

Department of Corporate and Community Services

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Date: 18 April 2019

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TO: Councillors T Buchanan (Chair); C Bamforth; D Devlin; A Lafferty; C Merrick; and P O'Kane.

CABINET

A meeting of the Cabinet will be held in the Council Chamber, East Renfrewshire Council Headquarters, Eastwood Park, Giffnock on **Thursday, 2 May 2019 at 10.00am.**

The agenda of business is as shown below.

Caroline Innes

C INNES

DEPUTY CHIEF EXECUTIVE

AGENDA

1. Report apologies for absence.
2. Declarations of Interest.
3. Draft Outcome Delivery Plan 2019-22 – Report by Deputy Chief Executive (copy attached, pages 3 - 80).
4. Glasgow City Region City Deal Update - Report by Director of Environment (copy attached, pages 81 - 88).
5. Rapid Rehousing Transition Plan 2019-24 - Report by Director of Environment (copy attached, pages 89 - 116).

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EAST RENFREWSHIRE COUNCILCABINET2 May 2019Report by Chief ExecutiveDRAFT OUTCOME DELIVERY PLAN 2019-2022**PURPOSE OF REPORT**

1. The purpose of this report is to present to the Cabinet the Council's draft Outcome Delivery Plan (ODP) 2019-2022 (Annex 1) which sets out the Council's contribution to the delivery of our strategic outcomes for East Renfrewshire.

RECOMMENDATIONS

2. It is recommended that the Cabinet:
- (a) Considers and approves the content of the draft Outcome Delivery Plan 2019-2022 (Annex 1);
 - (b) Agrees that the draft ODP is recommended for approval by the Council in June and;
 - (c) Notes the outcome of the Fairer assessment pilot.

BACKGROUND AND CONTEXT

3. The Community Plan sets out the Community Planning Partnership's vision for all of East Renfrewshire's communities. The Community Plan incorporates Fairer East Ren, (the Local Outcomes Improvement Plan) as required under the Community Empowerment Act. Fairer East Ren is focused on tackling inequalities and closing the gap between communities in East Renfrewshire. This also refers to the Locality Plans, which are outcome focused plans co-produced with residents in our most deprived communities.

4. The Outcome Delivery Plan is the Council's contribution to the Community Plan with the additional organisational outcomes of Customer, Efficiency and People. The purpose of the ODP is to communicate the Council's priorities on how we are going to deliver on our strategic outcomes in the Community Plan and the Council's Vision: 'to be a modern, ambitious council creating a fairer future with all'. It sets out the key critical activities services are planning to carry out to achieve better outcomes for our customers and residents, and our ultimate aim of making people's lives better. Each intermediate outcome within the plan also includes performance measures with targets.

5. The ODP is a rolling three year plan, updated annually. Since the new Community Plan was approved in June 2018, a light touch approach was taken to reviewing the ODP this year. The outcomes and intermediate outcomes have remained the same. Departments, East Renfrewshire Culture and Leisure Trust, and Health and Social Care Partnership (HSCP) have worked on reviewing and updating the ODP mapping diagrams and setting targets to 2022 where possible. Further work to link some contributions and critical activities to the HSCP Strategic Implementation Plan is ongoing to ensure alignment across the plans.

6. Three Partnership Development Officers are now in post working on the development of Fairer East Ren delivery plans. Finalised delivery plans for the areas of child poverty, employability, mental health and wellbeing and social isolation will be presented to the Performance and Accountability Review (PAR) on 14 May 2019 along with an update on the developing transport plan. The ODP will be updated to include these delivery plans.

7. It is important that Cabinet has a chance to influence the development of the ODP and as such we bring a draft for consideration, prior to Council in June.

REPORT STRUCTURE

8. The ODP is structured as follows:

Strategic Outcomes 1 – 5

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

Customer, Efficiency and People outcomes

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

Finance Information – Spending Plans

This section sets out each department's revenue spending plans over the next year. Figures beyond 2019-20 are indicative and may change based on developments nationally. Figures for the Capital budget and Housing Revenue Account are also listed.

Annexes:

Outcomes on a page diagram
Integrating outcomes diagram
Our vision diagram

9. As the ODP is a strategic council-wide plan it cannot cover the extensive range of planned activity to be undertaken across the Council over the next three years. To widen the focus, the ODP acknowledges the service strategies and operational plans which underpin the delivery of our strategic outcomes.

Targets

10. To set the ODP targets in context trend data has been included for previous years where available. Following the national approach school attainment and exclusion in the plan refers to the relevant academic year rather than the financial year.

PERFORMANCE MONITORING

11. Six monthly performance against the targets set in the ODP will be recorded and monitored in the council-wide performance management system (Pentana). The data will be used in the Council's mid and end year performance reporting cycles reported in December to Cabinet and in June to Council, and discussed at Directors' review meetings with the Chief Executive.

FINANCE AND EFFICIENCY

12. Section three of the ODP sets out the financial data for the period of the plan including department budgets. Any future developments of the corporate planning arrangements must be integrated with any changes in the approach to revenue resource allocation.

IMPLICATIONS OF THE PROPOSALS

13. A full-scale Equality Impact Assessment (EIA) of the Community Plan and ODP was completed in June 2018 to ascertain and address any potential equality issues. This assessment covers the lifetime of the Community Plan, ODP and the strategic outcomes contained within.

14. It was agreed at Corporate Management Team in January that the potential for integrating the new Fairer Scotland Duty with equality impact assessment would be explored and the ODP could provide an opportunity for testing this. The Fairer Scotland Duty requires public bodies to actively consider how they could reduce inequalities of outcome caused by socioeconomic disadvantage in any major strategic decision they make. Inequalities of outcome includes but is not exclusive to: poorer skills and attainment; lower quality, less secure and lower paid work; and lower healthy life expectancy.

15. Additional analysis of the ODP was undertaken to consider socio-economic disadvantage. This work concluded that there are some good examples within the critical activities of the ODP where service areas have considered the socio-economic circumstances of their customers e.g. leisure and culture have rigorously reviewed their concessions policy, maximising the level of community benefits that can be realised from procurement, and work to increase the availability of affordable housing. As the ODP is a high level strategic document, the expectation continues to be that other plans and strategies will also undertake equality impact assessment and where relevant, Fairer Scotland assessment.

CONCLUSION

16. The approach to developing this ODP demonstrates that the Council has a clear sense of strategic direction and is integrated with the Community Planning Partnership's Community Plan. Services and partners have been working hard to develop their contribution to the ODP, demonstrating what we are trying to achieve to make people's lives better in East Renfrewshire.

RECOMMENDATIONS

17. It is recommended that the Cabinet:
- (a) Considers and approves the content of the draft Outcome Delivery Plan 2019-2022 (Annex 1);
 - (b) Agrees that the draft ODP is recommended for approval by the Council in June and;
 - (c) Notes the outcome of the Fairer assessment pilot.

Lorraine McMillan, Chief Executive
3 April 2019

REPORT AUTHOR

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BACKGROUND REPORTS

Community Plan, Council, 27 June 2018

Draft Outcome Delivery Pan 2018-21, Council, 27 June 2018



East Renfrewshire Council

Outcome Delivery Plan

2019 – 2022



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Introduction

East Renfrewshire Council is committed to improving the lives of local people, promoting equality and fairness, and enhancing the area in which we live, now and for the future. This is our Outcome Delivery Plan (ODP). It covers the time frame 2019-2022 and sets out how services across the Council are contributing to the delivery of our outcomes, and our vision to be:

“A modern, ambitious council, creating a fairer future with all”

Our focus is on delivering better outcomes for all our customers and residents across East Renfrewshire, while managing the significant challenge of increasingly complex local service demands against a backdrop of decreasing public sector funding. In this challenging climate we need to work smarter and be more resourceful, and find innovative solutions to meet the challenges ahead.

A main area of focus for us is to reduce inequalities through early intervention and preventative approaches. We build these approaches across all areas of service delivery so that we can make a difference to the lives of our residents. We are also working towards a more sustainable future, and are embracing technology to improve the capability of our organisation, our employees and our services. We also strive to be the best Council we can be by putting our values at the heart of everything we do. Our current values are to be a caring, efficient, trustworthy, innovative, and people-centred organisation. Our values are being reviewed and will be published later in the year.

We work with our Community Planning Partners to deliver on our strategic outcomes. These outcomes describe what life will be like for our children, young people, adults and older people when we achieve our ambitions. There are currently five priority areas that are consistent throughout our strategic planning. These are:

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

East Renfrewshire's Community Planning Partnership has three integrated strategic plans in place which articulate our shared vision for East Renfrewshire, our five strategic outcomes and the priorities of our partnerships:

- **East Renfrewshire Community Plan** is a long term high level strategic document which sets out our vision for all of our communities over the next 10 years.
- **Fairer East Ren** is the name of our Local Outcome Improvement Plan (LOIP) as required under the Community Empowerment (Scotland) Act 2015. This plan is incorporated within our Community Plan and was published in October 2017. Focusing on tackling inequalities across East Renfrewshire and closing the gap between our communities, 2019 will see the development and implementation of detailed action plans and performance measures around the Fairer East Ren themes. We are also developing Locality Plans for Auchinback and the Arthurlie/Dunterlie/Dovecothall areas of Barrhead, Neilston and Thornliebank. These are co-produced with our communities that are experiencing poorer outcomes compared to Scotland or East Renfrewshire as a whole to support them to thrive and build resilience.
- The **Outcome Delivery Plan** outlines the key contributions Council departments will make to the delivery of the Community Plan and Fairer East Ren.

Our Outcome Delivery Plan

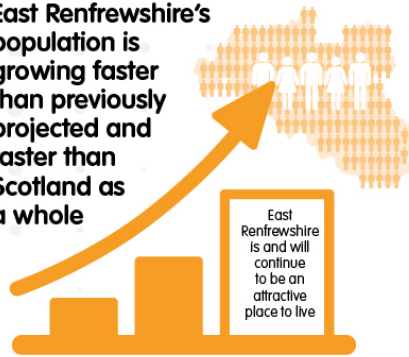
Our ODP presents the planned key activities to be carried out by Council departments in partnership with the Health and Social Care Partnership (HSCP), East Renfrewshire Culture and Leisure Trust (ERCLT) and local communities, to help deliver our strategic outcomes. We are a high performing council with a reputation for excellence and continuously improving services. We have identified key areas where we need to excel as an effective organisation if we are to continue our success going forward. These are our five capabilities, embedded throughout everything we do and are reflected across the critical activities in the plan. The capabilities are prevention, empowering communities, data, evidence and benchmarking, modernising how we work, and digital.

As well as the capabilities, the cross cutting themes of equalities and sustainability are woven through the plan, and we work to reduce all forms of inequality so that no one is disadvantaged or left behind in East Renfrewshire. Our Equalities and Human Rights Mainstreaming and Outcomes report 2017-21 identified a set of equality outcomes and intermediate outcomes to enable the Council to fulfill its equality duties. Progress on these outcomes is reported to Council.

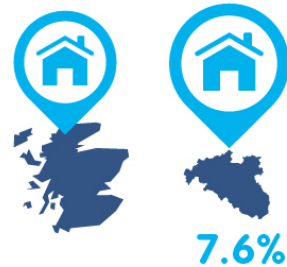
There are also growing partnerships for equality between the Council and local equality and other community groups, supported by partners like Voluntary Action East Renfrewshire. Developing a joint approach engaging with our communities to resourcing, implementing, monitoring, and evaluating our policies is the best and most transparent way of achieving our outcomes while realising the efficiencies we need to make.

EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT

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



The number of people living in East Renfrewshire is projected to increase by 7.6% by the year 2025 (this is higher than previous projection of 5.7% and higher than the Scottish rate of growth of 3.2%)



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

The two age groups that will grow the most



Children and young people aged 0-15 years



Older people aged 85+

More houses are needed for three reasons



Demand will increase for services



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

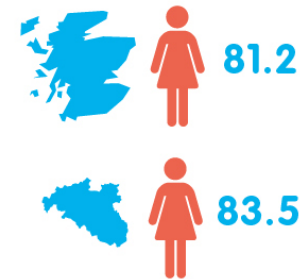


More places will be needed in early years, primary and secondary education establishments

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



East Renfrewshire now has the highest female life expectancy at birth in Scotland, and the second highest male life expectancy

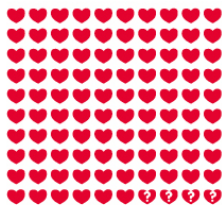


IF EAST RENFREWSHIRE HAD 100 PEOPLE

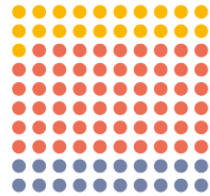
Gender



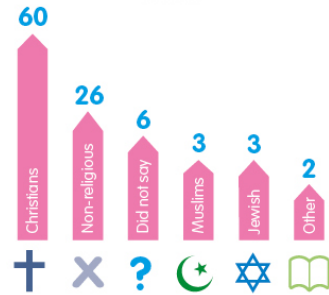
Health



Age

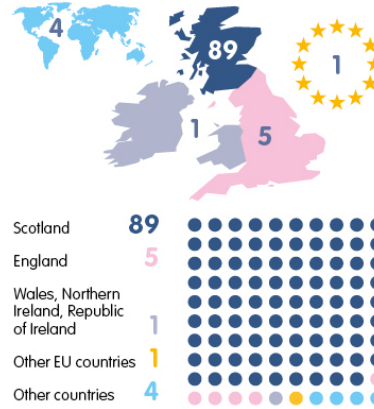


Faith

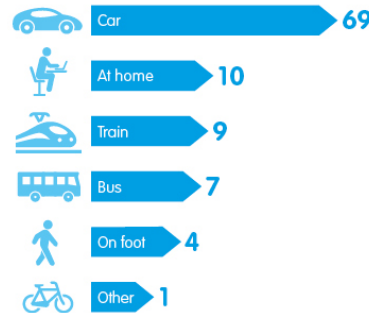


* Figures rounded

Country of birth



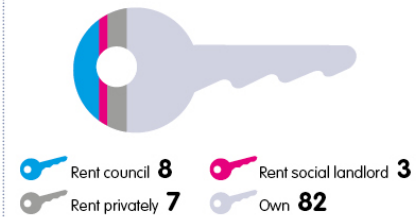
Travelling to work



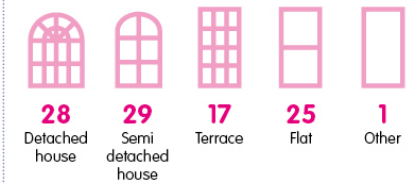
Household size



Tenure

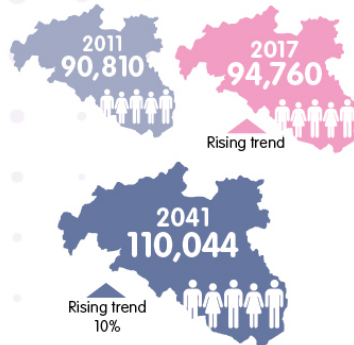


Where people live

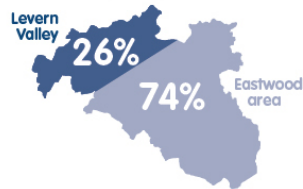


EAST RENFREWSHIRE FAST FACTS

Population



Where people live



Life expectancy



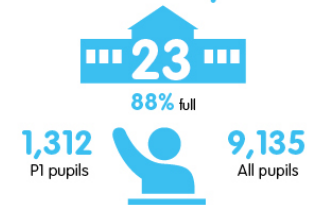
New homes planned up to 2029



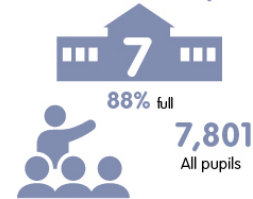
Early learning



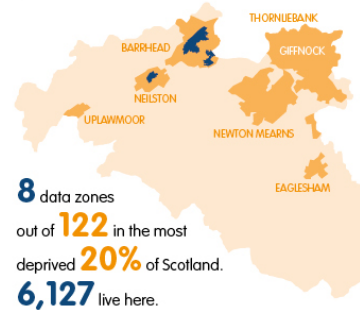
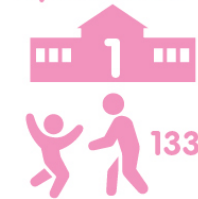
Primary



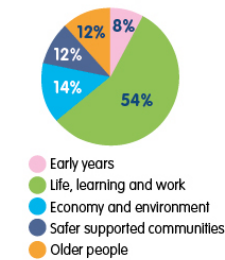
Secondary



Special school



How money is spent on our key priorities



Demographic Context

Our Outcome Delivery Plan takes into account the demographics and needs of the local area and sets out how the Council is going to work to improve outcomes for local people over the period 2019-2022. In 2017 the population of East Renfrewshire was 94,760 and the overall population of the area is expected to rise. This has implications for many services that cater for a broad section of the public, including waste management and roads maintenance, education, housing, transport and social care services. East Renfrewshire has the second highest life expectancy in Scotland and is also one of Scotland's most ethnically and culturally diverse areas with significant Muslim and Jewish communities.

Local Area

East Renfrewshire is situated to the south of the city of Glasgow. It covers an area of 67 square miles; 85% of which is rural land with the remaining area comprising mainly residential suburbs. The towns of Barrhead and Neilston and the village of Uplawmoor lie to the west of the authority. Newton Mearns Giffnock, Thornliebank, Clarkston, Netherlee and Stamperland are located to the east, together with the smaller villages of Busby, Eaglesham and Waterfoot.

Deprivation

Although East Renfrewshire is a relatively prosperous area, it does have pockets of deprivation. Eight of the 122 data zones (population units) across East Renfrewshire are among the 20% most deprived data zones in Scotland. These areas include parts of Auchenback, Arthurlie, Dunterlie and Dovecothall in Barrhead as well as parts of West Neilston and Uplawmoor. Reducing inequalities and their impact and making sure no one is left behind is a key focus underpinning all the work that we do. We continue to address deprivation-related issues, for example through focused activity by the education service and engagement with community bodies. Locality Plans are being developed, co-produced with communities, for Auchenback and the Arthurlie/Dunterlie/Dovecothall areas of Barrhead, Neilston and Thornliebank.

Our commitment

Our focus is on delivering better outcomes and futures for all our customers and residents across East Renfrewshire. Our ultimate aim is making people's lives better. We want to maintain the area's reputation as one of Scotland's most sought after places to live - safe, green and family friendly- with a wealth of opportunity. We are currently refreshing our Vision for the Future, which will set out our ambitions for the next 10 years and will be published later this year.

The shifting demographics of the area have many implications such as: changing housing needs, increased demand on care services, and a higher concentration of children entering education. East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country and these trends are expected to continue.

The Council must continue to deliver high quality services despite persistent financial and economic challenges and we are committed to delivering excellence in our drive to improve services and be more efficient. We need to continue to spend money wisely, share resources and compare our approach with others to find innovative solutions to do more with less. Our ambitious change programme - Modern Ambitious Programme (MAP) – is helping us to do this. MAP incorporates a wide range of projects across departments and HSCP as well as cross-cutting programmes for Core Systems, Digital and a developing one on Data. Preventative approaches to service delivery will also continue to be expanded across services to assist in anticipating need and intervening early to help prevent potential issues arising.

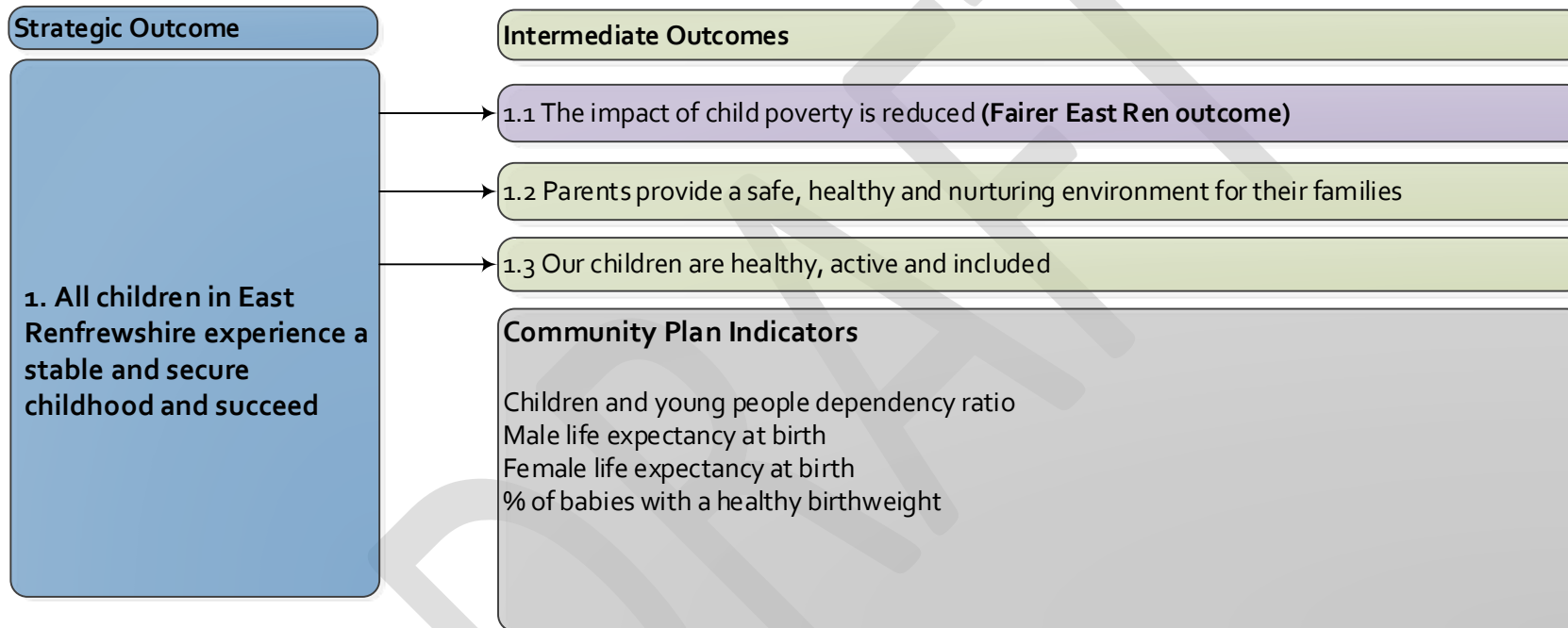
The plan has a range of performance indicators, targets, and activities that set out how we will work to improve outcomes for local people, and sets out our contribution to achievement of our outcomes.

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S1

SECTION 1

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





STRATEGIC OUTCOME 1

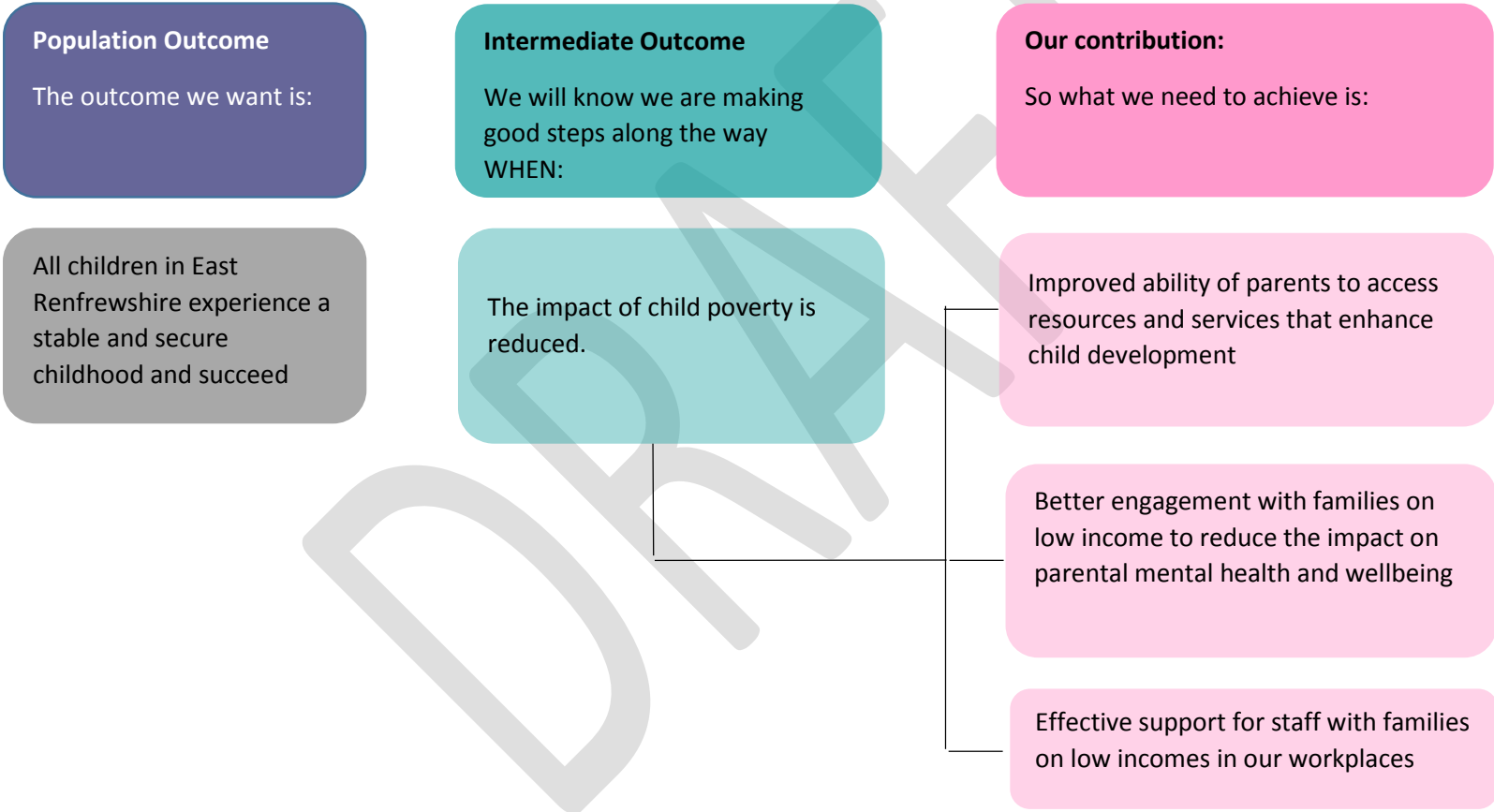
Early years and vulnerable young people

East Renfrewshire has ambitious Early Years and Parenting strategies which focus on prevention and early intervention. We know that the earliest stages of life are crucial to a child's development and life chances. Attainment, health, well-being and resilience are all strongly influenced by this. Action taken later is likely to be more costly and less effective. This is why Education services, the Health and Social Care Partnership (HSCP) and other key Council services including Youth Services, Housing and Employability are collaborating with our most deprived communities to improve pre-birth support, support families to become confident parents and build resilient communities for children to grow up in. Our Family First service (which supports care experienced young people (aged 16-26) into sustainable employment has been expanded and now operates in communities of need across East Renfrewshire with a corresponding uplift in provision of support. We continue to develop community networks and assets that support children's play and develop parental skills. Our Corporate Parenting Plan sets out our commitment to improving opportunities for all children recognising our special responsibility for those who are looked after and in our care, and through our innovative Champions Board we will offer looked after young people leadership opportunities, develop relationship-based practice and the opportunity to change practice and policy. Our aim is to demystify and challenge misconceptions about looked after children and young people and strengthen awareness of the barriers that they face whilst offering opportunities to develop policy and practice to overcome these. Moreover we aim to reduce stigma and ensure that the our looked after young people flourish and become all that they can be so that they move into adulthood and beyond, achieving their aspirations.

Early years nursery provision is a priority area for the Council. We have excellent nurseries but as we increase funded entitlement from 600 hours to 1140 hours, as per national requirements, we face huge challenges to ensure our provision and workforce is in place for the August 2020 deadline. We have put in place an ambitious plan to increase entitlement for all East Renfrewshire children and families. Despite the challenges of resourcing expanded provision we will work to ensure there is a high level of choice and flexibility within the system. Currently we deliver high quality early learning and childcare (ELC) through our 8 family centres, 11 nursery classes (plus an additional 2 from August 2019) and 13 funded providers (including the addition of childminders from August 2019).

We will expand our early year's provision through new and extended centres to provide around an additional 650 places for 3 and 4 year olds to deliver 1140 hours by 2020 and meet the needs of our increasing population. We will also increase provision for 2 year olds and commission more places from funded providers over this period. Expansion plans include the recent extension to Braidbar nursery class, increased temporary provision at Busby, and additional nurseries at St Cadoc's and Maidenhill which will be completed in August 2019. New facilities will also replace and extend provision at Glenwood, Eaglesham and Busby further; and new facilities will be established at Overlee and Crookfur Pavilions and Cross Arthurlie primary all in time for 2020.

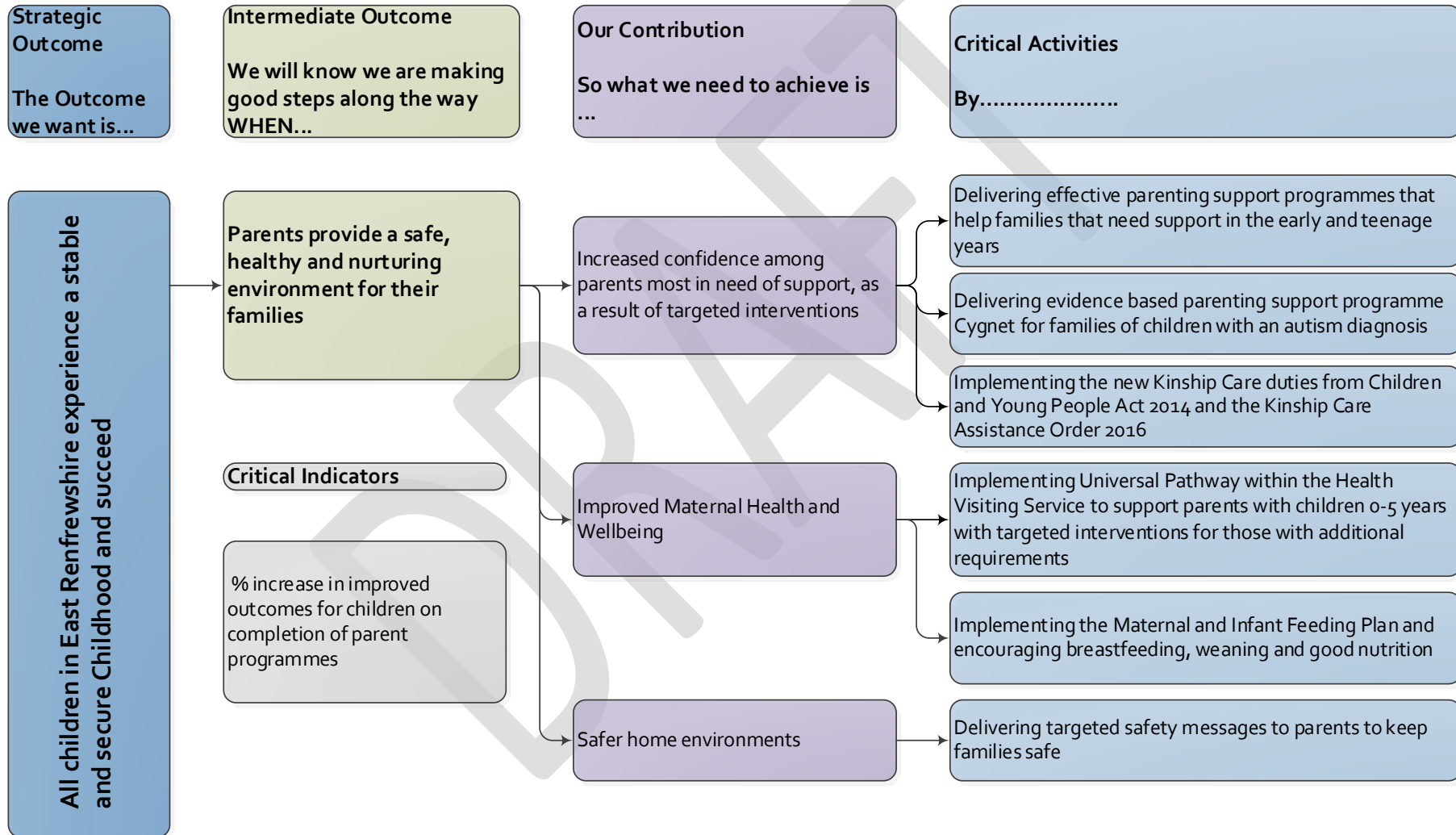
1.1 The impact of child poverty is reduced



Fairer EastRen diagrams will be updated after presentation at the Performance and Accountability Review meeting in May 2019.

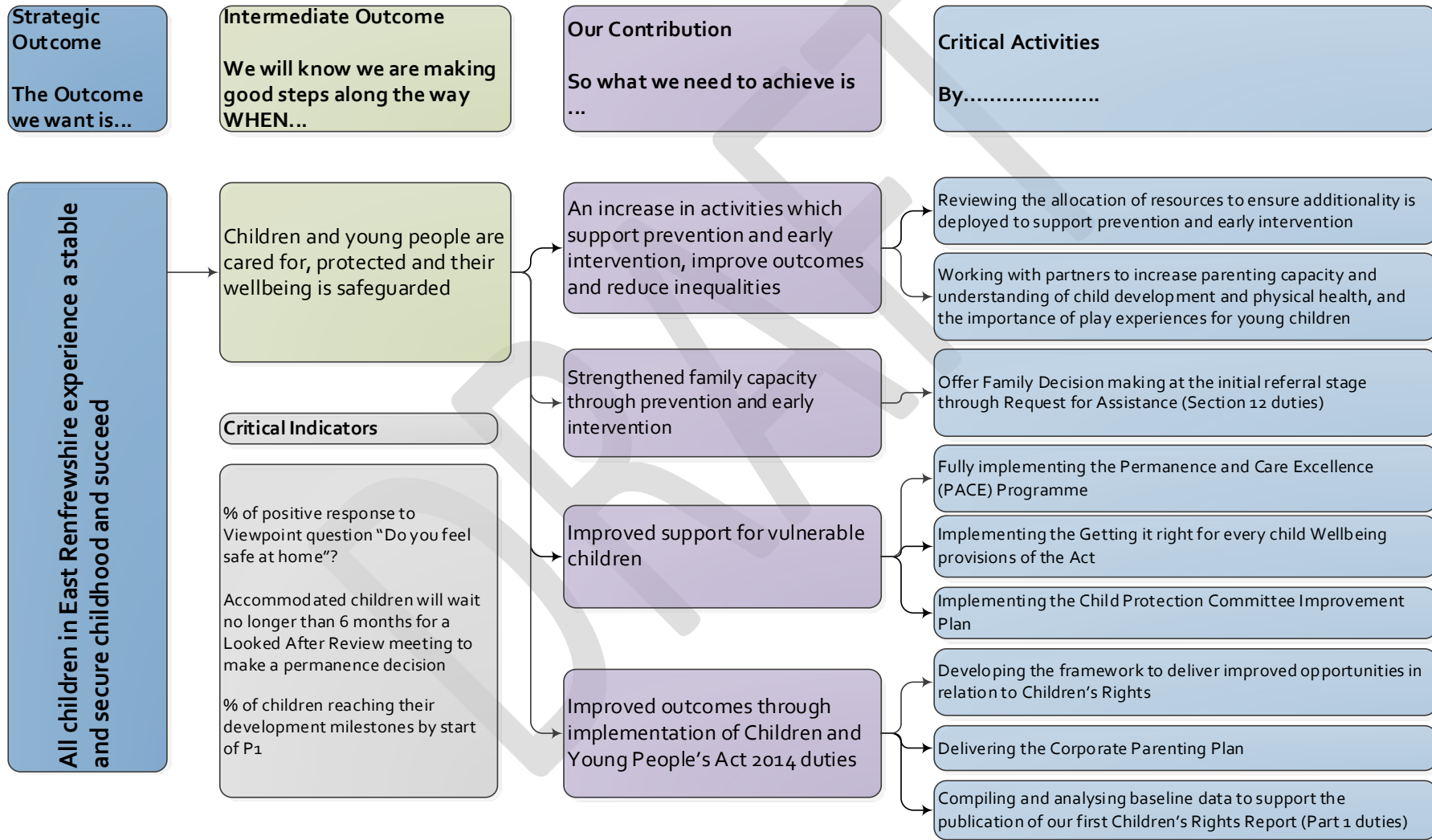
1.2

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

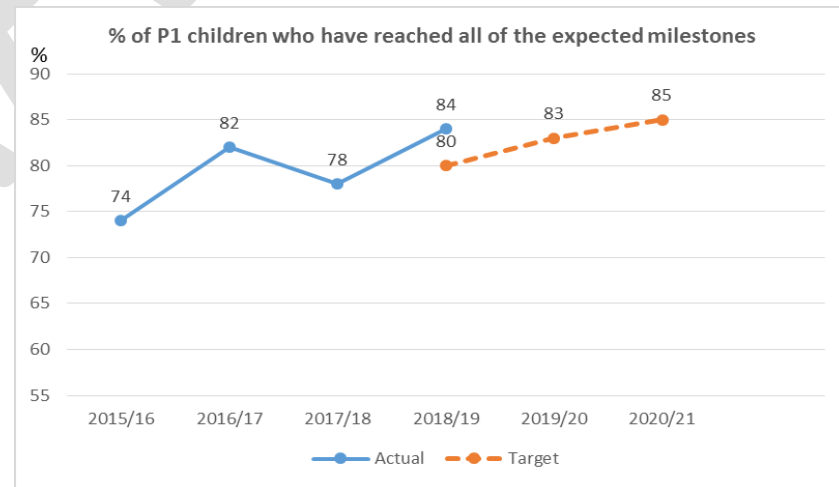
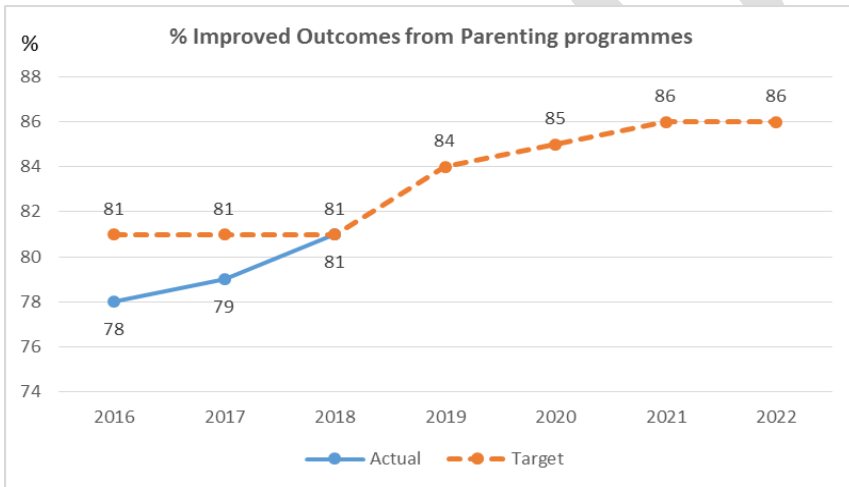
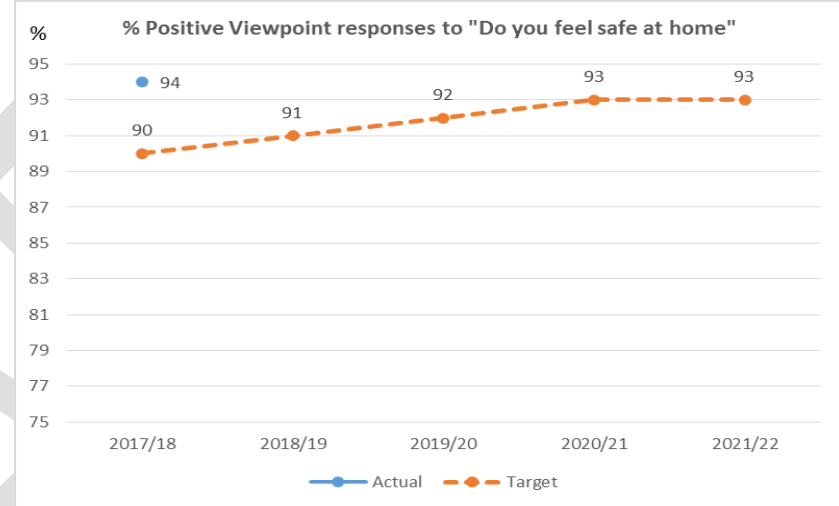
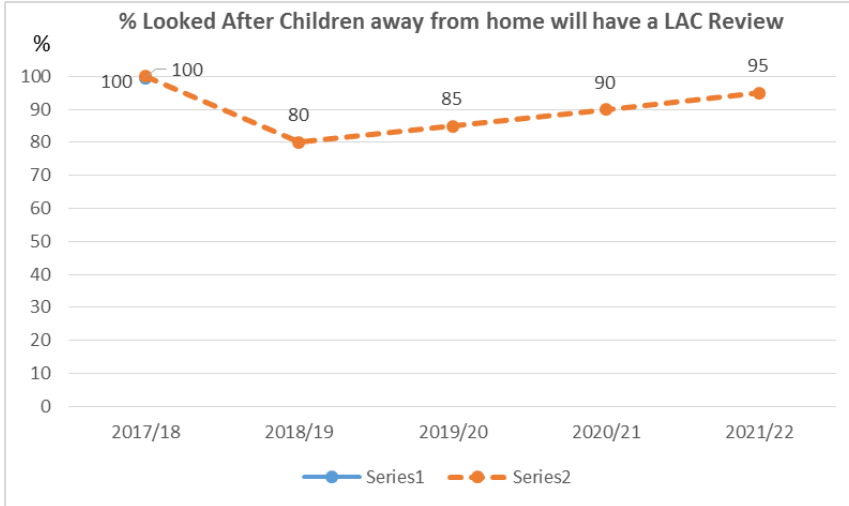


1.3

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



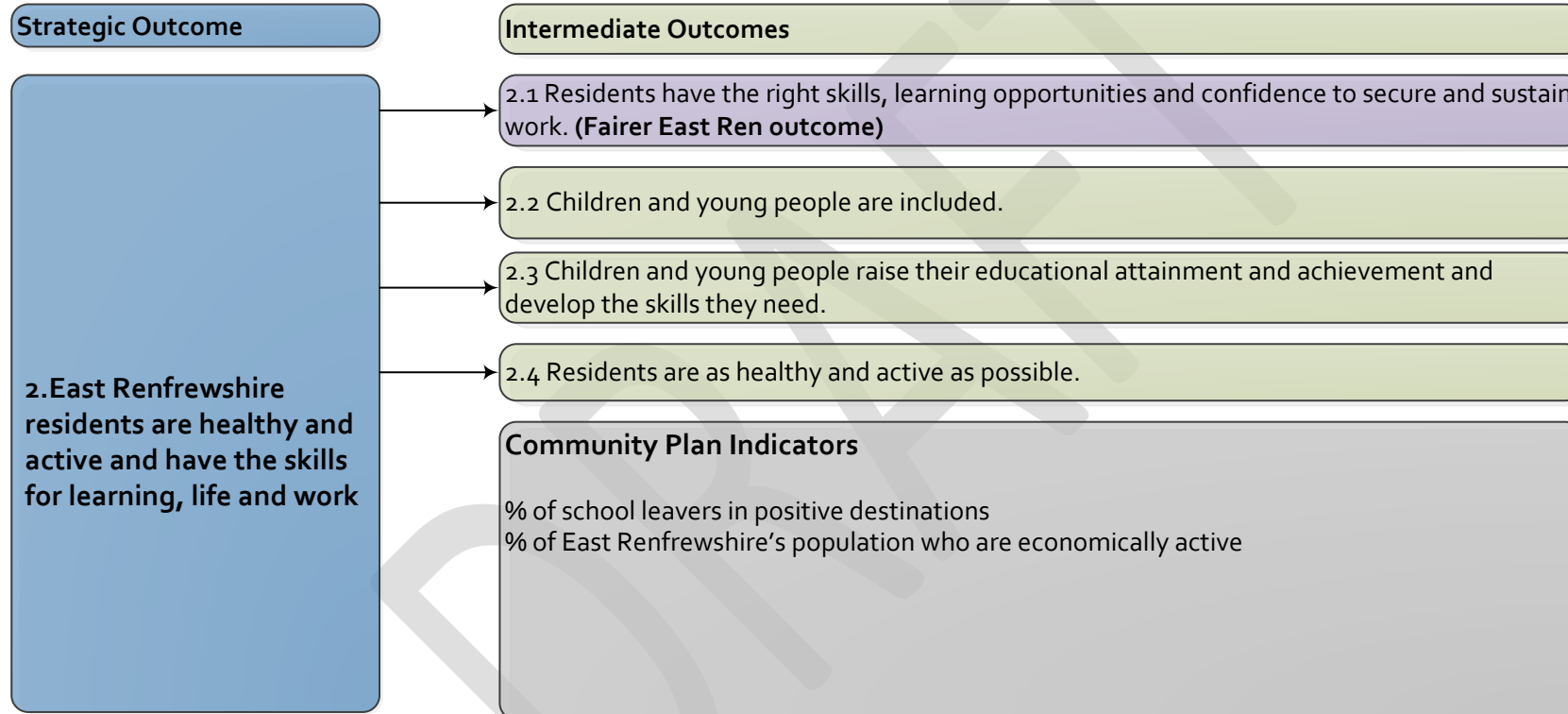
Outcome 1 indicators



S2

SECTION 2

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





STRATEGIC OUTCOME 2

Learning, life and work

East Renfrewshire's vision for education is *Everyone Attaining, Everyone Achieving through Excellent Experiences*. Underpinning our vision is a clear focus on raising the bar for all groups of learners whilst closing the attainment gap between our most disadvantaged and most affluent young people. We have exceptional performance in terms of closing the gap, our young people from the most deprived areas regularly outperform their peers across Scotland and attainment of our children and young people from the most deprived backgrounds has improved over the last 5 years. East Renfrewshire remains the highest attaining mainland council area as measured by national examinations. In 2019/20 we will be continuing to develop our digital infrastructure with the provision of additional tablets and laptops, supporting early intervention for pupils who are having difficulty reading through our Reading Recovery scheme, and refurbishing school facilities. 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. We currently have the second highest proportion of leavers entering positive destinations from all mainland councils.

77% of people of working age are in employment in East Renfrewshire. We offer a range of awards based community and school programmes, and supports specific groups of school leavers to enter positive destinations through our youth work programme. Our Work EastRen service helps residents to secure and sustain meaningful employment, training or education in conjunction with a range of partners. It is the vision of the service to have full employment and opportunity for all residents of East Renfrewshire who are able to and want to secure and sustain meaningful work. The team have achieved significant progress in creating long term employment opportunities despite decreasing financial resources. Latest data shows there was an increase of over 7% in the percentage of unemployed people accessing support through East Renfrewshire Council operated/funded employability programmes.

We work in partnership with the East Renfrewshire Culture and Leisure (ERCL) Trust with the focus on providing a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand, providing access to information and promoting social well-being by providing space, resources and activities for the community. A priority area within sports services is to continue to contribute to the health and wellbeing of local residents through a range of health and fitness, sporting and leisure opportunities which are accessible to everyone. In Neilston, we are progressing plans – subject to Scottish Government funding - to create a £30m learning and leisure campus, replacing St Thomas's and Neilston primary schools and the Madras Family Centre with new buildings on one site which could also include leisure, library and community facilities.

We offer a range of local health services to our residents and the Health Improvement Team work on a range of public health programmes and community health projects such as walking groups and cancer screening workshops. Outdoor gym equipment is now available at 5 locations and tennis courts have been installed within Rouken Glen Park. We will also be investing over £1.5m to improve facilities and Crookfur and Overlee parks where new pavilions will be built.

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

Population 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:

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

Our contribution:
So what we need to achieve is:

Targeted and personalised support for people facing barriers e.g. mental health, additional support needs, physical disabilities

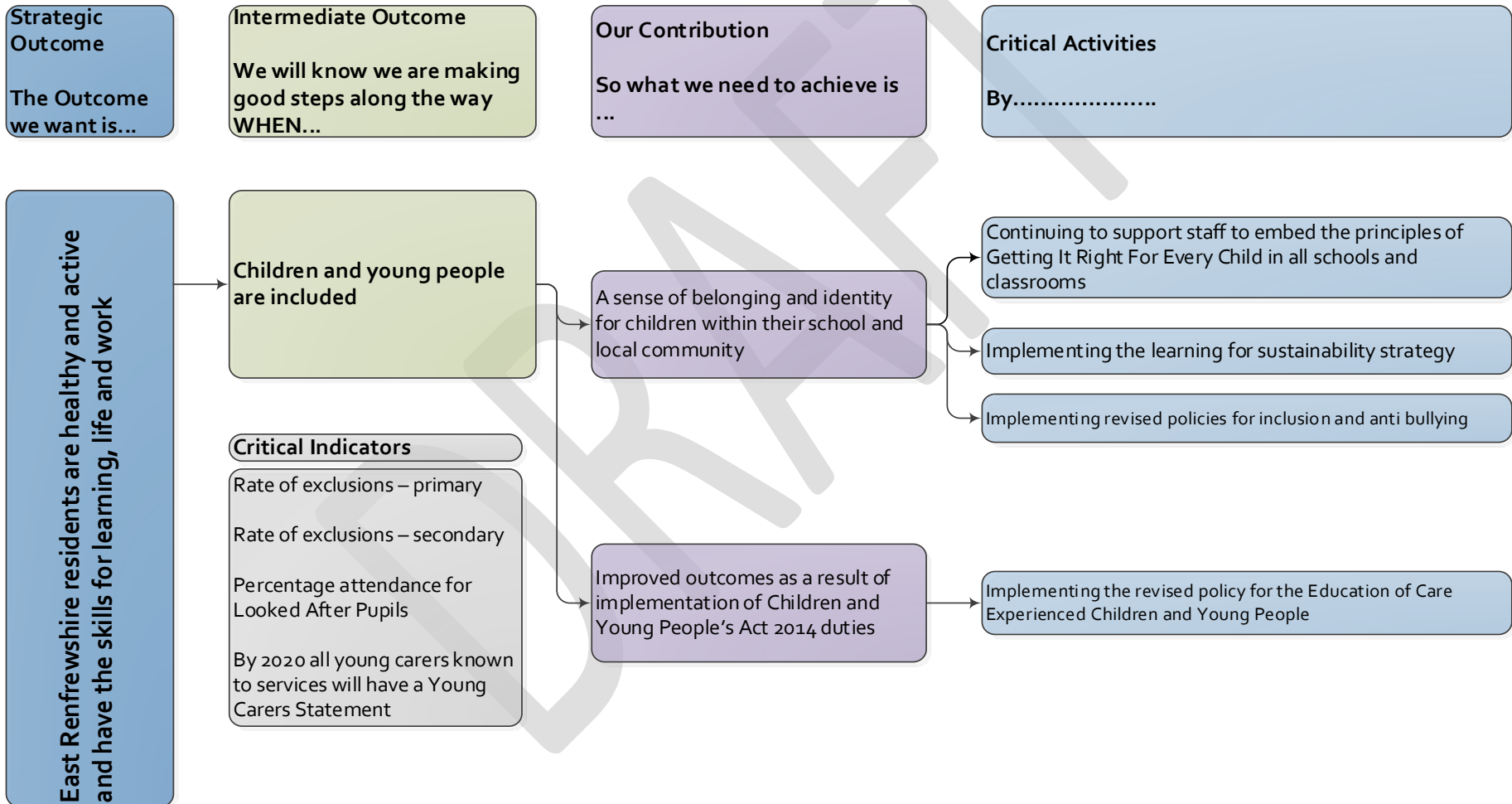
Increased variety and type of jobs with a greater awareness of the range of opportunities available

A partnership approach to address gaps in employability provision

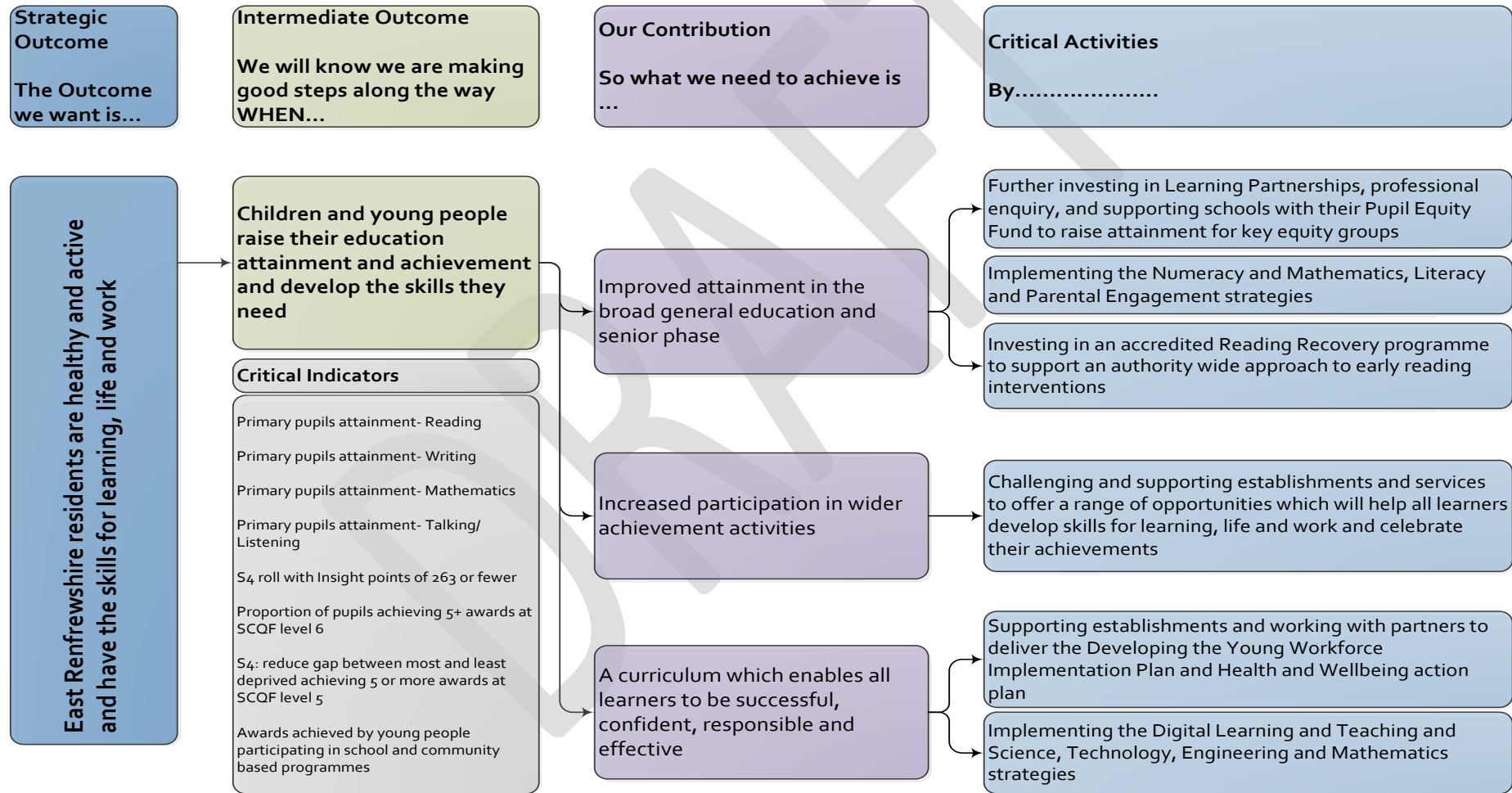
Local businesses are supported to grow and increase employment opportunities

Fairer EastRen diagrams will be updated after presentation at the Performance and Accountability Review meeting in May 2019.

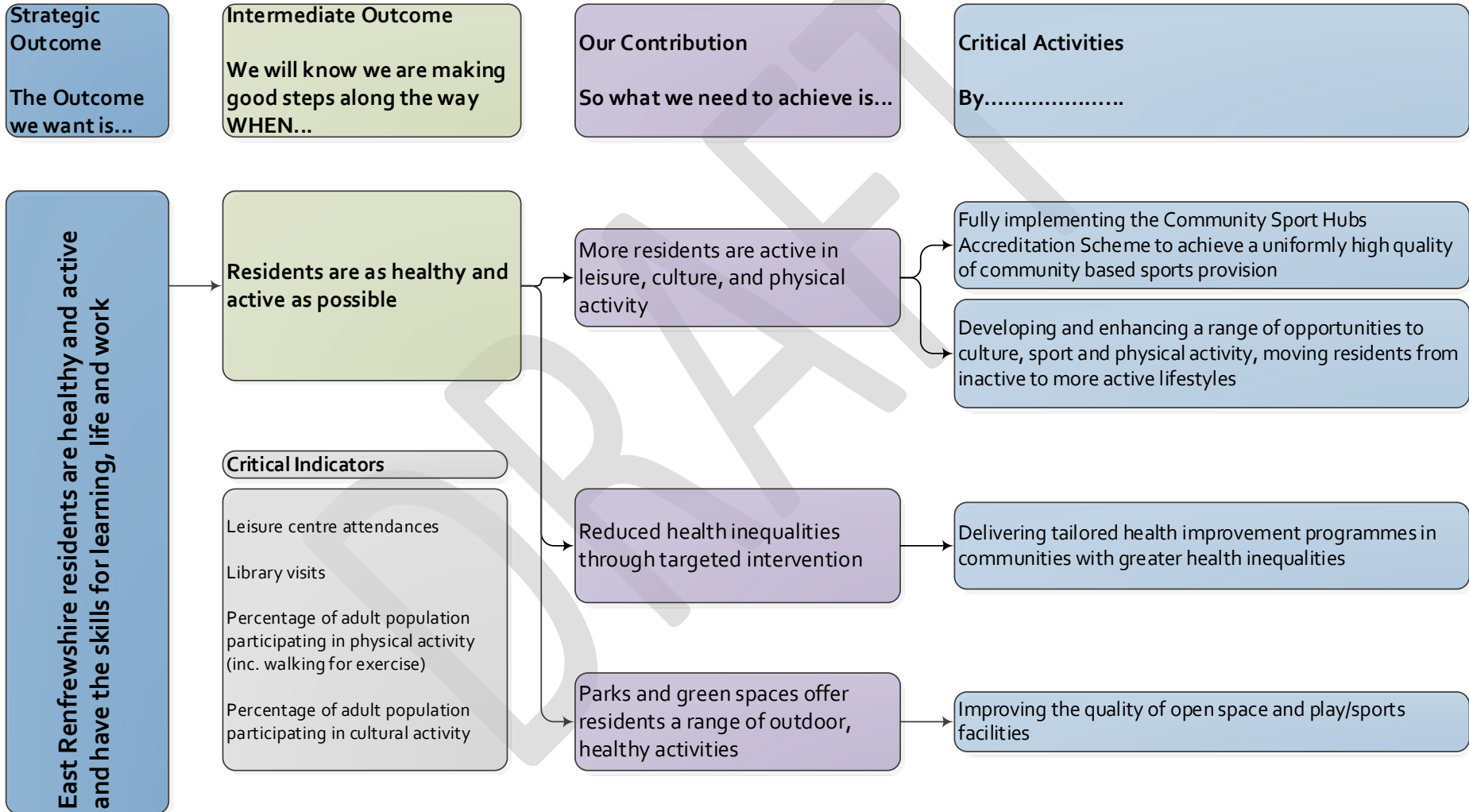
2.2 Children and young people are included



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

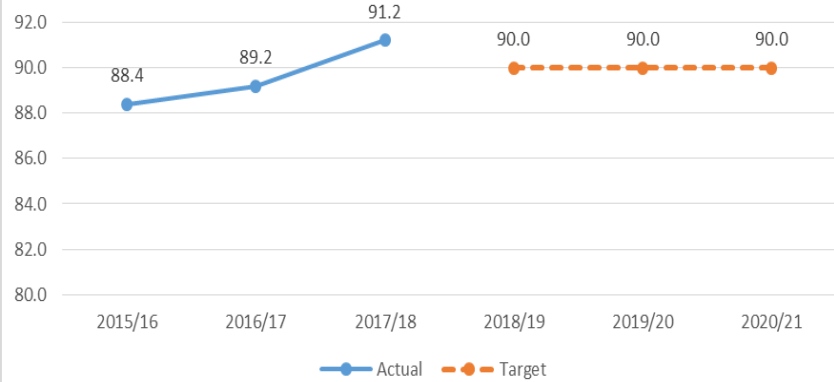


2.4 Residents are as healthy and active as possible

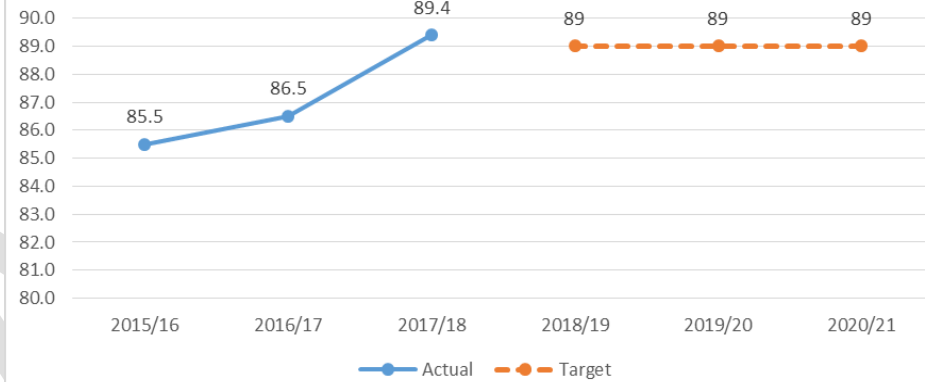


Outcome 2 indicators

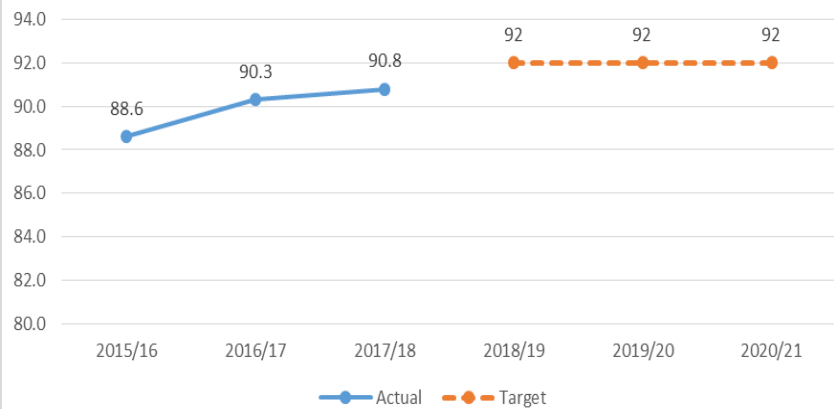
Primary Attainment: Reading - % Attaining or Exceeding Expected Levels
(3 year average target 2019-20 of 90%)



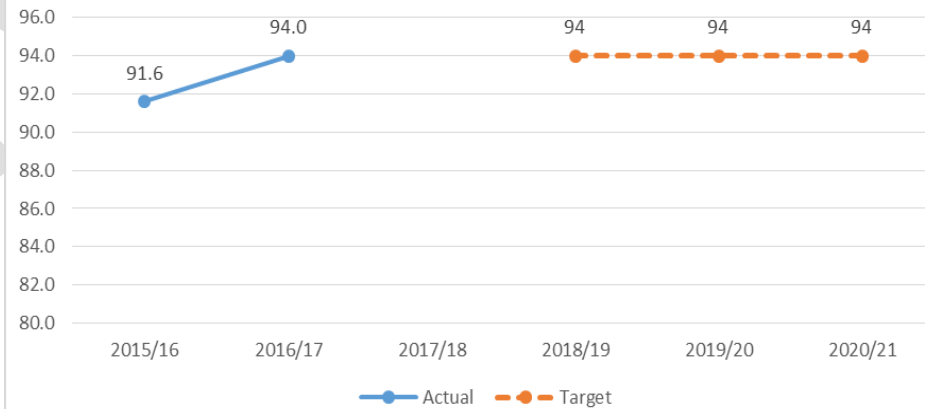
Primary Attainment: Writing - % Attaining or Exceeding Expected Levels
(3 year average target 2019-21 of 89%)

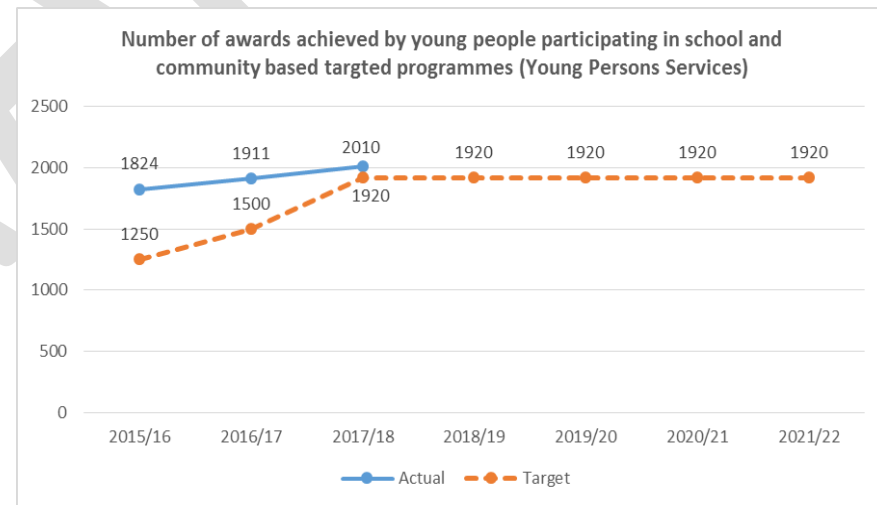
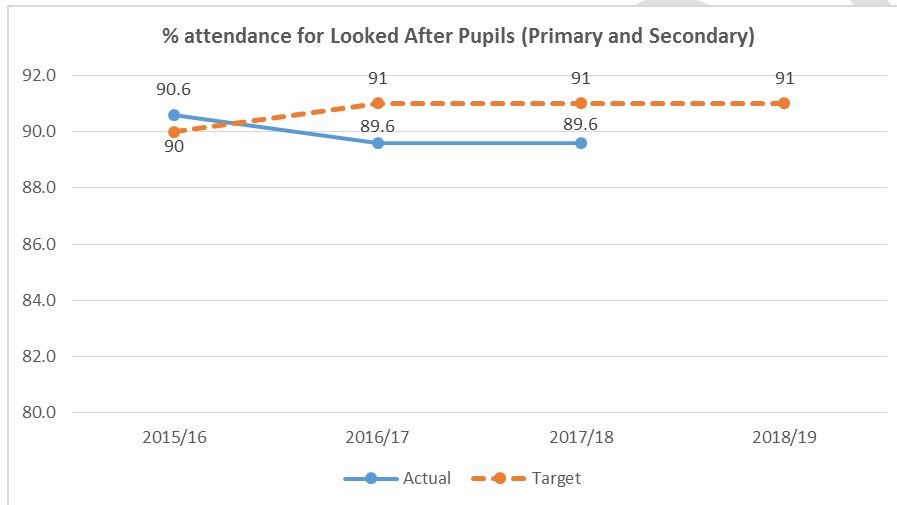
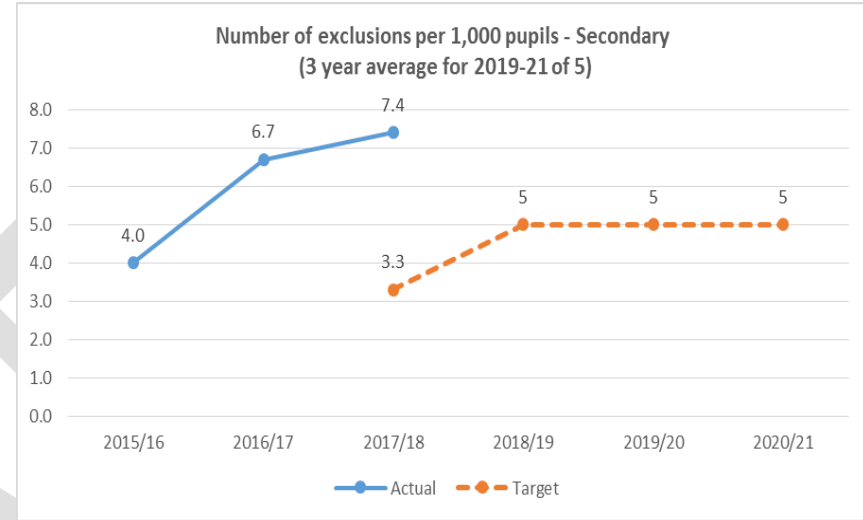
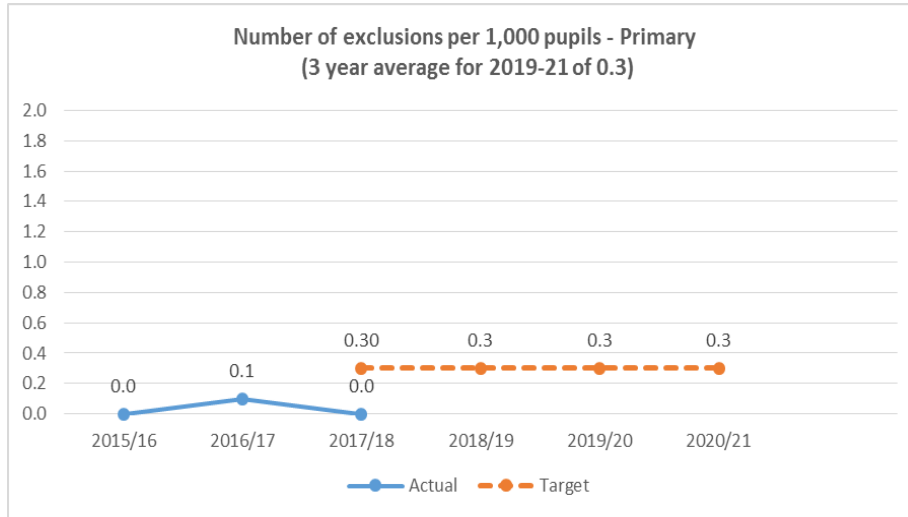


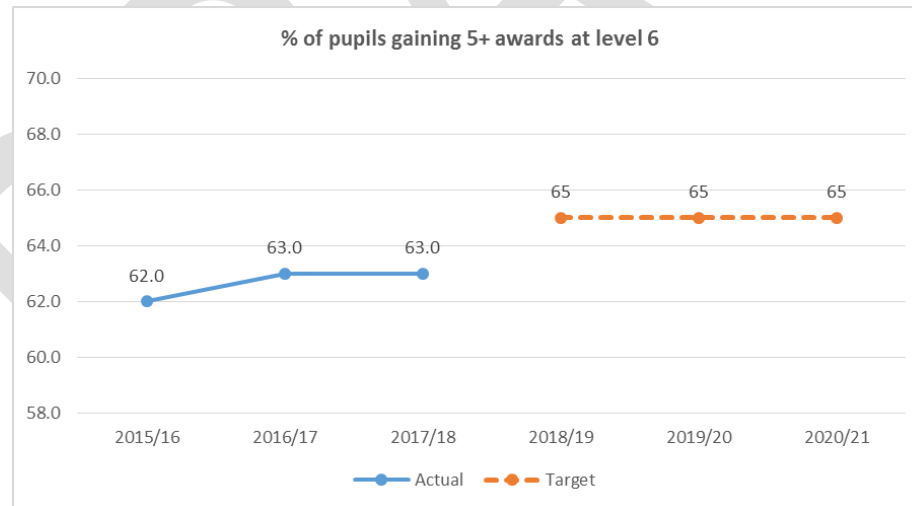
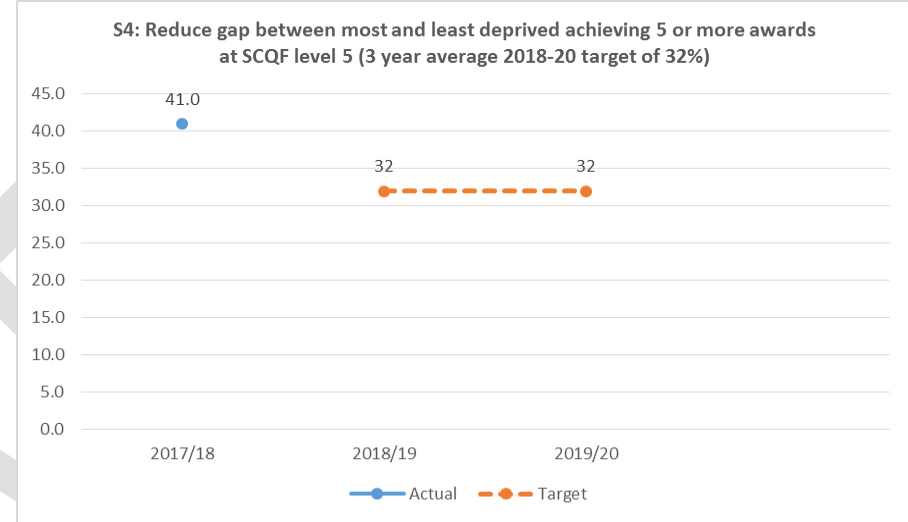
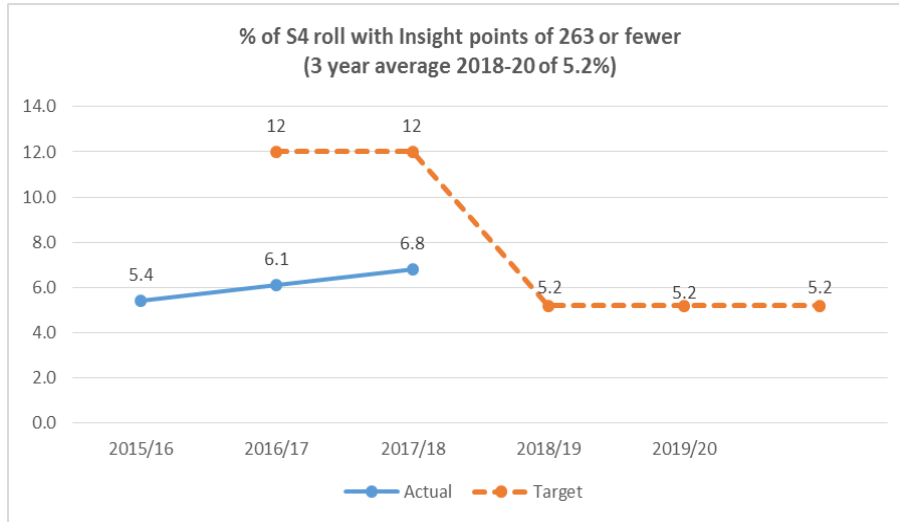
Primary Attainment: Mathematics % Attaining or Exceeding Expected Levels
(3 year average target 2019-21 of 92%)

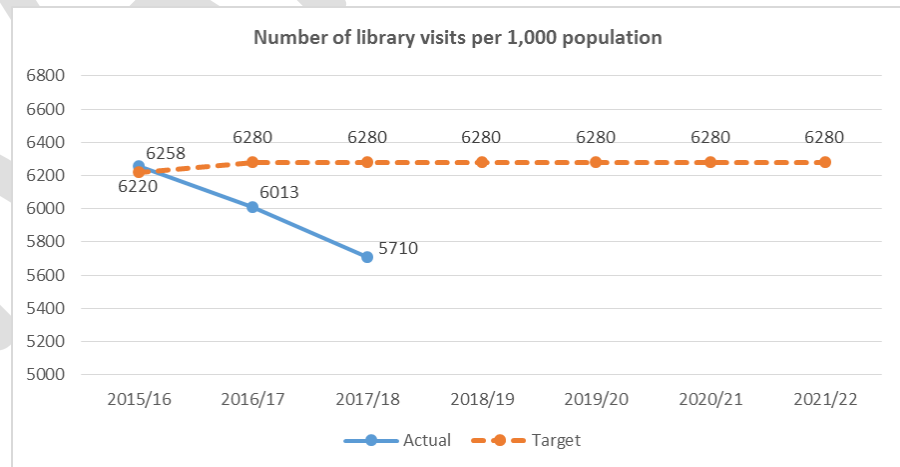
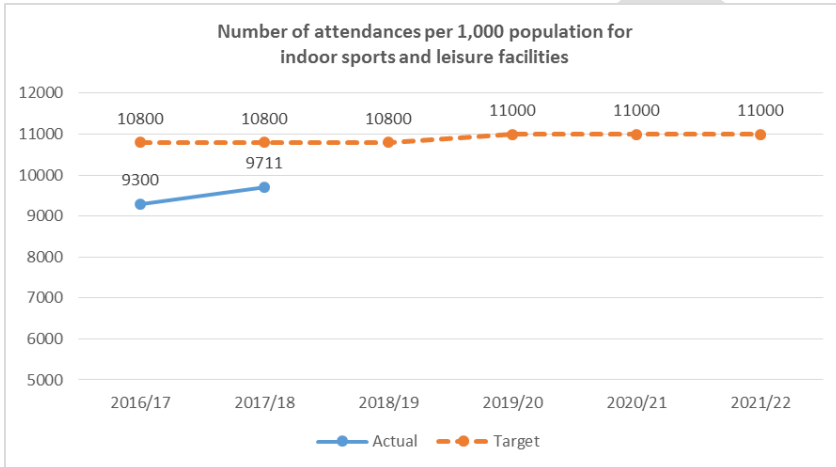
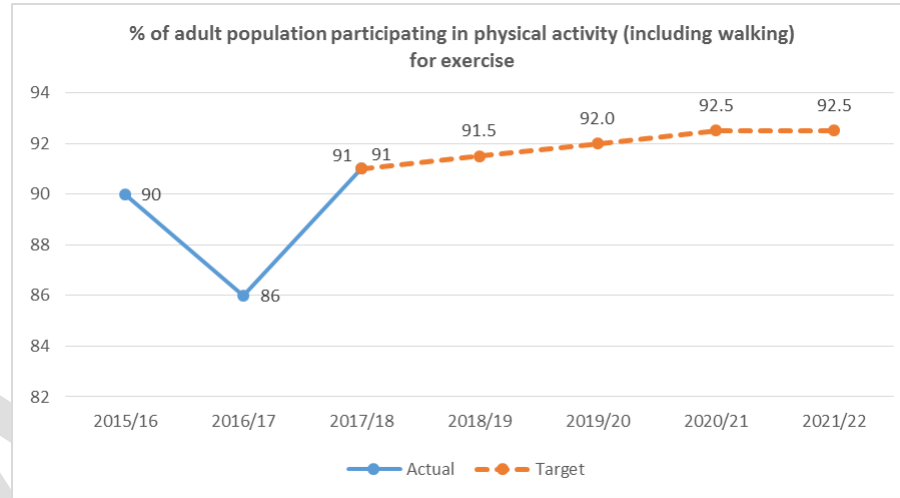
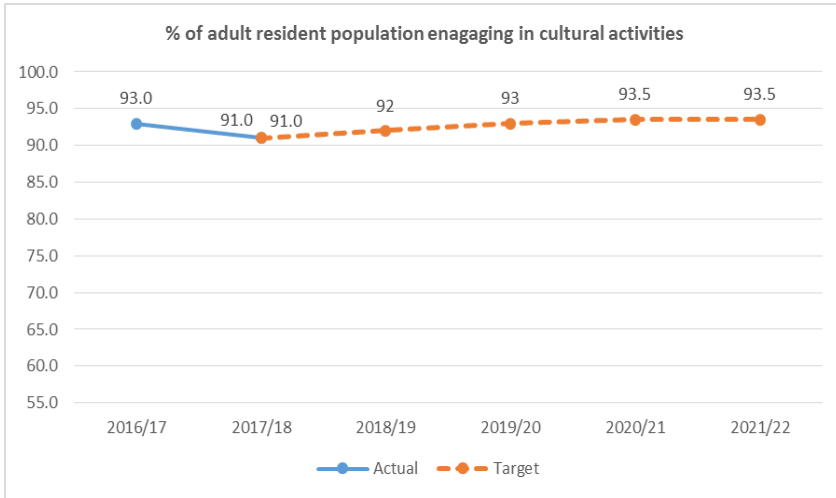


Primary Attainment: Talking and Listening - % Attaining or Exceeding Expected Levels





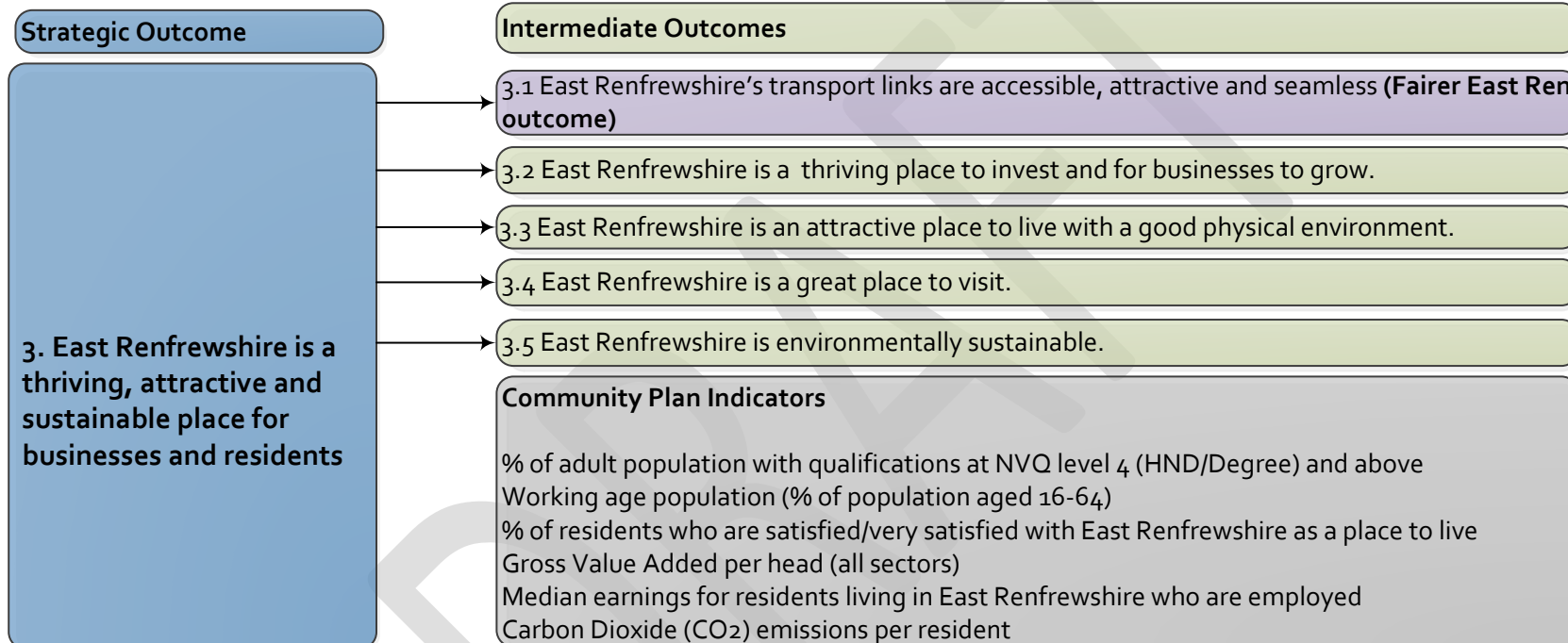




S3

SECTION 3

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





STRATEGIC OUTCOME 3 Economy and environment

We are working to deliver economic growth for the area, high quality housing and exceptional green spaces for all to enjoy. Through our City Deal projects we will deliver £44m worth of major infrastructure projects, such as the new Greenlaw Business Centre and improved alignment of roads, to drive innovation and growth through the support of key sectors and to address challenges in the local labour market. These projects will allow a programme of work to go ahead which will greatly add to the value of the local economy over the next 20 years. City Deal will see an improved infrastructure and connectivity to support local growth and increased employment opportunities arising from the development of these projects. There will also be increased longer term job prospects across the wider region.

We continue to actively promote business support and employability services to help ensure our targets are achieved and continue to play an important role in the delivery and promotion of national employability agendas, such as the City Deal Skills and Employability portfolio, the reduction of Child Poverty via intensive employability support to parents, halving the disability employment gap, and progressing the Scottish Government's No One Left Behind Strategy, which sets out 14 key actions to improve employability and support services to local residents.

Our Local Development Plan (LDP) provides the Council with a development strategy that will guide the future sustainable growth of East Renfrewshire up to 2025 and beyond, and delivering a sufficient supply of housing is a key component of the plan. Our LDP will also address issues surrounding the preservation of the natural environment and we have in place strong planning policies to ensure our environmental impact is minimised. We are currently in the process of updating our LDP, which will provide a revised spatial development strategy covering the period up to 2029. Furthermore we continue to work to protect the future of the local area; conserving the natural environment by refurbishing our parks and open spaces through ongoing capital investment; ensuring our streets are clean, and undertake a range of regeneration work throughout East Renfrewshire.

We continue to maximise affordable housing options, improve the quality of our housing stock, and protect and support private sector tenants to ensure their housing is up to standard. Our mixed tenure scheme – which tackles some of the problems associated with communal repairs where there is a mix of residents, including Council tenants, owner occupiers and private tenants – will benefit from additional funding of £600,000 in 2019/20. In Barrhead, the first of the new Council housing developments are now complete. Our investment in improving roads and enhancing infrastructure is also an important priority for our residents. We have in place appropriate transport connectivity for our facilities to ensure residents have good access to the 28,000 jobs being created across the City Region, and there is a £15m investment in improving roads over the next 5 years.

We have the highest recycling rate for household waste in Scotland and will continue to increase recycling by building on the success of our weekly kerbside collection service. The Council has also, through the Clyde Valley Partnership, positioned itself to meet the 2021 ban on residual waste going to landfill. From summer 2019 we will start sending commissioning waste to the Waste to Energy plant in East Lothian. We also have a commitment to achieve improved performance in energy consumption and generation.

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

Population Outcome
The outcome we want is:

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

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

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

Our contribution:
So what we need to achieve is:

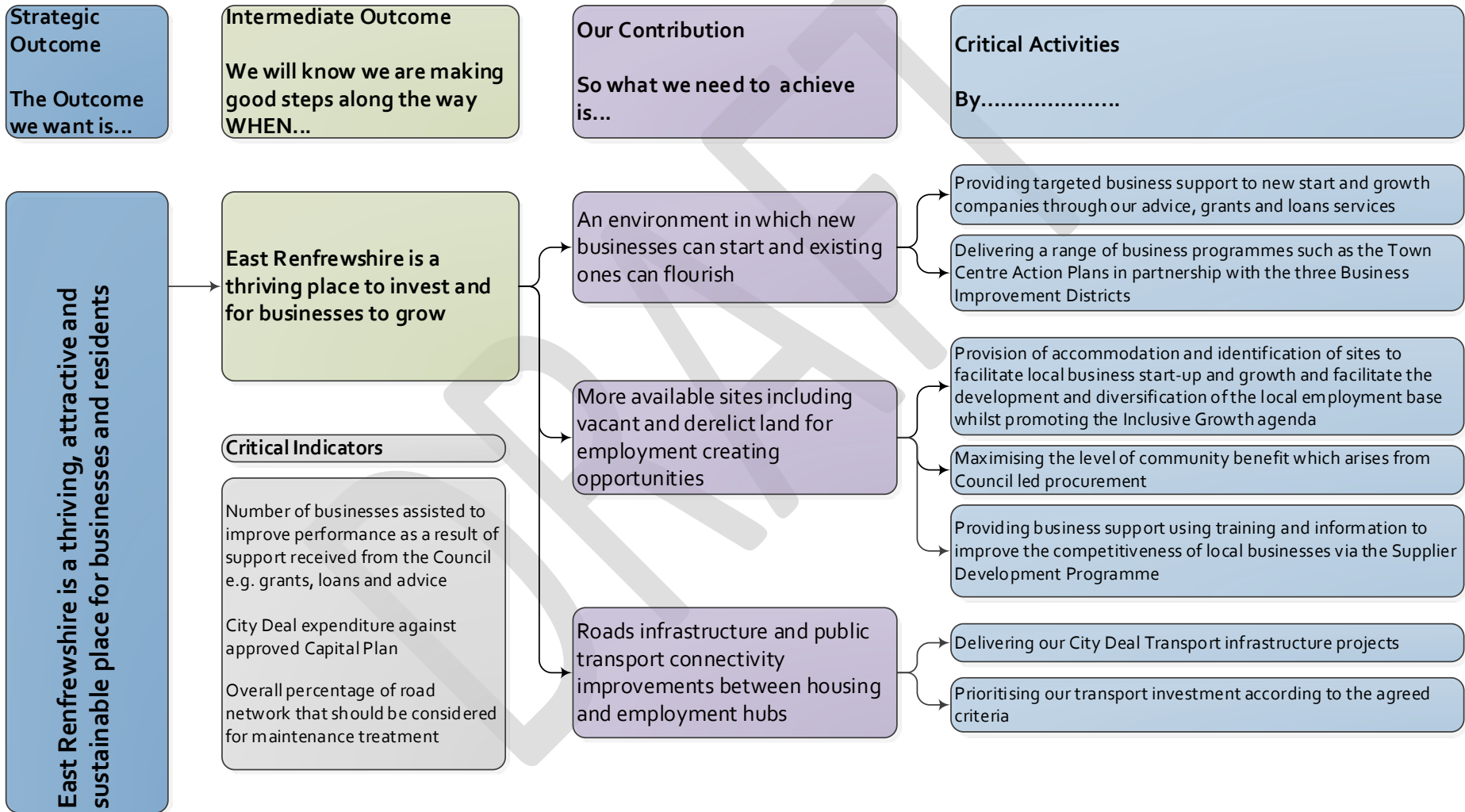
Communities across East Renfrewshire are connected to services, leisure opportunities and employment/training

Affordable transport and fewer barriers for deprived communities

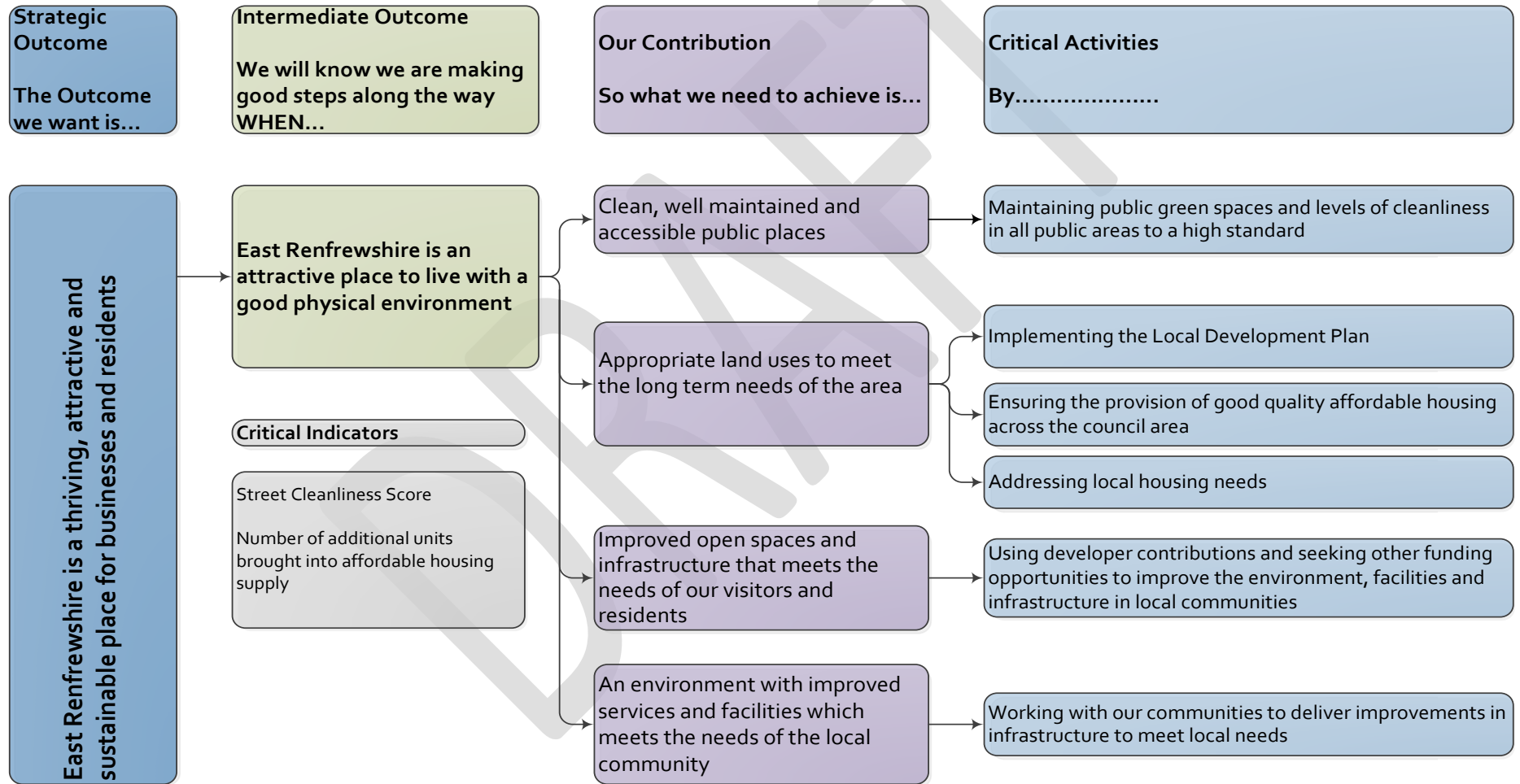
Accessible transport that is easy to use

Fairer EastRen diagrams will be updated after presentation at the Performance and Accountability Review meeting in May 2019.

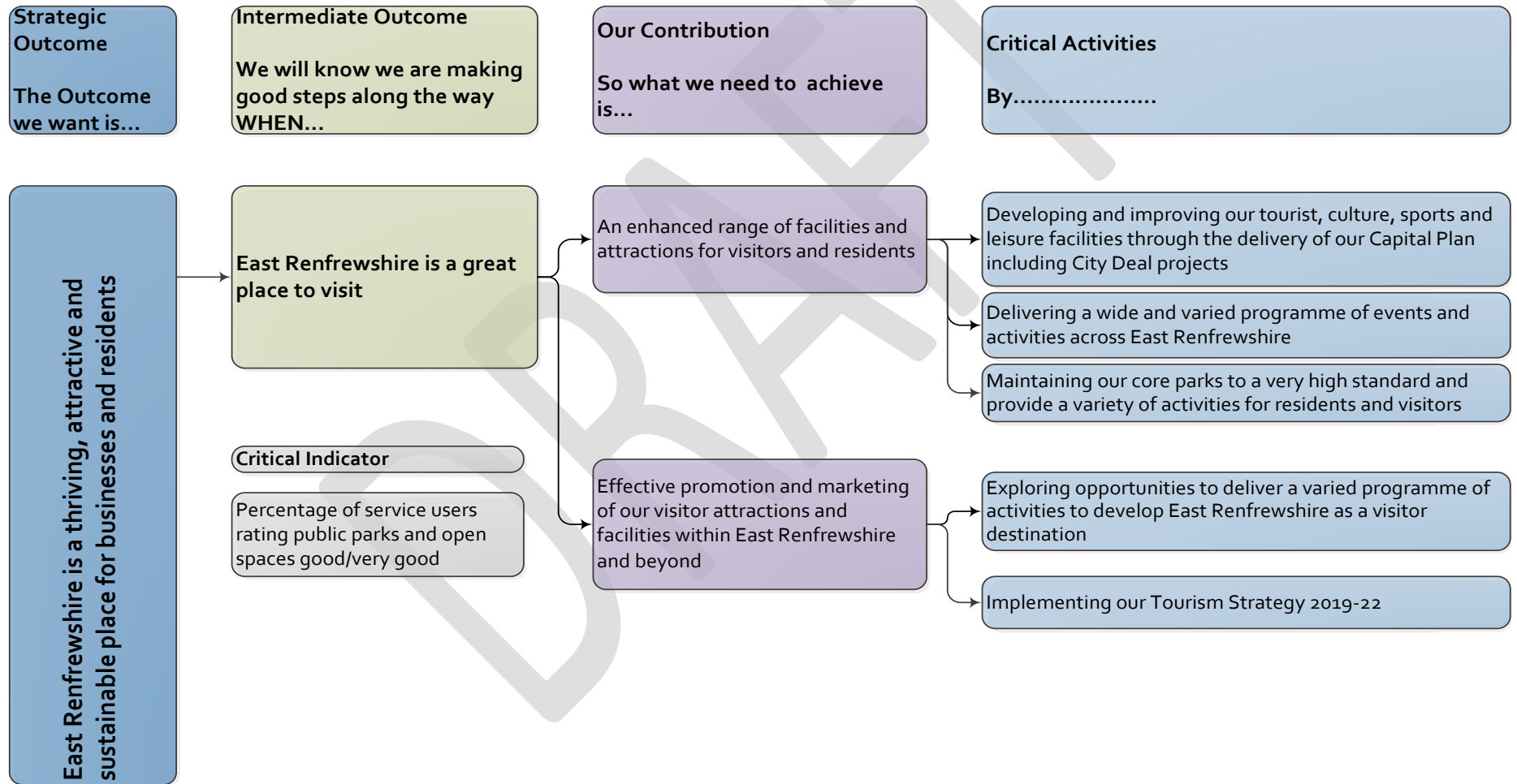
3.2 East Renfrewshire is a thriving place to invest and for businesses to grow



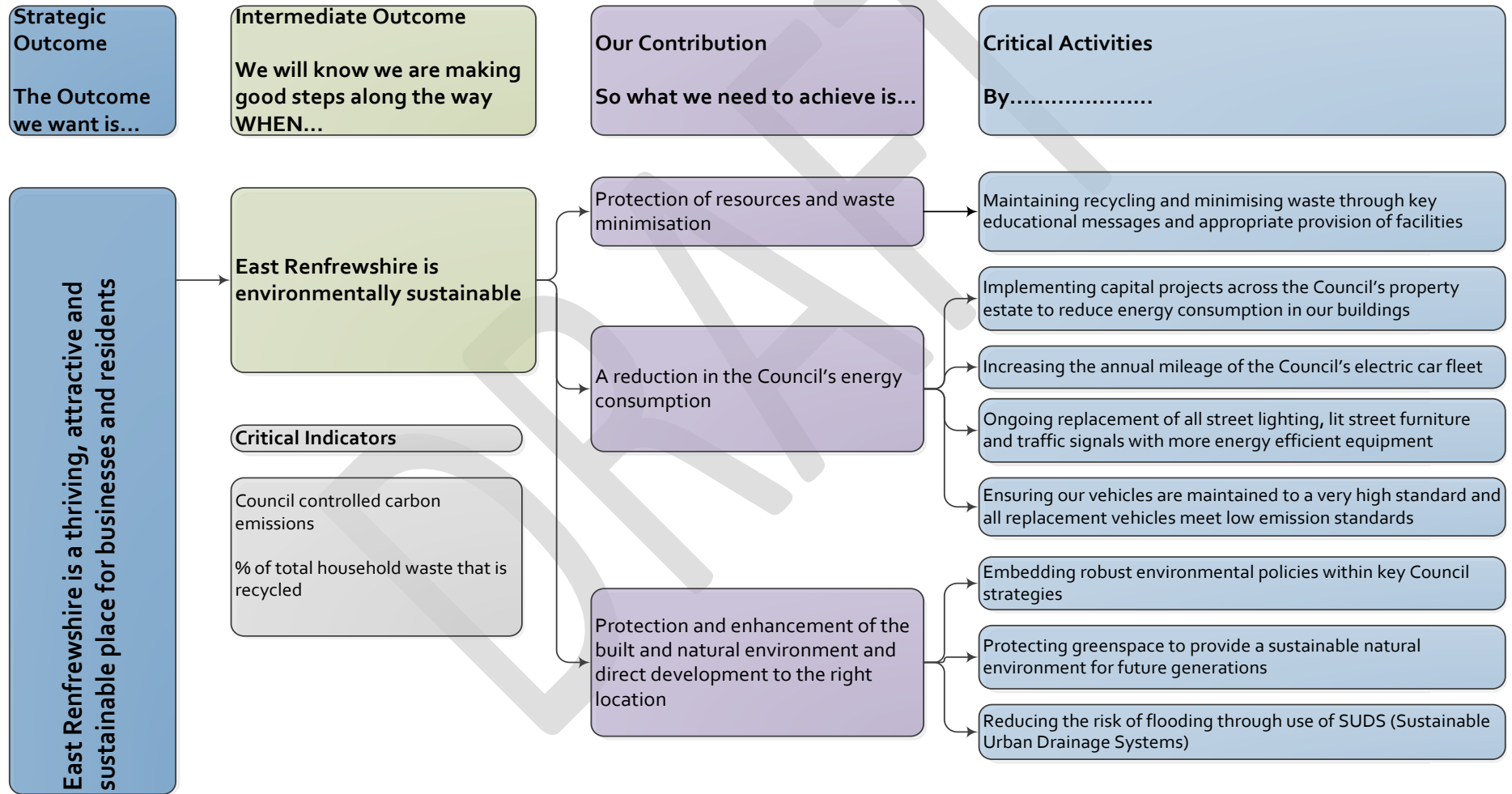
3.3 East Renfrewshire is an attractive place to live with a good physical environment



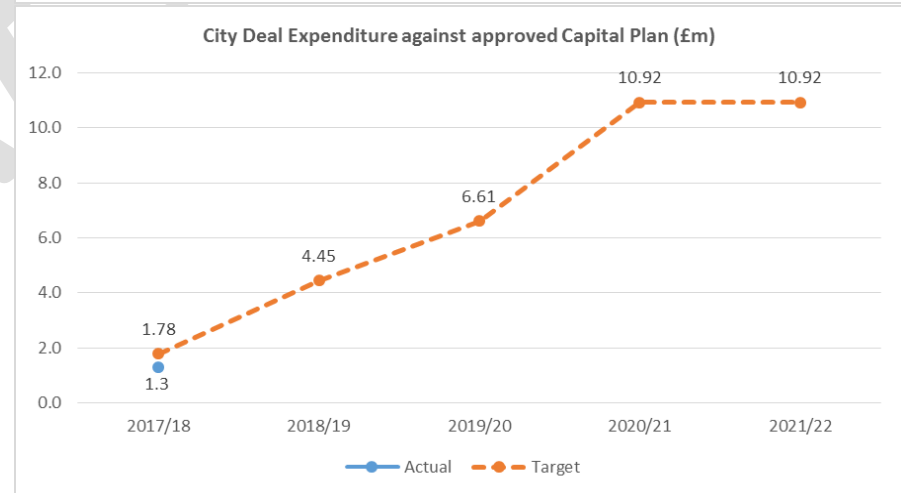
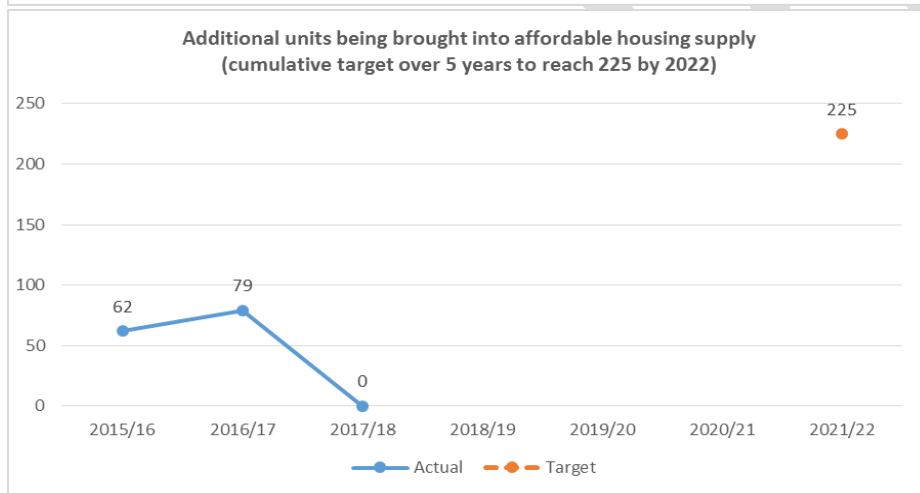
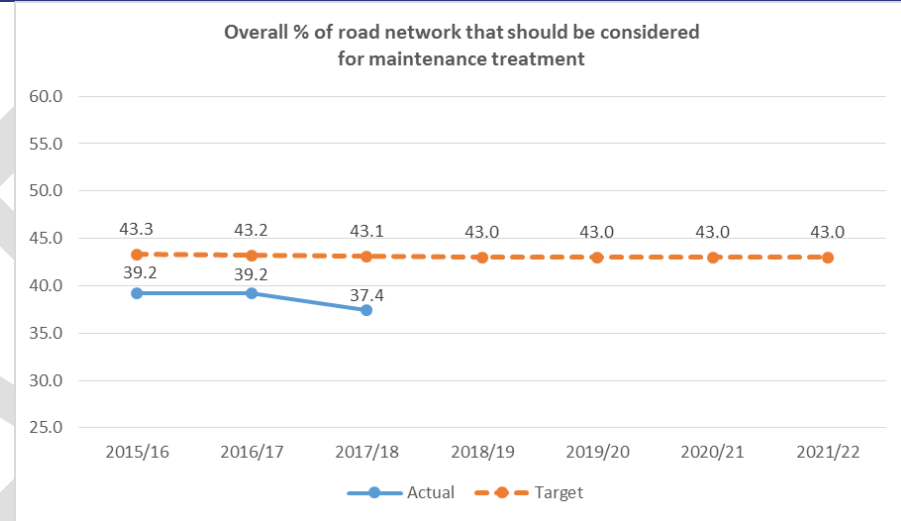
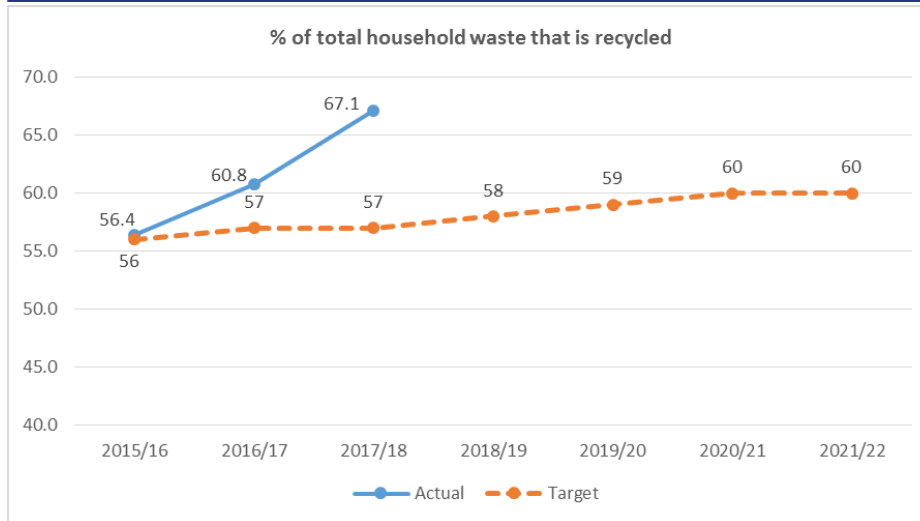
3.4 East Renfrewshire is a great place to visit

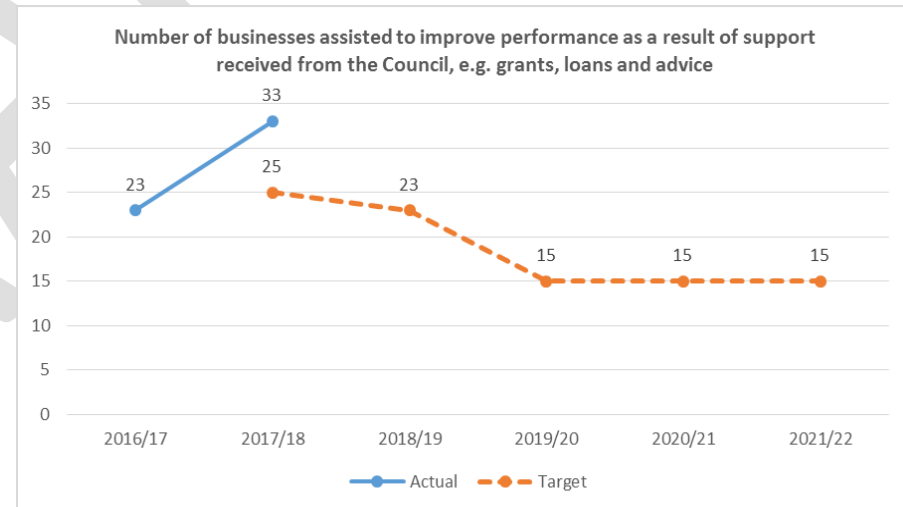
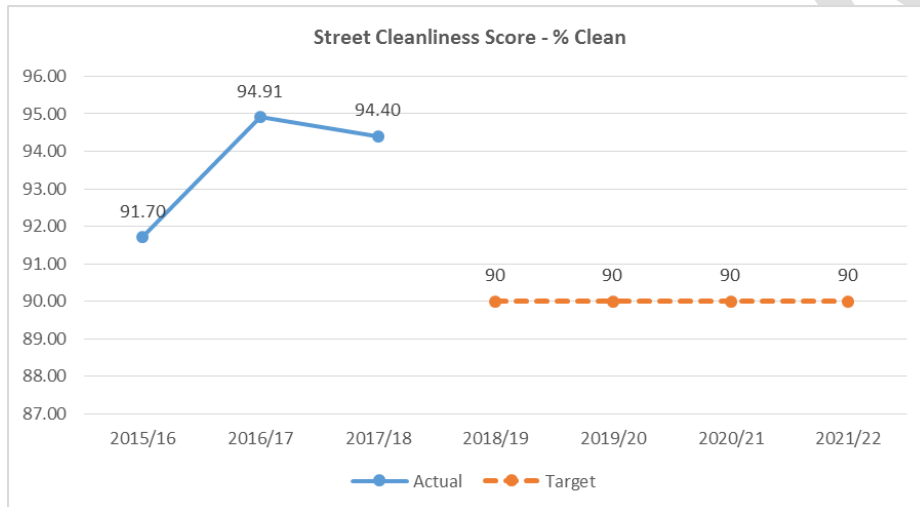
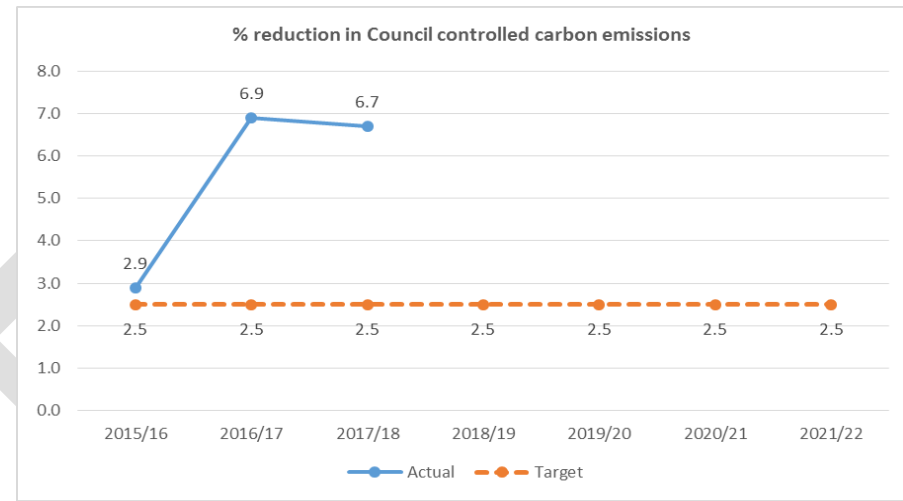
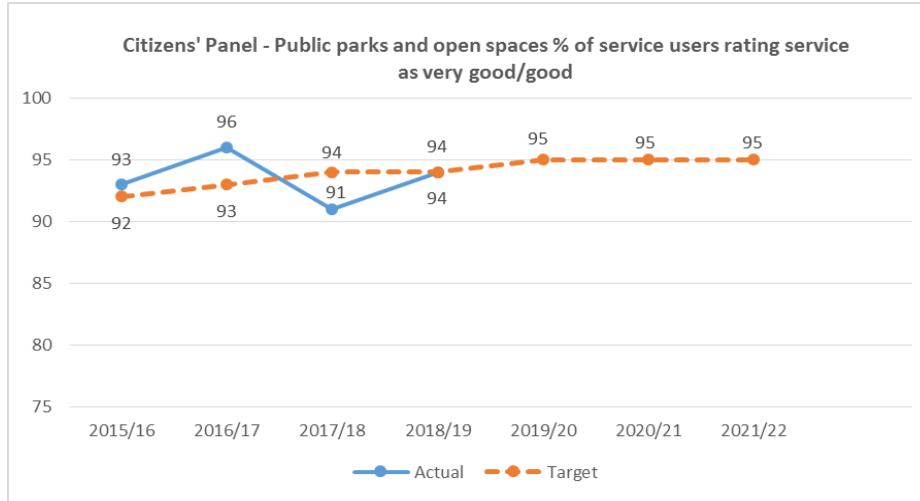


3.5 East Renfrewshire is environmentally sustainable



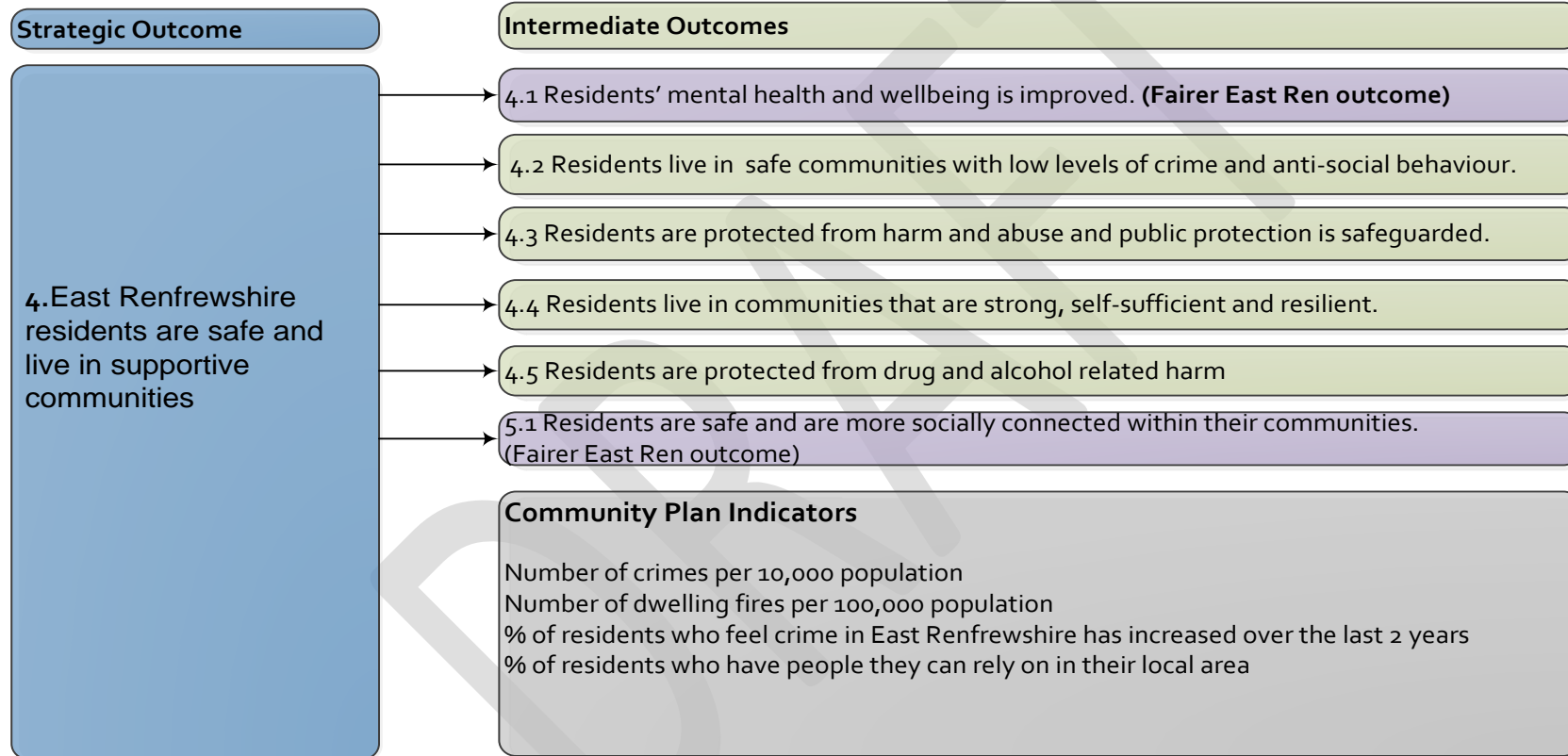
Outcome 3 indicators





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





STRATEGIC OUTCOME 4

Safe, supportive communities

East Renfrewshire remains one of the safest places to live in mainland Scotland. We have strong relationships and work closely with our partners to continue to reduce levels of crime and anti-social behaviour in East Renfrewshire. We help our residents feel safer in their neighbourhoods and homes through our community warden team, who deter incidences of crime and anti-social behaviour by their high visibility across the area. 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. Over the next year we will invest £500,000 to upgrade our CCTV equipment. 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 use enhanced partnership working and data-sharing through weekly Greater Results in Partnerships (GRIP) meetings with our partners to target our resources and activities in the most appropriate areas. We are working to enhance the visibility of community safety and community justice services through community engagement activity and building strong links with local community and voluntary groups. We provide diversionary activities, such as youth clubs, for young people at risk of taking part in anti-social behaviour. This now includes groups targeting Primary 7 aged young people, to support their transition to high school and other youth work programmes. We also deliver targeted street work to engage with and divert young people towards more positive activities.

We want to keep our young people safe from harm and will continue to work with local businesses to ensure they implement initiatives which will reduce the number of illegal sales of alcohol and tobacco to young people. We work to protect residents from harm including tackling domestic violence, providing Adult Protection and Support, and supporting residents affected by alcohol or drug use. We continue to develop and expand our drug and alcohol recovery services. 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. To do this, we work in partnership with child and adult protection colleagues, Housing Services, Scottish Prison Service, Police, Health, and the Crown Office and Procurator Fiscal Service, as well as organisations in the voluntary sector.

This outcome also focuses on the meaningful involvement of our communities in delivering the objectives of the Community Empowerment (Scotland) Act. We are keen to make it easier for people to have their say and every year there is a wide range of issues and topics that people can get involved in. The online Citizen Space engagement tool is used across the Council for all corporate and departmental consultations. We are working with local communities to build skills and confidence so that local residents can influence change on the key issues that matter to them most. We also work in direct partnership with local groups and organisations to participate in the development and delivery of local plans (e.g. Fairer East Ren and our Locality Plans). As well as building the capacity of local community groups, we provide training and support for council and partner staff to enable them to plan and undertake meaningful engagement activity and work more effectively in partnership with communities. We continue to develop a range of community-led decision-making processes including Community Choices budgeting and co-production of services, and we have committed £100,000 to Community Choices budgeting in 2019. These will see an increasing role for community members in the delivery of shared outcomes in East Renfrewshire.

4.1

Residents' mental health and wellbeing is improved

Population Outcome

The outcome we want is:

East Renfrewshire residents are safe and live in supportive communities

Intermediate Outcome

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

Residents' mental health and wellbeing is improved

Our contribution:

So what we need to achieve is:

Improved wellbeing and resilience in people and communities

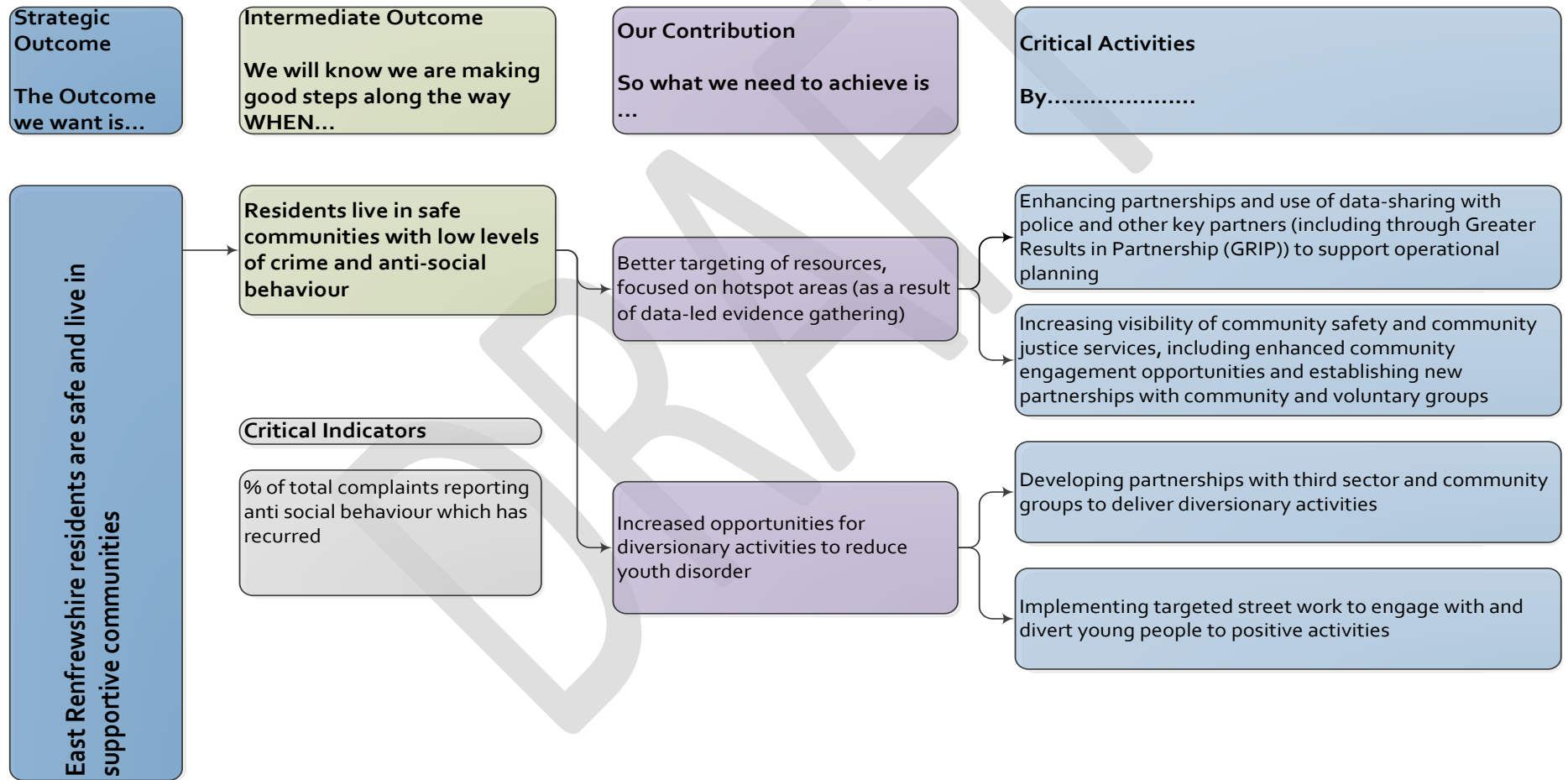
Improved wellbeing and resilience in workplaces

A prevention and early intervention approach to enhancing wellbeing

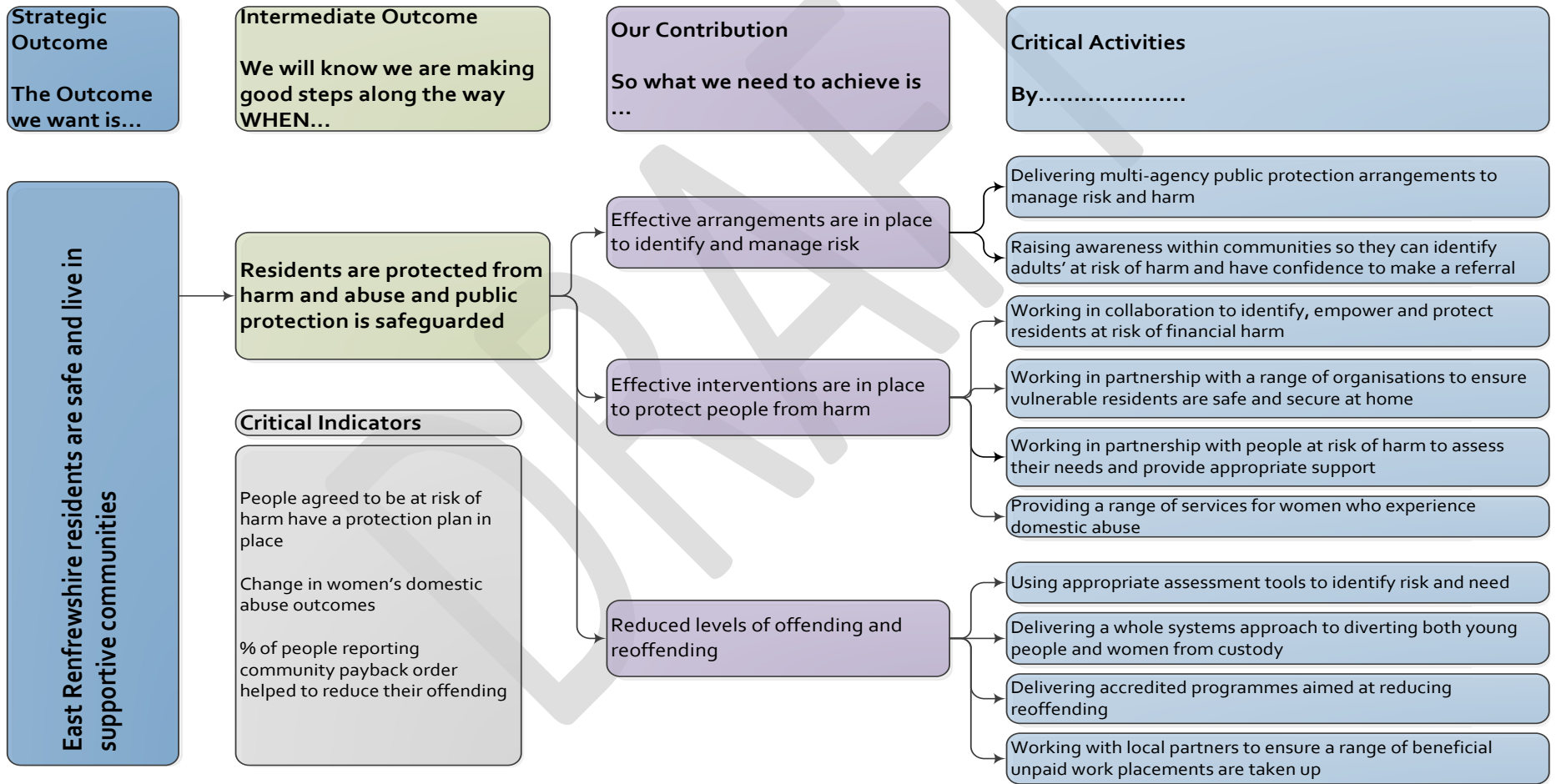
Better response to distress

Fairer EastRen diagrams will be updated after presentation at the Performance and Accountability Review meeting in May 2019.

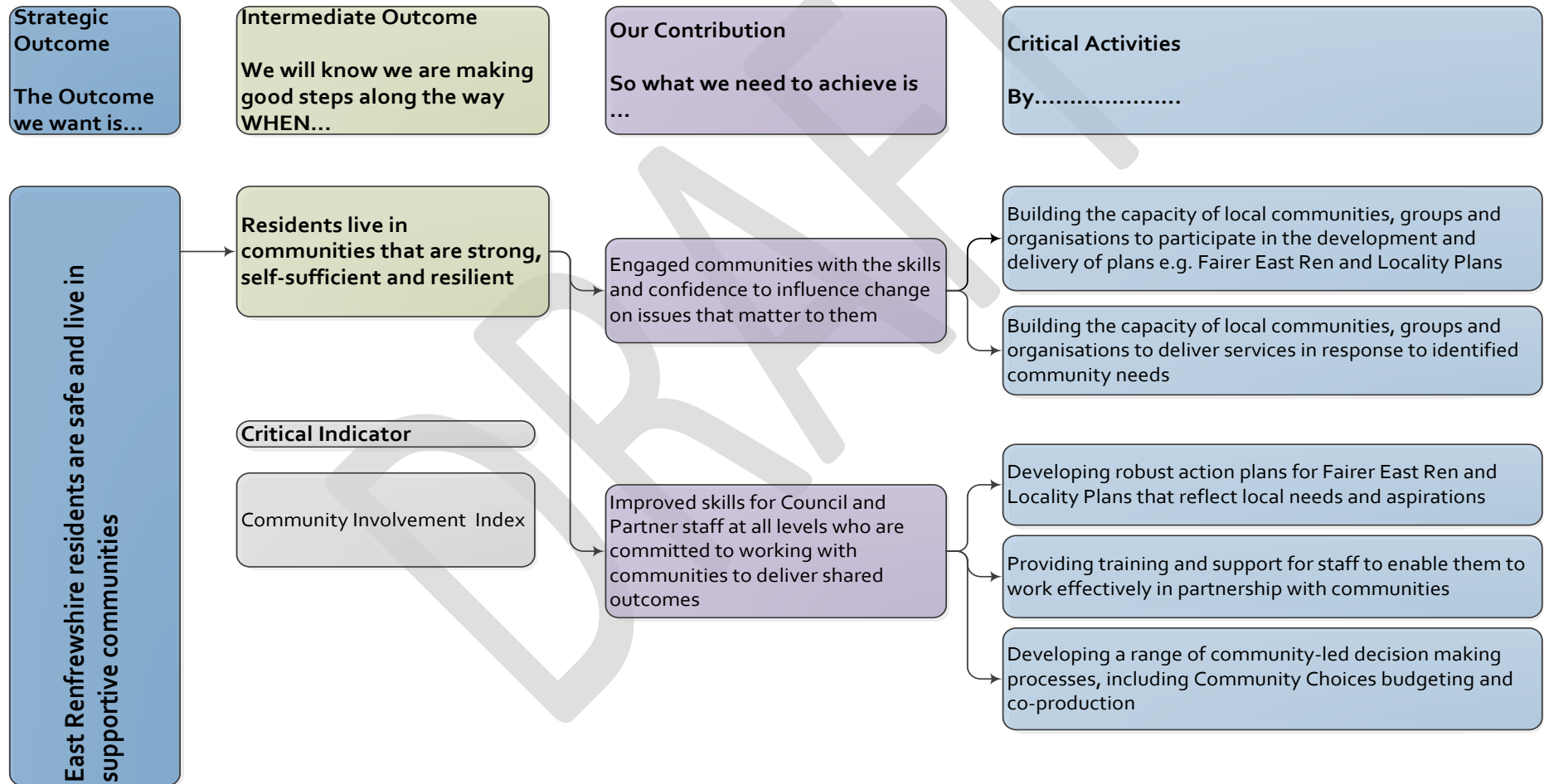
4.2 Residents live in safe communities with low levels of crime and anti-social behaviour



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

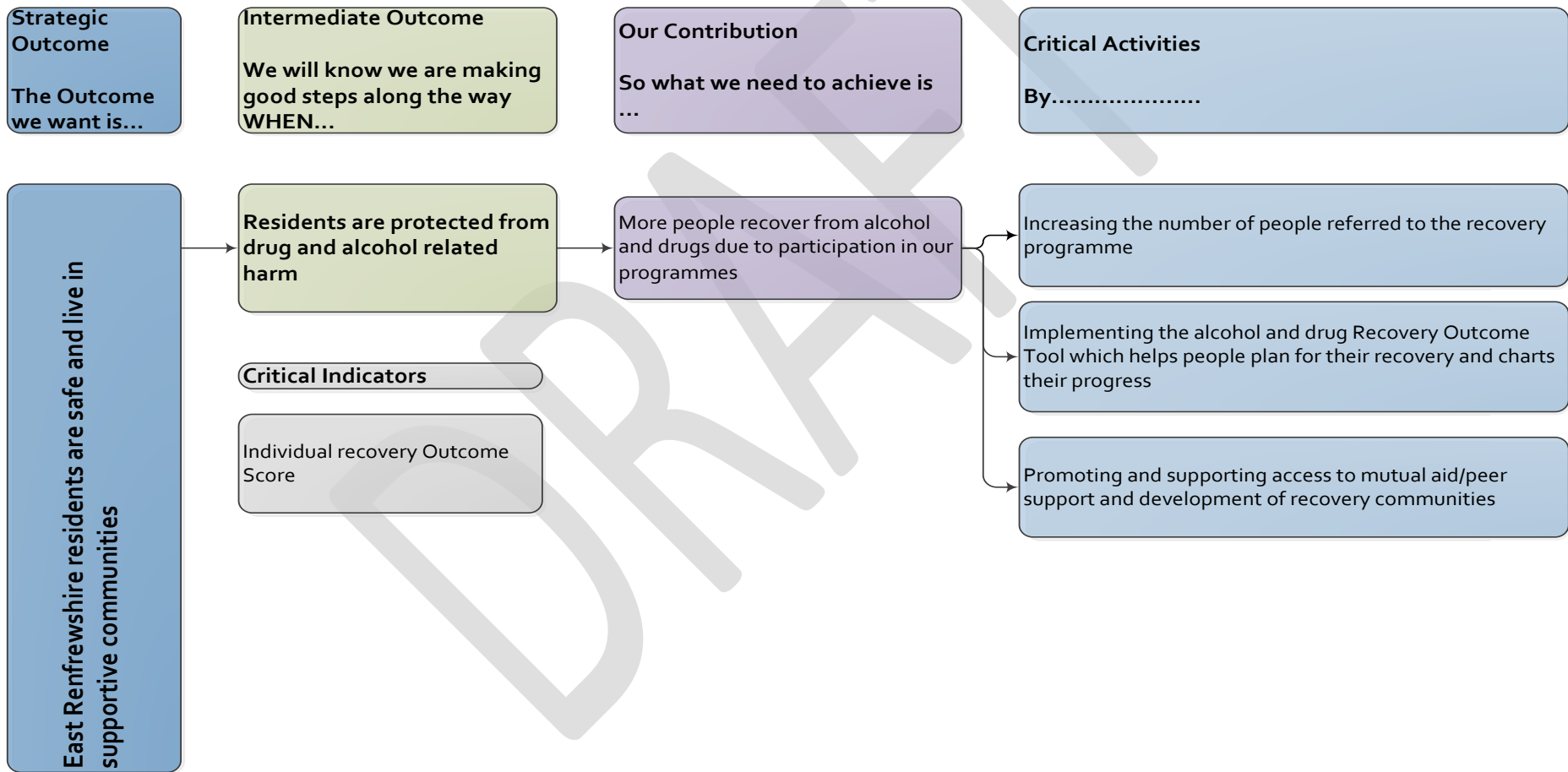


4.4 Residents live in communities that are strong, self-sufficient and resilient

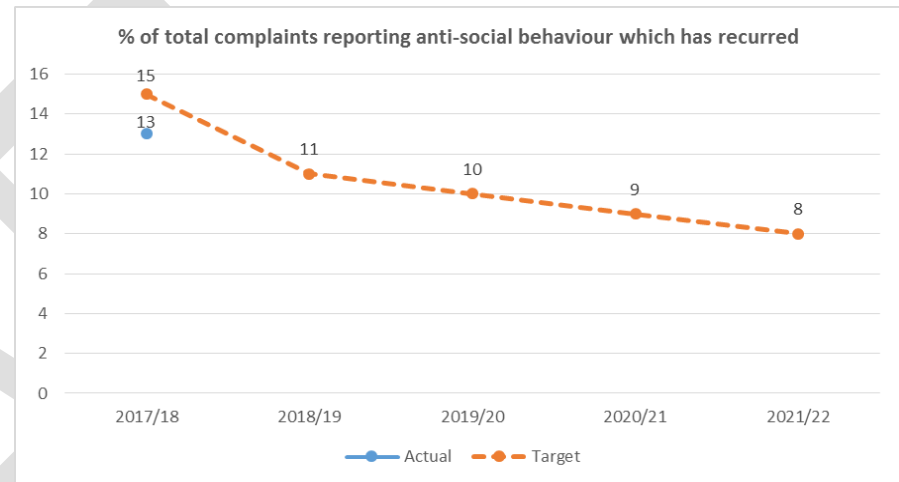
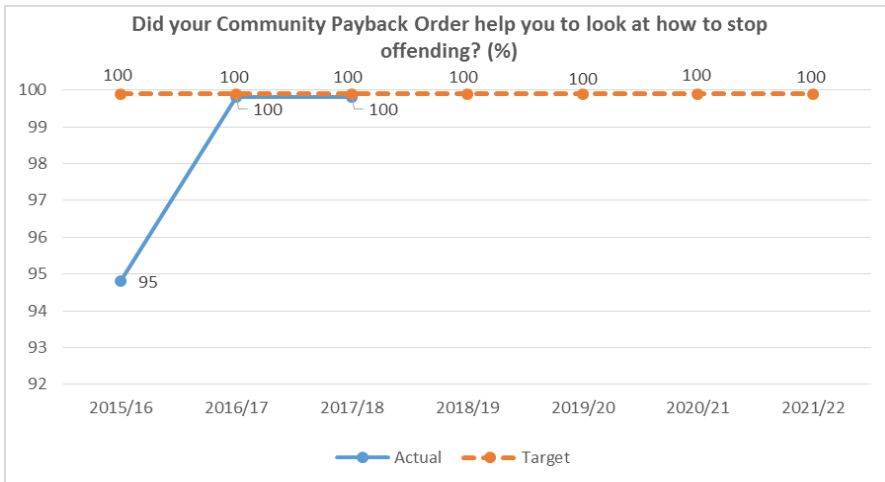


4.5

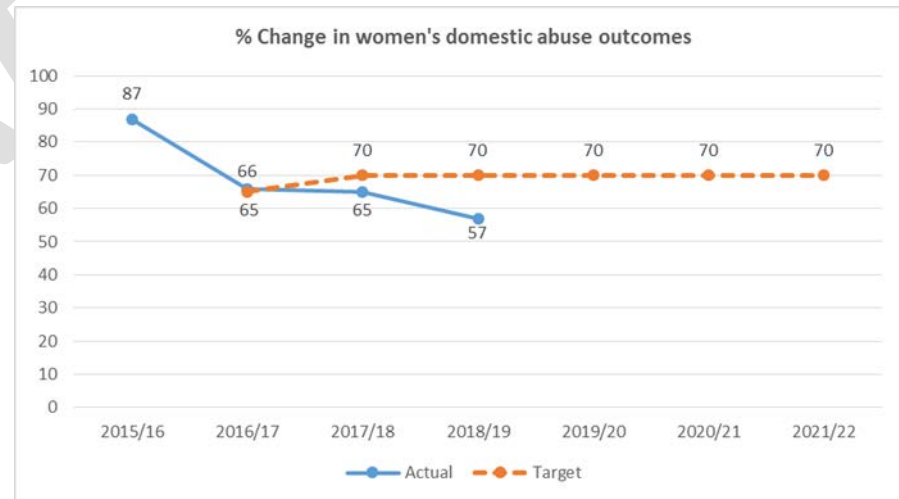
Residents are protected from drug and alcohol related harm

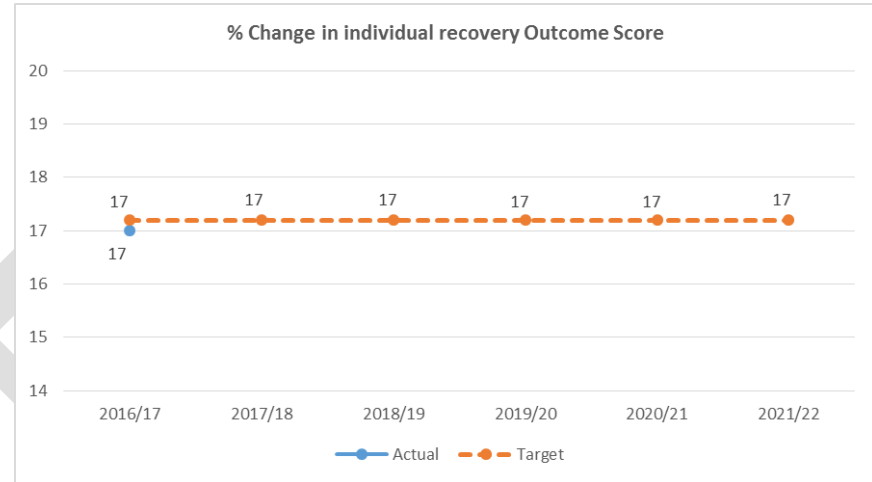
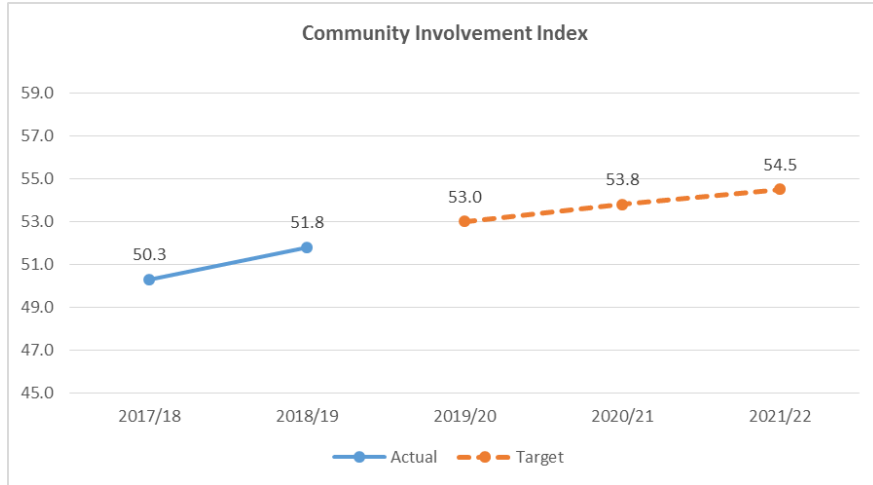


Outcome 4 indicators



Awaiting values for 'people agreed to be at risk of harm and requiring a protection plan who have one in place'.





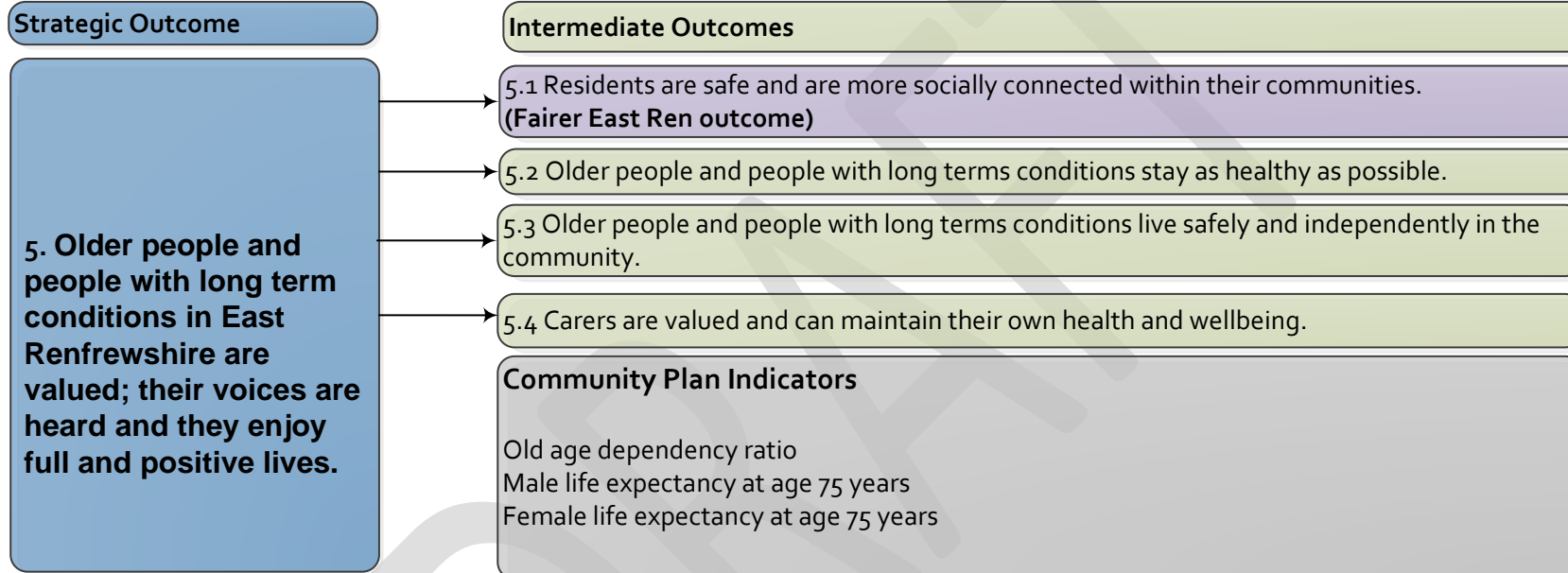
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S5

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 we have been leading the way in delivering integrated social care and health services. Our successful partnership between East Renfrewshire Council and NHS Greater Glasgow and Clyde has been running for more than 10 years. In 2018 the HSCP established a new Strategic Plan for the period 2018-2021 supported by our commissioning plan and annual implementation plans. The Strategic Plan outlines our key strategic priorities including: supporting older people and people with long-term conditions to maintain their independence at home and in their local community; reducing unplanned admissions to hospital; ensuring carers are able to exercise choice and control; supporting recovery from mental ill-health; and ensuring wellbeing is improved in our communities that experience poorer health outcomes.

We have growing numbers of people living in East Renfrewshire with disabilities and long term conditions. Many people have more than one long term condition. The HSCP strategic plan sets out how, working in partnership, we are tackling these demographic challenges and redesigning services. Our oldest residents are most likely to experience multi morbidity, ill-health and disability. As a result of this they are the greatest users of health and social care services and can become isolated from our local communities. We know that quite often these needs emerge unexpectedly. Our integrated Rehabilitation and Enablement Service has social work, nursing, occupational therapy and rehabilitation staff based in teams working alongside groups of GP practices, providing services to people who need support. We want to work closer with communities offering more local people the opportunity to talk about any concerns and plan ahead to stay independent and avoid reaching a crisis.

The HSCP is implementing its 'Fit for the Future' improvement programme, which includes an emphasis on redesigning services to better support people who are extremely frail and/or approaching end of life. In partnership with Voluntary Action and our Culture and Leisure Trust we also provide opportunities for older people to remain active including volunteering opportunities, and leisure and social events. We are working to increase the range of opportunities available and support more vulnerable and isolated people to get involved.

Self-directed support and extending choice and control for people who require support remain a focus of HSCP activity. In 2019 we will introduce a new individual budget calculator for self-directed support. This will remove the barriers and potential inequity of our current equivalence model and provide a simpler and more transparent approach. We want to make sure that all our systems support choice and control and we will also introduce outcome focused support plans that move away from specifying tasks and time to allow more innovation and flexibility. Technology Enabled Care (TEC) is the umbrella term to describe how technology can be used to support health and wellbeing. This includes Telecare, Telehealth and digital health and care. One of our strategic priorities has been the expansion of our telecare programme. Through active promotion of the service, new marketing materials implemented and refreshed web pages including online application, over 1500 additional citizens have benefitted from Telecare over the course of the 3 year national TEC programme.

5.1 Residents are safe and more socially connected within their communities

Population Outcome
The outcome we want is:

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

Fairer EastRen diagrams will be updated after presentation at the Performance and Accountability Review meeting in May 2019.

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

Residents are safe and are more socially connected within their communities

Our contribution:
So what we need to achieve is:

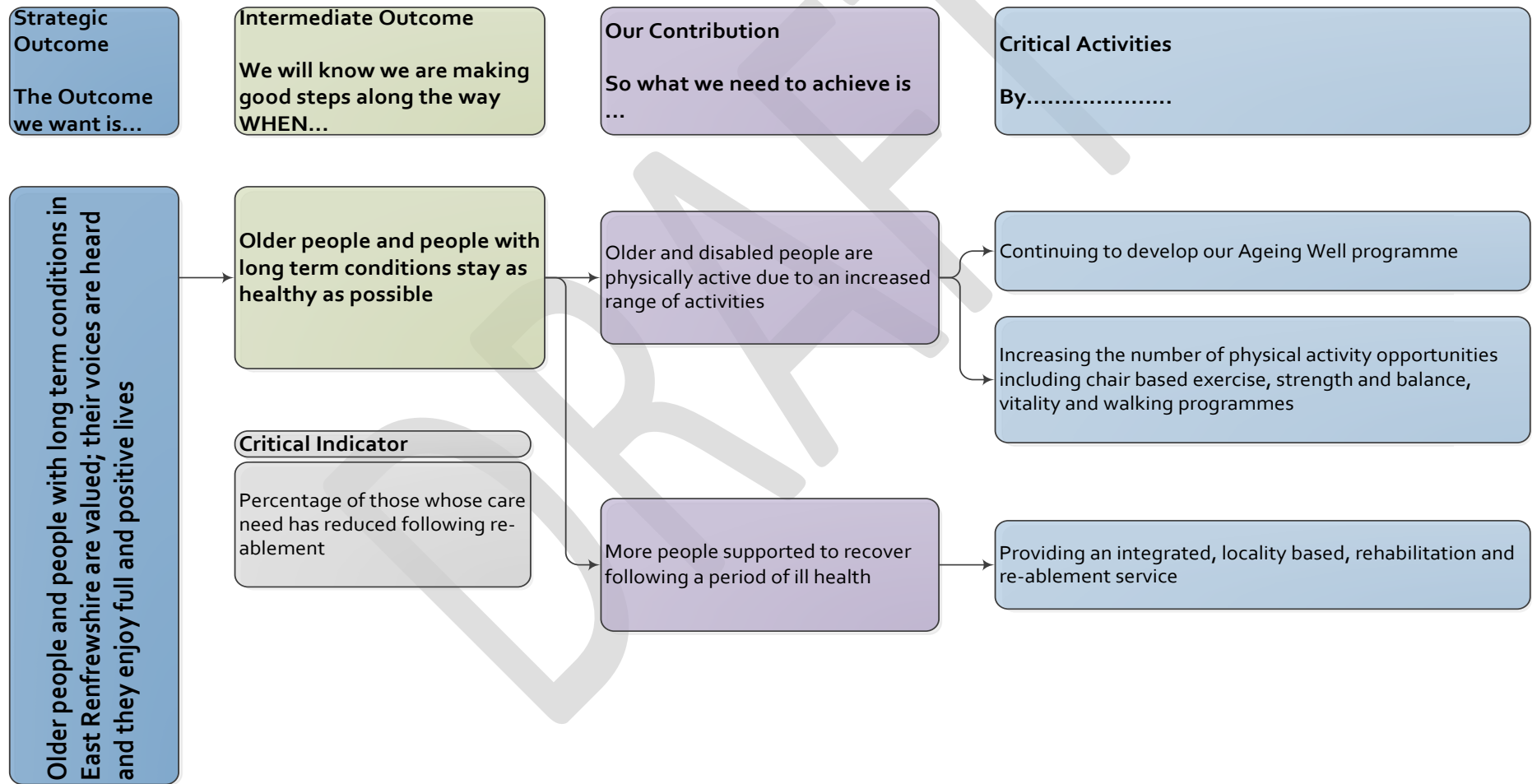
Communities are supported and have access to information and resources

Socially isolated people are identified and connected to opportunities

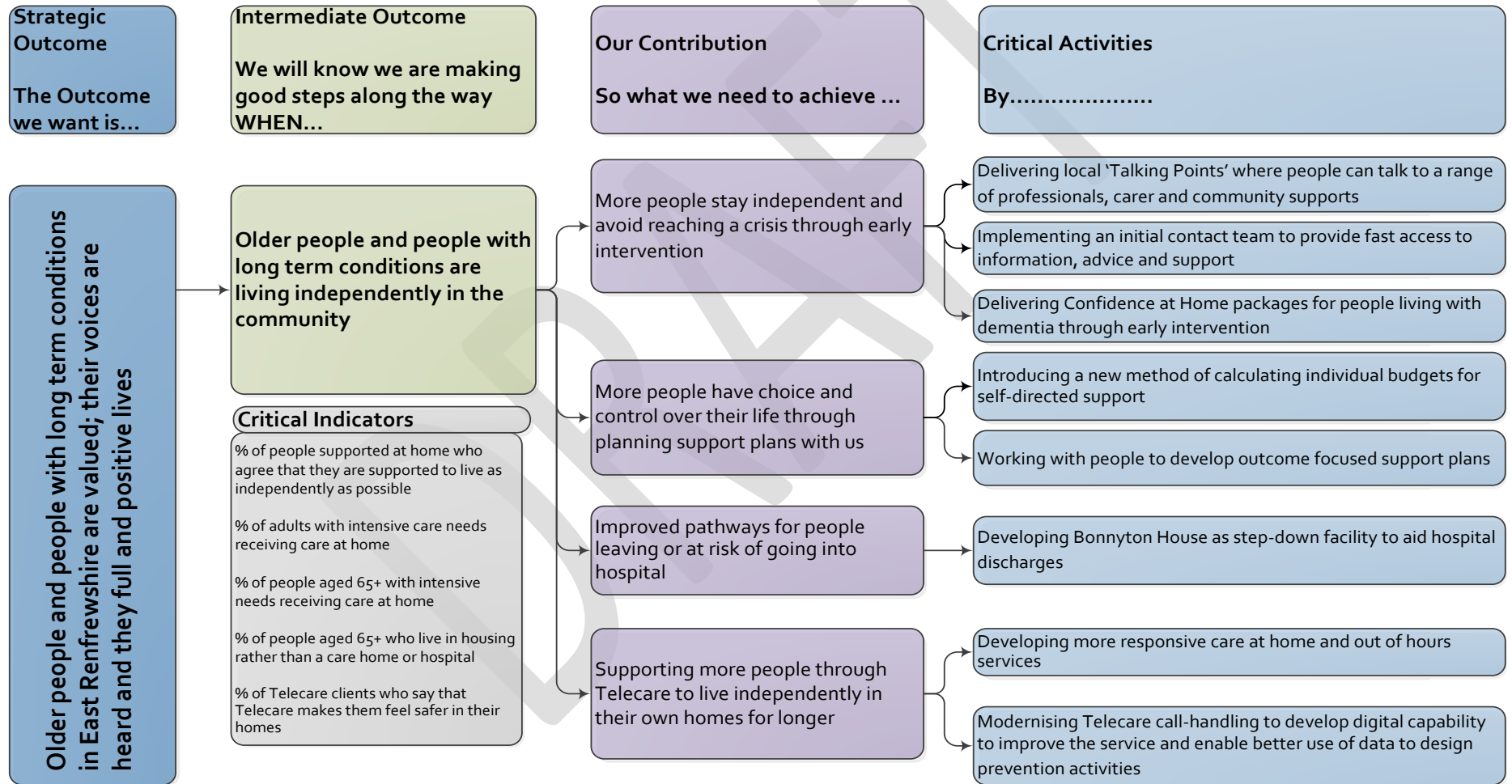
People feel safer in their communities

Reduced unintentional harm in the home

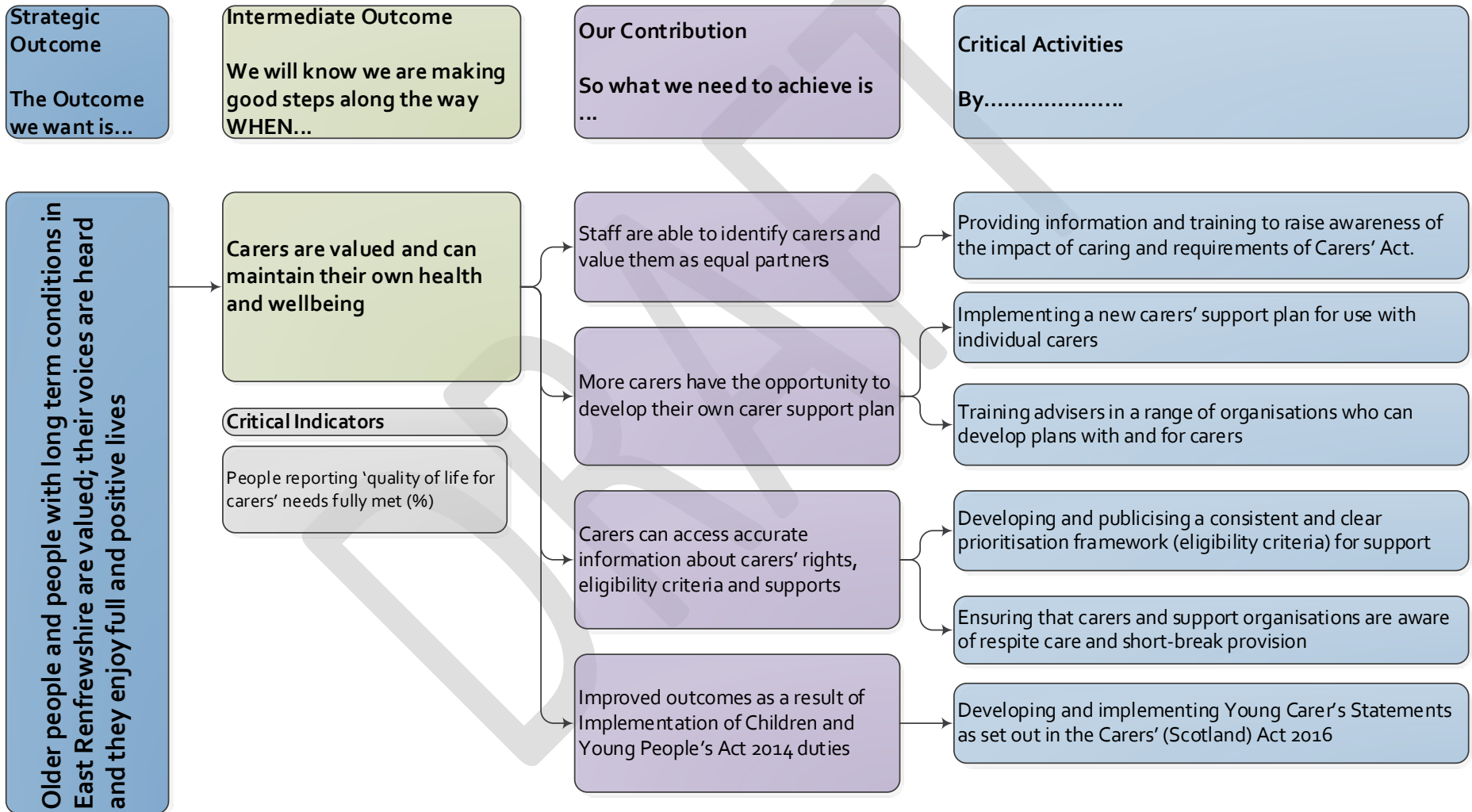
5.2 Older people and people with long term conditions stay as healthy as possible



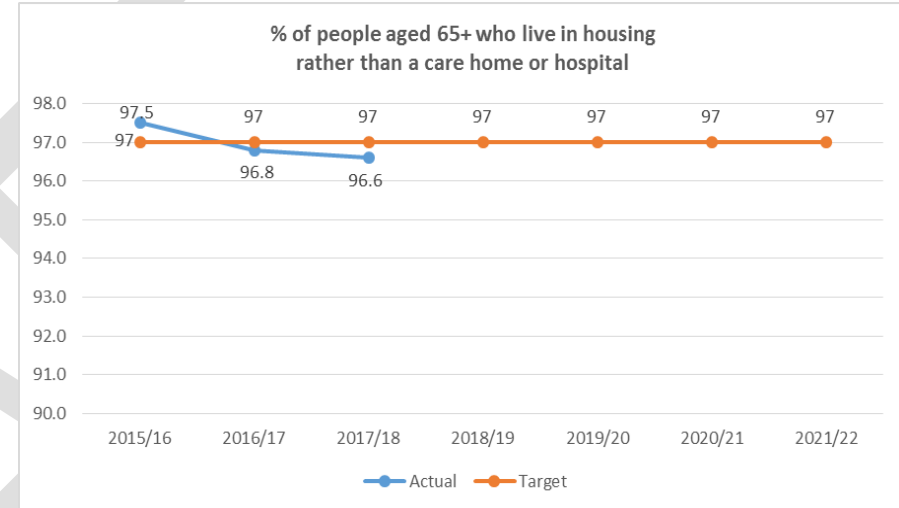
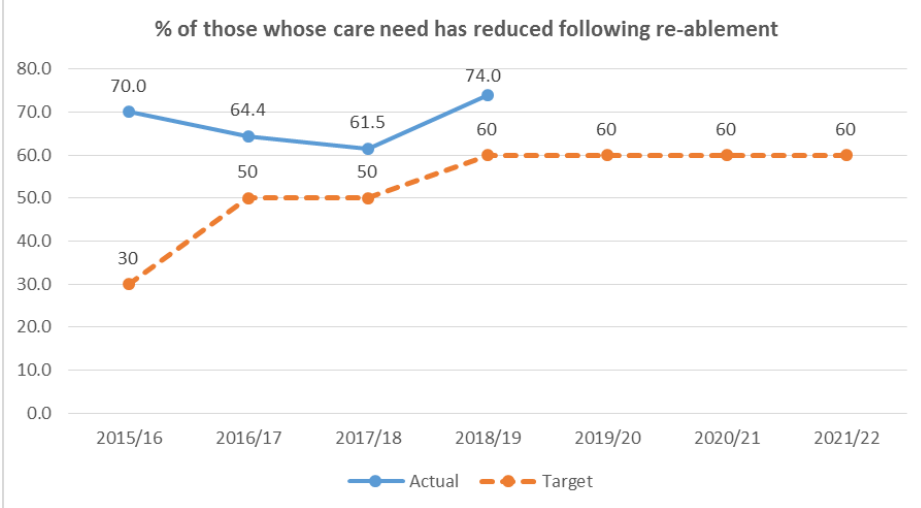
5.3 Older people and people with long term conditions live safely and independently in the community



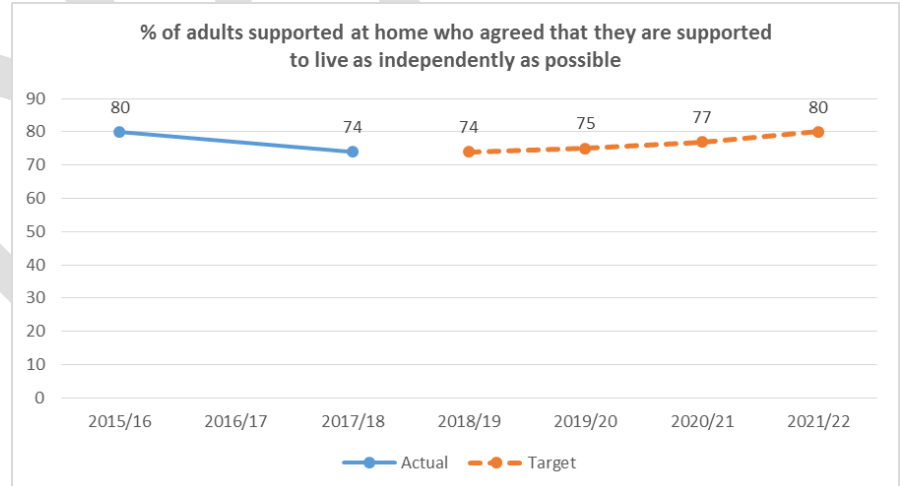
5.4 Carers are valued and can maintain their own health and wellbeing

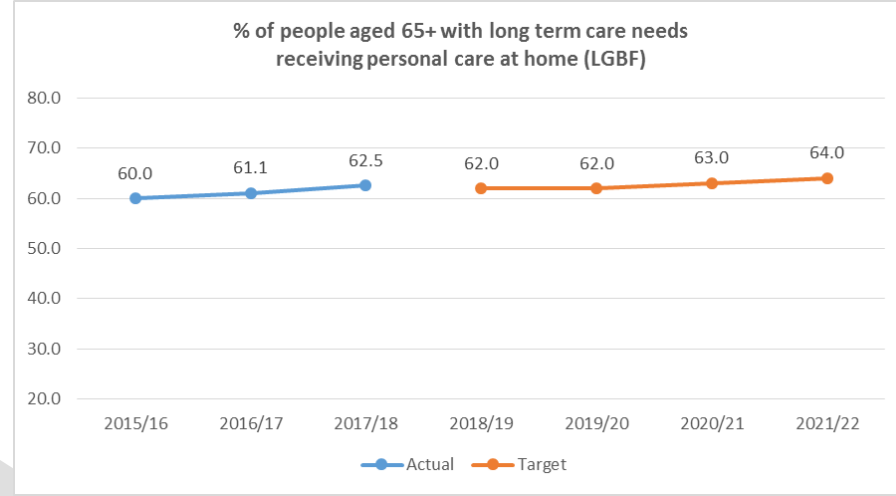
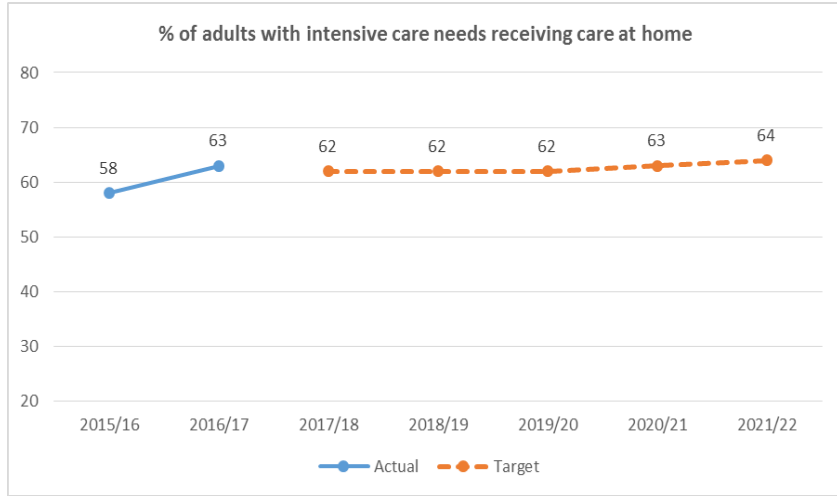


Outcome 5 indicators



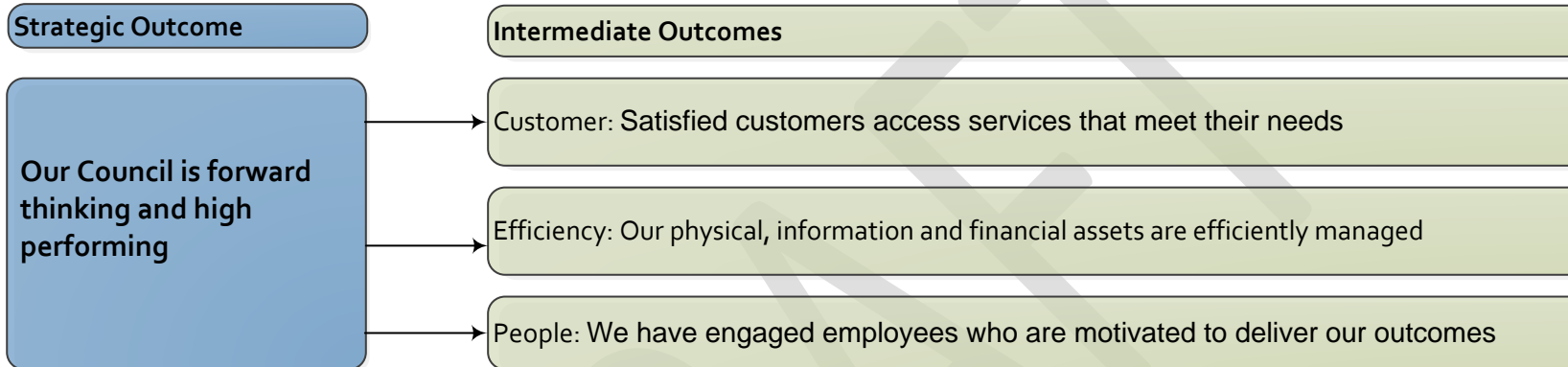
Awaiting values for % telecare clients stating telecare made them feel safer in their own homes





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STRATEGIC OUTCOMES
Customer, Efficiency and People



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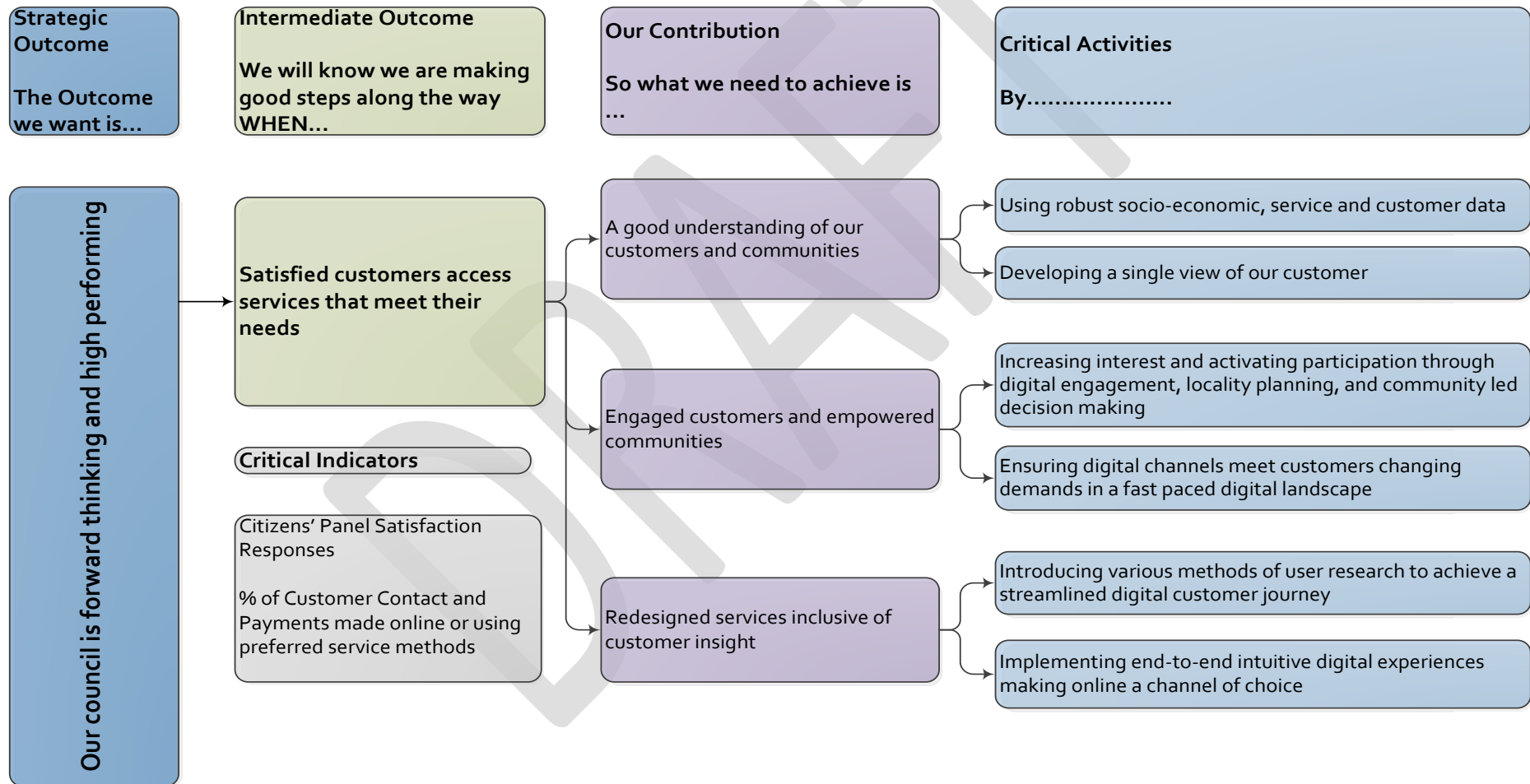
**CUSTOMER****Satisfied customers access services that meet their needs**

As a Council we continue to be customer focused and to put the customer at the heart of everything we do. Our Customer First service deals with nearly half a million contacts a year. We are developing the digital agenda with a shift to services online, with a digital customer experience approach with the ambition of a seamless end-to-end journey for the customer. We are also moving into social customer service, building on our social media success through Facebook and Twitter.

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 94% of respondents reported they were satisfied with East Renfrewshire as a place to live.

In addition to our Citizens' Panel survey there are a number of front facing services that carry out their own specific user surveys. We also ensure complaints are responded to efficiently and effectively, and that we use this feedback to improve our services in the future. Our focus is on improving the experience of our customers by simplifying our processes and making more services available online - we aim to be digital by default wherever we can.

CUSTOMER
Satisfied customers access services that meet their needs





EFFICIENCY

Our physical, information and financial assets are efficiently managed

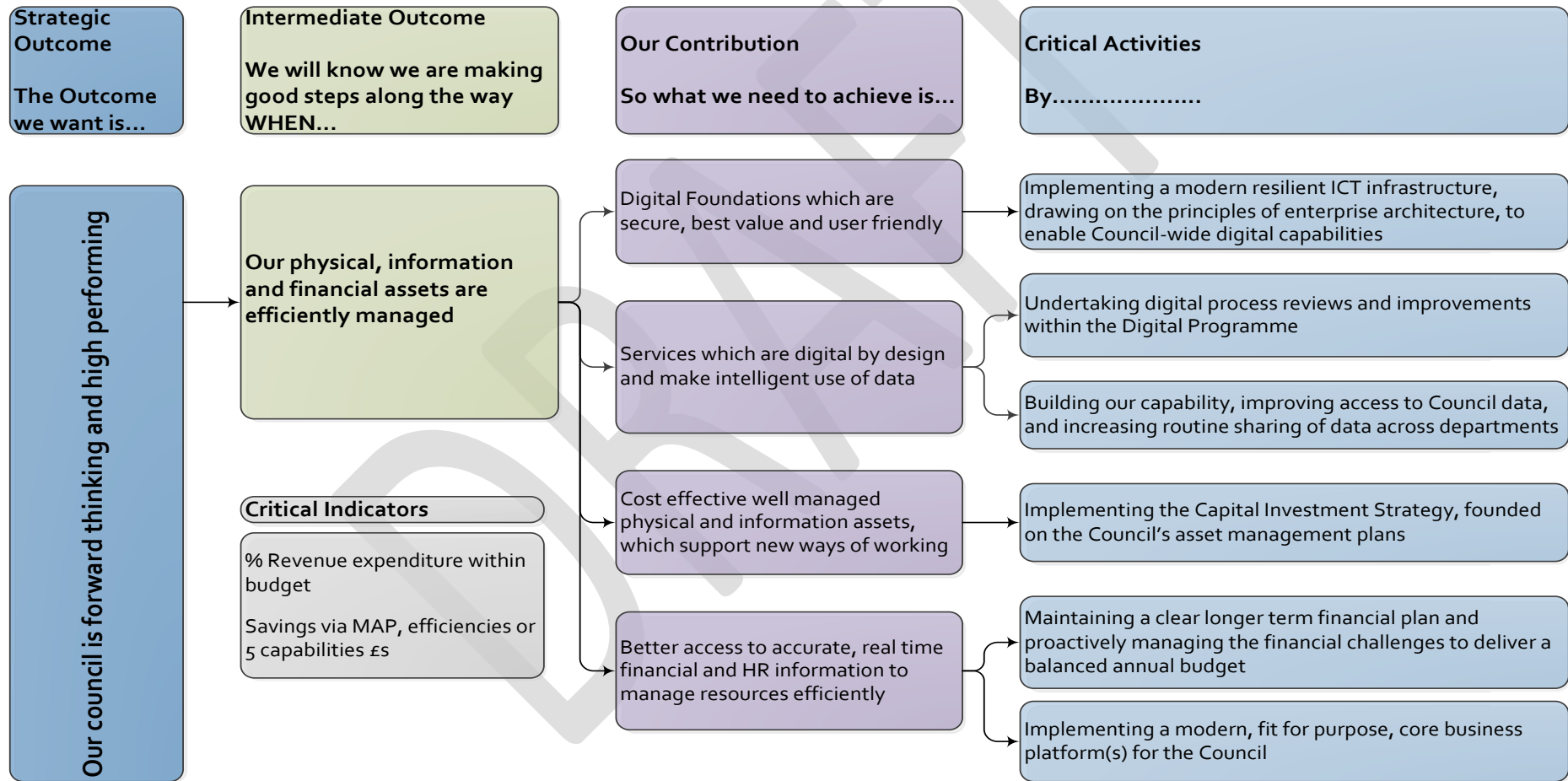
We continually developing the way we work and have in place a change programme - the Modern Ambitious Programme (MAP), to ensure our resources are managed effectively and our services are efficiently meeting the needs of our customers and local residents. This programme particularly concentrates on 3 of the 5 capabilities: modernising, digital, and data. Our continuous aim is to drive up efficiencies wherever possible, by modernising and streamlining processes. This has helped us meet ambitious savings targets and significantly lessened the impact on frontline services. In 2019/20 two thirds of the required savings will come from efficiencies through our modernisation and change programme. Each department and the HSCP, have a wide range of change projects that contribute to the delivery of the overall MAP programme. Whilst it is recognised that it will become progressively more difficult to identify efficiencies in future, it is our aim to identify at least £3m of savings per year through efficiencies or change projects.

Over 2019/20 we will drive forward a specific programme aimed at modernising and transforming the processes and systems used to manage Finance, Procurement, HR and Payroll – we call these the Core Corporate Systems as they are integral to so much of the Council's business. This is a huge programme of work and has the potential to change many of the basic systems and processes we use to run our finances, services and manage our employees. A project has also begun to deliver a new council website that is underpinned by a fit for purpose solution to create a seamless online journey for our customers. We are currently in the procurement stage for the new solution and are working with services to identify how processes currently available online can be improved when implementing the new solution and identifying opportunities to digitise manual processes.

The remainder of our MAP change programme will concentrate on laying the foundations for further digitisation of processes and redesign of services. We will continue our drive to become a fully digital Council, with more digital transactional services which are easy for the customer to use and which will reduce administration costs considerably. We will develop more community engagement and self-directed support in the design of services to provide services which meet the needs of individuals and communities better and potentially at lower costs. The long-term direction to invest in prevention activity to reduce the cost of services in the longer term will continue and we will improve the sharing and management of data across the organisation.

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. We are focused on developing our workforce planning arrangements, in particular our plans to make the most of technology. This will further enable us to provide a more efficient service to local residents and more effectively meet our outcomes for the local area.

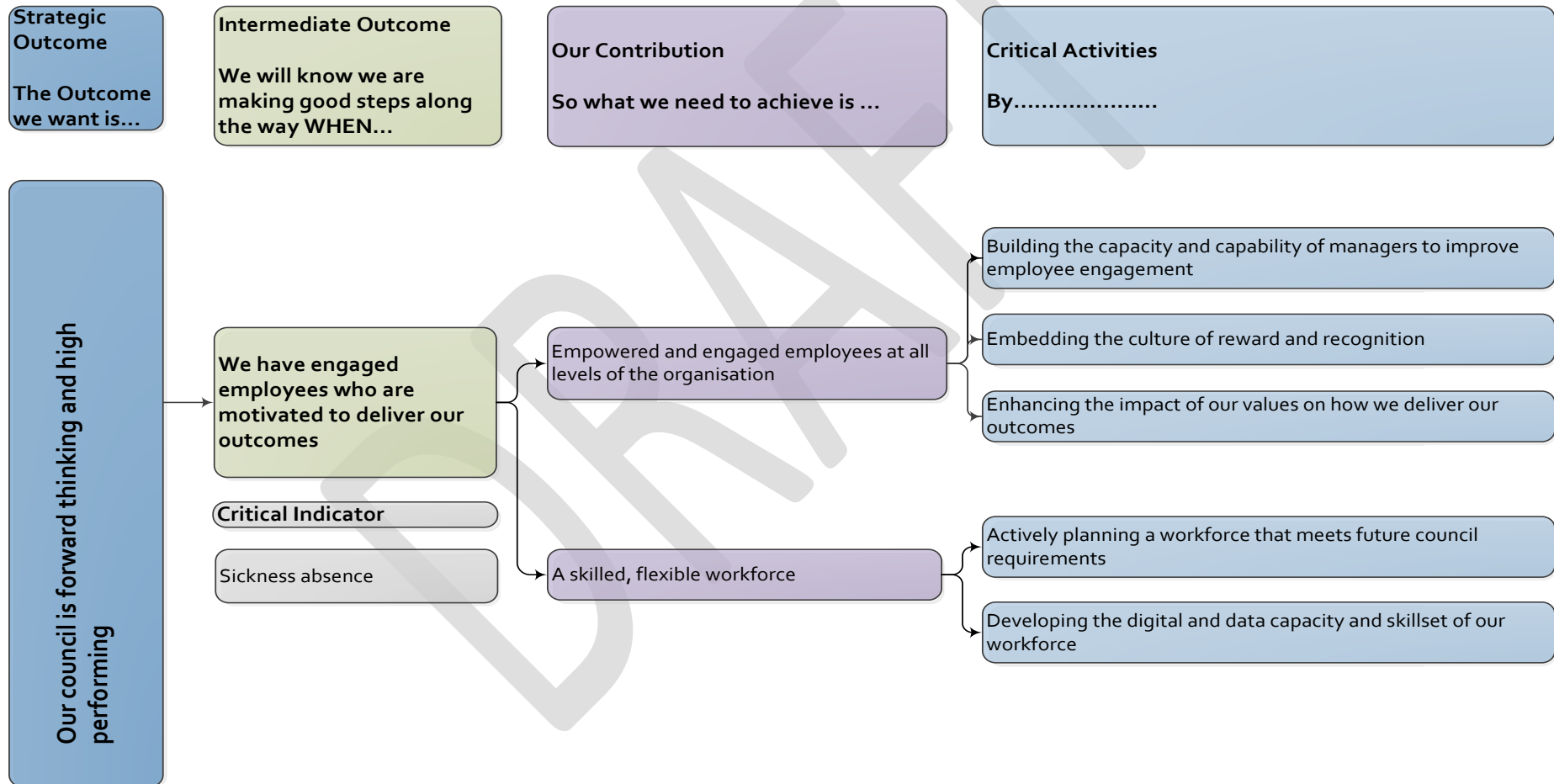
We are committed to supporting employees, and listening to and acting on their views. This is a vital part of our work to improve services, working practices and employee engagement. To ensure that employees are able to communicate their views on key issues affecting them we are introducing iMatter, an employee engagement tool which builds on the previous employee survey approach and will result in tangible improvement actions across the organisation. The results of first survey will be available from May 2019.

We have a well embedded leadership programme aligned with our strategy which supports new, aspiring and existing managers to identify their needs as a leader and to work out a development plan to prepare them for any future career progression as well as benefitting the services provided by us. We offer a comprehensive programme of in-house training for staff to maximise their skills and capabilities to deliver effective, fair, efficient services. Our aspiration is to enhance the digital skills of all employees and we will have a particular focus in this area. Whilst our absence rates are improving, it will continue to be a focus. We have a maximising attendance policy which is aimed at maximising attendance at work for all employees in a fair, consistent and timely way, and training on this policy is run throughout the year. In addition departments continue to monitor absence on a regular basis.

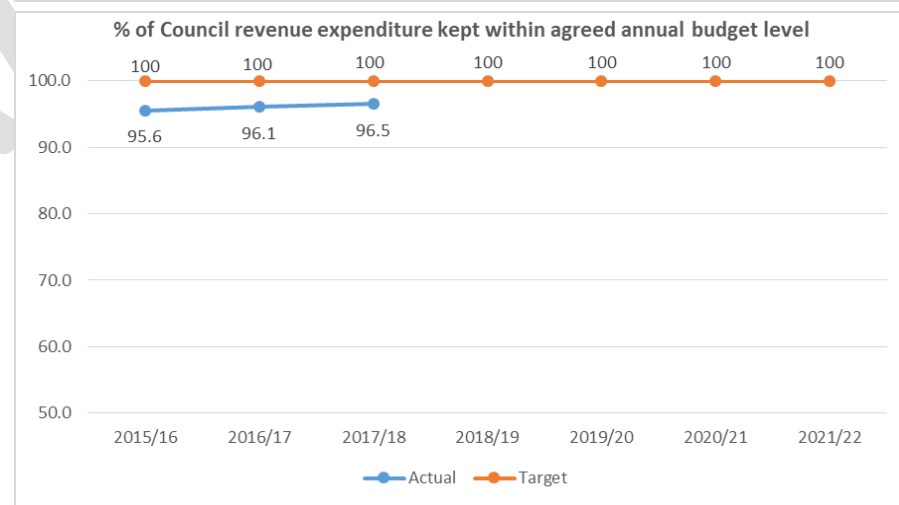
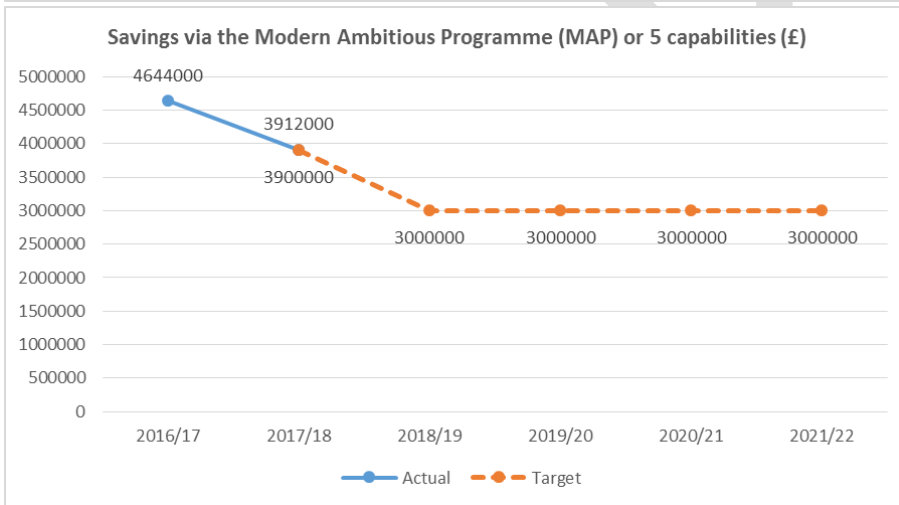
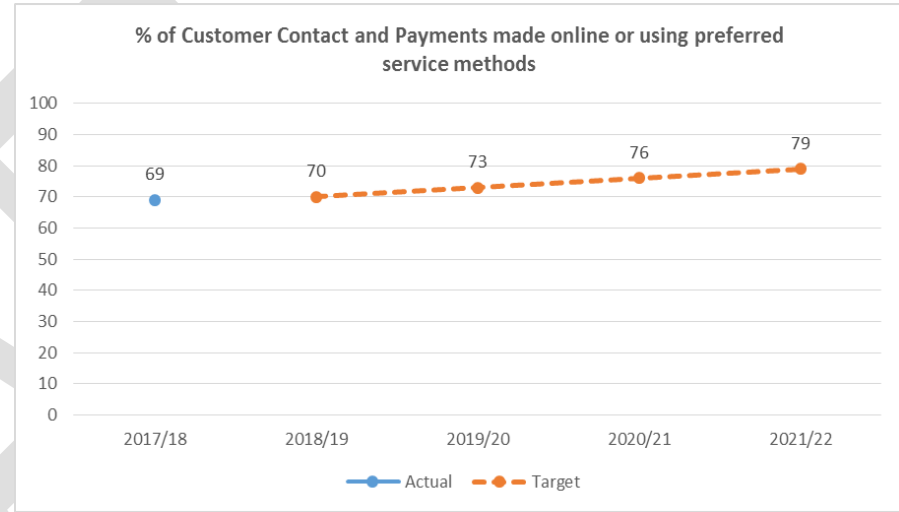
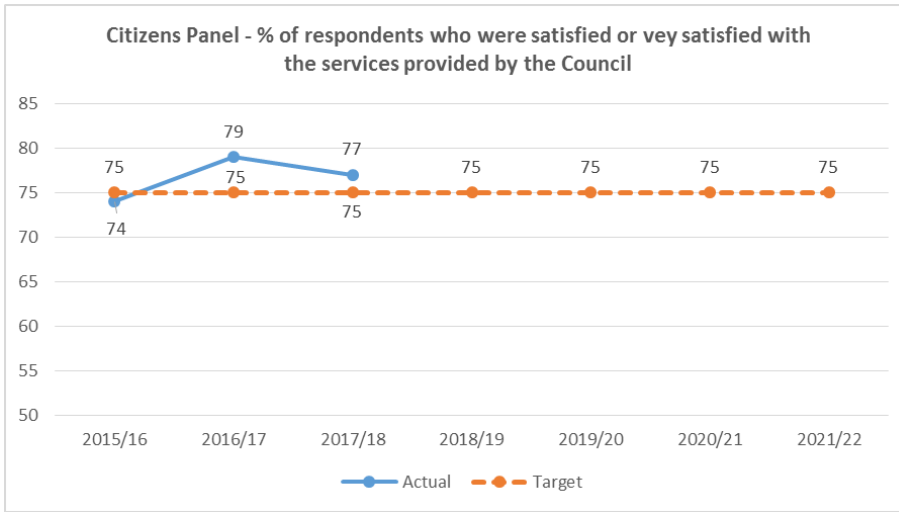
We wish to recognise and celebrate our employee's achievements and success and continue to build on the successful launch of our employee reward and recognition scheme in 2018, We Are East Ren awards. This year award applications have increased by over one third. We remain committed to supporting staff development, career progression and modern working practices. Our current values are to be a caring, efficient, trustworthy, innovative, and people-centred organisation. These values are being reviewed and new values will be published and promoted later in the year.

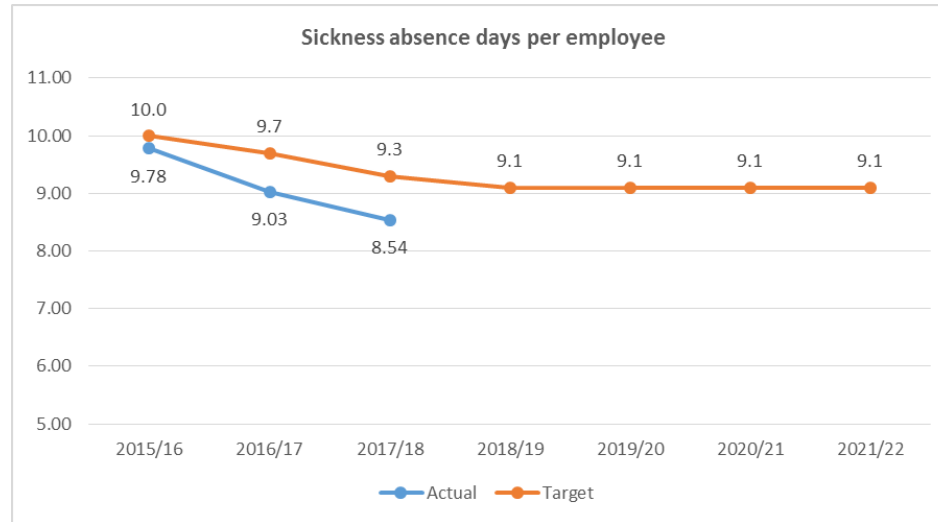
PEOPLE

We have engaged employees who are motivated to deliver our outcomes



Customer, Efficiency and People indicators





DRAFT

Our finances

Department	2018/19	2019/20	2020/21	2021/22
	APPROVED	APPROVED	INDICATIVE	INDICATIVE
	BUDGET	BUDGET	BUDGET	BUDGET
	£'000	£'000	£'000	£'000
Education	131,504	139,067	143,104	144,383
Contribution to Integration Joint Board	48,175	49,350	48,525	48,960
Environment	27,462	26,687	26,565	26,802
Corporate & Community - Community Resources	12,816	12,411	12,471	12,449
Chief Executive's Office	27	15	16	17
Joint Board	2,229	2,258	2,258	2,278
Miscellaneous Services	1,979	1,957	1,967	1,984
Capital Financing Costs	10,263	10,545	10,863	13,280
Additional Savings to be identified			(5,894)	(15,548)
Total	234,455	242,290	239,875	234,605
Chief Executive - Central Support	3,031	3,034	2,912	2,938
Corporate & Community- Central Support	9,245	9,468	9,563	9,648
Environment - Central Support	2,057	2,234	2,415	2,436
	14,333	14,736	14,890	15,022
Capital - General Services	40,429	48,017	58,460	52,540
Capital - Housing Revenue Account	24,710	10,969	10,320	13,693

Budgets

Budgets are constrained by available funding, comprising Scottish Government grants and Council Tax income. The Council's grant has only been confirmed for 2019/20. Budgets are also listed for future years' figures reflecting spending pressures and service demands that could be faced and Exchequer commentary and economist forecasts on public sector funding levels, however they are purely indicative and are reflective of the mid-range scenario within the Council report on Financial Planning. Once more information on the likely level of future years funding is available these figures will be revised.

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 account for less than 1% of the Council's total budget and fund the restructuring costs of the Council.

Data notes

Annexes

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. They also illustrate the golden thread and how our plans link up.

Local Government Benchmarking Framework (LGBF) Indicators

In 2010, the Society of Local Authority Chief Executives (SOLACE), and COSLA, began work with the Improvement Service (IS) to develop a set of national benchmarking indicators on behalf of Scottish councils. The project resulted in the establishment of the Local Government Benchmarking Framework (LGBF) indicator set which councils are required to use to compare and improve their performance. These indicators are a mix of former Statutory Performance Indicators (SPIs) information published by other bodies, cost and satisfaction indicators, and are used across the Council to improve service delivery. The full suite is reported to Cabinet in spring of each year.

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.

Target setting

Individual three year targets have been set for indicators where appropriate. In some areas where no targets have been set the boxes are denoted with a '-' e.g. there are some indicators where the target is set for the end of a two or three year period, or is a three year average e.g. number of exclusions per 1,000 pupils. Some existing indicators will not have targets set for them until the end of the school year e.g. education data.

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- The impact of child poverty 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

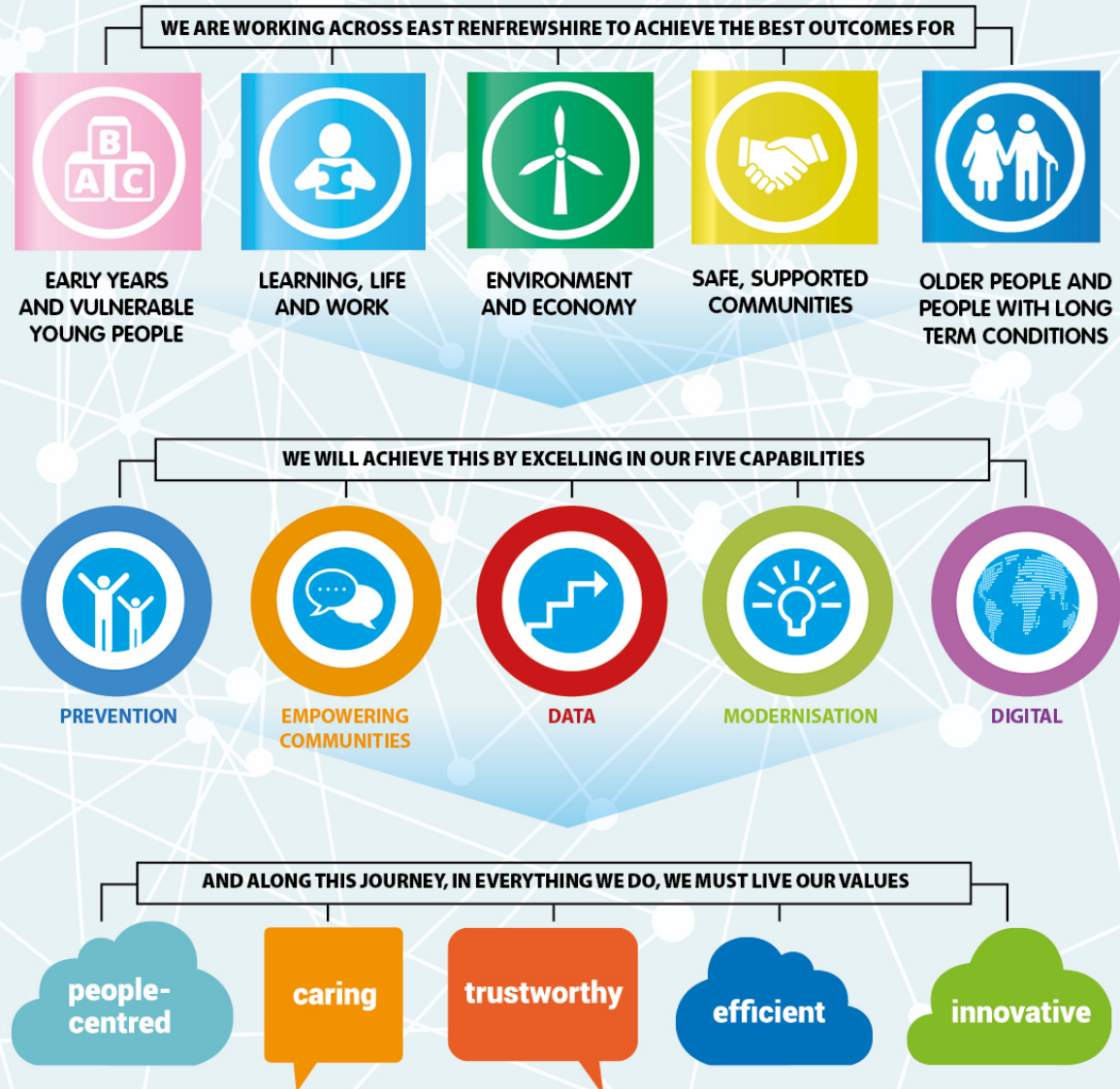
Strategic Outcome

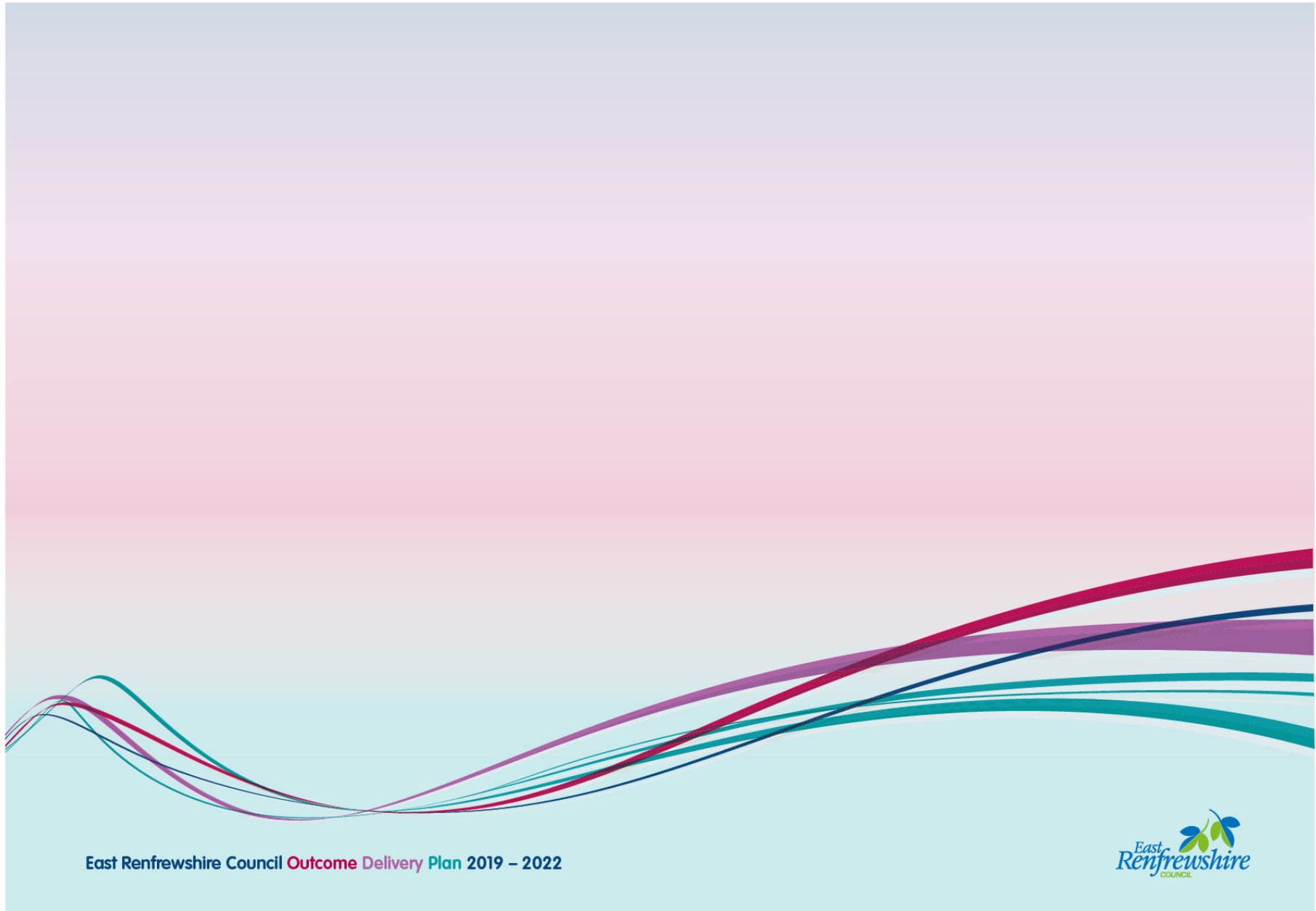
Outcome Delivery Plan (and Fairer East Ren) - Intermediate Outcomes

<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>→ - The impact of child poverty is reduced. <i>(Fairer East Ren)</i> - Parents provide a safe, healthy and nurturing environment for their families. - Children and young people are cared for, protected and their wellbeing is safeguarded.</p>
<p>6. We are well educated, skilled and able to contribute to society. 8. We are healthy and active.</p>	<p>→ 2. East Renfrewshire residents are fit and healthy and have the skills for learning, life and work.</p>	<p>→ - Residents have the right skills, learning opportunities and confidence to secure and sustain work. <i>(Fairer East Ren)</i> - Children and young people are healthy, active and included. - Children and young people raise their educational attainment and achievement and develop the skills they need. - Residents are as healthy and active as possible.</p>
<p>3. We tackle poverty by sharing opportunities, wealth and power more equally. → 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>→ - East Renfrewshire's transport links are accessible, attractive and seamless. <i>(Fairer East Ren)</i> - East Renfrewshire is a thriving place to invest and for businesses to grow. - East Renfrewshire is an attractive place to live with a good physical environment. - East Renfrewshire is a great place to visit. - East Renfrewshire is environmentally sustainable.</p>
<p>4. We live in communities that are inclusive, empowered, resilient and safe. 11. We respect, protect and fulfill human rights and live free from discrimination.</p>	<p>→ 4. East Renfrewshire residents are safe and live in supportive communities.</p>	<p>→ - Residents' mental health and wellbeing is improved. <i>(Fairer East Ren)</i> - Residents are safe and are more socially connected within their communities. <i>(Fairer East Ren)</i> - Residents live in safe communities with low levels of crime and anti-social behavior. - Residents are protected from harm and abuse and public protection is safeguarded. - Residents live in communities that are strong, self-sufficient and resilient. - Residents are protected from drug and alcohol related harm.</p>
<p>8. We are healthy and active.</p>	<p>→ 5. Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives</p>	<p>→ - Residents are safe and are more socially connected within their communities. <i>(Fairer East Ren)</i> - Older people and people with long terms conditions stay as healthy as possible. - Older people and people with long terms conditions live safely and independently in the community. - Carers are valued and can maintain their own health and wellbeing.</p>
<p>2. We are open, connected and make a positive contribution (internationally).</p>	<p>→ Strategic outcomes- Customer, Efficiency and People</p>	

Vision for the future

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





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EAST RENFREWSHIRE COUNCILCABINET2 May 2019Report by Director of EnvironmentGLASGOW CITY REGION CITY DEAL UPDATE**PURPOSE OF REPORT**

1. The purpose of this report is to update the Cabinet in relation to progress with the Council's participation in the Glasgow City Region City Deal programme.

RECOMMENDATIONS

2. It is recommended that the Cabinet notes:
- (a) The contents of this report and the progress made on the development and implementation of East Renfrewshire's £44 million City Deal programme; and
 - (b) That updated outline business cases for the East Renfrewshire City Deal programme have been submitted to the City Deal Programme Management Office to comply with new HM Treasury Green Book governance arrangements as required by the UK and Scottish Governments.

BACKGROUND

3. The City Deal initiative is a long term program and an example of long term planning by the Council.
4. The £1.13 billion City Deal infrastructure fund across the Glasgow City Region is aimed at enabling a programme of works that will greatly add to the value of the local regional economy over the next 20 years.
5. East Renfrewshire will benefit from a £44 million investment package comprising £38 million investment from the Scottish and UK Governments and co-funded by the Council through a £6 million capital contribution.
6. In terms of the £44 million City Deal investment a programme of ambitious projects has been developed which will stimulate economic growth in East Renfrewshire, improve transport links, increase leisure opportunities, support business development and unlock residential land. The investment will generate economic benefits measured as net additional Gross Value Added (GVA) and employment.
7. The programme will provide the infrastructure to:
- Improve transport connections between Newton Mearns and Barrhead and access to the M77
 - Support the planned growth of Newton Mearns

- Sustain the regeneration of Barrhead, and stimulate private sector residential investment
- Improve access to the centrally located Dams to Darnley Country Park and transform this into a regional attraction
- Create a new rail station and bus route
- Enable development on vacant/derelict land
- Deliver a boost to small businesses
- Create employment opportunities
- Attract further investment to the area.
- Provide extensive community benefits

8. A number of other strategic locations between Newton Mearns and Barrhead will indirectly benefit from the City Deal programme through housing, transport and commercial developments being accelerated as new infrastructure is put in place. These include planned new residential developments at Maidenhill in Newton Mearns and two strategic locations in Barrhead, totalling over 2000 new homes.

9. This report provides an update in relation to the individual projects within the program.

REPORT

Update on Projects

10. **Levern Works Regeneration** – *vacant land in Barrhead prepared for business growth and commercial investment.*

11. Completed in 2016, this was jointly funded by City Deal / ERC / Regeneration Capital Grant Fund at a combined budget of £1.835 million. The project comprised:

- (a) Crossmill Business Park - the development of ten 72sqm commercial units in Barrhead in 2016. The units are now fully let enabling a number of small businesses to grow.
- (b) Former Nestle factory site at Glasgow Rd - preparation of part of the site for private sector investment. In January 2017 the Cabinet approved the Council entering into an agreement for the development of a significant portion of the site with developer London & Scottish Ltd. A planning application has been submitted to construct a major retail discount park on 7.63 acres of the site, with a decision expected in autumn 2019. Plans indicate the site could include several discount retailers, a drive thru café, a restaurant/pub and a number of smaller retail units. The Council will retain a four acre plot for further development and has already received early occupier interest. It is expected that this project will boost economic growth and provide substantial local job opportunities.

12. **Greenlaw Business Centre** – *quality office space in Newton Mearns to boost business growth.*

13. Total project budget is £5.72 million which includes £0.12 million from developer contributions. The building exterior is now complete and the business centre is expected to be operational by summer.

14. Extending over 20,000 sq.ft, the facility will enable increased support for small businesses by meeting a growing demand for quality office space in the area. It has a range of office suites, a high quality internal and external environment and is located at Greenlaw in Newton Mearns, adjacent to Junction 4 of the M77. The business centre creates the final element of the existing retail and commercial centre development at Greenlaw and will provide new employment opportunities.

15. A range of community benefits has been secured as part of the construction of Greenlaw Business Centre from contractor Morrison Construction. Benefits include; four jobs, two apprenticeships, work experience placements and learning opportunities for schools. The Council is also working in partnership with Morrison Construction and Clyde College to support two fully funded construction pre-apprenticeship courses. Students visited the Greenlaw Business Centre site in December 2018 and learned about the range of careers available in the construction industry.

16. New and continued interest in the space is being expressed by owners/managers involved in a wide range of business activities.

17. A subsidiary smaller part of this project included an upgrade of facilities at Barrhead Foundry used by the Council's employability and business development services (this was completed in 2018).

18. **Balgraystone Road Improvement**, *accelerating residential development in Barrhead and improving accessibility to the Country Park and planned rail station.*

19. The budget is currently estimated at £2.2 million. Construction is programmed for June 2019 with estimated completion in December 2019. Construction dates are constrained by work required within the grounds of St Luke's High School during school holidays and the need to avoid school examination periods.

20. Improvements to Balgraystone Road (opposite St Luke's High School in Barrhead), will:

- Open up new residential development opportunities, including access and utility services to support the regeneration of Barrhead, the first phase of which will include a development of 39 council homes
- Improve access to Dams to Darnley Country Park.
- Provide access to the proposed rail station and bus interchange on the Glasgow to Neilston line
- Along with planned improvements to Aurs Road, this project will support the wider long term economic objective of delivering a new sustainable community in Barrhead South of up to 1050 new homes within the next decade.

21. **Aurs Road Improvement** – *improve local connections between Newton Mearns and Barrhead and enable visitor facilities at the Country Park.*

22. The budget is currently estimated at £10.2 million, including £0.325 million funding from Sustrans in support of the projects active travel ambitions. Work is expected to commence in late 2019/2020 with completion in 2021.

23. The project will provide improvements on Aurs Road from Springfield Road to Stewarton Road junctions. These include straightening/realignment of two sections, the creation of a roundabout, replacement of a weak road bridge and the addition of a promenade (walkway alongside the water at Balgray reservoir). This will:

- Form a safer more direct local route between Newton Mearns and Barrhead with improved connections for walking and cycling
- Enable a bus route between the communities by replacing the weak bridge and realigning the road
- Create a new site for developing visitor facilities at Dams to Darnley Country Park
- Enable a continuous 4km walking and cycling circuit around Balgray reservoir through the addition of a promenade connecting to existing paths.

24. Consultants have been appointed to complete the detailed design of the road and take the project forward on site.

25. Scottish Water currently own and operate Balgray reservoir, meaning the project has various risks and interdependencies.

26. **Country Park Visitor Facilities** - *creating a regional visitor attraction at Dams to Darnley Country Park.*

27. The budget is currently estimated at £4.8 million. The current estimate is for work to commence in 2021 with the facilities opening in 2022. Timescales are yet to be confirmed.

28. City Deal funding provides a long-awaited opportunity to achieve the Council's ambition to redefine Dams to Darnley Country Park. Proposed enhancements include a visitor centre and water sports facilities, creating much needed visitor amenities to transform this into a regional visitor attraction for the benefit of local residents and wider tourism. Commercial opportunities for retail, leisure and hospitality will also be developed in the park. Visitor numbers are anticipated to increase from 90,000 per annum to around 300,000 per annum once the proposed new facilities are established.

29. There are close links between this and other East Renfrewshire City Deal projects. The park will benefit from improved transport links and parking from the planned new rail and bus interchange at Barrhead South. The Aurs Road improvement project will increase access to the park for cars, pedestrians and cyclists and deliver a promenade beside Balgray reservoir which will become a key attraction within the park. As the construction of the visitor facilities requires the Aurs Road improvement project to be completed first (to provide the site and access it) it is estimated that the facilities will open in 2022.

30. There has been significant collaboration with Scottish Water on this challenging project. The head lease for the use of the reservoir for water based activity remains to be concluded but positive progress is now being made.

31. Funded separately, a wake boarding facility (water sport which uses an overhead cable to pull participants across the water) is proposed to be co-located with the visitor facilities and the brief for the design team will reflect this.

32. The tender to appoint the design team will be prepared and issued in June 2019. Once appointed the scheme design will be developed and the Outline Business Case progressed.

33. **New Rail Station at Barrhead South**, *improving access to jobs, services and communities.*

34. The budget is currently estimated at £10.3 million. The latest estimates are for construction to start in 2021.

35. A new purpose built rail station and bus interchange at Barrhead South, on the Glasgow to Neilston line, will provide improved access to jobs and services for the existing community of Auchenback and new residents from the planned housing developments. The station will offer excellent commuter links and provide a direct public transport link to the Dams to Darnley Country Park thus reducing dependency on private cars.

36. Considerable work has been undertaken to move this project forward particularly in preparing and submitting a revised Scottish Transport Appraisal Guidance (STAG) and working with Transport Scotland, SPT and Network Rail. Approval of the STAG lies with Transport Scotland and is required prior to moving into the Governance for Rail Investment Projects (GRIP) stages. A decision is expected by summer 2019 which will then allow development of the Outline Business Case.

37. **Newton Mearns to Barrhead new road connection** (*formerly referred to as Levern Valley link*).

38. The total budget is currently £10.3 million. Start/completion dates are yet to be determined.

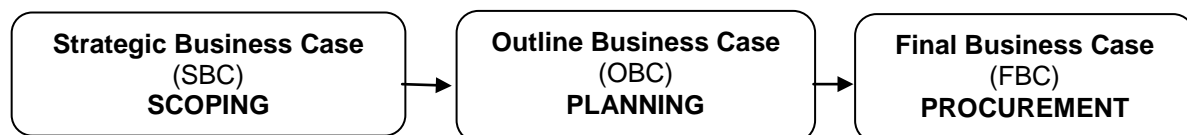
39. This project will identify a new route to connect Newton Mearns and Barrhead, creating easier access to the M77 with the potential to open up future development and investment opportunities. This may include new roads as well as improvements to existing routes.

40. Feasibility work is underway which will consider topography, key junctions and land required. This will assist in informing a preferred route and allow for the development of an Outline Business Case.

41. A potential longer term opportunity exists to explore a wider Glasgow City Region route, extending beyond the boundaries of East Renfrewshire. For example, connecting into the A737/Glasgow Airport within Renfrewshire and potentially creating an additional Glasgow Southern Orbital (GSO) route. The current funding allocation does not presently allow for this more strategic opportunity to be constructed. However, options will be explored to ensure consideration of longer term aspirations is considered as part of the current proposals. Consideration is being given to developing a STAG pre-appraisal allowing the Council to be prepared should additional funding become available.

Business Case Update

42. The governance process under the Glasgow City Region City Deal Programme Management Office (PMO) encompasses three stages of business case approval under its Strategic Assurance Framework:



43. In June 2015, the City Deal Cabinet approved the Strategic Business Case for the overall East Renfrewshire City Deal programme (M77 Strategic Corridor). Approval of the Outline Business Case followed in August 2015.

44. In November 2017, the City Deal PMO at the request of the UK and Scottish Governments introduced HM Treasury Green Book guidance to governance requirements and requested all business cases previously submitted be updated to comply with this.

45. An updated Green Book compliant overall Strategic Business Case has now been completed. It describes the same East Renfrewshire City Deal programme, budget and beneficiaries. It is possible that due to updated economic modelling methodology and economic circumstances, such as the impact of Brexit, there may be a change in the original Gross Value Added assessment. This will be confirmed as individual projects' OBCs are finalised by 2020/21.

46. As the overall programme for East Renfrewshire has developed, it has subsequently been separated into more detailed sub-projects with a view to developing more detailed Outline Business Cases and Full Business Cases for each one, to be submitted as projects progress.

47. For governance reasons as outlined above Green Book compliant outline business cases for Levern Works Regeneration and Greenlaw Business Centre were submitted to and approved by the City Region Cabinet in February 2019. There were no changes to previously approved scope or spend.

48. A combined updated Outline Business Case for Aurs Road/Balgraystone Road Improvements was submitted to and approved by the City Deal Cabinet in April 2019. This updated Outline Business Case identified:

- Balgraystone Road – Increased scope to include utility provision, a haul road, pumping station and repairs to drainage in Springfield Road.
- Aurs Road – Increased scope to take account of an additional section of road between the Railway Bridge and Springfield Road and developing active travel links with support from Sustrans.

49. Any increased costs relating to these projects will be managed through adjustments elsewhere within the wider £44 million City Deal programme of work.

FINANCE AND EFFICIENCY

50. Costs associated with all of the feasibility and construction work will be met from existing Capital Plan allocations.

CONSULTATION AND PARTNERSHIP WORKING

51. An appropriate level of consultation with internal and external stakeholders is undertaken on an ongoing basis and includes close liaison with partner organisations such as Scottish Water and Network Rail.

52. With regard to the revised Green Book exercise relating to business cases East Renfrewshire is a member authority of the Glasgow City Region City Deal and all member authorities have been required to undertake the exercise. All authorities have supported the exercise and this has been undertaken in close collaboration and partnership with the City Deal Project Management Office.

IMPLICATIONS OF THE PROPOSALS

53. There are no IT or equalities implications at this time.

CONCLUSION

54. East Renfrewshire's £44 million City Deal programme is a clear example of long-term planning by the Council to stimulate sustainable inclusive economic growth. A programme of ambitious projects will improve transport links, increase leisure opportunities, support business development and accelerate the unlocking of residential land releases. This report notes progress made and highlights the ongoing practicalities and complexities of developing and implementing these aspirational projects.

55. Further progress reports will be submitted in due course.

RECOMMENDATIONS

56. It is recommended that the Cabinet notes:

- (a) The contents of this report and the progress made on the development and implementation of East Renfrewshire's £44 million City Deal programme; and
- (b) That updated outline business cases for the East Renfrewshire City Deal programme have been submitted to the City Deal Programme Management Office to comply with new HM Treasury Green Book governance arrangements as required by the UK and Scottish Governments.

Director of Environment

Further information can be obtained from: Andrew Cahill, Director of Environment or Phil Daws, Head of Environment (Strategic Services) on 0141 577 3186 or Phil.Daws@eastrenfrewshire.gov.uk

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April 2019

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EAST RENFREWSHIRE COUNCILCABINET2 May 2019Report by Director of EnvironmentRAPID REHOUSING TRANSITION PLAN**PURPOSE OF REPORT**

1. To seek approval from the Cabinet for the proposed Rapid Rehousing Transition Plan (RRTP) 2019 – 2024.

RECOMMENDATION

2. It is recommended that the Cabinet approves the Rapid Rehousing Transition Plan (RRTP) 2019 – 2024 and its submission to the Scottish Government.

BACKGROUND

3. The Scottish Government set up the Homelessness & Rough Sleepers Action Group (HARSAG) in October 2017 to produce short and long term solutions to end homelessness and rough sleeping. A key recommendation made by this group is that all local authorities transition to a rapid rehousing approach.

4. The HARSAG group was set up in response to concerns regarding the increase of rough sleeping in Scottish cities. The group found that homeless households in many areas were not being provided offers of permanent housing in a suitable time period. This resulted in extended periods of time in temporary accommodation. As a result many authorities had huge pressures on their supply of temporary accommodation and were unable to meet their duty to provide accommodation to roofless households, resulting in rough sleeping.

5. The report found that many social landlords were delaying an offer of permanent accommodation until the household was deemed “tenancy ready”.

6. In East Renfrewshire there are low levels of rough sleeping and it has been shown that it occurs before the household contacts the Council for assistance. In addition, the Council’s allocation policy ensures homeless households are the top priority and any delay is caused by our desire to offer households choice, where possible.

7. “Rapid rehousing” is about taking a housing led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long.

8. Where homelessness cannot be prevented, Rapid Rehousing means:
- A permanent, mainstream housing outcome as quickly as possible;
 - Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better;
 - When temporary accommodation is needed the optimum type is mainstream, furnished and within a community.
9. For people with complex support needs who require additional support to maintain a tenancy, HARSAG recommends “Housing First” as the first response. Housing First is a policy whereby households with complex needs are immediately provided with secure accommodation but are provided with the appropriate support to ensure their tenancy is sustained.

HARSAG 2018

10. The RRTP is a new planning framework aimed at assisting local authorities and their partners to transition to a rapid rehousing approach. Each local authority in Scotland is required by the Scottish Government to develop, in collaboration with partners, a plan setting out how they will transition to a rapid housing approach over the period from 2019/20 to 2023/24.

11. A draft RRTP was submitted to the Scottish Government by the 31st December 2018, as required. The timeframe to develop this plan did not permit approval to be sought by the Cabinet before submission. However the plan states that any proposals are subject to Cabinet approval before implementation. A copy of the RRTP is attached.

REPORT

12. East Renfrewshire does not face the same issues that many other local authorities are facing nationally (and that have led to the requirement for the RRTP) and is well on the way towards rapid rehousing.

- 56% of council homes are currently being allocated to homeless applicants and it is not believed that this figure can be increased whilst continuing to offer the same level of choice.
- The council's allocation policy gives 1st priority to homeless households. However the low levels of council housing in the area, in particular in the former Eastwood area, means the council is at times unable to meet the aspirations of some homeless households. Families at times will refuse an offer of accommodation and find other accommodation in the private sector.
- On average, families are in temporary accommodation for longer than single people. This appears to be due to choice and availability of suitable accommodation, for instance if they are waiting for a property in a particular location close to support networks or schools.
- Timescales for assessing and closing cases are below the national average and our average length of stay in temporary accommodation is 109 days.

13. Therefore, the focus for the next 5 years in East Renfrewshire will be on addressing local issues: leading the way towards a shift in culture where the starting position is that everyone is ‘tenancy ready’ with the right support; building on existing relationships with the Health and Social Care Partnership (HSCP) and Registered Social Landlords (RSLs) and other partners; and, reviewing services to ensure they continue to be as efficient and effective as they can be.

14. To do this 4 areas of priority have been identified:

- Priority 1 places an increased focus on early intervention and prevention work and aims to reduce the number of households who are forced to present as homeless.
- Priority 2 focuses on temporary accommodation, which will be reviewed to ensure that households are able to move through the temporary accommodation system as quickly as possible. This will verify if the current supply continues to be appropriate and provides a range of options, of good quality, of a size/type and in a location which can match demand and minimise disruption to the daily lives of those experiencing homelessness.
- Priority 3 recognises that a review of how support is funded, assessed and provided, undertaken in conjunction with East Renfrewshire Health and Social Care Partnership and our other partners is required. This review could benefit households with higher level support needs who present as homeless.
- Priority 4 aims to explore the option of introducing a Housing First pilot aimed at the small number of households with complex needs and a history of repeat homelessness. The HARSAG are strongly recommending the Housing First model for homeless individuals or families who have more complex needs. Currently, there is no Housing First provision in East Renfrewshire but it is recognised that this type of personalised, open-ended, flexible support could help end the cycle of repeat presentations and address a wider range of needs.

15. The levels of rough sleeping and homelessness are low in East Renfrewshire in comparison to other authorities. However there are a small number of households with complex needs such as mental health or drug and alcohol abuse, who have a significant history of repeat homelessness.

16. The aim of the RRTP in East Renfrewshire is to ensure resources are designed and managed to address issues that lead to repeat homelessness. Furthermore, the issues around households with complex needs and repeat homelessness have an impact on local communities through an increase in anti-social or criminal behaviour.

17. An action plan forms part of the RRTP, and sets out what actions are required to be undertaken to progress the transition towards rapid rehousing.

18. It is important to note that the RRTP is a working document which will continue to evolve and develop over the transition period, subject to further consultation and also to approval from East Renfrewshire Council and the HSCP's Integration Joint Board.

FINANCE AND EFFICIENCY

19. The financial implications of this work is yet unknown. Additional funding may be available from the Scottish Government to support this work.

20. A key area of work is to review the way in which housing support is funded and provided in East Renfrewshire with the ultimate aim to reduce homelessness and the cost to provide homelessness services.

CONSULTATION

21. Initial consultation with partners, including East Renfrewshire's HSCP and RSLs, has informed the drafting of this plan. Further consultation with stakeholders will continue between now and during the implementation of the plan.

PARTNERSHIP WORKING

22. The RRTP is intended to demonstrate a corporate approach to resolving homelessness issues and, to this end involves partnership working across the Council, with the HSCP and also with other partners within the community, such as RSLs. A letter dated 29th March 2019 from the Cabinet Secretary for Health and Sport and the Minister for Local Government, housing and planning is attached. This reflects the need for a joint/partnership approach to be taken.

IMPLICATIONS OF THE PROPOSAL

23. There are no immediate implications associated with this report in terms of staffing, finance, property, legal, IT, equalities and sustainability. However as the RRTP progresses further information will be provided to members.

CONCLUSIONS

24. The RRTP establishes how East Renfrewshire Council, in conjunction with partners, will transition towards taking a rapid rehousing approach to its homelessness services. It sets out an action plan for the next five years with four key priorities: increasing emphasis on prevention work; reviewing current temporary accommodation to ensure processes and stock remain appropriate; reviewing housing support; and exploring options for making use of the Housing First model of supported accommodation within East Renfrewshire.

RECOMMENDATION

25. It is recommended that Cabinet approves the Rapid Rehousing Transition Plan (RRTP) 2019 – 2024 and its submission to the Scottish Government.

Director of Environment

Further details can be obtained from Phil Daws, Head of Environment (Strategic Services), 0141 577 3186.

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April 2019

East Renfrewshire Council

Rapid Rehousing Transition Plan 2019/20 – 2023/24

DECEMBER 2018

1. Background

The Homelessness & Rough Sleepers Action Group (HARSAG) was set up by the Scottish Government in October 2017 to produce short and long term solutions to end homelessness and rough sleeping. Four sets of recommendations were made in December 2017 and in February, May and June 2018. Led by best evidence, the cornerstone of the recommendations is a transition to a rapid rehousing approach.

Rapid Rehousing Approach

Rapid rehousing is about taking a housing led approach for rehousing people that have experienced homelessness, making sure they reach a settled housing option as quickly as possible rather than staying in temporary accommodation for too long. It recognises that a safe and secure home is the best base to build and live lives and that reducing the time people spend homeless and in temporary accommodation also reduces the damage to people's health and wellbeing that being homeless causes.

Where homelessness cannot be prevented, Rapid Rehousing means:

- A settled, mainstream housing outcome as quickly as possible;
- Time spent in any form of temporary accommodation reduced to a minimum, with the fewer transitions the better;
- When temporary accommodation is needed, the optimum type is mainstream, furnished and within a community.

For people with complex support needs beyond housing, HARSAG recommends Housing First as the first response.

Transition to Rapid Rehousing

The Rapid Rehousing Transition Plan (RRTP) is a new planning framework aimed at assisting local authorities and their partners to transition to a rapid rehousing approach. Each local authority in Scotland is required to develop, in collaboration with partners, a plan setting out how they will transition to a rapid rehousing approach over the period from 2019/20 to 2023/24.

The RRTP has been developed in the context of the wider strategic planning framework and the Local Housing Strategy (LHS) and going forwards will be reviewed annually as part of the Strategic Housing Investment Plan (SHIP) process.

Initial consultation with partners, including East Renfrewshire's Health and Social Care Partnership (ERHSCP) and Registered Social Landlords (RSLs), has informed the drafting of this plan. Timescales have not permitted as much consultation as would have been liked to be carried out but further consultation with stakeholders will continue between now and the initiation of the plan in April 2019.

Timescales have not permitted this plan to be formally approved by either East Renfrewshire Council or East Renfrewshire Joint Integration Board and thus it is subject to change pending the outcome of these hearings. The RRTP is intended to be a working tool which:

- Sets out the local housing market and homelessness context in East Renfrewshire;
- Provides the baseline position of temporary accommodation supply;
- Sets out East Renfrewshire's 5 year vision for the supply of temporary accommodation;
- Identifies support needs to enable rapid rehousing;
- Details the actions required to achieve East Renfrewshire's vision for temporary accommodation supply and settled housing options for homeless households; and
- Provides a rapid rehousing resource plan required to deliver the plan and evidence the co-ownership and resourcing of the plan with wider partners, particularly the HSCP and RSLs.

2. The Housing Market Context

This section focuses specifically on the local housing market in East Renfrewshire. In doing so it will make particular reference to the pressures put on the local housing market as evidenced by Glasgow and Clyde Valley Housing Need and Demand Assessment (HNDA) 2015 and the East Renfrewshire Local Housing Strategy 2017-2022.

Housing Stock Pressure

East Renfrewshire has low levels of social rented housing stock and high levels of owner occupation. Social rented stock has increased in recent years and will continue to do so with the recent recommencing of council house building and an increased programme of RSL house building, however, compared to the national average levels remains low. According to the Glasgow and Clyde Valley HNDA only 12% of housing stock in East Renfrewshire is for social rent¹.

Due to the small numbers of social rented stock in East Renfrewshire housing pressure is high. In 2017-18, East Renfrewshire let 233 of its 2939 properties, a rate of turnover equivalent to 7.9%.

Housing Supply Targets

In order to alleviate pressures on housing stock, housing supply targets for 2012-2029 have been prepared (which are included in the East Renfrewshire's Local Development Plan and Local Housing Strategy and outlined in Table 1 below). Crucially, however, availability and cost of land in East Renfrewshire continue to constrain opportunities for development.

¹ Glasgow and Clyde Valley Housing Need and Demand Assessment: <https://www.clydeplan-sdpa.gov.uk/docman/current-plan-july-2017-background-reports/73-background-report-2-glasgow-and-the-clyde-valley-housing-need-and-demand-assessment-may-2015/file>.

Table 1: Housing Supply Targets

Homes	Housing Supply Targets 2012-2029	
	Total	Per Annum
All Tenure	3786	223
Private/Market	3021	178
Social/Below Market Rent	765	45

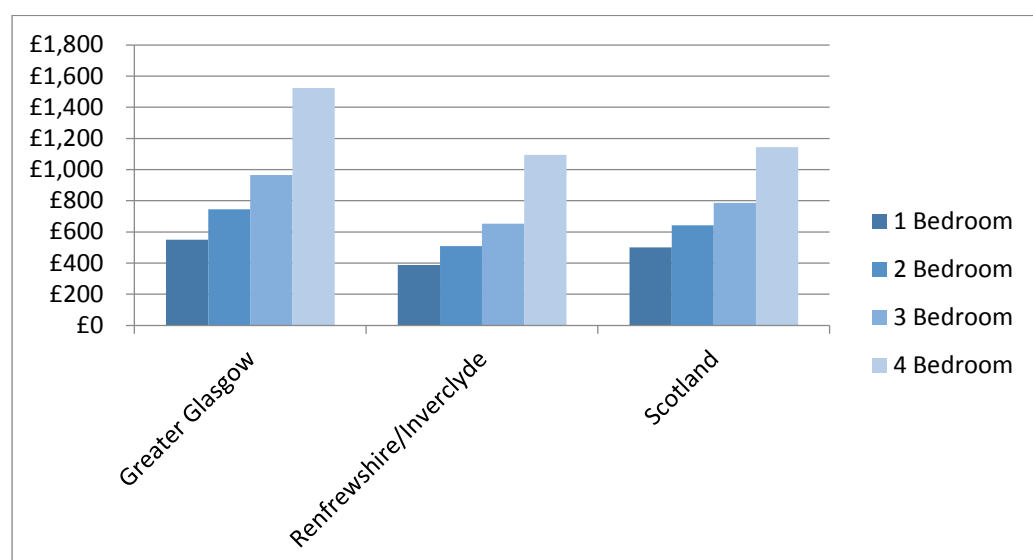
Private Rented Sector and Local Housing Allowance

The vast majority of privately owned residential properties in East Renfrewshire are owner occupied (81%). Privately rented properties make up 7% of the housing stock in East Renfrewshire, which makes up around 2700 dwellings in the local authority area.

The Scottish Government analyses private rented sector costs based on Broad Rental Market Areas (BRMAs). East Renfrewshire does not have a sole BRMA and instead its housing market areas come under two separate BRMAs: Greater Glasgow (which the Eastwood housing market area is located within) and Renfrewshire/Inverclyde (which the Levern Valley housing market area is located within).

The most recent data on BRMAs was published by the Scottish Government in November 2017 showing that between 2016 and 2017 there was an increase in the mean rents for all property sizes in Greater Glasgow and an increase in all property sizes in Renfrewshire/Inverclyde, excluding one bedroom sized properties which saw a decrease.² As at November 2017 mean rent costs in Greater Glasgow are significantly higher than in Renfrewshire/Inverclyde across all bedroom sizes. This is illustrated in Figure 1.

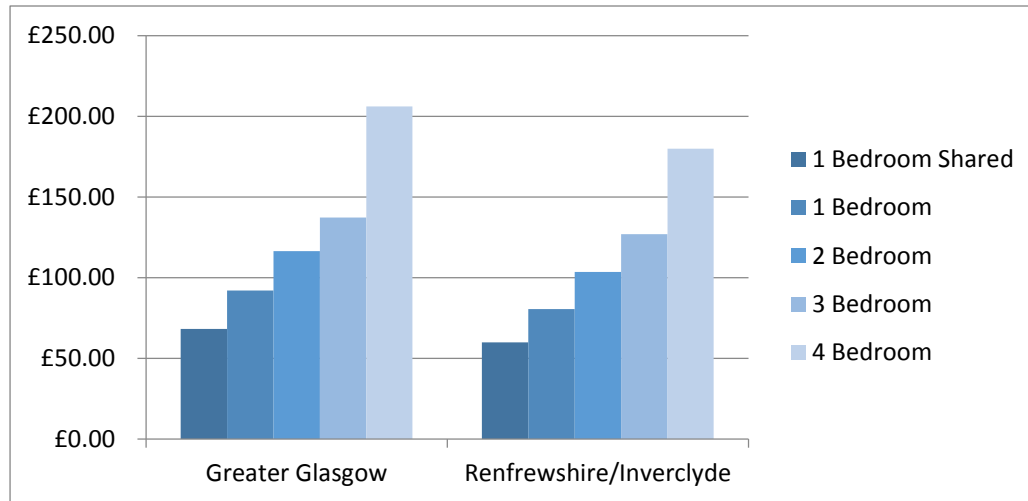
Figure 1: Private Sector Rent Costs per BRMA in £ (Mean)



² Broad Rental Market Area Profiles. <https://www.gov.scot/publications/private-sector-rent-statistics-scotland-2010-2017/pages/9/>.

In relation to average private sector rent costs, across the two housing market areas local housing allowance (LHA) rates fall short of the mean total costs of renting a property in all bedroom sizes³ as illustrated in figure 1 below. Essentially, this means that average private rents across East Renfrewshire are high.

Figure 2: Local Housing Allowance Rates per BRMA in £



In addition, it is important to note that the private rented housing stock in East Renfrewshire is not one homogenous market but varies significantly in size, type and location and caters for very different audiences. A good proportion of the private rented housing stock in East Renfrewshire, particularly in Eastwood, is at the luxury end of the market and thus inaccessible to many households.

Affordable Housing Projections

The East Renfrewshire SHIP 2019/20-2023/24 identifies 642 affordable housing units over the 5 year period from 2019/20 – 2023/24. These will be delivered by both the Council and its Registered Social Landlord (RSL) partners as agreed through the Affordable Housing Supply Programme. However, it should be noted that the Scottish Government expects local authorities to over programme their SHIP by around 25% - allowing for slippage in the programme.

3. Homelessness Position

In 2017-18 there were 328 homeless applications, for 251 of which the local authority had a duty to find settled accommodation. As of the 31st of March 2018, there were 126 open cases. 96.9% of these cases were assessed within 4 weeks, with the average length of case open being 22 weeks, considerably below the local authority average of 34 weeks, according to Scotland's Housing Network's analysis of HL1 data.

³ Local Housing Allowance Rates 2017-2018. <https://www.gov.scot/publications/local-housing-allowance-rates-2017/>.

The proportion of all social lets to statutory homeless by the local authority in 2017-18 was 58% compared to the RSLs which was 12%. It is recognised that it will be necessary for the local authority to work with RSL partners over the course of this plan to increase this figure, where possible. As a significant proportion of this stock is specialist provision for certain groups, it should be noted that this will restrict the number of lets available to homeless households.

Of the 251 homelessness applications where the local authority had a duty to find settled accommodation in 2017-18, 180, or 72%, were housed in the social sector and 10, or 4%, in the private rented sector. Gap analysis, using the Scottish Governments' transition tool is shown in the table below.

Table 2: Gap analysis of permanent accommodation using transition tool

Gap analysis - Backlog demand + projected new demand compared to rehousing history	No.
Total lets to statutory homelessness in the social rented sector	180
Total lets to statutory homelessness in the private rented sector	10
Current back-log (current caseload where there is a duty to house) as at 31st March	126
Projected new demand - based on average annual caseload (unintentionally homeless) in previous 3 years	251
Not known outcomes plus lost contacts in most recent financial year	5
Refusals of permanent accommodation offers made to homeless households in most recent financial year	55
Demand (Based on current caseload and annual average)	216
Supply (Based on current year's lets)	190
Gap between demand and supply	26

This table takes the caseload as it was at the end of the year plus the average annual demand for settled accommodation and compares it to the most recent year's supply of lets to statutory homeless to identify the gap between supply and demand and to give an indication of the annual increase in permanent accommodation lets required to meet annual homeless demand over the next 5 years – 26 in East Renfrewshire.

This should be treated with caution however, particularly in East Renfrewshire where low numbers of stock and the location of available stock make the situation more complex. Size, type and location of stock all play a role, as demonstrated by the 55 refusals of permanent accommodation offers in the last year.

Reasons for Homelessness

Household dispute is the most common reason cited in homeless applications, being the key factor for 33% of applicants. Of these applicants, 50% cited violence or abuse. The RRTP recognises the role that mediation services can play in cases involving non-violent relationship breakdown where this is appropriate, as well as the necessity of continuing to improve our partnership working with specialist agencies such as Women's Aid.

22% of applicants were asked to leave and 19% cited other action by their landlord resulted in the termination of their tenancy. Actions to increase the focus on early intervention activities have been identified in the RRTP.

Table 3: Reasons cited for homeless application

Applications by technical reason for application	2017/2018
Termination of tenancy / mortgage due to rent arrears / default on payments	17
Other action by landlord resulting in the termination of the tenancy	61
Applicant terminated secure accommodation	9
Loss of service / tied accommodation	1
Discharge from prison / hospital / care / other institution	13
Emergency (fire, flood, storm, closing order from Environmental Health etc.)	0
Forced division and sale of matrimonial home	2
Other reason for loss of accommodation	8
Dispute within household: violent or abusive	54
Dispute within household / relationship breakdown: non-violent	53
Fleeing non-domestic violence	7
Harassment	7
Overcrowding	3
Asked to leave	72
Other reason for leaving accommodation / household	21
All	328

Whilst rough sleeping in East Renfrewshire is not as visible as it is in other parts of the country, 38 applicants advised at the time of making their homelessness presentation that they had slept rough at least once in the 3 months previous. Investigation into this figure indicates that in the majority of instances applicants slept rough prior to approaching the local authority for assistance, for example, sleeping in their car for 1 night at a volatile point in a relationship but before they believed it to have irretrievably broken down. The RRTP action plan places an emphasis on early intervention work and on making clear to the public what help is available through the housing options process, as well as on assistance available at point of crisis.

Temporary Accommodation

The number of households living in temporary accommodation has risen since 2003, with a few fluctuations between years. As of 2017, 55 households in East Renfrewshire were living in temporary accommodation at year end compared to 18 at the end of 2003. The biggest rise has been in 'Local Authority furnished temporary accommodation' with a rise from 14 in 2003 year end to 40 in 2017 year end. 'RSL dwelling' has risen from 0 to 3. Bed and Breakfast use fluctuated in between years with a starting point of 4 in 2003 year end, and decreased to 1 use in 2017 (with the highest rate of 9 in 2005 year-end). 'Other' temporary accommodation types have seen an increase from 0 in 2003 to 11 in 2017 year end. In 2016 this reached its highest point of 14. (In East Renfrewshire 'other' temporary accommodation types equates to private sector leased properties.)

Overall, temporary occupation has risen across all housing types since 2006/07 (the most historical data the Council holds). However, there has been a drop in temporary accommodation usage since its peak in 2014/15, when there were 343 instances where it was used. It is worth noting that the RSL and privately leased properties are all leased directly by the local authority and then managed and let to the household by them.

Table 4: Temporary accommodation use

	17/18	16/17	15/16	14/15	13/14	12/13	11/12	10/11	09/10	08/09
LA Total	195	189	191	172	161	168	156	131	135	138
RSL Total	17	11	3							
B&B Total	31	33	38	142	122	101	82	113	120	118
PSL Total	33	46	35	29	12	1				
Total	276	279	267	343	295	270	238	244	255	256

The average length of stay in temporary accommodation across all types is 109 days, as can be seen in table 5. Length of stay in private sector leased accommodation is highest at 149 days on average, whilst length of stay in B&B accommodation remains low at less than 8 days on average. The current target is to eliminate the use of B&B all together and in 2017-18 no families with children were placed in B&B.

Table 5: Average length of stay in temporary accommodation

Average length of stay in TA (Categories from indicator 25 in the ARC data)	2017-18
Ordinary local authority dwelling	116.34
RSL dwelling	103.42
Bed and breakfast	7.71
Private sector lease	148.7
All	108.85

4. Rapid Rehousing Baseline Position

As of the 31st of March 2018 there were 52 households living in temporary accommodation in East Renfrewshire. The majority of this accommodation in East Renfrewshire is provided by the local

authority in mainstream, furnished properties based within the community. There are currently 38 dispersed temporary furnished flats provided by the local authority, 10 furnished flats at East Renfrewshire Council's Overlee House, 4 RSL furnished flats and 11 flats provided through East Renfrewshire's private sector leasing scheme. To date, there is no housing first provision in East Renfrewshire.

Table 6: Temporary accommodation baseline

	Capacity	No. of households living in the accommodation at 31 st March 2017	Total over year	Net flow in and out	Average length of stay in the last year	Average weekly charge including all rent and service charge
Temporary Furnished Flats	48 Local Authority Units	40	195	156 in 150 out	116.34	£184.97
	4 RSL	3	17	14 in 13 out	103.42	£183.19
Other	B&B	1	31	30 in 30 out	7.71	£367.73
	11 PRS	11	33	22 in 25 out	PRS let - 148.70	£183.19

The net flow in and out of temporary accommodation has not changed significantly over the last 3 years. The net flow for RSL temporary accommodation has increased slightly, whereas the net flow for B&B usage and private rented sector usage has decreased, as can be seen in table 7.

Table 7: Temporary accommodation net flow over last 3 years

	LA TFF		RSL TFF		B&B		Other PRS	
	In	Out	In	Out	In	Out	In	Out
17/18	156	150	14	13	30	30	22	25
16/17	150	152	10	11	33	30	34	37
15/16	146	163	3	1	38	38	31	24
Average	151	155	9	8	34	33	29	29

The majority of temporary accommodation in East Renfrewshire is based in the Levern Valley side of the local authority, which is unsurprising as two thirds of social rented stock is based in the Levern Valley. This can, however, be problematic as it limits options for those homelessness applicants wishing to remain in the Eastwood side of the authority. It has proven difficult to attract private landlords with properties in Eastwood onto the private leasing scheme, despite an offer of 100% local housing allowance.

The majority of properties are 3 apartment flats, followed by 2 apartments. There are no 5 apartment properties and only 1 1 apartment. The RRTP action plan will include work to determine

on an annual basis, whether the number, type and location of temporary accommodation remains appropriate.

Table 8: Temporary accommodation by area and size

Area	1apt	2apt	3apt	4apt	5apt	Total
Barrhead	0	13	16	4	0	33
Neilston	0	1	3	1	0	5
Newton Mearns	1	3	2	0	0	6
Thornliebank	0	1	6	0	0	7
Eglesham	0	1	0	0	0	1
Busby	0	1	0	0	0	1
Clarkston (Overlee)	3	3	4	0	0	10
Total	4	23	31	5	0	63

5. Identifying Support Needs

A key element of the transition towards rapid rehousing is the separation of the provision of housing from the provision of support, which involves a cultural shift away from the practice and language associated with 'tenancy readiness'. Although it is not believed that tenancy readiness is a major concern for East Renfrewshire, it is recognised in this plan that a review of how support is funded, assessed and provided, undertaken in conjunction with East Renfrewshire Health and Social Care Partnership and our other partners, could benefit the small numbers of households who present with higher level support needs.

As can be seen from the table below, the majority of households experiencing homelessness in East Renfrewshire (77%) have no or low support needs and will easily move into mainstream housing with minimal day to day housing management advice and assistance.

A further 14%, or 18 households, require a moderate level of housing support. This is projected to increase by 3%, or less than 1 household.

Table 9: Estimated support needs

Estimated current and future support needs	Estimated % of current homeless cases	Estimated number	Projected % increase / decrease next financial year	Projected number
No or low support needs	77%	97	-5%	92
Medium support needs	14%	18	3%	18
SMD / Complex support needs	6%	8	1%	8
Residential / Supported Accommodation	4%	5	0%	5

The % of homeless households with complex support needs is around 6% of current homeless cases, which equates to 8 households, with a further 4%, or 5 households, requiring a level of supported accommodation. These figures are not projected to increase over the next financial year.

Currently, there is no Housing First provision in East Renfrewshire but it is recognised that this type of personalised, open-ended, flexible support could help end the cycle of repeat presentations and address a wider range of needs. Through this plan, it is intended that the option of introducing a Housing First pilot aimed at the small number of households with complex needs and a history of repeat homelessness is explored.

Supported accommodation aimed at helping prevent homelessness among young people is available at East Renfrewshire's Connor Road complex. This complex consists of 11 flats and also provides outreach support to young people. The R RTP will link in with existing protocols relating to young people and wider Corporate parenting duties.

The R RTP will similarly link into and build on existing protocols for other groups with particular support needs, such as people with dementia, hospital leavers, veterans and care leavers.

6. East Renfrewshire's Rapid Rehousing Vision

As can be seen above, East Renfrewshire does not face the same issues that many other local authorities are facing nationally and is well on the way towards rapid rehousing. In East Renfrewshire, 56% of lets are currently being allocated to homeless applicants and it is not believed that this figure can be increased whilst continuing to offer the same level of choice. 96.9% of homeless cases are being assessed within 4 weeks and cases are closed in an average of 22 weeks. The average length of stay in temporary accommodation is 109 days. On average, families are in temporary accommodation for longer than single people but, again, this appears to be due to choice and availability of suitable accommodation, for instance if they are waiting for a property in a particular location close to support networks or schools.

The focus for the next 5 years in East Renfrewshire will be on addressing local issues: leading the way towards a shift in culture where the starting position is that everyone is 'tenancy ready' with the right support; building on existing relationships with the HSCP and RSLs and other partners; and, reviewing services to ensure they continue to be as efficient and effective as they can be.

East Renfrewshire's vision for 2024 is that early intervention and prevention work is successful in reducing the number of households who are forced to present as homeless, and that housing options advice is readily available for those who require it. Where homelessness cannot be prevented, settled housing will always be the first and preferred outcome for every household and time spent in temporary accommodation will be limited and, wherever possible, will continue to be in mainstream, fully furnished accommodation within the community.

A review of temporary accommodation will be carried out to ensure that households are able to move through the temporary accommodation system as quickly as possible and also to assess that the current supply continues to be appropriate and provides a range of options, of good quality, of a size/type and in a location which can match demand and minimise disruption to the daily lives of those experiencing homelessness.

East Renfrewshire Council and East Renfrewshire Health and Social Care Partnership will work together to review housing support to ensure appropriate housing support is available to households when they require it.

Lastly, the feasibility of introducing a Housing First pilot will be explored, aimed predominantly at the small number of households with complex support needs.

It is important to note that the Rapid Rehousing Transition Plan is a working document which will continue to evolve and develop over the transition period and that it remains subject to further consultation and approval from East Renfrewshire Council and East Renfrewshire Integration Joint Board.

7. Rapid Rehousing Action Plan

Priority 1 – Increase focus on prevention

National / Community Plan / LHS Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p><u>National Housing & Regeneration</u> Outcome 1: 'A well-functioning housing system'.</p> <p>Outcome 2: 'High Quality Sustainable Homes'.</p> <p>Outcome 3: 'Homes that meet people's needs'.</p> <p><u>Community Plan</u> East Renfrewshire residents are safe and live in supportive communities.</p> <p><u>Local Housing Strategy</u> Priority 3: Facilitate Independent Living</p>	<p>An increased focus on prevention to stop households from becoming homeless in the first place, wherever possible.</p> <p><u>Critical Indicators:</u></p> <ul style="list-style-type: none"> ▪ No. of homeless applications ▪ % of tenancies sustained for 12 months ▪ % of homeless assessments where reason given is relationship breakdown ▪ % of homeless assessments where reason for homelessness is action by landlord / lender ▪ % of prevent cases where outcome is made homeless application 	<p>Review prevention and early intervention work with a view to enhancing service to tenants.</p> <p>Introduce a mediation service to stop homelessness occurring, where it is reasonable to do so.</p> <p>Carry out an evaluation of the range of advice and advocacy that is available cross tenure.</p> <p>Expand the provision of housing options advice throughout the customer journey using the Prevent 1 guidance.</p> <p>Review our responsiveness to the needs of particular client groups facing homelessness.</p> <p>Continue to develop a preventative approach to monitor the impact of UC and to target priority households at risk of rent areas.</p>	<ul style="list-style-type: none"> ▪ Examine the roles and responsibilities of housing staff to define roles across the service and to ensure a focus on both finding and sustaining a home. ▪ Develop a training plan to underpin the work carried out by staff. ▪ Ensure housing options staff can offer a general mediation service to anyone threatened with homelessness due to the breakdown of a relationship. ▪ Investigate the potential use of mediation services to support vulnerable young people in achieving positive housing outcomes. ▪ Consider the potential use of peer-to-peer mentoring services. ▪ Make use of the housing options toolkit for core training as it is rolled out. ▪ Work with criminal justice colleagues to review our

		<p>Work with RSL partners to ensure our processes / procedures are in line with the rapid rehousing plan.</p> <p>Review our approach to prevention and assisting households presenting as homeless from the PRS.</p>	<p>implementation of the SHORE standards and to review our responsiveness to prison leavers.</p> <ul style="list-style-type: none"> ▪ Continue to work jointly with Women’s Aid and other partners. ▪ Improve awareness among staff of the new PRS regime, including changes to the tenancy regime and use of the First-tier Tribunal. ▪ Review range of information and guidance materials available for private tenants. ▪ Review how we work with people in arrears/ in danger of falling into arrears to ensure they can access relevant services at the right time. ▪ Work jointly with employability services to improve the pathway for individuals facing homelessness. ▪ Increase joint working across services to ensure evictions are last resort. ▪ Review nominations agreements and Section 5 referrals with RSL partners.
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Priority 2 – Review current system of temporary accommodation

National / Community Plan / LHS Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p><u>National Housing & Regeneration</u> Outcome 1: 'A well-functioning housing system'.</p> <p>Outcome 3: 'Homes that meet people's needs'.</p> <p><u>Community Plan</u> East Renfrewshire residents are safe and live in supportive communities.</p> <p><u>Local Housing Strategy</u> Priority 3: Facilitate independent living</p> <p>Priority 4: Improve Access and Participation</p>	<p>Homeless households are able to progress through the temporary accommodation system quicker.</p> <p><u>Critical Indicators:</u></p> <ul style="list-style-type: none"> ▪ Case duration ▪ Length of stay in temporary accommodation ▪ No. of households in temporary accommodation ▪ No. of transitions between temporary accommodation and mainstream settled accommodation 	<p>Improve our temporary accommodation approach with a focus on speeding up the process.</p> <p>Implement a new housing IT system, aimed at improving processes and the customer journey.</p> <p>Review and improve our efficiency in letting council homes.</p> <p>Working with other social housing providers, review housing processes to ensure homeless households or those in greatest housing need are being housed as quickly as possible.</p>	<ul style="list-style-type: none"> ▪ Review timescales for what accommodation is offered and at what stage. ▪ Review pathways for particular client groups. ▪ Work with Revenues & Benefits to ensure DHP and SWF processes align with rapid rehousing processes. ▪ Continue to develop a preventative approach to monitor the impact of UC and to target priority households at risk of rent arrears. ▪ Undertake a review of void processes to reduce relet times. ▪ Ensure staff training is up-to-date to enable consistency in decisions taken about homelessness. ▪ Review the existing processes for the provision of furniture and goods to homeless households.

<p><u>Community Plan</u> East Renfrewshire residents are safe and live in supportive communities.</p> <p><u>Local Housing Strategy</u> Priority 1: Increase Access to Housing</p> <p>Priority 3: Facilitate independent living</p> <p>Priority 4: Improve Access and Participation</p>	<p>We have an appropriate supply of temporary and move on accommodation available</p> <p><u>Critical Indicators:</u></p> <ul style="list-style-type: none"> ▪ Total capacity of temporary accommodation units ▪ Number of households in temporary accommodation ▪ % lets to homeless households ▪ No. of transitions between temporary accommodation and mainstream settled accommodation ▪ No. of affordable homes delivered 	<p>Implement the new HomeSeeker choice based letting service.</p> <p>Explore options for provision of temporary accommodation from the PRS.</p> <p>Develop alternative housing solutions for vulnerable young people which are effective, affordable and sustainable.</p> <p>Deliver 225 new affordable homes over the course through the affordable housing supply programme.</p>	<ul style="list-style-type: none"> ▪ Set supply targets to identify homeless need through our Homeseeker service. ▪ Work with specialist housing providers to advertise their homes through CBL to maximise access to suitable housing for particular groups, where appropriate. ▪ Review the rent deposit scheme to ensure the service meets the needs of needs of local households. ▪ Review the privates sector leasing scheme. ▪ Explore the need / demand for a flat sharing project. ▪ Review our settlement profiles, ensuring we have a better understanding of the impact of homelessness on individual localities.
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3 – Review current system of housing support

National / Community Plan / LHS Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p><u>National Housing & Regeneration</u> Outcome 1: ‘A well-functioning housing system’.</p> <p>Outcome 2: ‘High Quality Sustainable Homes’.</p> <p>Outcome 3: ‘Homes that meet people’s needs’.</p> <p><u>Community Plan</u> East Renfrewshire residents are safe and live in supportive communities.</p> <p><u>Local Housing Strategy</u> Priority 3: Facilitate independent living</p> <p>Priority 4: Improve Access and Participation</p>	<p>Appropriate housing support is available to homeless households when they require it</p> <p><u>Critical Indicators:</u></p> <ul style="list-style-type: none"> ▪ % tenancies sustained for 12 months ▪ Capacity of supported temporary accommodation ▪ Number of households allocated specialist supported accommodation 	<p>Work with the HSCP to review how we assess, fund and provide housing support to those facing homelessness.</p> <p>Review supported accommodation supply across East Renfrewshire, working towards homes that offer a psychologically informed environment.</p> <p>Redesign services to provide support that enables people to move to settled housing as quickly as possible.</p> <p>Work towards a shift in culture, separating access to housing from housing support.</p>	<ul style="list-style-type: none"> ▪ Evaluate existing support provision with the aim of improving outcomes for those supported ▪ Review outcomes from support provision and where appropriate make recommendations to address the findings ▪ Ensure staff are upskilled / trained as necessary. ▪ Improve use of language, removing use of phrases such as ‘tenancy readiness’ ▪ Continue to improve partnership working to ensure support is targeted to those most in need. ▪ Continue to support generic staff training in areas such as dementia awareness.

Priority 4 – Investigate the feasibility of a Housing First Pilot

National / Community Plan / LHS Outcome	Intermediate Outcome	Our Contribution	Critical Activities
<p><u>National Housing & Regeneration</u> Outcome 1: ‘A well-functioning housing system’.</p> <p>Outcome 2: ‘High Quality Sustainable Homes’.</p> <p>Outcome 3: ‘Homes that meet people’s needs’.</p> <p><u>Community Plan</u> East Renfrewshire residents are safe and live in supportive communities.</p> <p><u>Local Housing Strategy</u> Priority 1: Increase Access to Housing</p> <p>Priority 3: Facilitate Independent Living</p> <p>Priority 4: Improve Access and Participation</p>	<p>Services are available that meet the needs of homeless households with the most complex needs</p> <p><u>Critical Indicators:</u></p> <ul style="list-style-type: none"> ▪ No. of current housing first provision ▪ % of tenancies sustained for 12 months ▪ Case duration ▪ Number of households in temporary accommodation 	<p>Work with partners to explore the viability of developing a housing first pilot aimed at supporting homeless households in East Renfrewshire with the most complex needs.</p> <p>Explore options for a suitable site for the housing first pilot to be located.</p>	<ul style="list-style-type: none"> ▪ Undertake further analysis to develop a better understanding of the sustainability of a housing first pilot. ▪ Further develop costings and identify future sources of funding. ▪ Continue work with the HSCP to pinpoint particular needs / client group to be targeted by pilot. ▪ Determine the viability of re-designating Overlee House as a housing first project. ▪ Work with RSLs / other partners to find an alternative site if Overlee is ruled out.

8. Resource Plan

The success of this plan will be subject to adequate resourcing, both budgetary and staffing. Implementation funding, if available from the Scottish Government, will be utilised to:

- Appoint a dedicated Rapid Rehousing Officer who will lead on implementing this plan. Costs for this post are expected to be around £45,000 per annum, based on current pay scales.
- Development of a Housing 1st Model – future costs will not be available until a full review of current provision is undertaken.

As this is a first iteration of East Renfrewshire Council's Rapid Rehousing Transition Plan full costings have not been included. A fully costed Plan will be in place prior to implementation beginning on the 1st of April 2019.

Progress and targets will be reassessed in 2019/20 along with the SHIP 2019.

Cabinet Secretary for Health and Sport
Jeane Freeman MSP

Minister for Local Government, Housing and Planning
Kevin Stewart MSP



Scottish Government
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Health Board Chief Executives
Local Authority Chief Executives
Integrated Joint Board Chief Officers
Local Authority Housing Convenors
Local Authority Heads of Housing

29 March 2019

RE: SEEKING COLLABORATION BETWEEN HOUSING AND HEALTH ON RAPID REHOUSING TRANSITION PLANS (RRTPs)

As you may be aware, the Scottish Government is committed to eradicating rough sleeping, transforming the use of temporary accommodation and ending homelessness. This work was initiated by the First Minister in her Programme for Government in 2017¹. She set up the short life Homelessness and Rough Sleeping Action Group and committed £50 million over five years to generate a step change in our approach to homelessness in Scotland.

The Homelessness and Rough Sleeping Action Group² (HARSAG) made 70 recommendations, which were accepted by the Scottish Government in June 2018. Together with the recommendations made by the Scottish Parliament's Local Government and Communities Committee³, these formed the basis for the Ending Homelessness Together Action Plan⁴, published by the Scottish Government and COSLA in November 2018.

The Action Plan provides a detailed and coherent programme which will see us make material progress towards ensuring everyone in Scotland has a home that meets their needs and homelessness is ended.

Evidence tells us that homelessness is the result of inequality, poverty and systems rather than of individual fault. It also tells us that experience of homelessness, and particularly rough sleeping, has significant impacts on people's life chances. We know it is difficult for people to engage effectively with health services in a way which leads to recovery if they do not have a stable home – and they often cannot maintain that home without help with their health. This is even more true for those with multiple complex needs, who are arguably among the most vulnerable members of our society.

We know that people who have ever been homeless – at least 8% of the Scottish population – are more likely than the general population to be significant users of key health services.

¹ <https://www.gov.scot/publications/nation-ambition-governments-programme-scotland-2017-18/>

² <https://www.gov.scot/groups/homelessness-and-rough-sleeping-action-group/>

³ <https://digitalpublications.parliament.scot/Committees/Report/LGC/2018/2/12/Report-on-Homelessness>

⁴ <https://www.gov.scot/publications/ending-homelessness-together-high-level-action-plan/>

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Findings from the recent Scottish Government 'Health and Homelessness in Scotland' report⁵ show that people who had ever been homeless were:

- Twice as likely as people in the most deprived population quintile to have used A&E or had acute hospital admissions, and over 3 times as likely to have used those services than the least deprived quintile.
- 5 times as likely to be admitted for mental health conditions than the most deprived quintile and more than 20 times as likely than the least deprived quintile.
- 10 times more likely to have had initial assessments at drug treatment services than the most deprived quintile and 132 times more likely than the least deprived quintile.

49% of people who had ever experienced homelessness had also experienced mental ill health or had interactions with health services in relation to drug or alcohol conditions, much higher than the general population, and the study shows how interactions with health services increase in frequency in the run up to the first homelessness assessment.

This report shows that people who experience homelessness are also significant users of health services. The data indicate a number of opportunities for change which could have a strong and positive impact on key health outcomes, including the recently published public health priorities⁶, as well as contributing to the national ambition to end homelessness and rough sleeping. For example, the increase in number of presentations at health services in advance of a homelessness application suggests there is a window for interventions which could prevent homelessness, which in turn would reduce the risk that a person's health condition will deteriorate. The proportion of the Scottish population which has been homeless (8%), of whom around half have substance misuse issues and/or mental health related conditions, suggests a significant opportunity to target services in ways that aim to be effective in treating health conditions at the same time as supporting people to maintain their homes.

Adequate supply of quality, affordable, accessible homes is crucial. We remain committed to delivering at least 50,000 affordable homes over the current Parliamentary term, a target backed by more than £3 billion. £826 million will be available during 2019-20 for the affordable housing supply programme, a £70 million increase on the current financial year.

To set out longer term commitments, the Scottish Government is currently working to develop a vision for homes and communities in Scotland in 2040 under the title 'Housing Beyond 2021'⁷. The work is linked with delivery of the public health priorities. If you are not already actively engaged in conversations about the role of place and housing in delivering your own objectives we would encourage you to discuss this issue with your partners locally. The Scottish Government is preparing for further engagement on a draft vision, some specific themes, and outline options later in 2019.

While housing supply has a significant part to play in solving homelessness, HARSAG made clear that it will take more than this. Many people need coordinated support from all parts of the public sector to maintain their settled accommodation, particularly where their route to housing crisis has its origin in traumatic adverse life experience. It is crucial that local partners in health services and in housing work together to ensure that services work for the

⁵ <https://www.gov.scot/publications/health-homelessness-scotland/>

⁶ <https://www.gov.scot/publications/scotlands-public-health-priorities/>

⁷ <https://www.gov.scot/publications/housing-beyond-2021/>

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people in need, who may have difficulty engaging with services as they are traditionally managed.

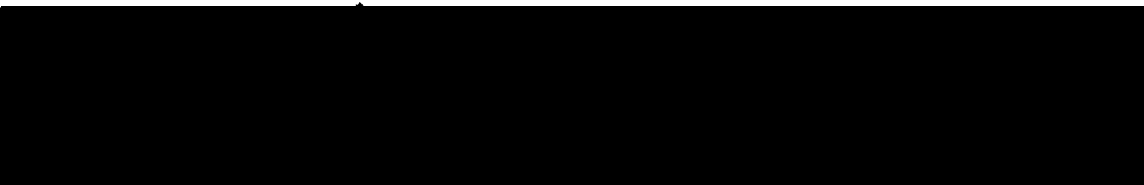
We are writing to you, jointly, to ask for your support and leadership as we work to bring services together in a seamless way which centres around people as individuals.

A key location for that collaborative working is in the development and implementation of Rapid Rehousing Transition Plans as recommended by HARSAG. First drafts of these documents were prepared by every local authority in Scotland and submitted to the Government in December. They set out how local authorities will transition to a 'rapid rehousing by default' approach which will see everyone accepted as homeless provided with settled accommodation as a first step rather than being housed in temporary accommodation while they wait a settled home. In order to be successful, local areas will need to re-wire the way their systems work across housing services but also how those services dovetail with other public services – in particular with health and social care.

An initial review is being undertaken by SG officials, with feedback to be provided to councils by the end of March. Officials are already able to pinpoint a number of strong examples of good practice with regard to collaboration between Health and Social Care Partnerships and local authorities housing and homelessness teams. We are providing these with this letter (Annex) to demonstrate how partnership working can produce innovative shared approaches. We hope to see this flexible thinking replicated nationally as teams across public services and the third sector look for ways to step outside their siloes and deliver as effectively as possible for their communities – making the very best use of limited public resource while delivering effectively for our interlinked ambitions.

We are copying this letter to Chief Officers of Integration Joint Boards, Chief Executives of Health Boards, local authority Housing Convenors, Chief Executives and heads of housing, and to the Homelessness Prevention and Strategy Group. This Group, chaired jointly by the Minister for Local Government, Housing and Planning and Cllr Elena Whitham, COSLA's Community Wellbeing spokesperson, is overseeing the implementation of the Ending Homelessness Together Action Plan and includes the co-chair of ALACHO (Association of Local Authority Chief Housing Officers); we are currently seeking sufficiently senior representation from health integration to join this leadership group. We intend that sharing this letter widely will support all partners to engage on an equal footing with this important and necessary work.

Making sure the people whom we are helping with their housing needs are also being helped with their health needs and vice versa will help ensure our services can be as effective as possible as early as possible, and there is less chance that people will suffer multiple cycles of homelessness and come to suffer more severe health problems. It is in all our interests – and the interests of our citizens – to ensure we come together effectively around this work.



KEVIN STEWART

JEANE FREEMAN

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Dundee City Council

Homelessness and Housing Options services in Dundee are currently funded by Dundee City Council and Dundee Health & Social Care Partnership (HSCP). The HSCP are partners in the development of the RRTP and the Homelessness and Housing Options strategy. The RRTP envisages that its activity will partly be funded through reallocation of existing resources with the council and the HSCP. Specific projects currently underway are a mapping of support services, in partnership with the University of Dundee, and implementation of Dundee's first Housing First project.

Fife Council

The development of the RRTP has been supported by an extensive consultation process involving delivery partners within the Local Housing Strategy framework, Short Term Housing Support and Homelessness PSP, Fife Housing Register Partners as well as the Health and Social Care Partnership.

Objectives in the RRTP include:

- Developing Personal Housing Planning approaches for those most at risk of becoming homeless in partnership with Health and Social Care and other partners
- Establishing early warning trigger systems through Health and Social Care Partnership activity building on developing Projects and other managed housing pathways
- Developing specialist, tolerant and flexible approaches to housing, support and care provision in partnership with Health and Social Care Services for those with complex needs

Glasgow City Council

The Rapid Rehousing Transition Plan has been developed and published by Glasgow HSCP. The plan has been developed through consultation with strategic leaders from housing, health, social care services, third sector agencies and people affected by homelessness.

The HSCP operates a Community Homelessness Service in each of the three strategic planning areas of the city. The Community Homelessness Service is now fully integrated into the HSCP management framework and as a result has much closer alignment and access to operational health and social care services. The HSCP has developed locality-based Addiction Recovery Hubs within each of the 3 localities in Glasgow. Recovery Hubs work in tandem with the statutory Glasgow Alcohol and Drug Recovery Service (GADRS) and other services to support service users recover from alcohol and/or drug addiction issues.

The HSCP, with support from The Salvation Army, Wheatley Group and Social Bite, has rapidly scaled up Housing First in the city to meet the needs of individuals with complex needs who have experienced repeat homelessness. Housing First will be a critical element of the rapid rehousing model as the default response to reducing homelessness for those with multiple and complex needs.

Highland Council

The Highland Alcohol & Drugs Partnership (HADP) has agreed to invest £128,000 over 2019/20 & 2020/21 in a Housing First project in Highland. The partnership is currently working through shared governance structures and operating processes.

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The key partners are NHS Highland Drug and Alcohol Recovery Service, Highland Council Housing Service, Highland Alcohol and Drugs Partnership and the Third Sector.

An integrated service model underpinned by Housing First principles is being developed that will target hard to reach people with complex needs (drug, alcohol, mental health and homelessness problems). Priority will be accorded to people at higher risk of drug and alcohol related death. The service will facilitate access to health and social care services, conduct needs assessments and devise and support recovery plans.

North Lanarkshire Council

The RRTP was co-developed with a range of partners, including representation from the Health and Social Care Partnership. In 2015, the HSCP carried out a Health Needs Assessment of homeless applicants who had presented to North Lanarkshire Council over the year. This led to the development of a multi-agency Health and Homelessness Action Plan and Steering Group and it is taking forward a range of actions both to prevent homelessness and mitigate the impact of homelessness on health and wellbeing. This group works across North and South Lanarkshire and is supported by Health Improvement.

NHS Lanarkshire provides a health and homelessness specialist nurse led health service, for those who are not registered with mainstream services, and will develop linked mental health staff from each area Community Mental Health Teams (CMHT) with the Health and Homelessness Service.

The multi-agency Health and Homelessness Action Plan and Steering Group is planning:

- An assertive outreach Sexual Health and Cancer Screening Service
- A partnership initiative with the third sector to embed a psychologically informed environment (PIE) within key health and homelessness services
- Provision of Primary Care to vulnerable groups including those experiencing homelessness
- A review of the pathway between homelessness services and mental health services.

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