



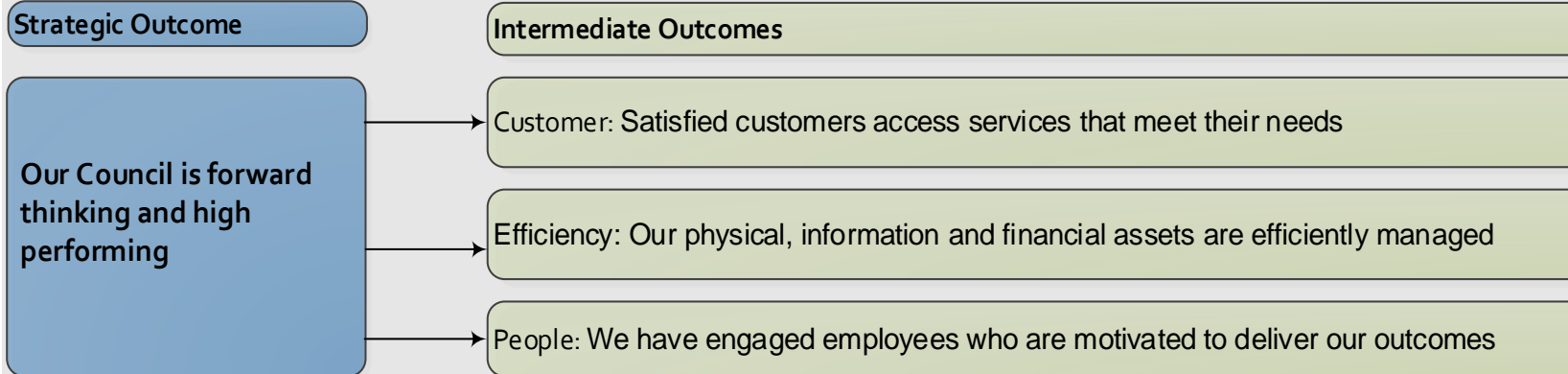
Outcome 5 indicators





*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:

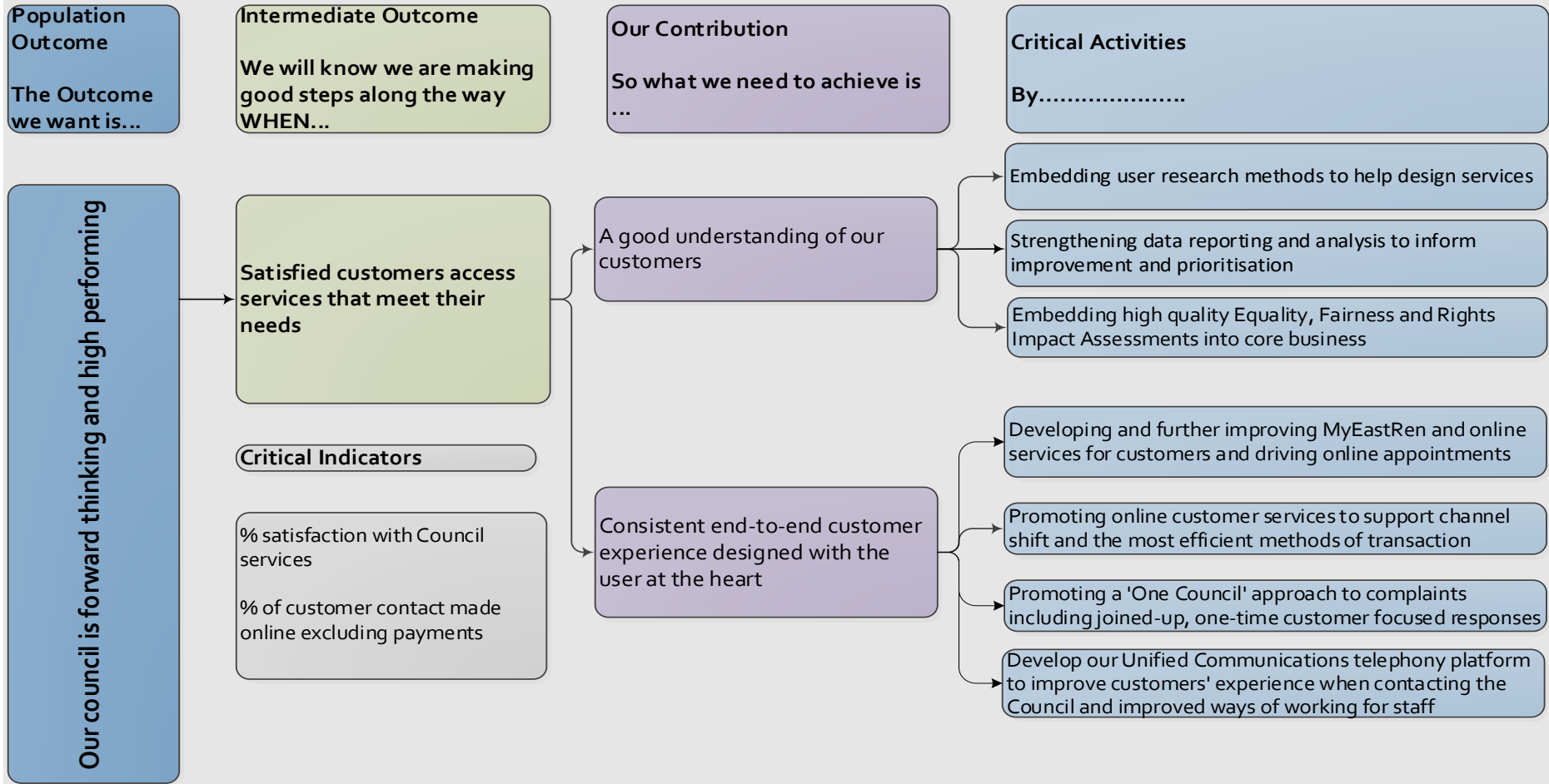
- Well designed, customer focused, end-to-end digital processes
- Streamlined digital processes including booking, scheduling and payments
- Customer insight at the core of any action
- Customer expectations managed with provision of regular updates on progress
- Processes designed in an inclusive way, 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, around 20,000 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, book registration appointments or access other portals that some services use such as Council Tax online and Parents Portal. A unified communications platform has also been implemented which gives better insight into customer contact information. Our focus is now to increase the number of services which utilise appointment bookings, improve the resilience of the customer contact centre and target improvements in our higher volume processes. This move to digital services allows staff to focus their time on vulnerable customers or those with more complex needs.

We are committed to listening to the views of our residents and carry out a regular 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. Our latest results found 85% of respondents reported they were satisfied with East Renfrewshire as a place to live. Ensuring complaints are responded to efficiently and effectively is also important to us we aim to ensure a One Council approach and we use this feedback to improve our services. Our priority is on improving the experience of our customers by simplifying our processes and making more services available online and we aim to be digital by default wherever we can.

CUSTOMER
Satisfied customers access services that meet their needs





EFFICIENCY

Our physical, information and financial assets are efficiently managed

We are continually developing the way we work and have in place a digital transformation portfolio to ensure our resources are managed effectively and our services meet the needs of our customers and local residents efficiently. 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.

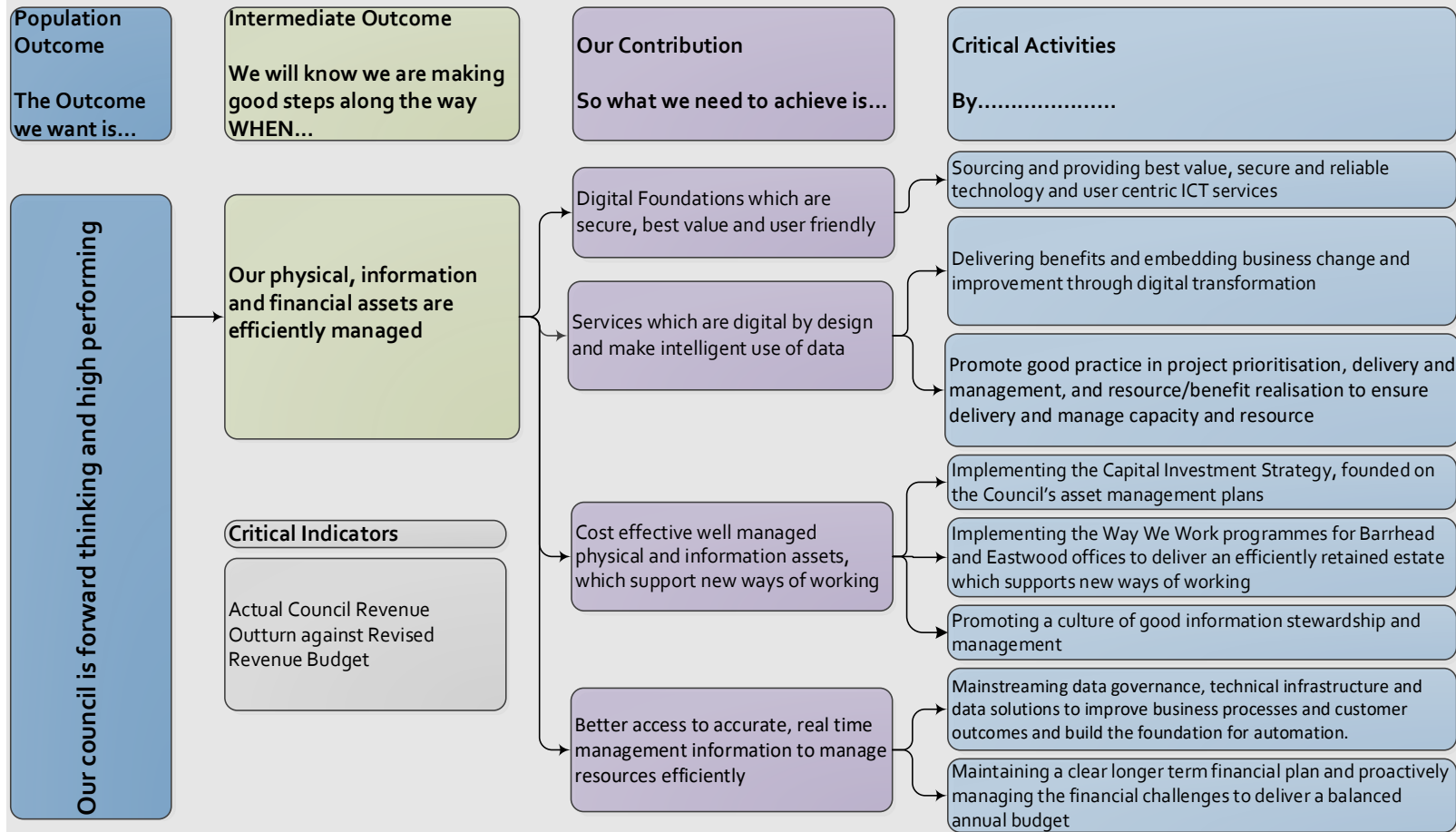
The Digital Transformation Programme plays a crucial role in meeting targets and has made huge progress in: managing the volume of projects and resources required; establishing new collaborative governance structures and introducing a new focus on benefit realisation. Continual improvements are made 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.

The way we work has changed as a consequence of the pandemic. A key 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. We will work to design spaces to enable smarter working 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. By supporting and developing our employees we want to continue to live our values, ambition, kindness and trust, and develop progressive, people-orientated policies and practices.

Our aspiration is to be a learning organisation; an organisation that continuously transforms itself through the learning and development of our staff. Learning has a clear link to growth, innovation and motivation. Becoming a learning organisation means we can respond faster to change through effective problem solving and the introduction of talent strategies to develop and keep the best people. This will lead to improvements in performance, sustainability and customer satisfaction.

We want inspirational and effective leaders who ensure staff are supported and developed to build the necessary knowledge, skills and understanding required for their roles. This includes supporting all newly appointed leaders, managers and staff to develop into their roles. Learning and development opportunities are promoted via our training calendar and e-learning and we also encourage staff to seek out high quality learning experiences within and beyond local government by engaging individually and collaboratively relevant to their role.

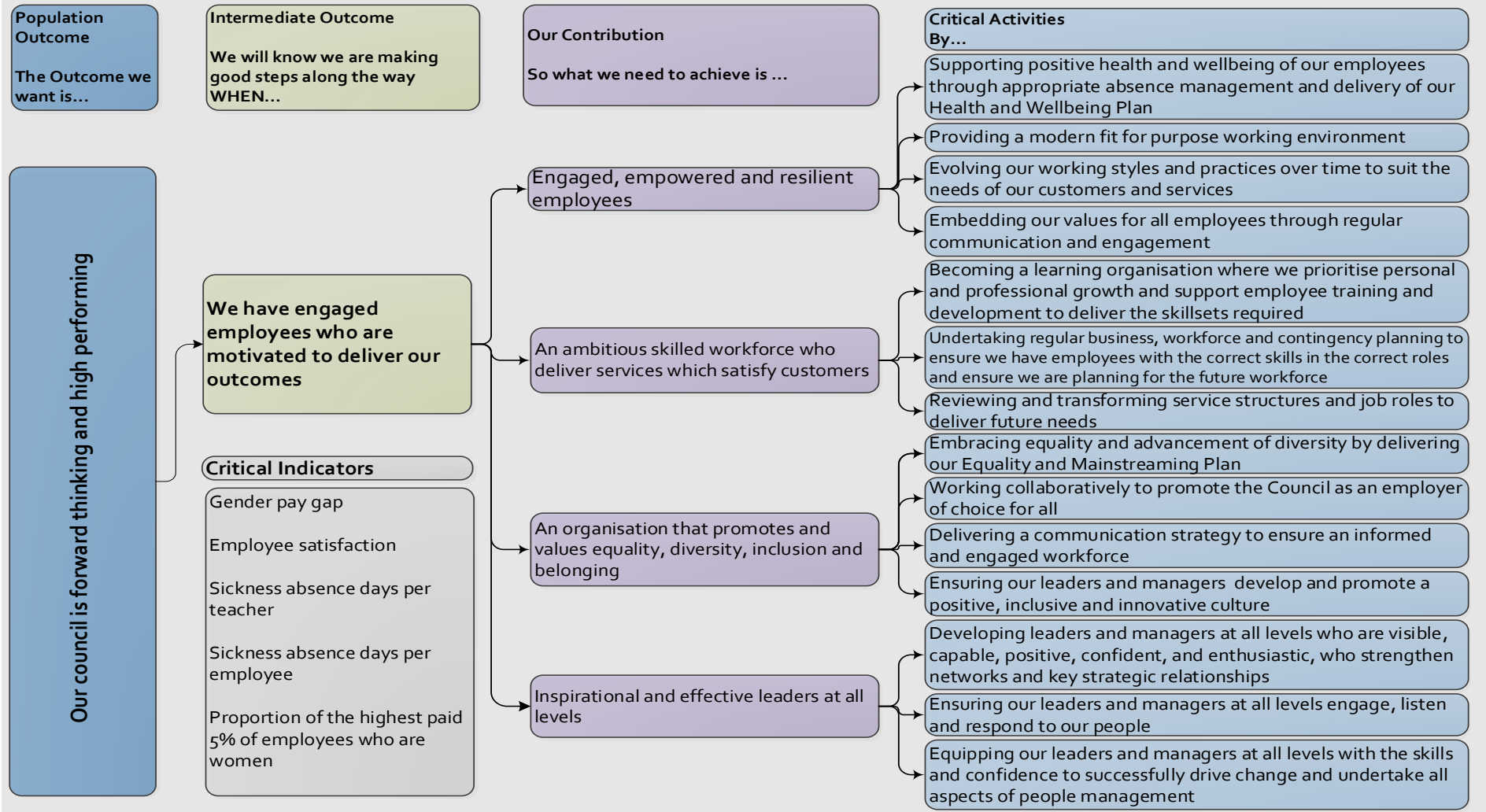
Our leaders will recognise the importance of employee engagement and will ensure employees are clear on work priorities, have the information and skills they need to excel in their job, support them to communicate their views on key issues affecting them and also set clear expectations on their contributions. We will utilise the experience and skills of our employees and engage with them to inform improvements in the way we work and the services we provide.

We are focused on developing our workforce, supporting our employees' health and wellbeing, valuing equality and the advancement of diversity, recruiting, retaining and developing employees with the correct skills and making the best use of technology to support our customer and the way we work. 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. By continuing to engage with employees we will ensure that they are able to communicate their views on key issues affecting them. 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.

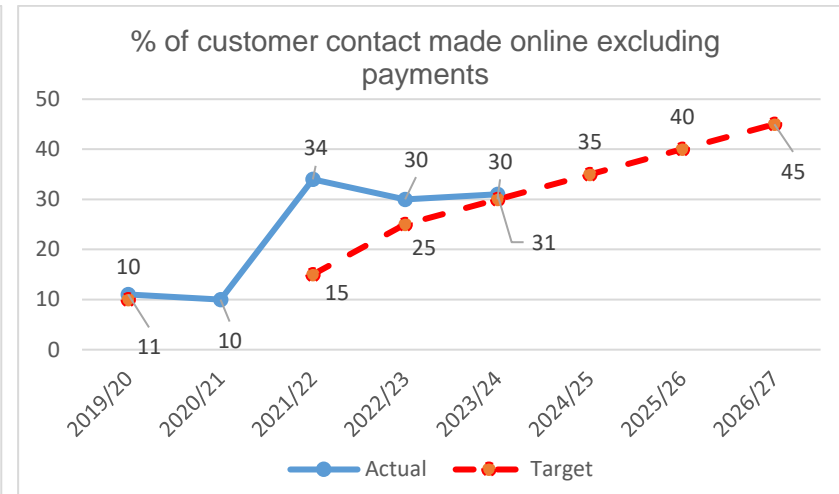
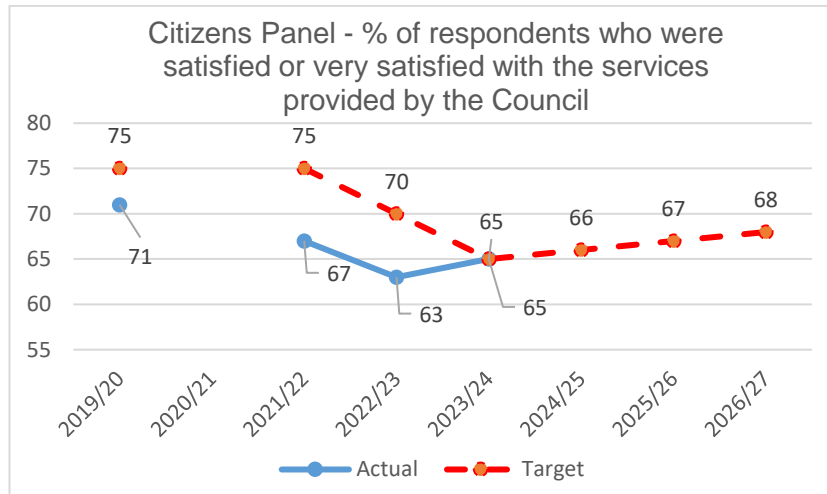
We remain committed to supporting employee development, career progression and modern working practices and we will work proactively to implement workforce planning arrangements to address for the changing demands and constraints of our services.

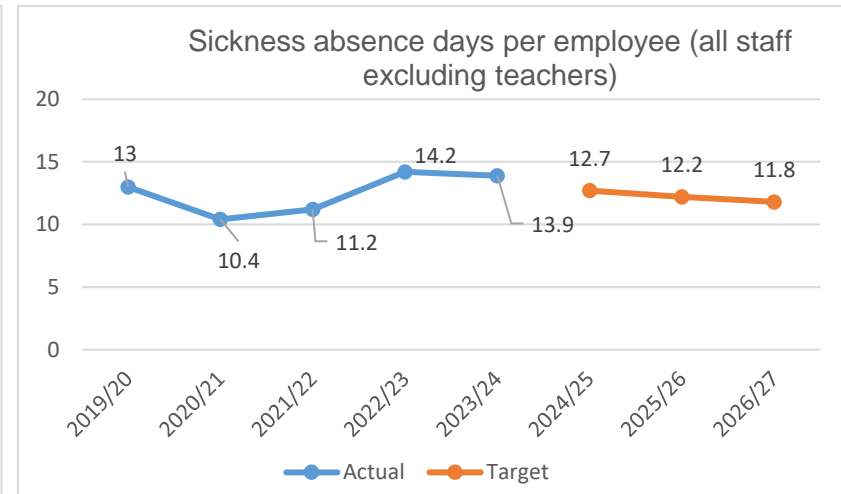
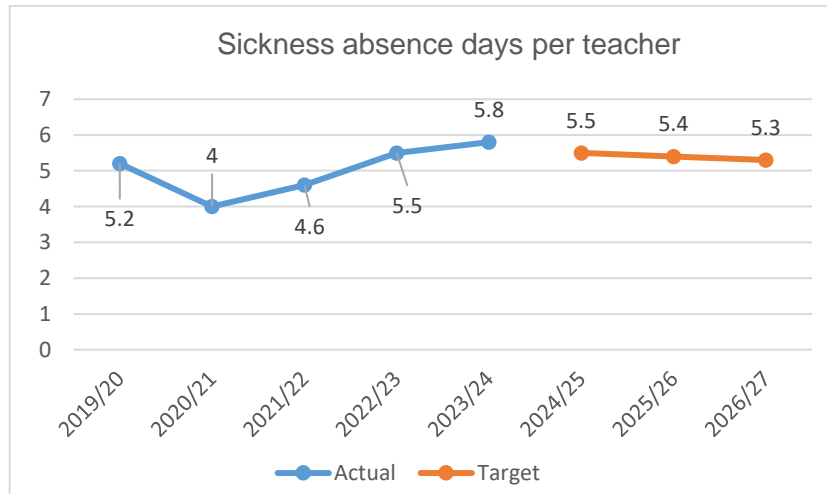
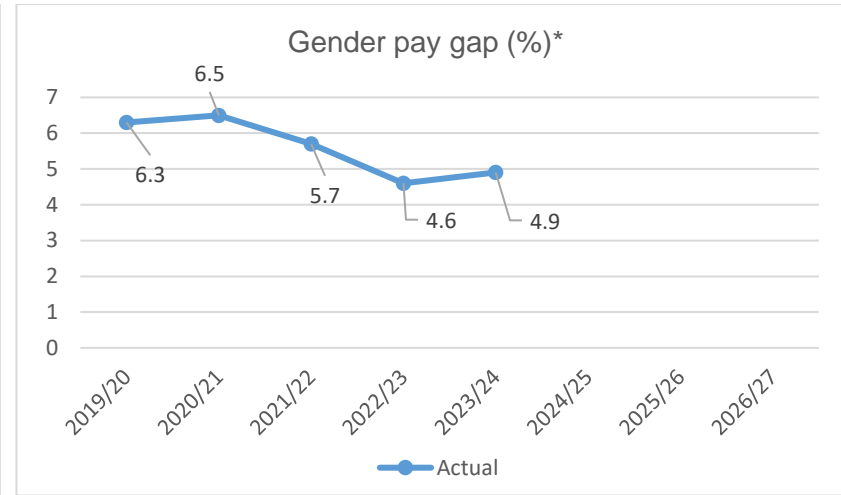
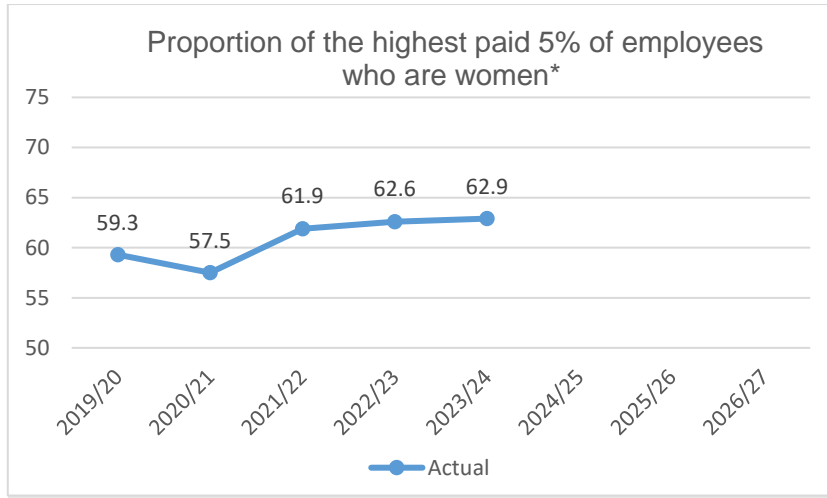
PEOPLE

We have engaged employees who are motivated to deliver our outcomes

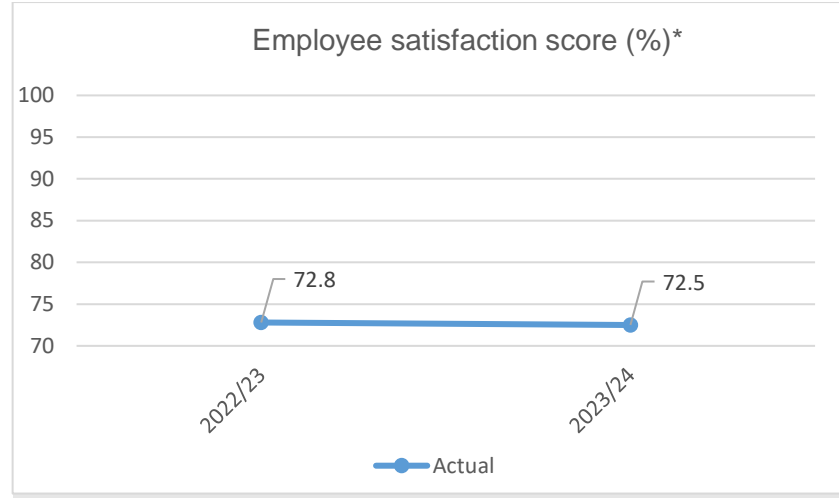
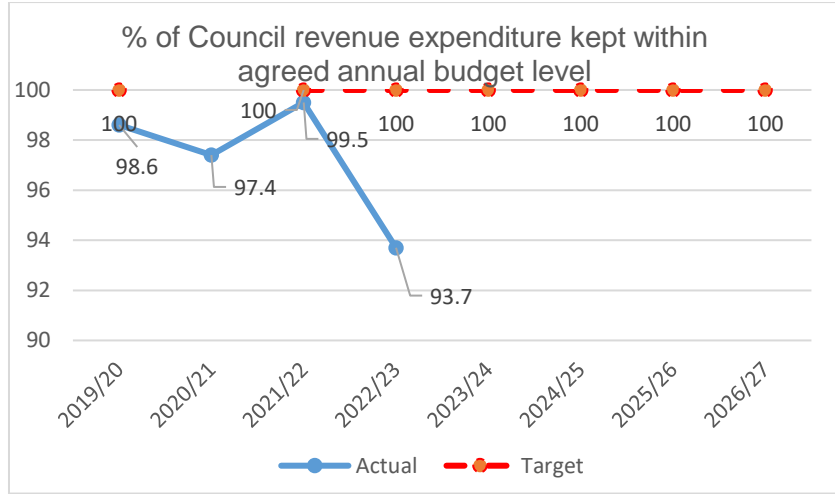


Customer, Efficiency and People indicators





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



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

Our finances

Department	2023/24	2024/25	2025/26
	APPROVED	APPROVED	INDICATIVE
	BUDGET*	BUDGET*	BUDGET
	£'000	£'000	£'000
Education	181,532	189,004	187,637
Contribution to Integration Joint Board	67,656	69,480	69,480
Environment	28,298	28,892	28,798
Business Operations & Partnerships	11,740	12,445	11,891
Chief Executive's Office	771	288	471
Joint Board	2,379	2,430	2,430
Miscellaneous Services	2,320	7,813	7,811
Capital Financing Costs	8,466	9,525	11,824
Total	303,162	319,877	320,342
Chief Executive - Central Support	3,225	2,912	2,739
Business Operations & Partnerships- Central Support	9,199	10,942	10,526

Environment - Central Support	1,563	1,516	1,549
	13,987	15,370	14,814
Capital - General Services	72,073	58,273	57,454
Capital - Housing Revenue Account	9,094	17,467	17,533

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 2024/25. A Budget is also listed for 2025/26 reflecting spending pressures and service demands that could be faced and Exchequer commentary and economist forecasts on public sector funding levels. However It is 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. Currently for 2024/25 and 2025/26 these figures also include just over £6m in respect of a short term reduction in employers pension contributions. However, it has been approved that a new reserve is established to hold these funds, with officers working with the Budget Strategy Group to develop proposals as to how they can be best utilised to invest for the future. Proposals can then be brought to Cabinet for approval. The balance of miscellaneous services accounts for less than 1% of the Council's total budget and funds 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 other departmental and service plans and HSCP strategic 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.

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. As a result targets set for 25/26 will not be reported on until later autumn 2026.

Graphs

The latest available data for indicators is used in the graphs. Where applicable five years of data and three years of targets are presented. Targets are not set for some indicators, however they have been included for monitoring the direction of travel.

Community Plan					
	1- Childhood	2 - Learning, life and Work	3 - Economy and Environment	4 - Safe, supportive communities	5 - Older People and people with long term conditions
Community Plan Strategic Outcomes	All children in East Renfrewshire experience a stable and secure childhood and succeed.	East Renfrewshire residents are healthy and active and have the skills for learning, life and work.	East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses	East Renfrewshire residents are safe and live in supportive communities	Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.
Intermediate Outcomes	1.1- Child poverty in East Renfrewshire is reduced.	2.1- Residents have the right skills, learning opportunities and confidence to secure and sustain work.	3.1 East Renfrewshire's transport links are accessible, attractive and seamless	4.1- Residents' mental health and wellbeing is improved.	5.1- Residents are safe and are more socially connected within their communities.
	1.2- Parents provide a safe, healthy and nurturing environment for their families. 1.3- Children and young people are cared for, protected and their wellbeing is safeguarded	2.2- Children and young people are healthy, active and included. 2.3- Children and young people raise their educational attainment and achievement and develop the skills they need. 2.4- Residents are as healthy and active as possible	3.2- East Renfrewshire is a thriving place to invest and for businesses to grow 3.3- East Renfrewshire is an attractive place to live with a good physical environment 3.4- East Renfrewshire is a great place to visit 3.5- East Renfrewshire is environmentally sustainable	4.2- Residents live in safe communities with low levels of crime and anti-social behaviour 4.3- Residents are protected from harm and abuse and public protection is safeguarded. 4.4- Residents live in communities that are strong, self-sufficient and resilient 4.5- Residents are protected from drug and alcohol related harm	5.2- Older people and people with long terms conditions stay as healthy as possible 5.3- Older people and people with long terms conditions live safely and independently in the community 5.4- Carers are valued and can maintain their own health and wellbeing

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

Integrating National, Community Planning Partnership and Council Outcomes
East Renfrewshire Council's Vision: A modern, ambitious council creating a fairer future with all.

National Outcome	Strategic Outcome	Outcome Delivery Plan (and Fairer East Ren) - Intermediate Outcomes
<p>5. We grow up loved, safe and respected so that we realise our full potential.</p>	<p>→ 1. All children in East Renfrewshire experience a stable and secure childhood and succeed.</p>	<p>→</p> <ul style="list-style-type: none"> - Child poverty in East Renfrewshire is reduced. <i>(Fairer East Ren)</i> - Parents provide a safe, healthy and nurturing environment for their families. - Children and young people are cared for, protected and their wellbeing is safeguarded.
<p>6. We are well educated, skilled and able to contribute to society. 8. We are healthy and active.</p>	<p>→ 2. East Renfrewshire residents are fit and healthy and have the skills for learning, life and work.</p>	<p>→</p> <ul style="list-style-type: none"> - Residents have the right skills, learning opportunities and confidence to secure and sustain work. <i>(Fairer East Ren)</i> - Children and young people are healthy, active and included. - Children and young people raise their educational attainment and achievement and develop the skills they need. - Residents are as healthy and active as possible.
<p>3. We tackle poverty by sharing opportunities, wealth and power more equally. → CROSS CUTTING OUTCOME INTEGRATED WITHIN ALL OUR LOCAL OUTCOMES</p>		
<p>1. We have a globally competitive, entrepreneurial, inclusive and sustainable economy. 7. We have thriving and innovative businesses, with quality jobs and fair work for everyone. 9. We value, enjoy, protect and enhance our environment. 10. We are creative and our vibrant and diverse cultures are expressed and enjoyed widely.</p>	<p>→ 3. East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.</p>	<p>→</p> <ul style="list-style-type: none"> - East Renfrewshire's transport links are accessible, attractive and seamless. <i>(Fairer East Ren)</i> - East Renfrewshire is a thriving place to invest and for businesses to grow. - East Renfrewshire is an attractive place to live with a good physical environment. - East Renfrewshire is a great place to visit. - East Renfrewshire is environmentally sustainable.
<p>4. We live in communities that are inclusive, empowered, resilient and safe. 11. We respect, protect and fulfill human rights and live free from discrimination.</p>	<p>→ 4. East Renfrewshire residents are safe and live in supportive communities.</p>	<p>→</p> <ul style="list-style-type: none"> - Residents' mental health and wellbeing is improved. <i>(Fairer East Ren)</i> - Residents are safe and are more socially connected within their communities. <i>(Fairer East Ren)</i> - Residents live in safe communities with low levels of crime and anti-social behavior. - Residents are protected from harm and abuse and public protection is safeguarded. - Residents live in communities that are strong, self-sufficient and resilient. - Residents are protected from drug and alcohol related harm.
<p>8. We are healthy and active.</p>	<p>→ 5. Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives</p>	<p>→</p> <ul style="list-style-type: none"> - Residents are safe and are more socially connected within their communities. <i>(Fairer East Ren)</i> - Older people and people with long terms conditions stay as healthy as possible. - Older people and people with long terms conditions live safely and independently in the community. - Carers are valued and can maintain their own health and wellbeing.
<p>2. We are open, connected and make a positive contribution (internationally).</p>	<p>→ Strategic outcomes- Customer, Efficiency and People</p>	

Vision for the future

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

We are working across East Renfrewshire to achieve best Outcomes for



EARLY YEARS AND VULNERABLE YOUNG PEOPLE



LEARNING, LIFE AND WORK



ENVIRONMENT AND ECONOMY



SAFE, SUPPORTIVE COMMUNITIES



OLDER PEOPLE AND PEOPLE WITH LONG-TERM CONDITIONS

We will achieve this by excelling in our three Capabilities



PREVENTION



EMPOWERING COMMUNITIES



DIGITAL CHANGE

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



Ambition



Kindness



Trust

