

EAST RENFREWSHIRE COUNCIL1 May 2019Report by Chief ExecutiveVISION FOR THE FUTURE**PURPOSE OF REPORT**

1. This paper brings forward a draft revision of '**Vision for the Future**', which sets out our long-term ambitions for the work of East Renfrewshire Council based on a horizon of 10 years. The aim is to build on this draft with further information from our **Local Development planning** process, refreshed **Capital Investment Strategy** and the economic development planning work taking place at City Region level.

**RECOMMENDATIONS**

2. Council is asked to:
- (a) Consider and comment on the draft revision of **Vision for the Future**.
  - (b) Note the updated outcomes, capabilities and values which make up our overarching strategy.
  - (c) Agree to further development of **Vision for the Future** taking into account the ongoing work on the Local Development Plan, the refreshed **Capital Investment Strategy** and City Region economic planning.

**BACKGROUND**

3. The Accounts Commission's recently published report "Local Government in Scotland: Performances & Challenges 2019" provides the overarching context for this report, noting that "*the important role councils play is clear but there are many uncertainties, which makes planning for the future more challenging as it becomes more critical than ever*". The report highlights the "*increasingly complex, changing and uncertain environment which places different demands and expectations*" on councils.

4. In May 2013 East Renfrewshire Council approved a new approach to organisational development introducing 5 capabilities (i.e. prevention, community engagement, data, modernisation and digital) that the Council needed to excel at if it was to continue its success going forward and meet future aspirations to be a modern, ambitious council delivering well on its outcomes. A 5-year plan '**Vision for the Future**' was subsequently published in 2015 to help deliver our strategy which focuses on 5 outcomes, 5 capabilities and 5 values. An update on progress against '**Vision for the Future**' was considered by Cabinet in March 2017 and key actions have been taken forward and reported on as part of our Best Value action plan.

5. In October 2018 Council approved that the **Corporate Statement** and **Vision for the Future** documents would be combined and that an updated **Vision for the Future** document covering a 10 year time period would be produced to reflect the updated **Community Plan** and the long-term ambition of the council's change programme and then be brought to Council for approval.

6. We have also recently refreshed and simplified our values in consultation with our employees, reducing the values from 5 down to 3.

## REPORT

7. In the 'golden thread' of strategic planning our refreshed '**Vision for the Future**' sits under the Community Plan (i.e. our 10 year partnership strategy for the area) and above the Outcome Delivery Plan (i.e. our 3 year delivery plan). Its purpose is to set out the Council's long-term strategy and our plans to deliver our part of the **Community Plan**.

8. '**Vision for the Future**' sets a long term vision and direction for the Council and as such does not have its own detailed action plans. Once finalised and published, the aim would be to update '**Vision for the Future**' every 3 years. The audience is primarily our partners and employees but it should also work as our corporate strategy summarised for an external audience.

9. At this stage, the '**Vision for the Future**' document attached at Annex 1 is considered an early draft to begin a conversation on the broader strategic context and ambitions for East Renfrewshire.

10. Our draft '**Vision for the Future**' is underpinned by

- an analysis of demographic trends and patterns for the local area through 'Planning for the Future';
- a broad assessment of the political, economic, social and technological trends affecting East Renfrewshire
- an overview of what local residents tell us is important to them through the Citizens Panel;
- scenarios around future financial planning as considered by Council in February 2019, although finance remains one of the biggest areas of uncertainty;

11. Further work is required to firm up the vision. The ongoing Local Development planning process will be a particularly important input. The Capital Investment Strategy was approved in February 2019 with some additional update work being carried out in preparation for the 2020 budget and will also be useful. Our long term financial planning will also benefit from the announcement of a 3 year budget for councils.

12. Through the Commission for Economic Growth based at Glasgow University, the Glasgow City region cabinet have approved research to look at the economic prospects for the region. This work will be completed by late autumn and again will provide useful input.

13. At this draft stage, initial work is being undertaken to consider 'Vision for the Future' in the context of equality impact and Fairer Scotland assessments. The 5 outcomes have been considered as part of the Community Plan but the unique aspects of 'Vision for the Future' are the vision, capabilities and values. Our commitment to the Fairer Scotland Duty has been incorporated in the draft to set an expectation amongst staff and residents that we will assess potential socioeconomic impact and use this to influence our practice, policy and decisions.

## CONCLUSION

14. Significant work has been done over the last 2 years to improve the integration of strategic and operational planning to ensure a clear 'golden thread'. The new **Community Plan**, (incorporating **Fairer East Ren**) has given us a refreshed set of strategic outcomes, which when considered alongside our **long-term financial plan**, **Capital Investment** plan and detailed demographic analysis, have given us a really solid foundation on which to further develop our **Vision for the future**

15. These aspirations must be set against a challenging financial landscape. Further work will also be forthcoming on the future of locality planning and community empowerment, which will also influence the development of this vision. Further discussions will be ongoing over the summer and into the autumn.

## RECOMMENDATIONS

16. Council is asked to:

- (a) Consider and comment on the draft revision of **Vision for the Future**.
- (b) Note the updated outcomes, capabilities and values which make up our overarching strategy.
- (c) Agree to further development of **Vision for the Future** taking into account the ongoing work on the Local Development Plan, the refreshed **Capital Investment Strategy** and City Region economic planning.

Lorraine McMillan, Chief Executive

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17 April 2019

## BACKGROUND PAPERS

- Best Value Assurance Report: Action Plan Update, Cabinet 25 April 2019
- Financial Planning 2019-2025, Council 28 February 2019
- Local Development Plan 2: Impact on Education Provision, Council 31 October 2018
- Strategic Planning, Council 31 October 2018
- Vision for the Future: Update Report, Cabinet 23 March 2017

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# **Vision for the Future Review**

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**FOREWORD**

*To be added later*

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## CONTEXT

East Renfrewshire is a modern, ambitious council, creating a fairer future with all. Our mission is simple: to make lives better for the growing numbers of residents who choose to live here.

We are high performing with a reputation for continuously improving services, particularly in key outcome areas that make a difference to people's lives including education, housing and recycling. Ninety-four percent of our residents are satisfied with East Renfrewshire as a place to live and our residents continue to value the safety, family values, reputation and educational prospects available when living here.

East Renfrewshire however faces many of the same challenges as the rest of Scotland over the next 10 years – these are summarised in a PEST (Political, Economic, Social, and Technological) analysis in Annex 1. The population is expected to grow and at the same time people are living in smaller family units bringing a requirement for more houses. Technology is driving change at a faster rate than ever and the threat of climate change is ever present. Changes in the world economy have an immediate impact on the Scottish economy and even what constitutes a community is becoming difficult to identify.

In addition, the financial landscape for the public sector has become increasingly challenging with councils having to find significant year on year savings, whilst continuing to deliver services that meet the growing and more complex needs of local people. For East Renfrewshire this has meant making savings of over £54 million since 2011, with a further £22 million by 2021.

Over the same period, we must also meet the needs of our growing local population and changing local demographics (more detail [here](#) and in Annex 2). East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country, with significant Muslim and Jewish populations, and we expect this to continue. We will have more children and at the same time more elderly residents; a declining death rate and an increase in the number of households as more people live alone. These expected significant changes will influence the decisions we make on future service provision, affecting education, housing, care and a range of vital universal services such as roads maintenance and waste management.

For example, increasing numbers of families with children, including those who require additional support for learning, are moving to East Renfrewshire to benefit from our local schools. As well as requiring us to build more nurseries and schools, this also places additional pressure on our care services to support individuals with disabilities into adulthood. Our growing elderly population, with amongst the highest life expectancies in Scotland and a rising over-85 years population, brings complex care needs and a focus on living independently at home for as long as possible. The number of commuters working outwith East Renfrewshire also puts pressure on public transport, parking and our road network, this will increase as a result of new house-building.

We also have pockets of significant disadvantage and deprivation highlighted in the Scottish Index of Multiple Deprivation (SIMD) with around 5% of our population amongst the 15% most deprived in Scotland. Socioeconomic inequalities do not exist solely within definable geographic boundaries. Approximately 1,550 children in East Renfrewshire are living in low income households, with 55% living in the Levern Valley area and 45% in the Eastwood area. Scottish figures show that 35% of Minority Ethnic people are in low income households compared to 18% of White British people. Trends also show that 45% of lone parents, 23% of people in a family with a disabled adult and 13% of older adults live in low income households. We all have characteristics that can increase our risk of disadvantage in: income; wealth; material goods; or the opportunities that are available to us.

Through the Fairer Scotland Duty, the Council must consider how it could reduce inequalities caused by socioeconomic disadvantage in any major strategic decisions we make. This includes poorer skills and attainment; lower quality, less secure and lower paid work; greater chance of being a victim of crime; less chance of being treated with dignity and respect; and lower life expectancy.

We must also respond effectively to a considerable level of policy and legislative change. Recent changes include changes to school governance, the national reorganisation of community justice, new Scottish financial and social security powers, welfare reform and increased nursery provision for 2 and 3 year olds. Community Planning has developed an increased focus on inequality and locality planning and there is an ongoing review of how powers and responsibilities are shared across national and local government, with the aim of giving communities more say in how public services are run. The Planning Bill and the Transport bill are making their way through the Scottish Parliament with plans for changes to Council Tax under discussion. The UK's exit from the EU will also bring significant legislative change.

The world around us is also changing, highlighting new opportunities to collaborate and innovate to modernise how we work. Digital technology is revolutionising how people live their lives and the Council is continually looking at how digital services might improve the way services are delivered, making them more cost-effective and personalised, designed end to end with the customer at the heart, meeting user needs and modernising rapidly to meet changing demands.

Regional Partnerships are changing the way we work and influencing our long-term view. For example the City Deal partnership is helping us to transform the local area, create new jobs and generate economic wealth. Through City Deal capital funding, we will be able to invest £44 million across East Renfrewshire to help deliver an ambitious overall programme of regeneration, new homes, investment sites, visitor attractions and improved connectivity as reflected in our forthcoming Local Development Plan 2. In addition this collaboration has resulted in a regional economic strategy and also a regional skills investment plan, covering 2019-2024, and highlighting local issues of pockets of deprivation, those residents furthest from being able to enter the employment market and particular groups of youth unemployment. In essence we need to ensure through our employability and related activity that in the longer term our residents have the right skills to access and progress through the changing employment market.

We continue to work in close partnership with our wider East Renfrewshire family, particularly the East Renfrewshire Culture and Leisure Trust (ERCLT), and the Health and Social Care Partnership (HSCP) working under the direction of the ER Integration Joint Board (IJB), and both delivering important services to local people intrinsically linked to health and wellbeing.

## OUR COMMUNITY PLAN – A FAIRER AND STRONGER EAST REN

The strategy that guides all the work of the Council and its community planning partners is our Community Plan called a “Fairer and Stronger East Ren”; an overarching plan for the area with a timescale of 10 years. The Community Planning Partnership’s vision for East Renfrewshire is:

*“An attractive and thriving place to grow up, work, visit, raise a family and enjoy later life”.*

The vision builds on the reasons that people choose to move to and to stay in East Renfrewshire i.e. the quality of the environment and the great facilities for children and families.

Fairer East Ren is the part of the Community Plan that focuses on actions that partners will take to reduce inequality in the area, supported in turn by more detailed Locality Plans.

In East Renfrewshire, our Community Plan focuses on 5 priority areas that clearly describe the outcomes that we pledge we will deliver for local people and what success looks like for our communities. The five outcomes are:



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.

These outcomes were developed after thorough analysis and engagement with our community in East Renfrewshire and are a balance between our desire for East Renfrewshire to be a great place for all our residents and the need to address deep-seated inequalities in our area. The success of the Community Plan will be measured by changes in

long-term outcomes for the community. These changes require contributions from all partners.

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## VISION FOR THE FUTURE – OUR STRATEGY

Vision for the Future is the Council's long-term strategy plan covering an outlook of up to 10 years. It builds on the Community Plan and articulates the role the Council will play in delivering our part of the Plan. Vision for the Future adopts the 5 outcomes of the Community Plan and for each outcome identifies the contribution that the Council will make to help achieve the Community Plan outcomes.

Our vision is to be a “*modern, ambitious Council, creating a fairer future with all*” and our mission is to “*make peoples' life better*”. We have high aspirations and expectations for ourselves, and our partners, as we continually strive to be better at what we do and improve the experiences of our customers. This drive comes from our desire to create a more equal and fairer society for our communities, hand in hand with our partners and the people who live and work here.

Vision for the Future sets out **how** we will do this by identifying the 5 capabilities that the Council must demonstrate to be able to deliver efficiently and effectively and the 3 values that all staff should aim to exhibit when carrying out their work.

## Capabilities

We have developed 5 organisational capabilities that define what we must be excellent at in order to meet our future challenges and use our resources in the right way. We will deliver our outcomes in a time of financial constraints and increasing demand by redesigning our services using the 5 capabilities.



**Prevention** - we will invest in activity that prevents problems occurring in our communities, rather than trying to fix things when they have already gone wrong. This will reduce demand for certain services and, at the same time, improve the lives of many of our most vulnerable residents and families. We will empower communities and individuals to take positive control of their own lives - rather than having things done for them.



**Empowering Communities** - we will work hand-in-hand with our local communities to redesign services so that they work for and with the people who need them, empowering local people, continually refining what we do in order to jointly achieve our outcomes and engaging with people in ways that are meaningful to them and an easy fit with their busy lives.



**Use Data, Evidence & Benchmarking** - we will make sure that all the decisions we take are grounded in evidence and what our communities agree works well. We will use the data that we have responsibly and effectively collected to focus our efforts where we can make the biggest difference.



**Modernising How We Work** - we will leave no stone unturned in ensuring we are an ambitious, lean organisation and have systems and processes in place which are fully modernised, so that our frontline employees are able to work as productively as possible to deliver the right services in the right areas. We will have more flexible workspaces; collaborate more; use new management styles; and have stronger partnerships.



**Digital** - we will develop digital confidence across our organisation and our communities and promote an ethos of 'digital by design', whereby we will make our services digitally accessible end to end, putting customer needs at the heart of service design and improving local customer experiences.

Our capabilities relating to data, modernisation and digital are increasingly merging together as digital technology is driving both the use of data and modernisation.

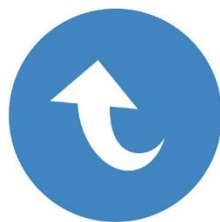
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## Values

Our core values will be an enabler at a time of great change, shaping our behaviours and supporting the council to realise its ambition.

In consultation with employees across the organisation, our organisational values have been recently reviewed and refreshed to make them simpler and more memorable. The new values are:



Ambition



Kindness



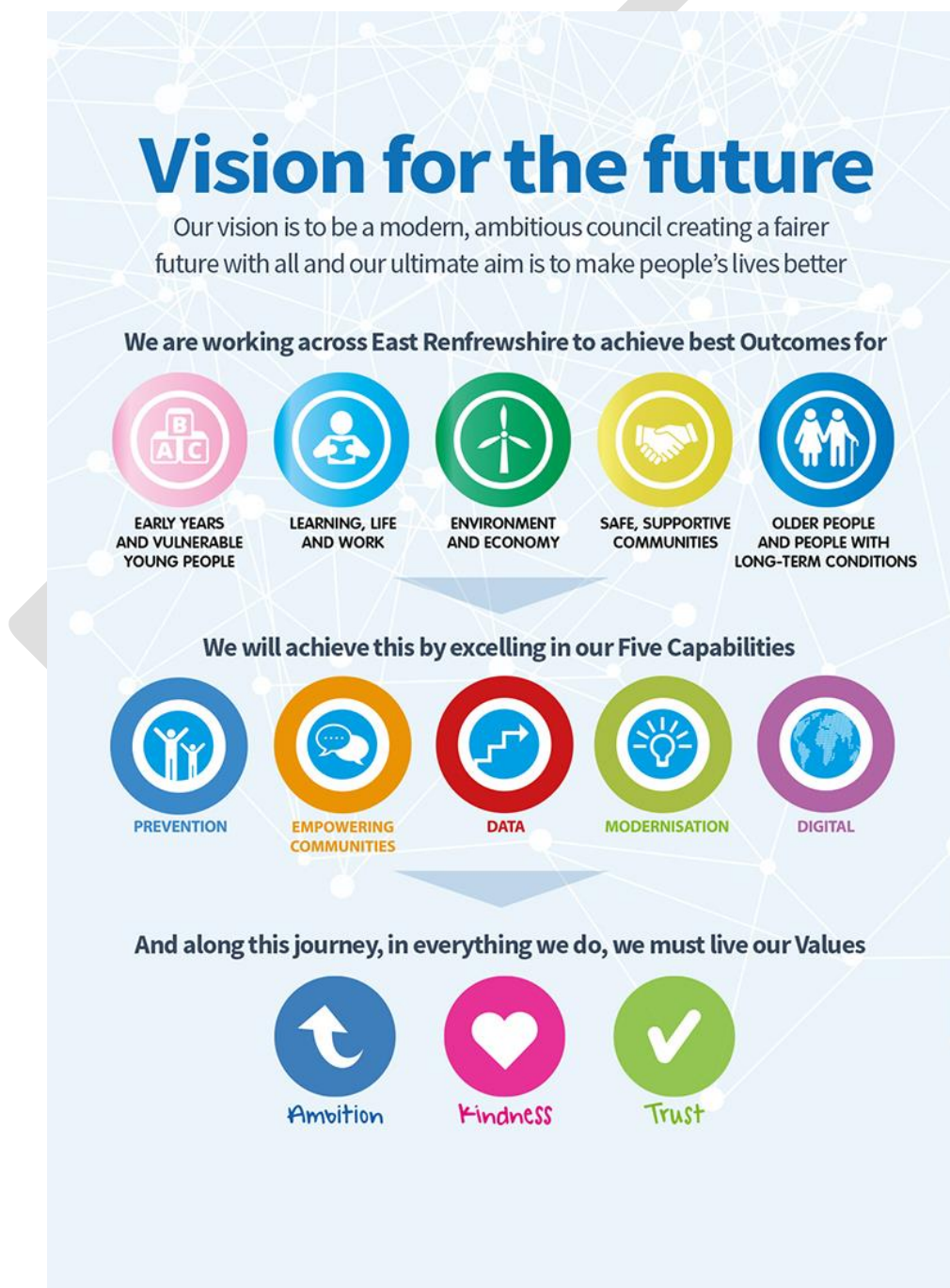
Trust

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## Strategy on a Page

We realise that long strategy documents like this one are necessary but are not particularly accessible for all our staff and residents so we use a 1 page infographic to summarise our plan.

We have updated our main strategy infographic to show how our 5 outcomes, our 5 capabilities and our 3 new values are at the heart of our strategy and it is shown below. This is our “strategy on a page” and is the most comprehensive summary we have of our overall vision for the future.



## VISION FOR THE FUTURE – LINKS TO OTHER LONG TERM STRATEGIES

This **Vision for the Future** document is influenced by and influences 3 associated documents: our **Local Development Plan**, our **Capital Investment Strategy** and our **Long Term Financial Strategy**.

Our **Local Development Plan** (LDP) builds on our **Community Plan** and national planning policy, and shapes public and private sector investment in our area. It is a spatial plan that takes into consideration healthier lifestyles, greenspace, affordable and particular-needs housing especially to meet the needs of the elderly, improving town centres, educational requirements and improvements to leisure and cultural facilities.

Our **Capital Investment Strategy** demonstrates the many influences on our capital investment plan, particularly external and partner influences, such as Scottish Government policies and the Glasgow and Clyde Valley City Deal. When delivering our commitments, we need to invest strongly for longer term benefit but always be mindful that any investment must be undertaken in a prudent, affordable and sustainable manner. Investment in schools and nurseries has always been a high priority and reflects the importance of education in the Community Plan as well as demographic trends in migration of families into the area because of the reputation of education as well as the growth in housing numbers. Our 8 year Capital Plan and longer term Capital Investment Strategy are updated annually.

Our **Long-Term Financial Strategy** identifies the long term financial pressures that the Council is likely to face, such as budget reductions, demographic change and inflation. The strategy also identifies the different ways in which these pressures can be mitigated. The savings consist of efficiency savings as well as service reductions. Financial planning is extremely difficult in the present economic and political situation so we have to be prepared to continue to analyse a range of scenarios and undertake detailed budget planning as the most likely scenarios emerge for future years.

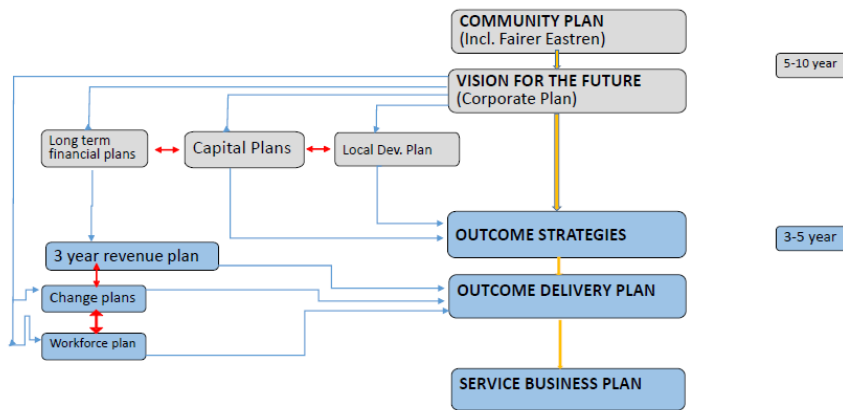


Figure 1:  
Integrating  
Strategic Plans &  
Operational  
Management

## OUR VISION FOR THE FUTURE – WHAT WILL THIS LOOK LIKE?

As we work towards our vision of “a modern, ambitious council, creating a fairer future with all”, we will see changes across the Council and the East Renfrewshire “family” of organisations, and changes in how we work. Given that a lot can change in 10 years, it is not possible to paint an exact picture of the future, but it is possible to plot a forward direction which will be regularly reviewed and updated

The vision was originally set by us in 2015 – it is still relevant today, but we have updated its content and will continue to do so over time. We have also added a new section giving further detail on each of our outcomes.

In delivering our vision we must find a balance between high quality services and the need to address deep-seated inequalities. Tackling inequalities means acting with fairness and respecting the circumstances and needs of people which can put them on an unequal footing against others. We will work together with local communities to ensure that our decisions are based on socio-economic analysis as part of the Fairer Scotland Duty and we will integrate this with our other equality and human rights duties to simplify how we consider our potential impact and influence practice and policy at the right time.

## OUR 5 OUTCOMES



### Outcome 1 – Early Years and Vulnerable Young People

**The outcome we want is for all children in East Renfrewshire to experience a stable and secure childhood and to succeed.**

We know East Renfrewshire is already one of the best places in Scotland to grow up, with high life expectancy rates at birth. Research shows that the first few years of a child's life are the most important in its development and strongly influence their future life chances, such as their educational attainment, health, well-being and resilience. In partnership with parents and carers we need to do all we can to support childhood development. In particular we need to reduce the impact of adverse childhood experiences, especially for the almost one in ten children and young people across East Renfrewshire living in poverty and those who will experience the care system. We know that action taken later in life is likely to be more costly and less effective than later interventions

The population of children under 5 years old is also growing and this growth is expected to continue due to the area remaining a popular choice for families and the availability of new housing. We need to ensure that there is sufficient provision and choice for early learning and childcare to meet not just government legislation but our own aspirations for children having access to the most effective world-class learning, grounded in the latest evidence of what works.

In ten years' time:

- Our work with parents and carers in our most deprived communities will continue and will be showing measurable benefits. Fewer children and families will be in the care system because we will build on the success of interventions and joint work such as our Family First Service, the Family Nurse Partnership and Postponing Pregnancy. All our schools and early years settings will be Family Friendly and local people will be working alongside services to help parents and communities build their confidence and resilience.
- We will have significantly expanding our nursery provision to offer parents flexible options of how best to use their free early learning and childcare entitlements. Five

new nurseries will be built and other facilities extended by August 2020 at a total cost of £24million and three of those will operate as family centres. More nurseries will follow to meet the demands of additional housing developments across the Council area. By 2024 we expect that almost all 3 and 4 year olds will be taking up the opportunity of 1140 hours of free early learning and childcare a year.

- Greater intervention at an earlier time in children's lives will ensure that we prevent any gaps in outcomes at the earliest opportunity. More children will progress and develop in line with their age, and educational achievements in reading, writing and numeracy will improve helping to reduce inequalities as they grow older.
- The life chances of the young people in our care will be measurably improved through our long-term commitment to the Champions' Board which allows children with experience of the care system to directly influence senior council officers and elected members. We will also do our utmost to keep children in our care in East Renfrewshire so they are close to their support networks and can benefit from our excellent schools.
- Our innovative (and award winning) Family Firm initiative will continue to provide employment and training opportunities for our care-experienced young people. We will expand the scheme to widen the real employment and life-changing opportunities it provides leading to all moving into further learning, training or employment beyond school and successfully contributing to the community.
- We will expand provision for children and young people with additional support needs, more of whom are moving into East Renfrewshire due to the success of Isobel Mair School in offering high standards of education and care. Their experiences and outcomes will be maximised, many will be included in their local school and community and we will have the right services which will support them into sustainable positive destinations beyond school, including employment within local businesses or social enterprises.



## Outcome 2 – Learning, Life and Work

**The outcome we want is for our residents to be healthy and active and have the skills for learning, life and work.**

East Renfrewshire has some of the top-performing schools in Scotland with high rates of attainment as well as a high proportion of young people going onto positive destinations when they leave school. The attainment of our young people from our most deprived areas has been increasing but we still have a gap between the attainment of those from the poorest areas and those from the least deprived areas.

Employment levels are good compared to the Scottish average. From January – December 2018 there were 44,200 people recognised as being employed. This represents 73.6% of the population. This compares favourably to the Scottish average of 74.1% and UK average of 75.1%. There are 1,500 people registered as unemployed in East Renfrewshire which represents 3.4% of the population. This is significantly lower than the Scottish average of 4.3% and the UK average of 4.2%.

Whilst our residents are generally healthier and live longer than in many parts of Scotland, the UK only ranks about 20<sup>th</sup> in the world, with some predictions that life expectancy may begin to decrease. We still need more people to be physically active, to eat healthier food and to reduce alcohol intake if overall quality of life and mental health is to be enhanced.

Over the next 10 years

- The increasing demand for places in our schools will see a growth in the number of schools. As well as the £15million Maidenhill Primary opening in Newton Mearns in August 2019, there will be sufficient new schools opening to meet demand. There will be a new leisure and learning campus in Neilston and our existing secondary schools will have been refurbished, with a strategic improvement plan in place for every school building.
- What pupils learn will be transformed as they develop the skills to take full advantage of a rapidly-changing jobs market, with a greater emphasis on digital and STEM subjects (Science, Technology, Engineering and Maths). There will be different routes to work, with more graduate apprenticeships and we will equip children with

the skills and attitudes to enable them to change careers at different times of their lives. We will help our young people get what they want out of life, helping them become rounded individuals by providing an education which involves community partners and which contributes to the community.

- Attainment and achievement will continue to improve in primary and secondary schools and we will have further reduced the poverty related attainment gap.
- We will continue to work across local council boundaries in the Glasgow City Region to share best practice in education and strengthen employability to ensure residents can take up job opportunities throughout the region.
- Improving the mental wellbeing of children will be a top priority. With national research showing that most mental illness begins before adulthood and can be linked to childhood adversity, we will take a preventative and early interventionist approach in services such as education and where necessary we need to ensure that mental health care meets the needs of our young people.
- Sport and cultural services will be a critical and effective part of our early intervention strategies which will make a measurable impact on key local and national priorities such as the health of an ageing population. Schools will play a key role in inspiring all children and young people to participate in sports and cultural activities which they will continue into adult life through community groups supported by volunteers and ERCLT.
- Residents of Eastwood will be benefiting from state of the art new leisure facilities which will cater for our growing young and ageing populations, encouraging all to take part in physical and cultural activities. The renovation work at the Foundry in Barrhead will have been completed and there will be improvements at Eastwood High.
- Our high quality sports pitches, open spaces and parks will encourage residents to increase their participation in physical activity which will in turn help to improve health. There will be an increasing focus on cycling and walking and providing appropriate infrastructure to facilitate these activities.





### Outcome 3 – Environment and Economy

**The outcome we want is that East Renfrewshire remains a thriving, attractive and sustainable place for businesses and residents.**

East Renfrewshire sits on the boundary of the urban area of the Glasgow City region and the more rural areas of the Dams to Darnley Country Park, Whitelee Windfarm and agricultural land. It is primarily a residential area with limited economic development. The area is very reliant on the wider City region area for job opportunities with the wider region being dependent on the East Renfrewshire area for residential opportunities and its contribution to the overall quality of life in the City region. Our residents tell us they enjoy living in East Renfrewshire and the migration of people into the area demonstrates the continued popularity of the area.

Wider issues such as climate change and the economic future of the Glasgow City region and Scotland as a whole will strongly influence the future of the area as will our ability to build an infrastructure to meet the growing needs of our residents and businesses.

Within the next 10 years:

- The area will be an attractive place for investors with vibrant town centres and good employment opportunities. We want the area to be a key tourist destination with better rail and bus services. At the same time we wish to see the area well served with good quality leisure, cultural, community and educational facilities and digital connectivity.
- Our ambitious new Local Development Plan which will set out clearly our development ambitions around inclusive economic growth and proposals for regeneration, housing, investment sites, transport, business, industry, education facilities and leisure.
- We will deliver inclusive growth through our Glasgow City Region projects which will deliver £44million of major infrastructure to boost innovation, regeneration and growth. These projects will greatly add to the value of the local economy over the next 20 years through new infrastructure, connectivity and tourism. Opportunities for entrepreneurs and networking will be created at a new business centre in Greenlaw,

Newton Mearns, which will open in 2019. Barrhead will see housing, leisure and shopping facilities being provided through remediation of the former Nestle site and the former Shank's Park. There will also be a new visitor centre at the Dams to Darnley Country Park, with infrastructure to support a proposed wakeboarding centre which will increase visitor numbers to the area. Other potential facilities at this location are currently being developed.

- We will plan for an increase in the number of houses of at least 4,350 by 2029 as outlined in our Local Development plan, working with developers to ensure we meet the Scottish Government's targets for house building and in particular for affordable housing. We will ensure that infrastructure provision is sufficient to meet the needs of our population particularly for education.
- We will have helped the economy to grow and helped build a stronger more diversified local business base. The number of new business start-ups is increasing but the primarily service nature of existing employment means that many of the people who work in the area are paid below the living wage. We need a better balance of jobs to reflect the highly skilled nature of our population, to take advantage of digital opportunities and to provide progression for those in lower paid jobs. We are looking to improve the rate for new businesses surviving for five years or more.
- Our residents will have better access to the wider Glasgow City region. As part of City Deal a new railway station and bus interchange will be built at Barrhead South. There will be improvements to the road network along the M77 corridor, creating development opportunities and building better travel routes between the Levern Valley and Eastwood and opening up the potential of a major strategic route in the longer term. This will give our residents excellent access to the 28,000 jobs which will be created across the City Region. These projects are challenging and will be difficult to deliver.
- Our town centres will be more sustainable, attractive, vibrant and accessible with more diverse activities. We need to take into account a wide range of factors including changing retail patterns, housing opportunities, diversification of uses, digital technology, office accommodation and employment and the creation of civic, community and cultural hubs. Towns need to be vibrant and attractive during the day and in the evening. The Council cannot do this alone. It can provide leadership but it

needs to develop a vision and action plans in collaboration with a wide range of partners including its Business Improvement Districts and other key players. As an example a proposed investment of over £30m in a joint education campus in Neilston will also offer the opportunity to regenerate the town centre.

- The future of the local environment will be protected through the improvement of our parks and open spaces, which serve as places for leisure and health as well as reducing carbon emissions. Rouken Glen Park will have more facilities, will be an events venue and will have more parking. A masterplan will be prepared and implemented for Cowan Park, transforming it into an attractive public park for all residents. We will ensure a balance between the green places in the midst of our communities and the green belt around the perimeter. Due to a very limited supply of brownfield sites in East Renfrewshire, there will be a requirement to build houses and new community facilities on previously undeveloped sites to ensure high quality services can be delivered to all residents.
- Eastwood Park will be masterplanned to create a campus environment which will take advantage of the park environment and address the current parking issues.
- We will build 240 or more new Council houses catering for the diverse needs of tenants and use this opportunity to build communities not just houses.
- We will build on the success of our recycling rate for household waste to encourage even greater environmental awareness and reduce waste and pollution. Our new waste facility at Bargeddie/ Dunbar, which we have funded along with neighbouring councils, will begin operation in 2020 and further reduce the waste sent to landfill.
- Our commitment to reduce local CO<sub>2</sub> emissions will continue as we reduce the emissions of council buildings, encourage the move to electric cars and work with developers to ensure they futureproof new-build housing to be as energy efficient as possible.
- Our communities, infrastructure and buildings more resilient to the effects of climate change mainly in terms of challenging weather. This includes being able to deal with storms, heavy rain, extreme winds, droughts and heat waves. An adaptation plan is in the early stages of development at the Glasgow City Region level.

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#### **Outcome 4 – Safe, supportive communities**

**The outcome we want is that residents in East Renfrewshire are safe and live in supportive communities**

Local residents continue to value a strong sense of belonging to their community and the safety of local neighbourhoods. We have strong communities throughout the area and people from diverse backgrounds get on well. East Renfrewshire has the lowest crime rates in mainland Scotland although housebreaking and anti-social behaviour are still of concern to residents. We have a small proportion of people who misuse alcohol and drugs.

Over the next 10 years:

- More of our vulnerable residents will live independently in their own homes by extending our existing telecare service from a service based on analogue technology to a digital service using the latest sensors and digital technology to join up health and social care monitoring.
- Community safety and community justice services will be enhanced through good community engagement activity and strong links that have been built with local groups preventing more negative outcomes. This will be done through enhanced partnership working and information-sharing with Police and Fire to target our resources and activities in the most appropriate areas.
- Less East Renfrewshire young people will be at risk of taking part in anti-social behaviour and will be actively and meaningfully engaged and involved in positive activities through targeted streetwork and diversionary activities, such as youth clubs,
- More offenders will have been provided with local support through shorter custodial sentences and community justice payback orders. More offenders will be rebuild their lives and give something back to their community and much less likely to reoffend. Packages of support will be available that improves access to vital services such as health care, welfare, housing and increase their employability.

- We will improve our effectiveness in protecting adults that are at risk of harm either due to their own disabilities or vulnerabilities by providing timely and people centred supports that allow them to live safely in their own home. For residents who experience domestic abuse (including coercive control) and or people trafficking work, we will ensure that they receive services that reduce risk and ultimately recover from their adverse experiences. Helping residents affected by alcohol or drug use to overcome their addiction(s) will be at the heart of our drug and alcohol recovery services.
- It will be easy for East Renfrewshire residents to have their say and get actively involved in their local communities. The confidence and skills of communities will be stronger so that they can influence change on key issues that matter to them and contribute toward the building of supportive communities
- Each locality will have its own locality plan which contains their local priorities and are reflective of the views and needs of those communities. We will 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.
- 1% of our budget will be spent through Community Choices. We will expand our successful range of community-led decision-making processes. These will see an increasing role for community members in the delivery of shared outcomes in East Renfrewshire.



### **Outcome 5 – Older people and people with long-term conditions**

**The outcome we want is that older people and people with long-term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives.**

East Renfrewshire's residents generally live long, healthy lives. Local people have a longer life expectancy than the Scottish average and maintain a good quality of life. Over the next 25 years, East Renfrewshire's older population is projected to rise significantly. We will need to respond, through working to ensure that older people and those who have long-term conditions benefit from improved quality of life, can live safely at home and are connected with their communities. The NHS, through its 'Moving Forward Together' strategy will also be developing approaches and responses that are focused within our communities.

At the same time there will be a need to support a growing number of family carers. We expect more people to stay at home and for our approaches to be tailored to their support needs. A combination of social, digital and good care will provide the right support at the right time. We will develop our local markets to respond to the needs of carers through creative breaks, taken either in their community or at a location of their choice.

Over the next 10 years:

- Through the Council's partnership with the East Renfrewshire Culture and Leisure Trust (ERCLT), older citizens will be involved in a range of activities that support and encourage them to be physically and mentally active and maintain their independence. The much improved leisure facilities in Eastwood and the Barrhead Foundry will be welcoming for people of all ages and will respond to changing needs and focus on the wellbeing of people in our communities.
- We want to work more closely with communities offering more local people the opportunity to talk about any concerns and to plan ahead to stay independent when they are older. Our Talking Points in every locality are where people will be able to access information, advice and support.

New and existing technology will help us provide a "hospital at home" for people with health conditions while developments in health and care lifestyle monitoring equipment will reduce the need for staff to stay with people in their homes.

- We will continue to work with our communities and partners to ensure that a range of choices for support are available through self-directed support options and by ensuring that there is a supply of creative and high quality options for people to stay at home and active within their communities.
- For those people who require support in their daily lives we have moved to a model of “getting the right support”. If delivered at the right time we believe we can reduce dependency and improve lives and respond better to the growing demands on the health and care system.
- We will have shifted in the balance of care, away from hospital wards to community alternatives for people requiring long-term or round-the-clock care. We want to ensure that only those people who require urgent or planned medical or surgical care need to go into hospital. Our aim will always be to return people home as quickly as possible and to support them at home whenever we can with a programme of re-enablement. 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.
- The care home market will look different and respond to individual needs, hopes and aspirations in a different way. Fewer people will need permanent care as they will have options to stay supported in their community, remaining connected through their interests, and are supported through technology and receive person-centred care at home.
- We will encourage work with social enterprises in the care sector which will offer employment opportunities to local people and address some of the issues in attracting people to work in the care sector.
- We will improve people’s quality of life by helping them to choose from a range of housing options so they can stay in the home of their choice in their local community. We will work with the housing market to achieve this. Our Local Housing Strategy and our Council housing building programme will take these needs into account including our future proposals for sheltered and amenity housing.



## OUR 5 CAPABILITIES



### Digital

We will build our capability to be a digital council and offer services which are enabled by digital technology to the benefit of our customers and employees. Many customers now expect to be able to contact and communicate with us using digital technology 24/7, to the same level of service they can get elsewhere in their lives. Digital technology allows those customers who can “self-serve” to do so, saving the public sector money and freeing up resources for the most vulnerable. The Council will develop and transform to meet the changing needs of our customers.

But it's not all about technology; it's about culture, empowerment and working together across boundaries; being open to reconsidering our whole way of doing business. Our focus is on designing new processes starting with the customer and using digital technology to deliver better more user focused services. Not just an online form or a tweet but instead a fundamental redesign of all our processes end-to-end using digital technology. Customers will be involved in the review and design of services across the Council which will help to meet expectations and demands. The pace of change and innovation has greatly accelerated over the last 5 years and the scale of digital expectations is huge – who can predict the future? Our redesigns need to be easy to use, run truly end to end beyond traditional service boundaries, and be able to respond to change quickly.

Across the country we are beginning to see some successes from the use of intelligent automation, which are really speeding up processes where there are high-volume customer interactions. This can involve immediate “decision making” with automatic answers to customers, which frees up time for us to focus on the more complex cases. In a further extension to our 24/7 offering, we will also extend the concept of “digital assistants” who can interact with customers on a conversational basis.

Our focus will be on how digital can improve outcomes for our customers, particularly in our big spend areas such as Education and Social Care where the impact of digital technologies is becoming apparent. From completely new learning technologies, to sensors to support vulnerable people to live independently but with the comfort that their wellbeing is being monitored, the possibilities are endless.

Of course, digital technology has a cost as well as a benefit and we need to prioritise spend within a challenging budget environment, taking advantage of new cheaper, easily available technologies and collaborative work with other councils.

Our schools will be at the forefront of digital technology where best-practice teaching will be supported by the best practice in digital learning. We will take advantage of new developments in digital health technology to support our ageing population and, of course, we need to be able to use digital technology ourselves to gather data, to provide quicker services and to support our customers who cannot access digital technology easily.

We will look to strike a “deal” with our customers that by using digital technology they are freeing up resources for the most vulnerable.

Given the pace of change, it will be necessary for us all to be adaptable and flexible; to learn and to take ownership of our own development. We will build the right culture for continual learning and more flexible job roles and will support staff to develop new digital, data and technology skills required to continuously reimagine service delivery to offer the best possible outcomes for residents. We will collaborate on a national basis to better plan for the next 2, 5 and 10 years.



## Modernising How We Work

We will make further strides in modernising how we work to allow us to be even more efficient, helping us to meet the budget challenges ahead; it will give customers (external and internal) a better service and, equally importantly, it will help increase our own job satisfaction as we remove outdated processes and practices.

Our focus is on modernising processes, taking out unnecessary approvals, duplication and manual processes. Championed by our Core Systems and Digital programmes, council systems will be updated, processes will be automated and we will adopt digital and paperless systems wherever possible, avoiding rekeying of data.

Strong governance and our integrated view of council-wide progress in delivering our change programmes, financial and service planning will help us to prioritise scarce resources; ensuring we make crucial decisions to keep projects moving; and introducing new agile project methods which may help us move quicker on certain types of projects that need more design and development, working closely with users.

There is a wider workplace shift from “where we work” to “how we work”. This is enabled by technology but only works if the culture is right and there is trust and consistency. Our property estate is old and expensive to change but our “improving where we work programme” will give us a structured way forward balancing cost savings and improvements in our work environment. Our workspaces will reduce, but those remaining will become more modern, meeting the needs of increasing numbers of employees who are working in more flexible ways and who do not require permanent desks, as well as those employees who are office-based. We will have less floor space, with a pleasant environment where employees can collaborate across teams and work together as well as having quiet space when needed. Where possible, we will share space with partner organisations, building on our approach of “no walls” in our partnerships. How we work together will also change.

To help achieve this we are also developing an accommodation strategy and action plan which will seek to reduce the amount of non-school property we hold and make the properties we do hold fit for purpose in terms of future working practices. In addition we will continue to develop our asset management plans which will set out our future proposals for investment and modernisation in relation to IT, Property, Parks, Fleet and Roads.

Our management and leadership practice will be about knowledgeable leaders and managers who really care about their employees' development and are prepared to coach and empower employees to help them do their best to deliver top quality services with each other and our residents. Leaders can be found at all levels and need to act as role models for the transformation we want to see, acting as enablers for new ways of working and helping to support employees to develop their thinking. The benefits of our leadership and management programmes will take some time to bed in and all our leaders will take part in new leadership programmes to help them build up their skills to help them lead and support employees in the changes ahead.

We want all employees to be guided by the values we have jointly developed and this will be far more powerful than any rules we could set. We want to break down old-fashioned hierarchies and be less formal.

This cannot be achieved overnight. We will have to work through every process, some of which go right across the Council. We will need robust governance to make sure that we prioritise our resources where they can make the biggest difference to our change projects and we will need strong project management to make sure we deliver the benefits. We will broaden the capabilities available through office productivity tools and widen use of voice recognition. We will all use systems directly i.e. "self-serve".

Our significant programmes of work are moving at a considerable pace right across the Council and HSCP and ERCLT, covering some complex areas and challenging the most fundamental building blocks of how we operate. These are resource intensive areas of work but, given the right input and commitment, have real opportunity to transform the way we work and deliver efficiencies for the future.



## Data, Evaluation & Benchmarking

We are a data-rich organisation, but we are now on a journey to fully becoming a data-informed organisation. That means our strategic focus, operational decisions, improvement priorities and actions need to be based on accurate, timely, relevant and high-value, data-informed, business insights that are available to the right people, at the right time and in the right way for them to make informed, actionable decisions about services. We will bring in new skills to enable this and will support our existing employees to build new skills to handle access and use data in more ways to help them in their day to day work.

Using the data we hold efficiently to generate business intelligence and insight will help enable the Council to plan for the future, save time; reduce costs; automate tasks; identify and take preventative action; monitor, predict, control and report our performance; improve customer journeys through and across services; and change how services operate individually, corporately and in partnership with other organisations.

The information we hold should be understood and valued as much as other organisational assets such as buildings, equipment, people or money. It should be actively looked after by being stored, maintained, protected and exploited – according to its value.

We need to recognise that our data may not always be perfect, but it is good enough for its intended use and we should use it in ways that are pragmatic and appropriate – we should also be transparent about its value and any limitations or quality issues.

There is huge potential from information that is standardised and linkable, allowing us to pull different types of data together into a common way that allows for integrated analysis, collaborative research, large-scale analytics, and sharing. We can discover more about ourselves, our customers and our services this way.

Information becomes even more valuable if it can be used more than once or for more than one purpose. This gets us to a single, reliable source of the truth and ensures everyone is working to the same facts. It should be as easy as possible for individuals to access information about themselves, without having to make a request and even when access is not mandated in legislation. We will allow data to be transparent so the public can see and use it, but we will always balance that against legitimate legal, ethical, professional and technical constraints and potential risks and sensitivities.

New data processing and analysis technology is flooding the market but councils across Scotland are just at the beginning of making good use of their vast data – East Renfrewshire is no different; this is an exciting area of work and we're just at the start of what's possible.

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## Empowering Communities

We are building up our capability to work with our communities, encouraging and supporting them to work with us to improve outcomes. To deliver on our duties under the Community Empowerment Act, we are moving from a focus on consultation and engagement to genuine involvement and participation. As we review our services, we look for more opportunities for community involvement and participation, recognising that genuine involvement is ongoing and not just at the start of a process. It is about local people being truly involved in services that affect them – this means setting priorities, influencing and supporting how we deliver on them and reviewing progress.

We have the opportunity to change how we work, building in more local control. Through locality planning, residents living in disadvantaged areas are becoming empowered to articulate their needs and priorities and play a part in delivering on them. We are using community choices budgeting to give local people a say in how money is spent in their area. We prioritise community capacity building support to ensure communities are strongest in areas aligned to our strategic outcomes, such as early years, safe and supportive communities and older people. Our focus is to ensure that all voices are heard, particularly those hardest to reach.

There will be far greater empowerment at all levels of our education provision. Schools will determine their use of resources and will design the staff and management structure to meet their learners' and community's needs. They will have funds at their fingertips and will be able to decide on improvements to their school. Decisions will be taken as close to the child as possible to help meet an individual's needs. This greater empowerment will give schools more autonomy and there will be also more local accountability. Children themselves will be empowered to have a say on what happens in their school, as will parents and the wider community, with employers and other local agencies working in partnership with schools.

Within a context of decreasing budgets, and to avoid consultation fatigue, we will coordinate our efforts to enhance involvement and participation through better coordination across the Council/HSCP and with our partners, making more effective use of our limited resources. We will provide training and develop toolkits to help employees ask themselves challenging questions about how they can involve individuals and communities.

By building this capability, communities, families and individuals will be actively involved in service design, developing and delivering solutions to improve outcomes. We will use our values to guide our behaviours when working with communities and individuals. We will not insist that our professional opinion is always right but work closely with people to get the best solution for them within our financial context.

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## Prevention

Together with our partners, our commitment to early intervention and prevention in designing and delivering services is vital to making people's lives better and tackling inequalities. In the past there was too much emphasis on fixing problems rather than preventing them occurring in the first place. Now we understand this is not good for communities and places heavier demand on services, which is not financially sustainable in the longer term.

Looking at things through a preventative lens, together with our communities, we are rethinking our services. Nationally, the drive is to act earlier in situations and, locally, further shift the balance of investment from crisis to preventative interventions. This is challenging but key to improving local outcomes and reducing demand for some services. We need the right mix of investment in preventative work and investment in ongoing delivery.

Nowhere is the preventative and early intervention approach more evident than in our prioritisation of, and investment in, services for children in their early years and towards supporting parents. There's huge evidence to show the positive impact of transforming the lives of children and future generations through investing in early years services. It is a long-term approach but we are already working hard in this area. Working collaboratively with services and our most deprived communities we are: improving pre-birth support, supporting families to become confident parents and building resilient communities for children to grow up in. Our project on reducing teenage pregnancy has received national acclaim and we want to build on this success.

Preventative approaches are also central to our strategy on responding to the challenges of our increasing ageing population and reducing health inequalities. Our HSCP strategic priorities include reducing unplanned hospital admissions and working together with older people and people with long-term conditions to maintain their independence. Traditional home care services have been redesigned to focus on re-ablement, working with people to regain their independence after illness or a stay in hospital. This reduces the need for long-term care at home. Support for people who self-direct their care is also being transformed moving to a model of "just enough support". The premise of early intervention sits at the heart of a range of exciting projects aimed at improving people's physical and mental health and there are good examples of joint work between the Culture and Leisure Trust and HSCP.

We've radically rethought our enforcement services (Environmental Health, Trading Standards and Licensing) and created a single prevention team whose early interventions are protecting some of our most vulnerable residents, empowering them to avoid scams; block nuisance calls, access reputable tradesmen and increase safety in the home – all helping people maintain their independence.

Taking a proactive, preventative approach is central to how we do things now and in the future: how we review our budgets; invest our resources; shape services; design job roles and develop staff skills – we can't afford not to.

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## **Our Ambition**

Our plans are ambitious. We want to be at the leading edge, delivering the best possible services to our communities. We have an ambitious strategy to deliver based on our 5 outcomes. We have many exciting projects ranging from the Early Years work to our City Deal infrastructure programme, from an ambitious capital programme to different partnership models of delivery for Culture and Leisure and Social Care.

It is impossible to describe what life will be like for employees in the future in a few words. We want everyone to be involved in creating this new future. We will all have to learn new skills and support each other to do so. This transformation has to be driven across the organisation by everyone; we all have to be engaged in the changes and feel we can influence them. All of this is in the context of challenging and reducing budgets, making transformation all the more important, and the need to make every penny count and make our resources go further. There is a responsibility on all of us to aim to be guided by our refreshed values and to be engaged in the development of our organisation. As a council, we have always had a reputation for excellence, for innovation and having great people. We must make sure that in when we look back in 10 years we are very proud of what we have done.

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**Political, Economic,  
Social & Technological  
(PEST) Analysis for  
East Renfrewshire  
Council**

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<p><b>POLITICAL</b></p> <ul style="list-style-type: none"> <li>• Policy &amp; Legislative change incl.             <ul style="list-style-type: none"> <li>- EU Withdrawal</li> <li>- Scotland's new financial &amp; social security powers (inc. tax, Council Tax etc)</li> <li>- Barclay – Non-Domestic Rates</li> <li>- Fairer Scotland Act</li> <li>- Local Outcome Improvement Plans</li> <li>- National Performance Framework</li> <li>- Environmental legislation</li> <li>- City Region &amp; Growth Deals</li> <li>- Transport &amp; Planning Bills</li> <li>- Education reform – empowerment &amp; school autonomy; children's rights and expectations</li> <li>- Additional Support for Learning – presumption of mainstream = pressure on provision</li> <li>- Early learning &amp; childcare</li> <li>- Child Poverty Act</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Enterprise &amp; Skills review</li> <li>- Community empowerment Act – community assets, community engagement, participatory budgets</li> <li>- Named person provision</li> <li>- Health &amp; Social Care integration</li> <li>- Gender Recognition Act – review</li> <li>- Employment law, incl. pension reform</li> <li>- Local Governance review</li> <li>- Electoral change</li> <li>• Scenarios re: Independence – impact on £</li> <li>• Alternative delivery models for services</li> <li>• Different models of local govt; potential impact of reorganisation – geography &amp; responsibility?</li> <li>• Trends in centralisation vs localism</li> <li>• Ringfencing of funding</li> <li>• Welfare reform</li> <li>• Regional partnerships eg education collaborative, City deal/enterprise, transport,</li> </ul>	<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"> <li>• Scottish budget variability predicted to increase</li> <li>• Growing dependence on Council Tax (or replacement)</li> <li>• Worldwide factors affecting growth of economy</li> <li>• Interest &amp; exchange rates</li> <li>• Recession/lower economic growth in the UK</li> <li>• Increasing unemployment levels with impact on welfare spend</li> <li>• Productivity – link to City Region deals &amp; investment in skills &amp; Capital</li> <li>• Low rate of new businesses</li> <li>• Environmental &amp; local economic sustainability (e.g. buy local vs online)</li> <li>• Govt. adoption of virtual currencies (e.g. Blockchain) – volatile until more established</li> <li>• Age distribution – shrinking working age population</li> <li>• Lack of savings culture = issues at retirement</li> <li>• Prevalence of short term / temporary / freelance / casual / zero hours contracts vs permanent jobs</li> </ul>	<ul style="list-style-type: none"> <li>• Changing expectations - flexibility, working conditions</li> <li>• Skills             <ul style="list-style-type: none"> <li>- Technology impact on jobs (Artificial Intelligence / robotics etc) – some studies say 30-40% of UK jobs at risk of computerisation</li> <li>- How to attract to jobs that will still be needed (e.g. caring)?</li> <li>- Supply vs demand for emerging skills areas = increasing cost</li> <li>- Outward migration</li> </ul> </li> <li>• Impact of pandemics/animal to human infections diseases (e.g. avian influenza)</li> <li>• Impact of climate change – potential for increasing weather issues meaning challenges for services &amp; community resilience/recovery</li> <li>• Food supply chain risks</li> <li>• Impact of industrial action either on our own workforce or on our supply chain (e.g. fuel, partner agency suppliers)</li> </ul>
<p><b>SOCIAL</b></p> <ul style="list-style-type: none"> <li>• Growing population &amp; age distribution</li> <li>• Diversity &amp; new regulations (incl. gender identity)</li> <li>• Household types             <ul style="list-style-type: none"> <li>- Smaller family units</li> <li>- Additional needs (issues for provision age 18+years)</li> <li>- Single person households</li> </ul> </li> <li>• Health &amp; wellbeing/wellness</li> <li>• Isolation &amp; loneliness</li> <li>• Mental health</li> <li>• Poverty &amp; hardship</li> <li>• Loss of sense of community &amp; shifts in social cohesion due to rising inequality, imbalances in economic opportunity &amp; diversity in society</li> <li>• Socio-economic disparities in participation in culture &amp; sport</li> </ul>	<ul style="list-style-type: none"> <li>• Customer demands – rising expectations of response – speed, choice, personalised, value-add</li> <li>• 24/7 expectations &amp; behaviours</li> <li>• Community empowerment</li> <li>• Trust of institutions</li> <li>• Older people may have less money than previous generations &amp; may make different choices</li> <li>• Move from buying to renting housing?</li> <li>• Land-supply/ownership issues</li> <li>• Extreme behaviours/lack of tolerance (perhaps facilitated by social media – easy to mobilise)</li> <li>• Change in way citizenship is perceived; rising entitlement culture; decreasing responsibility &amp; resilience?</li> <li>• UK National security threat levels – local issues given diverse communities</li> </ul>	<p><b>TECHNOLOGICAL</b></p> <ul style="list-style-type: none"> <li>• Digital technology opportunities             <ul style="list-style-type: none"> <li>- Efficiency gains through process automation</li> <li>- Machine learning, robotics &amp; artificial intelligence may revolutionise working practices &amp; help identify the needs of community &amp; individual</li> <li>- Autonomous vehicles - opportunities for safety, mobility, traffic flow, jobs but issues for jobs, liability &amp; insurance, infrastructure, security but risk of misuse</li> <li>- 'Big data' - extremely large data sets that may be analysed computationally to reveal patterns, trends, and associations, especially relating to human behaviour and interactions – need for strong master data management.</li> </ul> </li> <li>• 5G connectivity - potential to enable more efficient service delivery</li> <li>• Biotech advances may bring opportunities for preventative medicine, lifestyle &amp; longevity</li> <li>• Digital inclusion issues for those less able or confident to interact with digital solutions</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing risks of cyber attack/security threats to critical systems/infrastructure</li> <li>• Business continuity challenges from increasingly digitised services</li> <li>• Risk of significant power outage nationally &amp; impact on services</li> <li>• Social media – powerful interaction tool vs. rising expectations and lack of control</li> <li>• Skills &amp; workforce trends</li> <li>• Data &amp; insight vs privacy &amp; security concerns</li> <li>• Increased illness through resistance to antibiotics</li> <li>• Increase in numbers living with long-term conditions due to technological advances e.g. cancer and dementia – issues for service provision</li> <li>• Communication aids e.g. translation, interpretation &amp; non-verbal communication</li> <li>• Growth of technologies to address climate change eg windfarms, electric vehicles,</li> <li>• Growing use of technology impacting communication &amp; social patterns &amp; time available for physical activity</li> </ul>

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**Planning for the Future  
Infographic Summary  
2019**

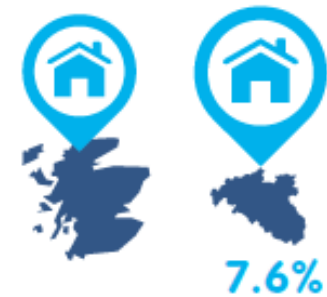
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EAST RENFREWSHIRE'S POPULATION – WHAT TO EXPECT

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



More houses are needed for three reasons

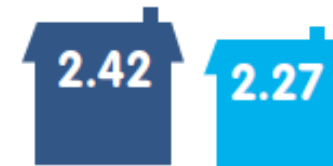


Demand will increase for services

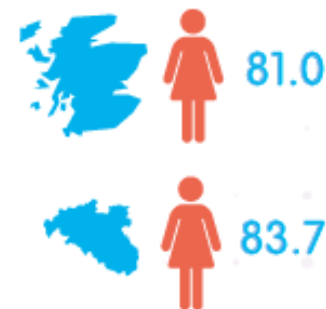
For older people, as well as general public services (such as health and care, leisure and environmental services)

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

