

EAST RENFREWSHIRE COUNCIL28 October 2020Report by Chief ExecutiveOUTCOME DELIVERY PLAN 2020-2023**PURPOSE OF REPORT**

1. The purpose of this report is to present the Council's Outcome Delivery Plan (ODP) 2020-2023 (Annex 1) which sets out the Council's contribution to the delivery of the Community Plan.

RECOMMENDATIONS

2. It is recommended that Council:
- (a) Considers and approves the content of the Outcome Delivery Plan 2020-2023 (Annex 1)
 - (b) Notes the changes to the previous ODP, reflecting the impact of COVID-19 on the services funded by the Council
 - (c) Notes that targets have not been set for this year as many will require to be re-baselined to reflect the impact of COVID-19

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 required under the Community Empowerment Act). Fairer East Ren is focused on tackling inequalities and closing the gap between communities in East Renfrewshire. A set of the driver diagrams for Fairer East Ren (our LOIP) have been annexed for information only.

4. Due to the COVID-19 pandemic, our formal community planning meetings were paused. Following a Community Planning Recovery and Renewal workshop which took place in September and identified our key partnership priorities moving forward, our community planning structures and processes are being reviewed and the Fairer Plans will be considered within this process.

5. The Outcome Delivery Plan is the Council's contribution to the Community Plan with the additional organisational outcome of Customer, Efficiency and People. The ODP is a rolling three year plan, updated annually. Since the current Community Plan was approved in June 2018, a light touch approach has been taken to reviewing the ODP each year. The ODP 2020-23 had been drafted and was nearing completion pre COVID-19, and had been due to be considered at Cabinet in April 2020.

6. In light of the pandemic it was agreed by CMT in June 2020 to put the approval of the plan on hold. It has now been revised to take into account recovery planning and the impact of COVID-19 across the Council family. Departments, East Renfrewshire Culture and Leisure Trust, and the Health and Social Care Partnership (HSCP) have been reviewing and updating the ODP mapping diagrams to produce the revised ODP to reflect the change in work priorities this year as a result of the impact of the pandemic. Whilst the outcomes and intermediate

outcomes have remained the same, a number of the critical activities have been changes to reflect work to address the impact of COVID-19 on our communities.

REPORT STRUCTURE

7. 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 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 2020-21 are indicative and may change based on developments nationally. Figures for the Capital budget and Housing Revenue Account are also listed.

Annexes:

- Data notes
- Outcomes on a page diagram
- Fairer East Ren plans
- Integrating outcomes diagram
- Our vision diagram

8. 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. It is supported by a range of service strategies and operational plans which underpin the delivery of our strategic outcomes.

9. To set the ODP indicators in context, trend data has been included for previous years where available and indicator graphs contain the latest available data. Following the national approach school attainment and exclusion in the plan refers to the relevant academic year rather than the financial year. 2019-20 data for these indicators is not available at this time and will be reported at a later date.

PERFORMANCE MONITORING

10. Performance will be recorded and monitored in the council-wide performance management system (Pentana). The data will be used in the Council's end year performance reporting cycle and discussed at Directors' review meetings with the Chief Executive. In light of the coronavirus pandemic and the subsequent focus on recovery, targets for indicators in the ODP will not be included in the plan for the coming year 2020-21 and will be revisited the following year when baselines are set and the plan is next reviewed. End year progress on indicators will continue to be reported to Council in June 2021.

FINANCE AND EFFICIENCY

11. 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

12. A full-scale Equality Impact Assessment (EIA) of the Community Plan and ODP was completed in 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. It was agreed at Corporate Management Team in 2019 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. Additional analysis of the ODP was undertaken in 2019 to consider socio-economic disadvantage. 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. A further joint EIA is expected to be progressed with the next review of the Community Plan.

CONCLUSION

The approach to developing the ODP continues to demonstrate that the Council has a clear sense of strategic direction and the plan is integrated with the Community Planning Partnership's Community Plan. The coming months and beyond will bring ongoing challenges as we seek to continue the recovery and renewal of our services; manage the implications of any resurgences; manage and plan for the significant budgetary implications of COVID-19, whilst also seeking to plan and deliver potential longer term opportunities in a renewal phase.

RECOMMENDATIONS

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- (a) Considers and approves the content of the Outcome Delivery Plan 2020-2023 (Annex 1)
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 - (c) Notes that targets have not been set for this year as many will require to be re-baselined to reflect the impact of COVID-19

Lorraine McMillan, Chief Executive
20 October 2020

REPORT AUTHOR

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BACKGROUND REPORTS

Community Plan, Council, 27 June 2018
Draft Outcome Delivery Plan 2019-22, Council, 26 June 2019
Review of Outcome Delivery Plan, CMT, 16 June 2020

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East Renfrewshire Council

Outcome Delivery Plan

2020 – 2023



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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 2020-2023 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, exacerbated by the global impact of COVID-19, we need to focus on renewal, work smarter, 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 values are ambition, kindness and trust.

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 articulates our shared vision for East Renfrewshire, our five strategic outcomes and the priorities of our partnerships:

- The **East Renfrewshire Community Plan** is a long term high level plan which sets out our vision for our communities over the next 10 years.
- **Fairer East Ren** is the name of the Local Outcomes Improvement Plan (LOIP) as required under the Community Empowerment (Scotland) Act 2015. This plan is incorporated within our Community Plan and is currently under review. Focusing on tackling inequalities across East Renfrewshire, we are delivering on action plans for each of the Fairer East Ren themes with our community planning partners. We are also working with our partners including community organisations/groups in Auchenback, the Arthurlie/Dunterlie/Dovecothall area of Barrhead, Neilston and Thornliebank to identify specific needs, priorities and aspirations and to respond to them, as required by the Act. We are taking this approach as parts of these communities experience poorer outcomes compared to East Renfrewshire as a whole.

Our Outcome Delivery Plan

Our Outcome Delivery Plan outlines the key contributions Council departments will make to the delivery of the Community Plan and Fairer East Ren. 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 programme report 2017-21 identifies a set of equality outcomes and intermediate outcomes to enable the Council to fulfill its equality duties. Progress on these outcomes is reported to Cabinet. 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.

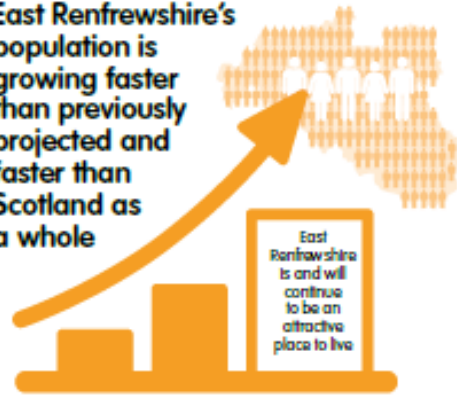
COVID-19 Pandemic

This plan was almost at completion stage in mid-March however due to the COVID-19 pandemic, the plan was put on hold as the response to tackling the virus began. We are proud of the immense work between people in all services who pulled together to share their efforts and skills and ensure that the most vulnerable in our communities were supported. The impact of the virus outbreak and associated lockdown restrictions presented significant potential risks for people. The strong partnership working in place across East Renfrewshire has formed an essential part of the emergency response to COVID-19 over the last six months to keep people safe and continue to provide essential services.

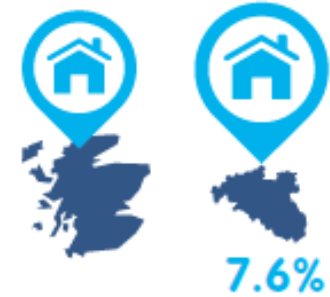
As we now work on recovering from this pandemic, we want to continue building resilience within and across communities. The coming months and beyond will bring ongoing challenges as we seek to continue the recovery and renewal of our services; manage the implications of any resurgences; manage and plan for the significant budgetary implications of COVID-19, whilst also seeking to plan and deliver potential longer term opportunities in a renewal phase.

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 2026 (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 being built for three reasons

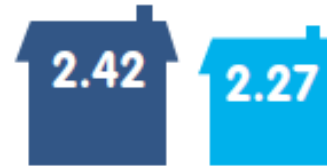
- More families are moving in
- Fewer people live in the average house
- People are living longer

Demand will increase for services

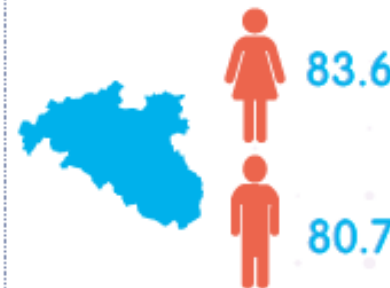
For older people, as well as general public services (such as health and care, leisure and environmental services)

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

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

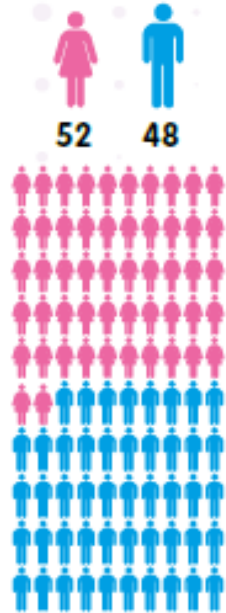


East Renfrewshire has the highest life expectancy at birth for both females and males in Scotland.

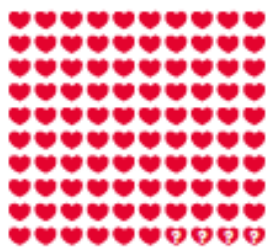


IF EAST RENFREWSHIRE HAD 100 PEOPLE

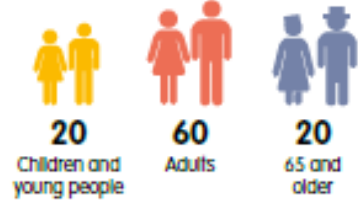
Gender



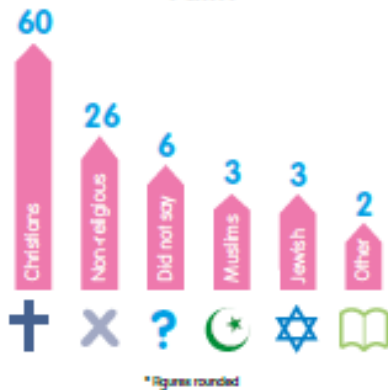
Health



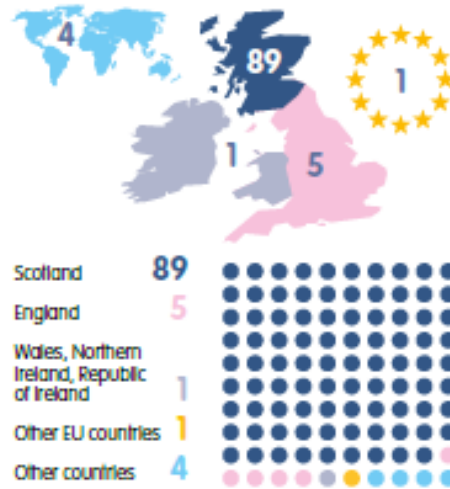
Age



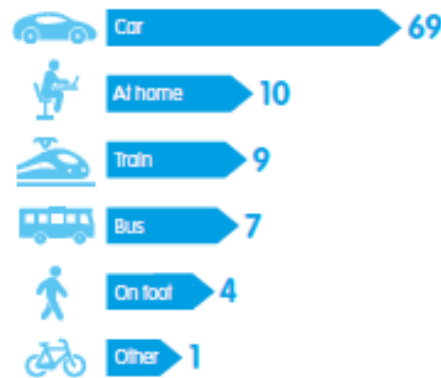
Faith



Country of birth



Travelling to work



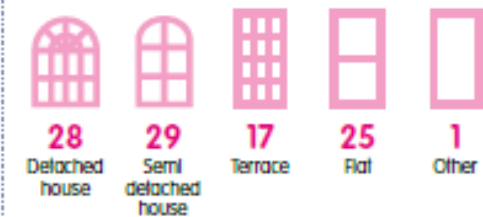
Household size



Tenure

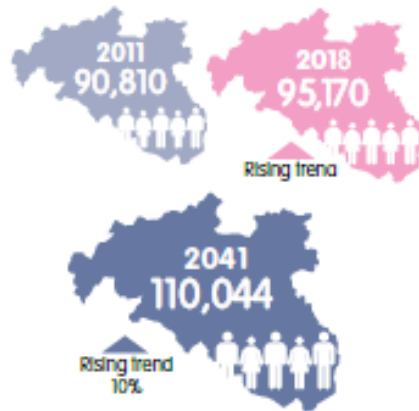


Where people live

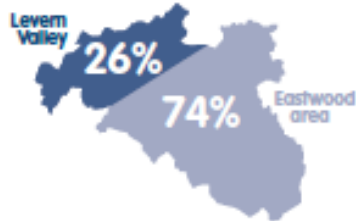


EAST RENFREWSHIRE FAST FACTS

Population



Where people live



Life expectancy



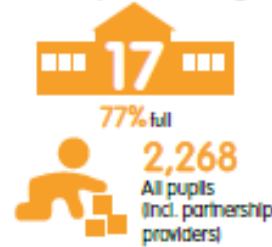
New homes planned up to 2029



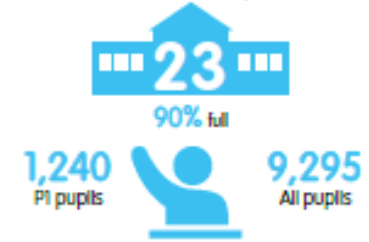
Economically active 70%
Economically inactive 30%



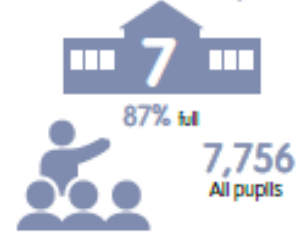
Early learning



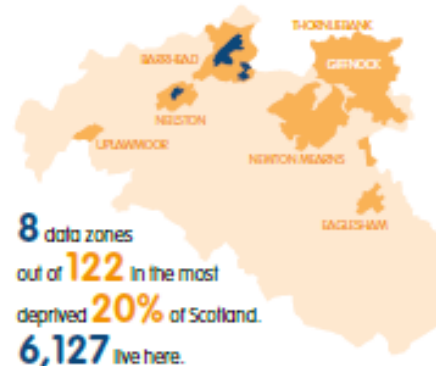
Primary



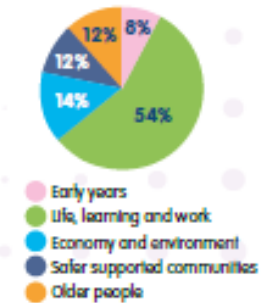
Secondary



ASN 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 2020-2023. In the mid-year 2019 estimates, the population of East Renfrewshire was 95,530, 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. The Scottish Index of Multiple Deprivation is an accessible tool for understanding deprivation. East Renfrewshire has the highest percentage of data zones of all the Scottish Local Authorities classed as being in the 20% least deprived in Scotland. Eight of the 122 data zones (population units) in East Renfrewshire are classed as being within the 20% most deprived in Scotland, this represents 7% of data zones in East Renfrewshire. They are located within Barrhead, Auchenback and Neilston. Three of the data zones are classed as being within the 10% most deprived in Scotland and one of these is classed as being within the 5% most deprived. Reducing inequalities arising from socioeconomic disadvantage is a corporate priority. The Council, along with partners across sectors, uses a 'locality' approach in these areas of East Renfrewshire. This means all those responsible for providing services and looking after assets there are thinking about the unique challenges; are taking a whole neighbourhood view; and are planning together, and with the people who live there to support inclusive growth and thriving places.

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 recently refreshed our Vision for the Future which seeks to begin an ongoing dialogue on the long-term ambitions for the work of East Renfrewshire Council over the next 10 years and beyond. The aim is to develop this vision over time, in conversation with a range of stakeholders and in tandem with important processes such as Local Development Planning and wider City Region work. The aim had been to have a particular initial focus on the themes of the environment and building communities and this will widen now to consider broader discussions around renewal in the light of COVID-19.

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 impact of the COVID-19 pandemic continues and presents ongoing challenges to our communities, the role of the third sector and community resilience and how we deliver our services in tandem with persistent financial and economic challenges.

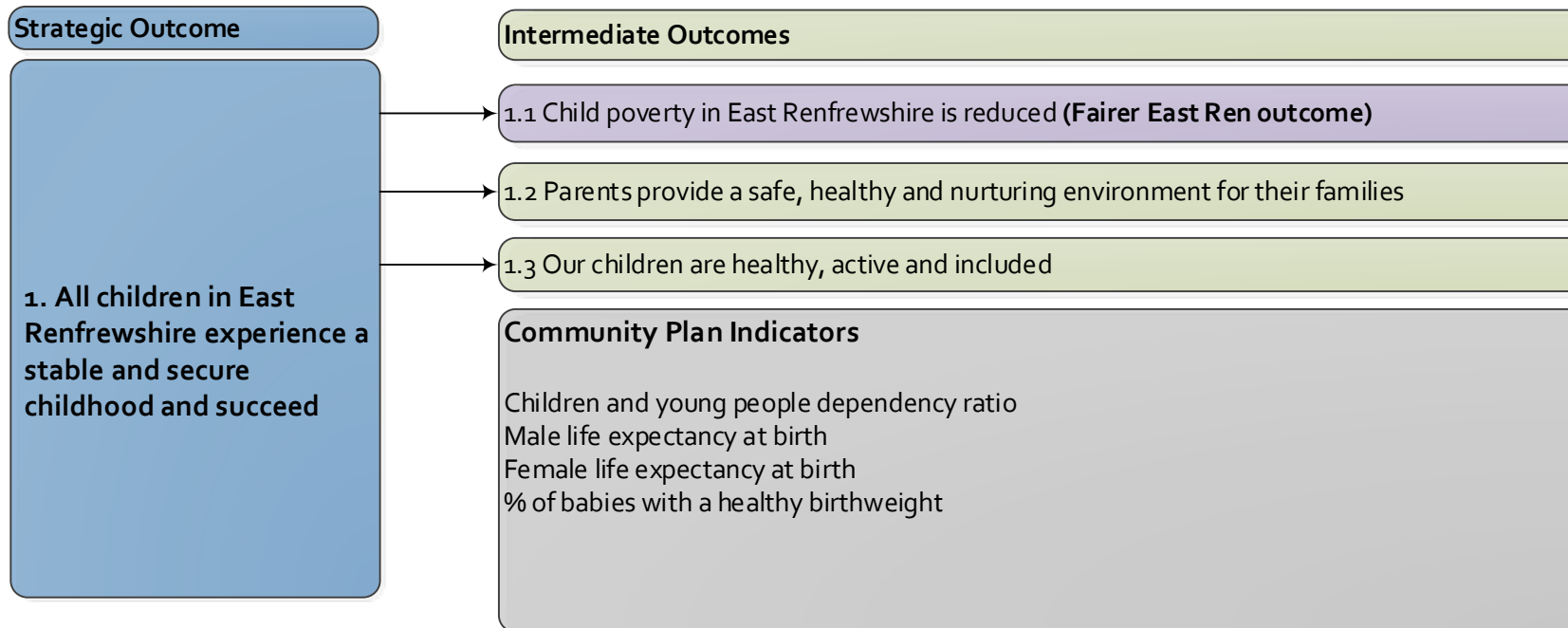
The Council must continue to strive to deliver high quality services and we are committed to delivering excellence in our drive to improve services and be more efficient. We need to continue to spend money wisely, share resources and compare our approach with others to find innovative solutions to do more with less. Our 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 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 and high level critical activities that set out how we will work to improve outcomes for local people, and sets out our contribution to achievement of our outcomes. In light of the coronavirus pandemic and the subsequent focus on recovery, targets for indicators in the ODP will not be included in the plan for the coming year 2020-21 and will be revisited the following year when baselines are set and the plan is next reviewed. End year progress on indicators will continue to be reported to Council in June 2021.

S1

SECTION 1

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



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 1

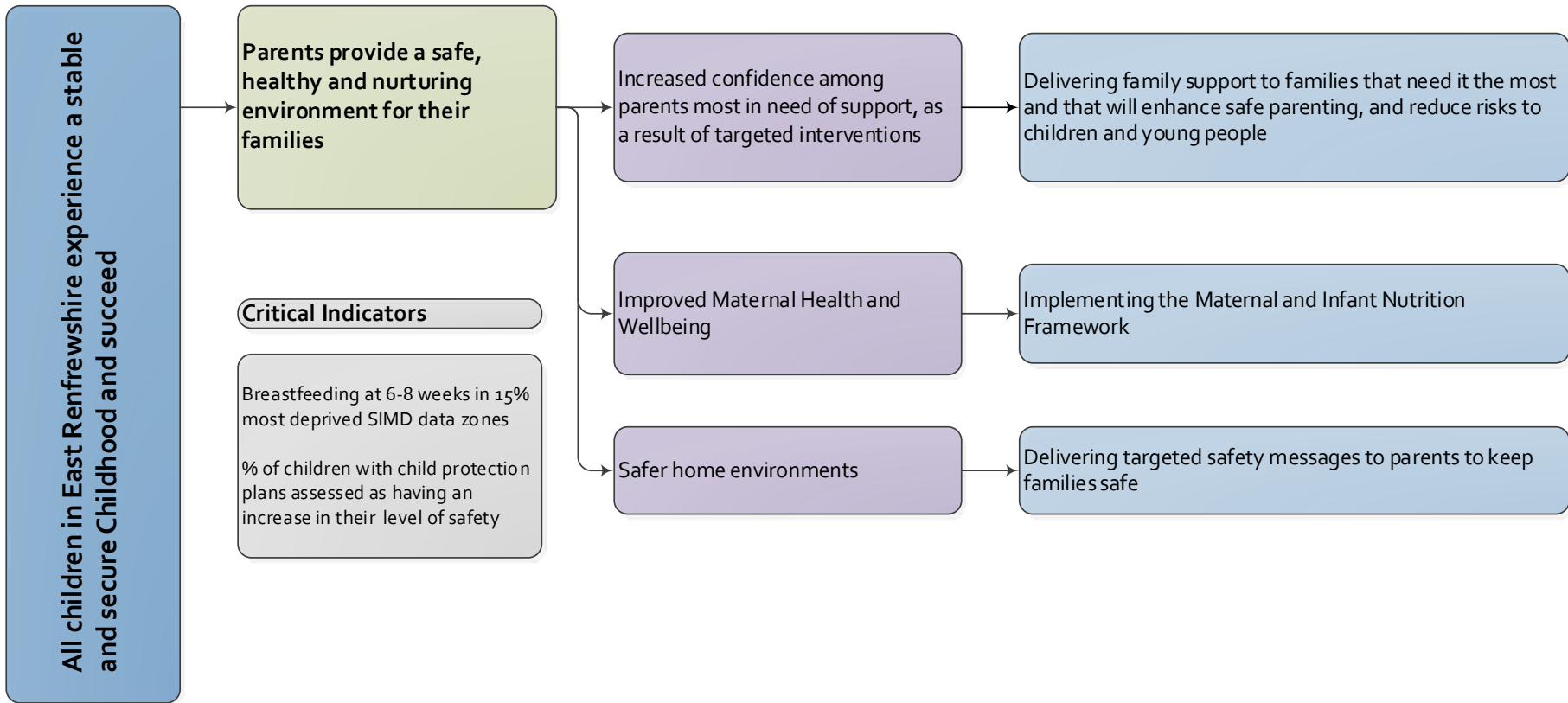
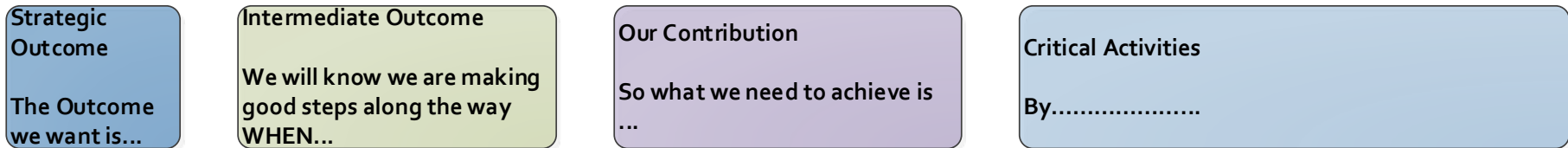
Early years and vulnerable young people

East Renfrewshire has an ambitious Early Years plan 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. One of our priorities is to continue to develop community networks and assets that support children's play and develop parental skills. This community asset approach will continue to be a focus as we support children and families with renewal from COVID-19, in particular how they rebuild, reconnect and reengage with their community and services.

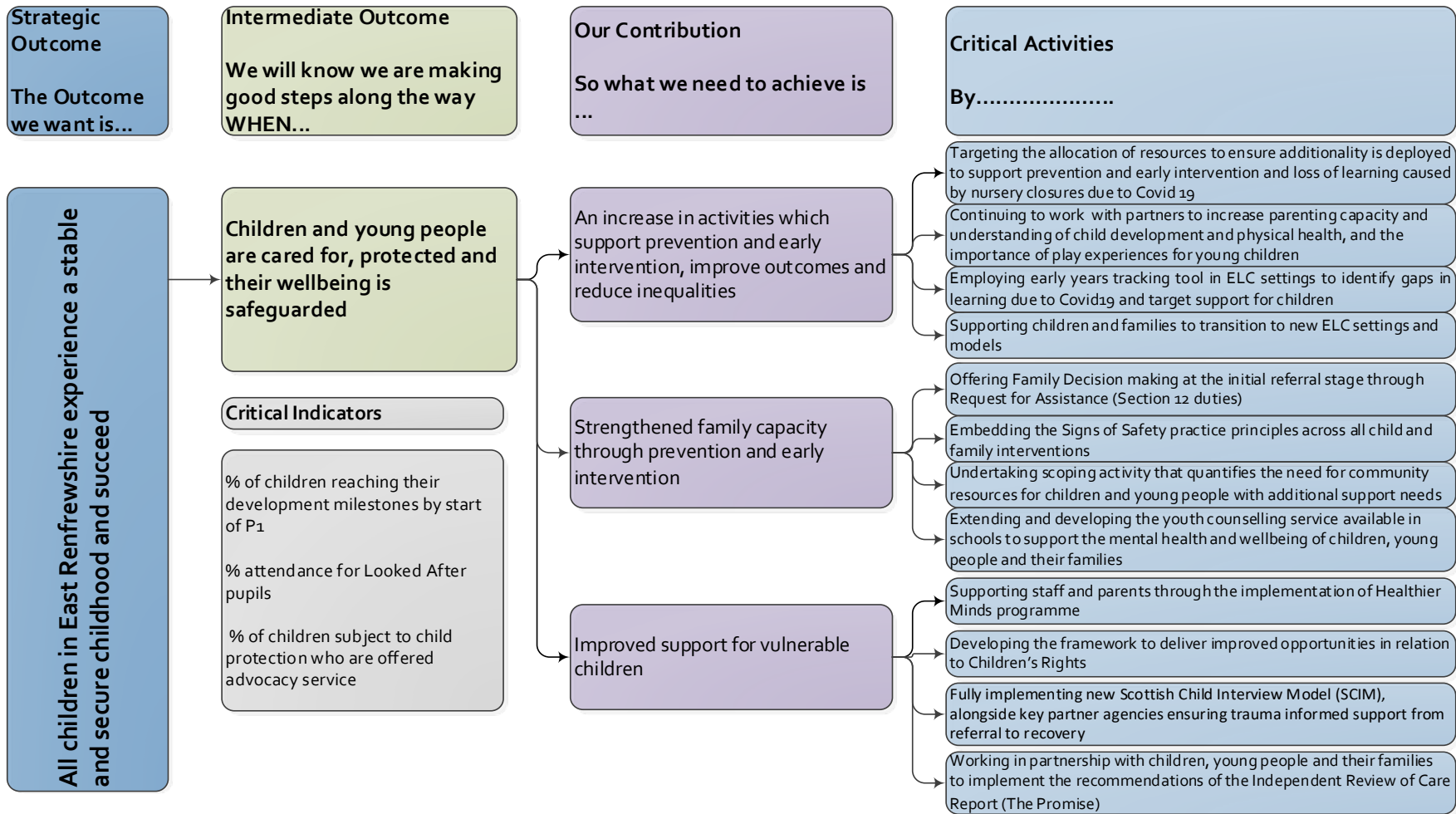
Our aim is to demystify and challenge misconceptions about looked after children and young people and strengthen awareness of the barriers that they face whilst offering opportunities to develop policy and practice to overcome these. Moreover, we aim to reduce stigma and ensure that the our looked after 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, and from August 2020 we have provided an offer of 1140 hours ahead of the statutory duty to do so. This offer will support children and families in East Renfrewshire with recovery and renewal from Covid-19. In the interim we will face huge challenges to provide a high level of choice and flexibility within the system due to the delay to our infrastructure programme, a consequence of Covid-19, however we are confident that children will receive a high quality early learning and childcare (ELC) experience through our 8 family centres, 13 nursery classes and 34 funded providers. Almost £25 million has been spent on 6 new buildings nearing completion which include; Busby Nursery, Eaglesham Nursery, Crookfur Family Centre, Cross Arthurlie Nursery, Overlee Family Centre and Glenwood Family Centre. As the construction industry recovers we will be able to expand our early year's provision and provide increased flexibility through these new facilities with around an additional 650 places for 3 and 4 year olds to deliver 1140 hours under our preferred delivery model better meeting the needs of families and provide for our increasing population. We will also increase provision for 2 year olds and look to commission more places from funded providers.

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

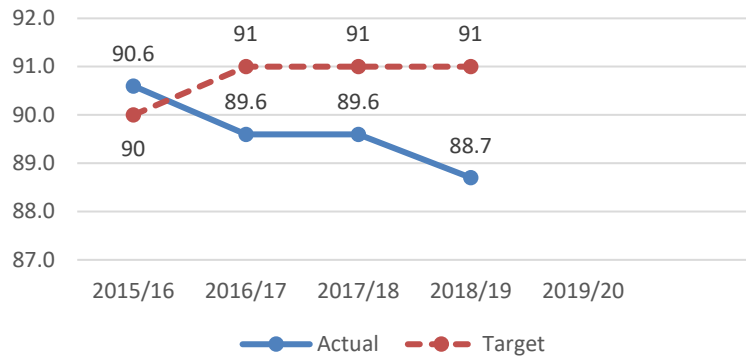


1.3 Children and young people are cared for, protected and their wellbeing is safeguarded

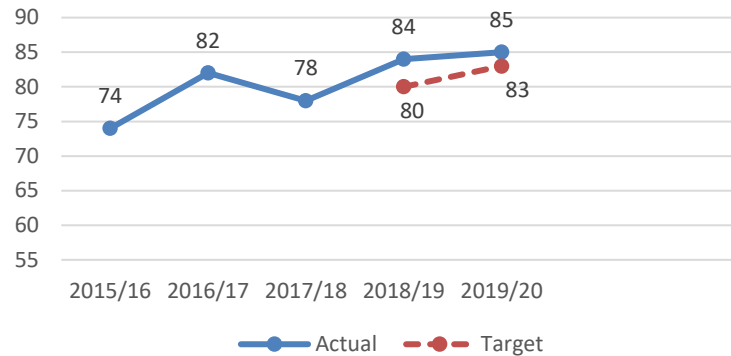


Outcome 1 indicators

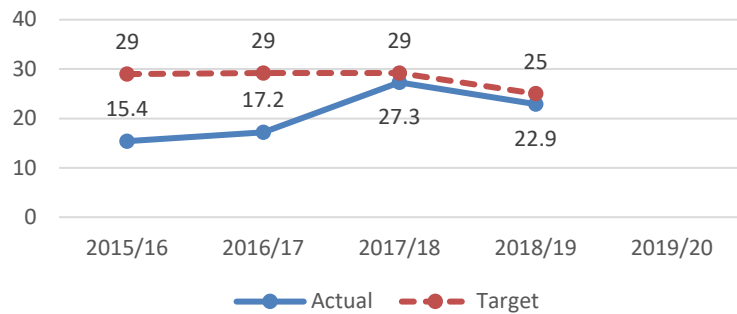
% attendance for Looked After Pupils (Primary and Secondary)



% of P1 children who have reached all of the expected milestones



% breastfeeding at 6-8 weeks most deprived SIMD data zones



New indicators:

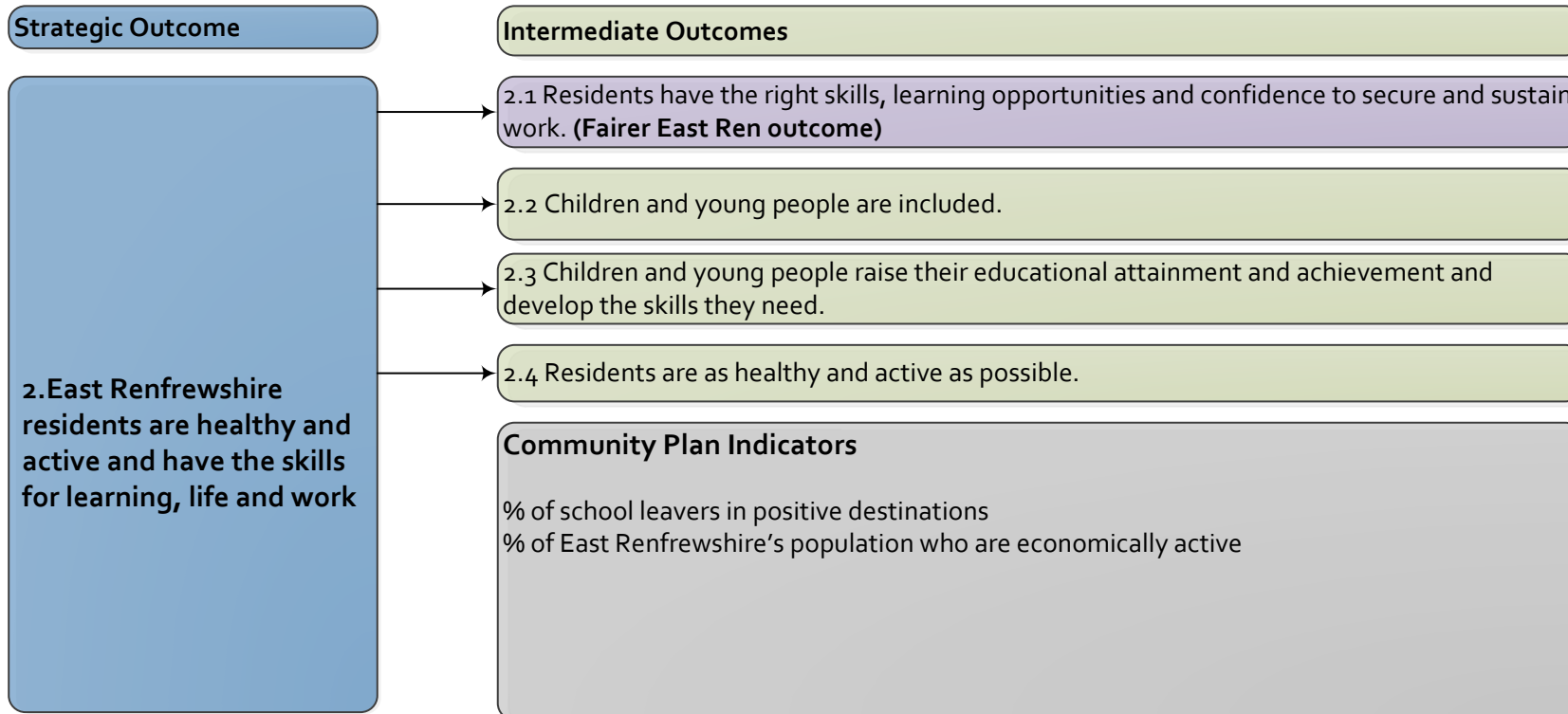
(baseline data being established)

- % of children subject to child protection who are offered advocacy service
- % of children with child protection plans assessed as having an increase in their level of safety

S2

SECTION 2

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



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 2

Learning, life and work

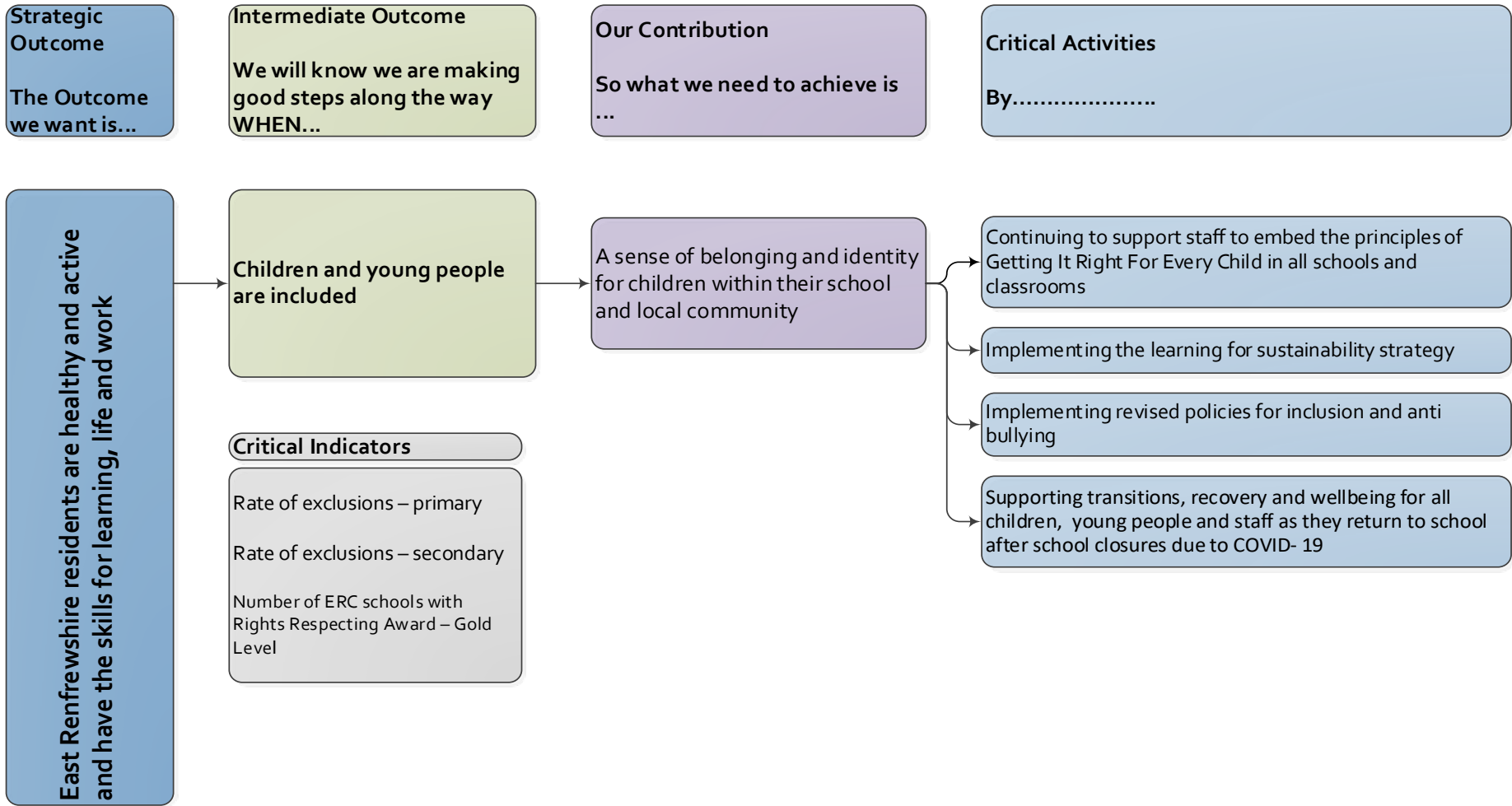
East Renfrewshire's vision for education is *Everyone Attaining, Everyone Achieving through Excellent Experiences*. Underpinning our vision is a clear focus on raising the bar for all groups of learners whilst closing the attainment gap between our most disadvantaged and most affluent young people. We 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. Our schools continually support and develop our children and young people's skills, capabilities, and drive, to be successful learners who contribute economically and socially to their communities.

As a result of the COVID-19 pandemic, the decision was taken to close all schools and local authority early learning centre settings across Scotland from the 20 March 2020 to children and young people, with the exception of critical provision to protect key groups. However, for many children, the disruption caused by school closures will have had a negative impact on their learning and wellbeing. Now that schools have reopened it is likely that even those children with very high levels of engagement in home learning will have been affected and the attainment gap will have widened; not only because some will have continued to make progress, but many will have lost the learning they had secured prior to school closures. Within our schools and across the authority we have strong evidence of the strategies and interventions that have made the greatest difference in relation to delivering excellence and equity. We know that a single catch-up strategy will not be sufficient to address learning loss and wellbeing. Decisions about the most appropriate interventions and approaches will be based on evidence from research, effective self-evaluation, including analysis of data and robust measures of impact and progress. We offer a range of awards through our youth work programmes, in the community and in schools, to recognise young people participation and achievements. As we move through the renewal phase of youth work, the needs of young people post COVID-19 will influence how services are designed and delivered. This will allow us to appropriately support young people as they transition through key life stages.

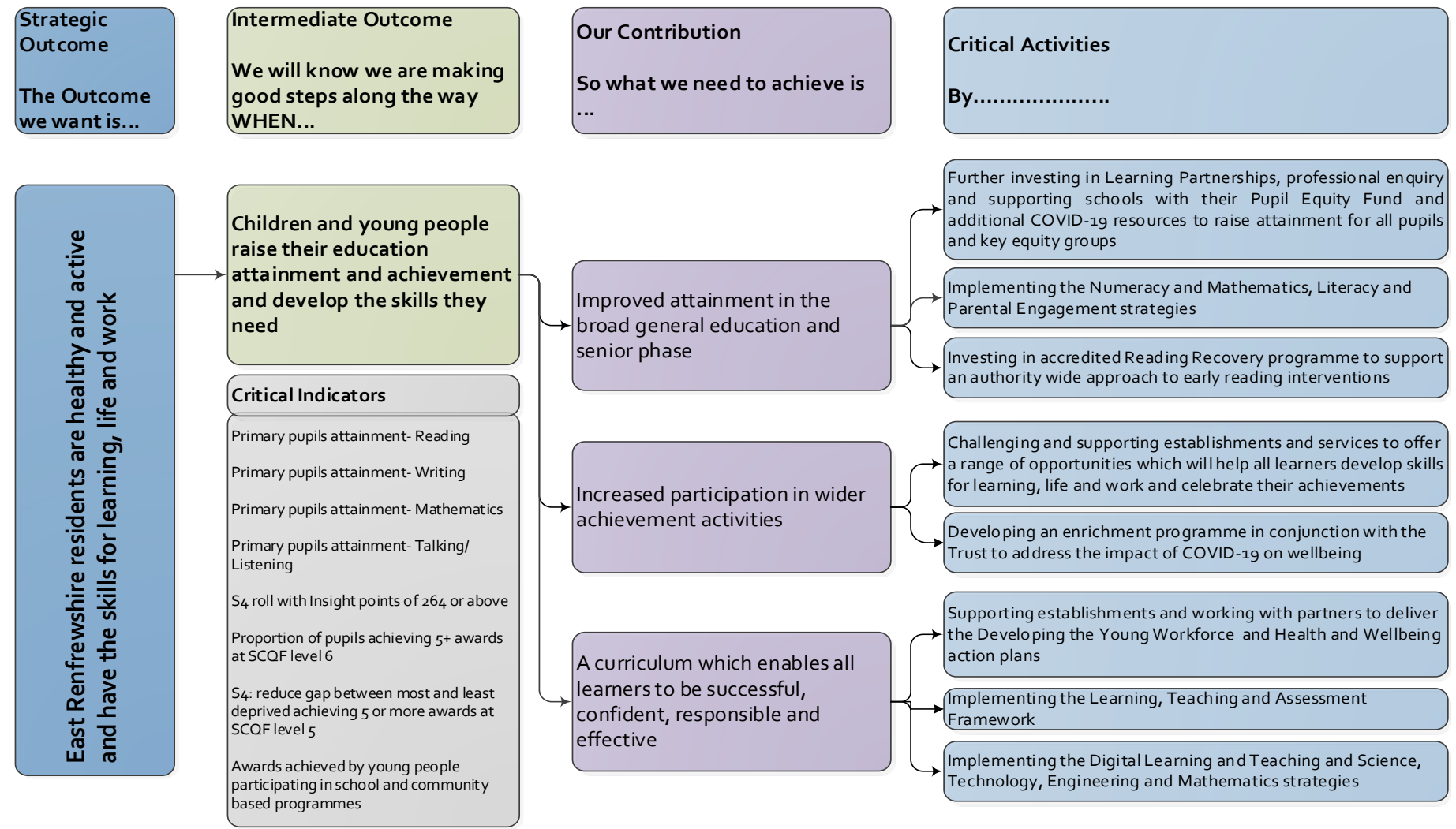
Our Work EastRen service helps residents to secure and sustain meaningful employment, training or education in conjunction with a range of partners. It is the vision of the service to have full employment and opportunities for all residents of East Renfrewshire and we use Community Benefits as an effective tool to assist our local residents into training and employment. The team have achieved significant progress in creating long term employment opportunities despite decreasing financial resources. The Scottish Government's 'No-One Left Behind Employability Funding Stream' helps people of all ages to gain skills and confidence. It is there to help people prepare for employment, training, education and/or volunteering. The Parental Employability Support Fund will provide intensive employability support for parents in work, helping to tackle in work poverty, and enhance links between local employability services and the expansion of Early Learning and Childcare in East Renfrewshire. As part of our Economic Recovery Plan we will provide bespoke active labour market programmes including upskilling and re-skilling the workforce and safeguarding apprenticeships, with a particular focus on assisting our young people and those with complex barriers into employment.

We work in partnership with the East Renfrewshire Culture and Leisure Trust (ERCLT) 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. We are progressing plans to spend £30 million on transforming education and leisure facilities in Neilston with support from the Scottish Government. This ambitious project will create new schools for pupils at Neilston and St Thomas's primaries, new Madras Family Centre, improved sports facilities and a new village library. Early work on the design consultation of this new learning campus is underway following the appointment over the summer of the project team who will take forward all stages from design through to construction. In addition to the new campus on the Neilston/Madras site, there are also plans for a new swimming pool on the St Thomas' site linking in with wider regeneration of the village which aims to provide a Community and Wellbeing Hub in this locale.

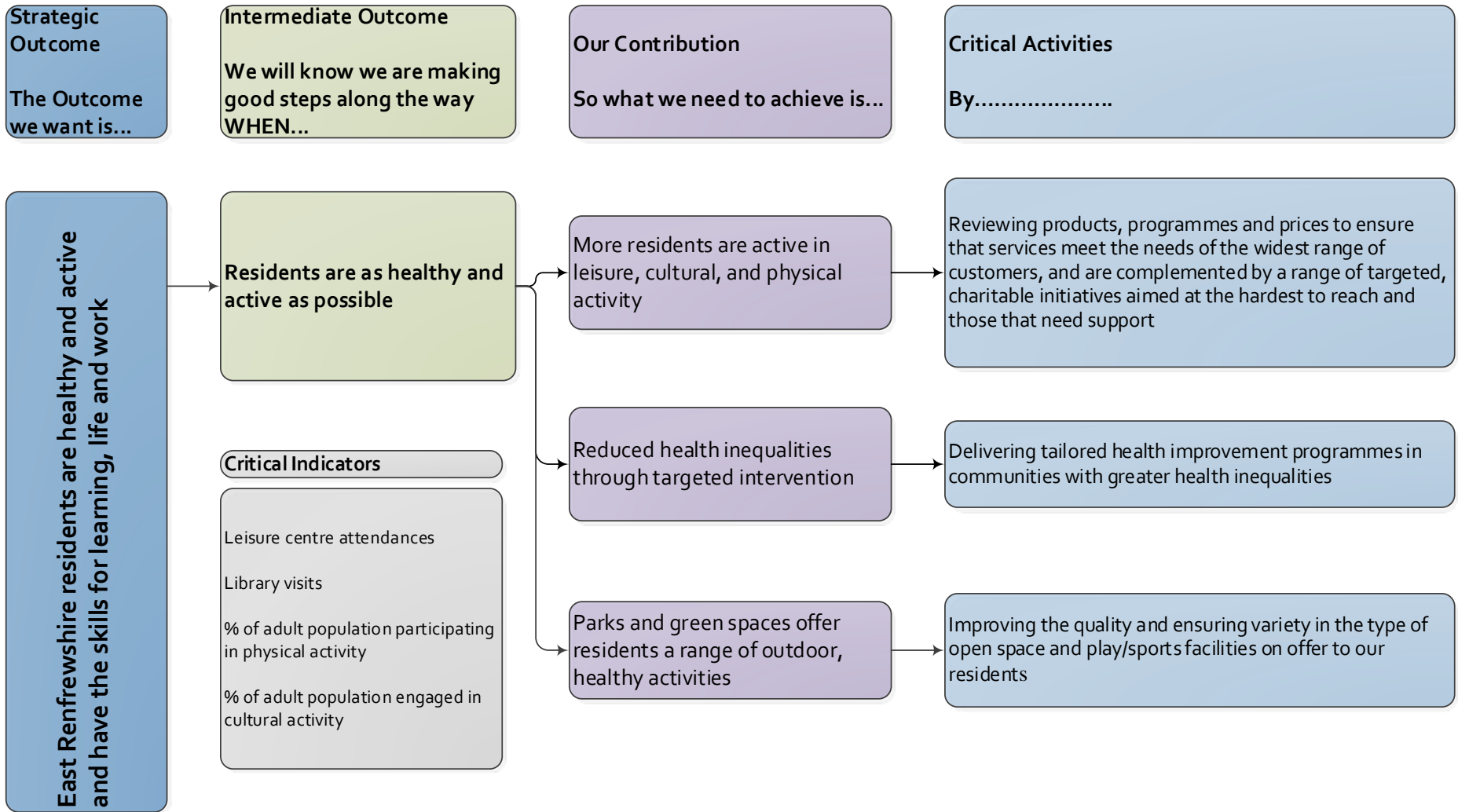
2.2 Children and young people are included



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

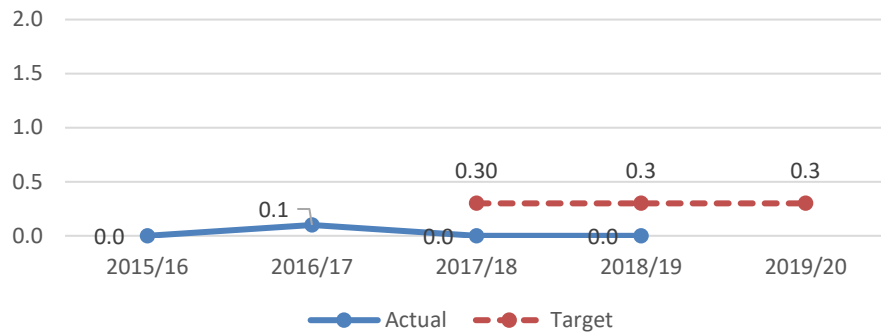


2.4 Residents are as healthy and active as possible

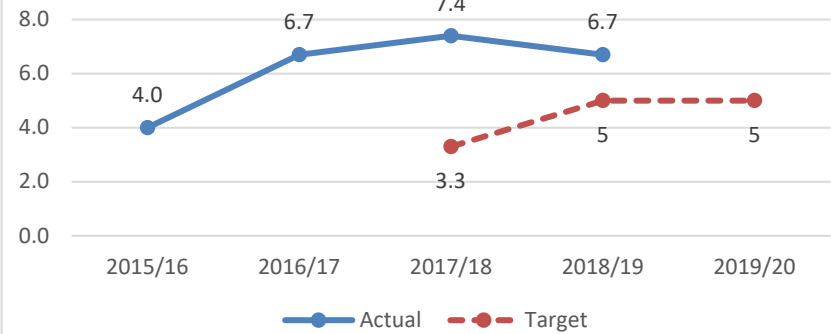


Outcome 2 indicators

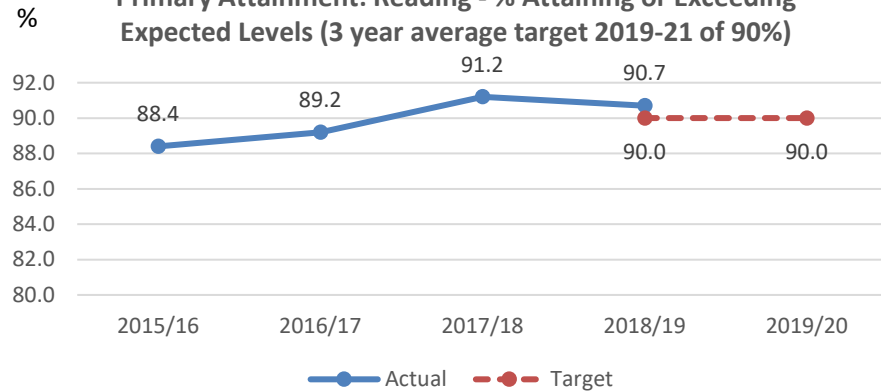
Rate of exclusions per 1,000 pupils - Primary
(3 year average for 2019-21 of 0.3)



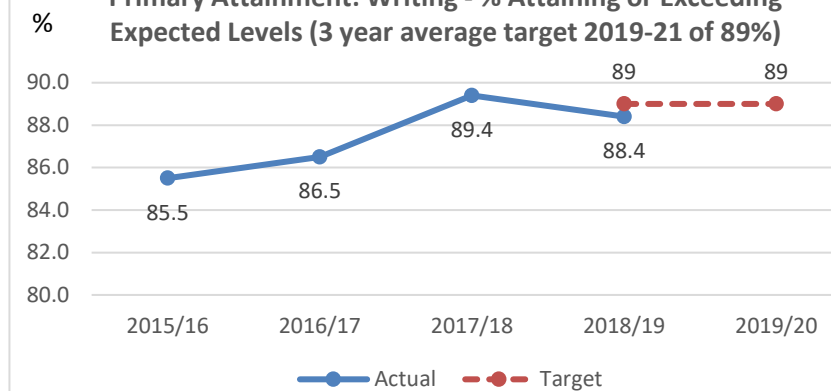
Rate of exclusions per 1,000 pupils - Secondary
(3 year average for 2019-21 of 5)

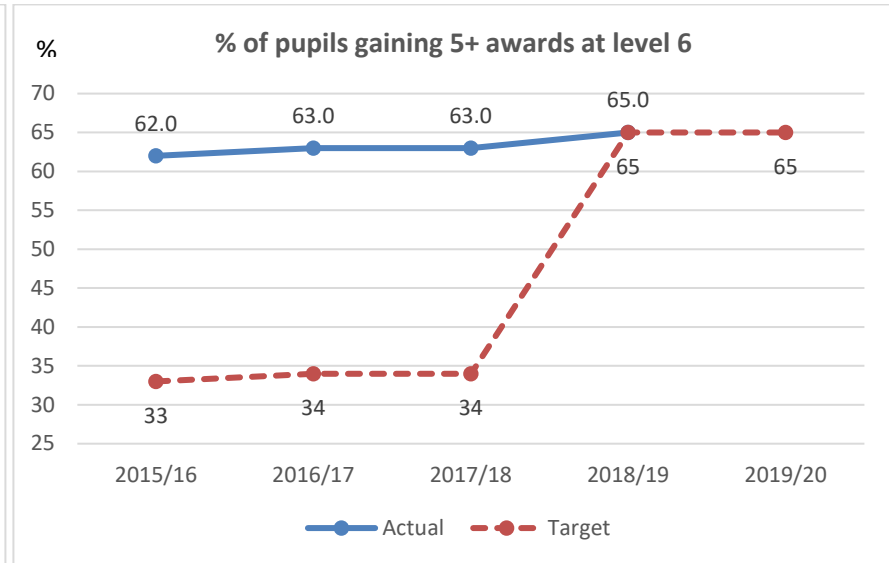
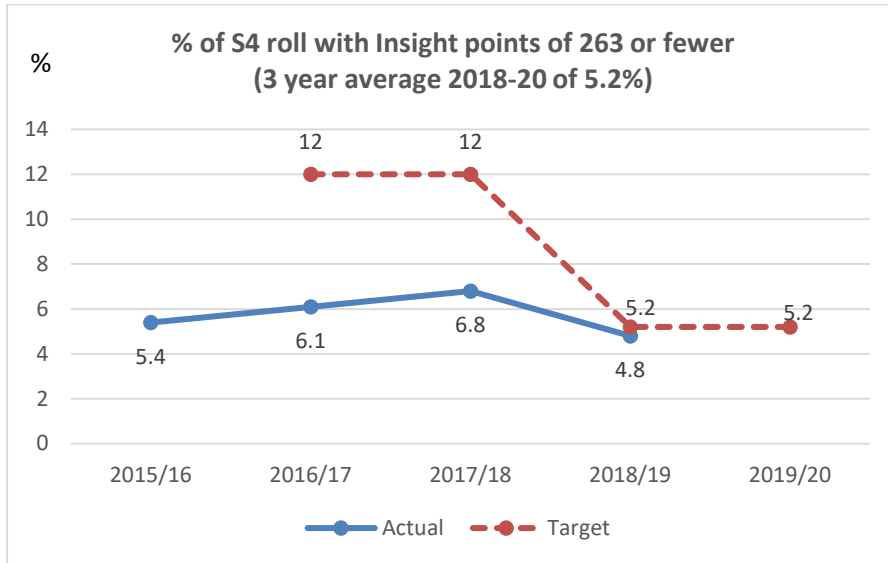
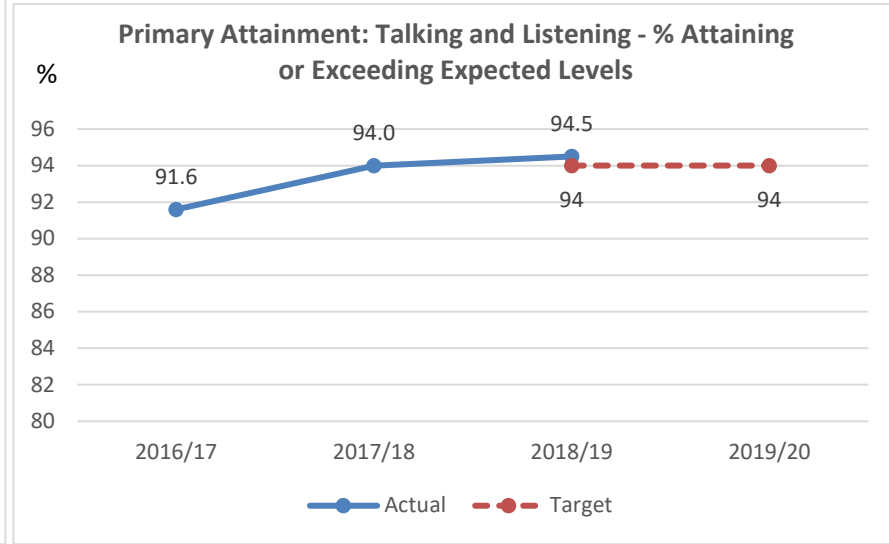
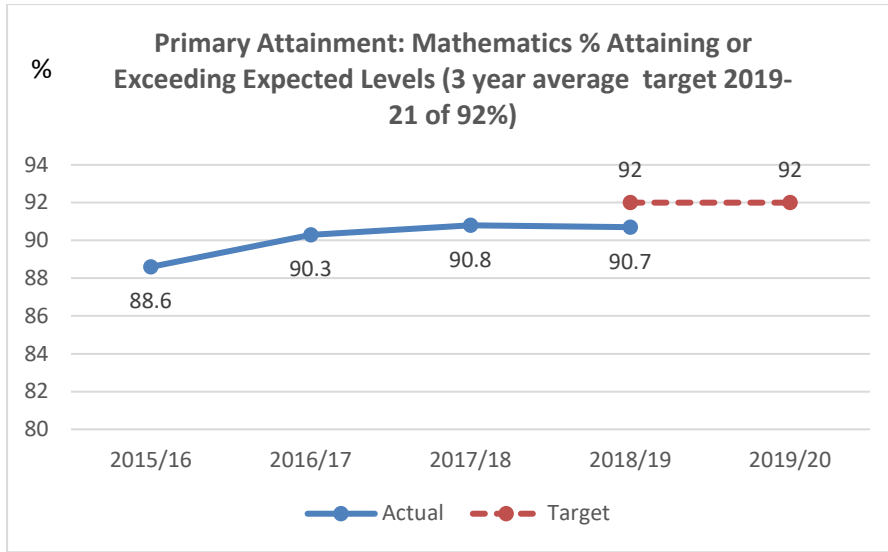


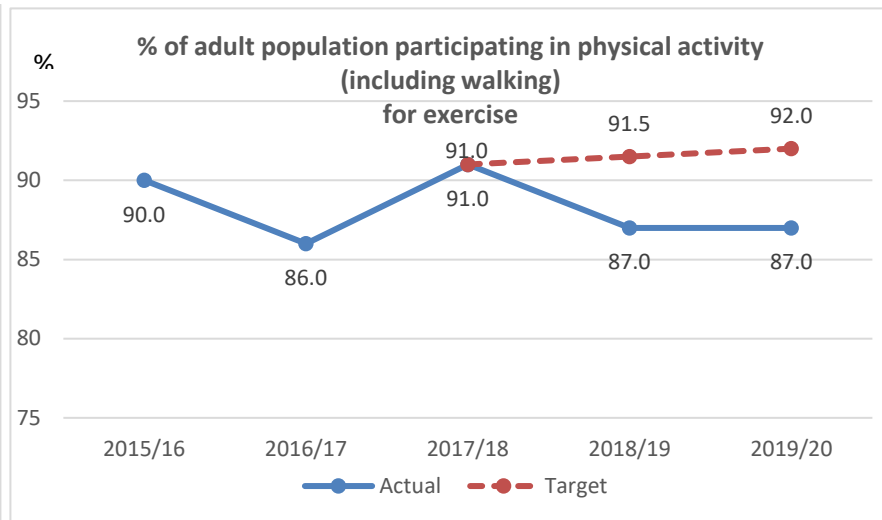
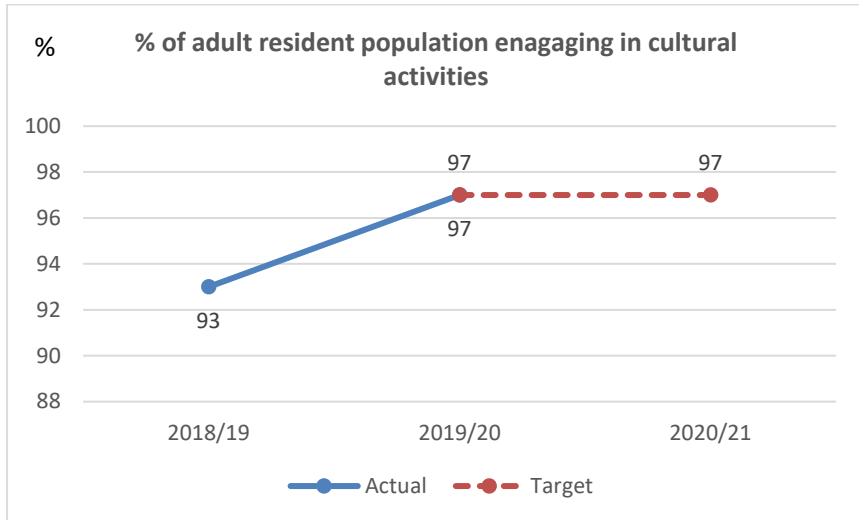
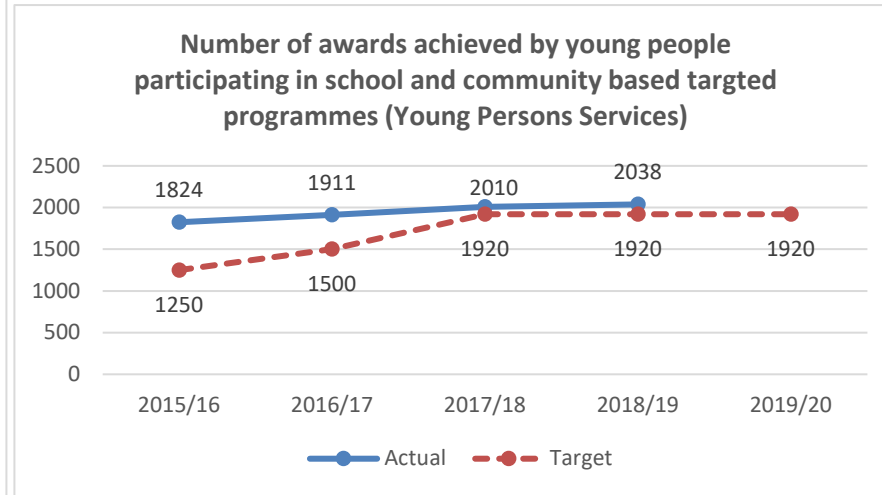
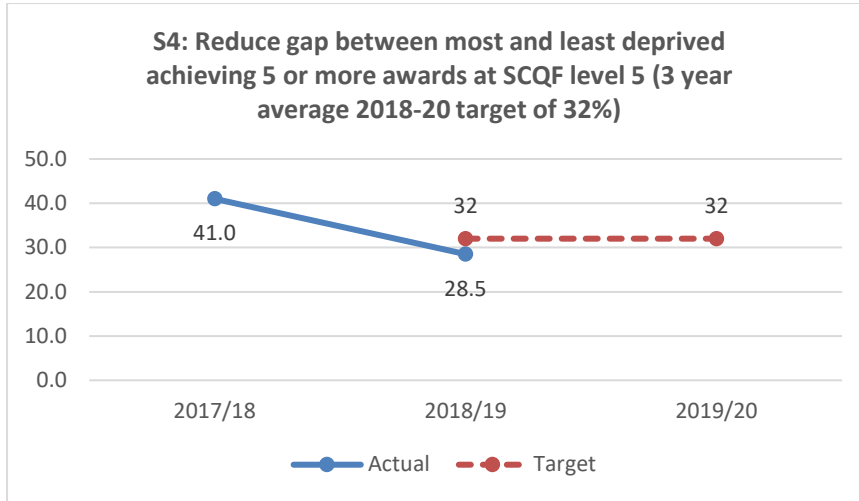
Primary Attainment: Reading - % Attaining or Exceeding Expected Levels
(3 year average target 2019-21 of 90%)

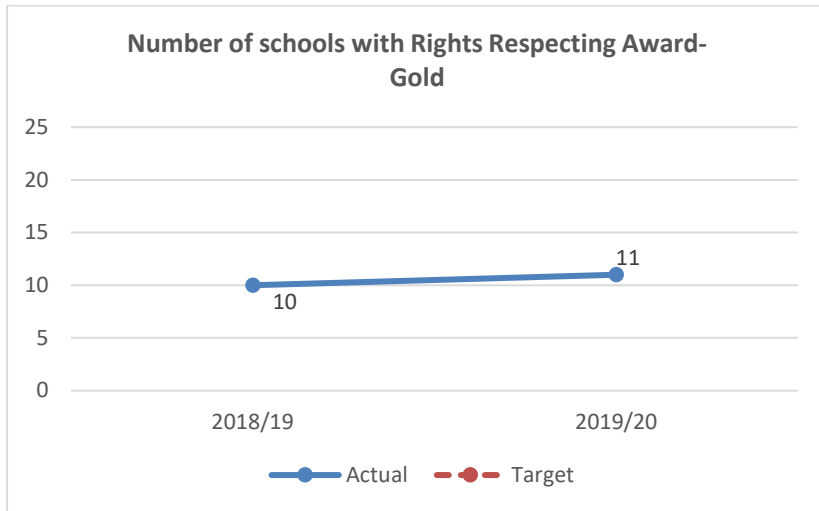
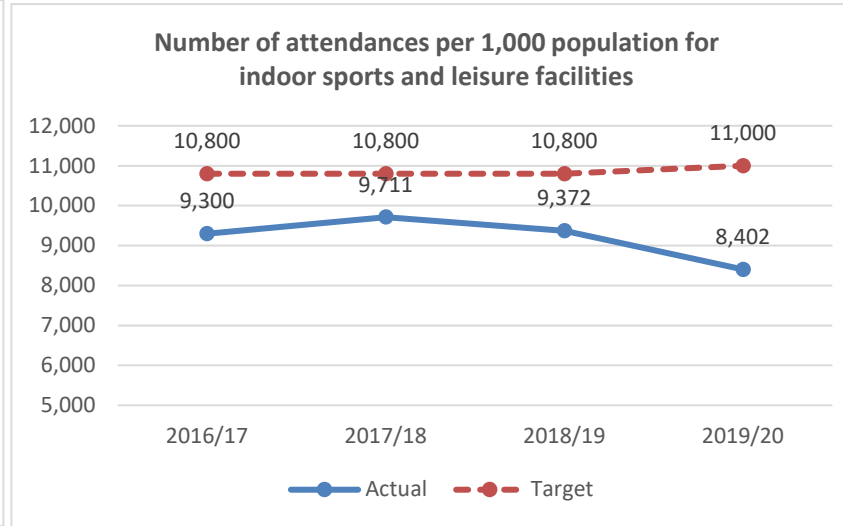
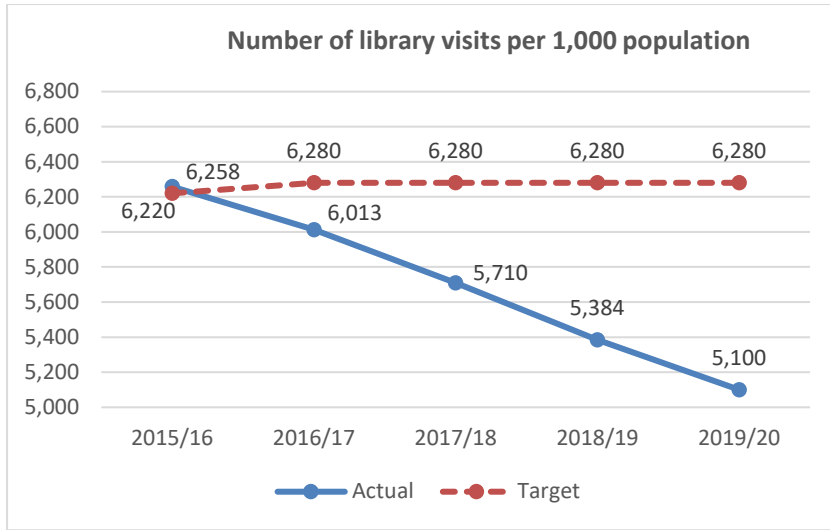


Primary Attainment: Writing - % Attaining or Exceeding Expected Levels
(3 year average target 2019-21 of 89%)

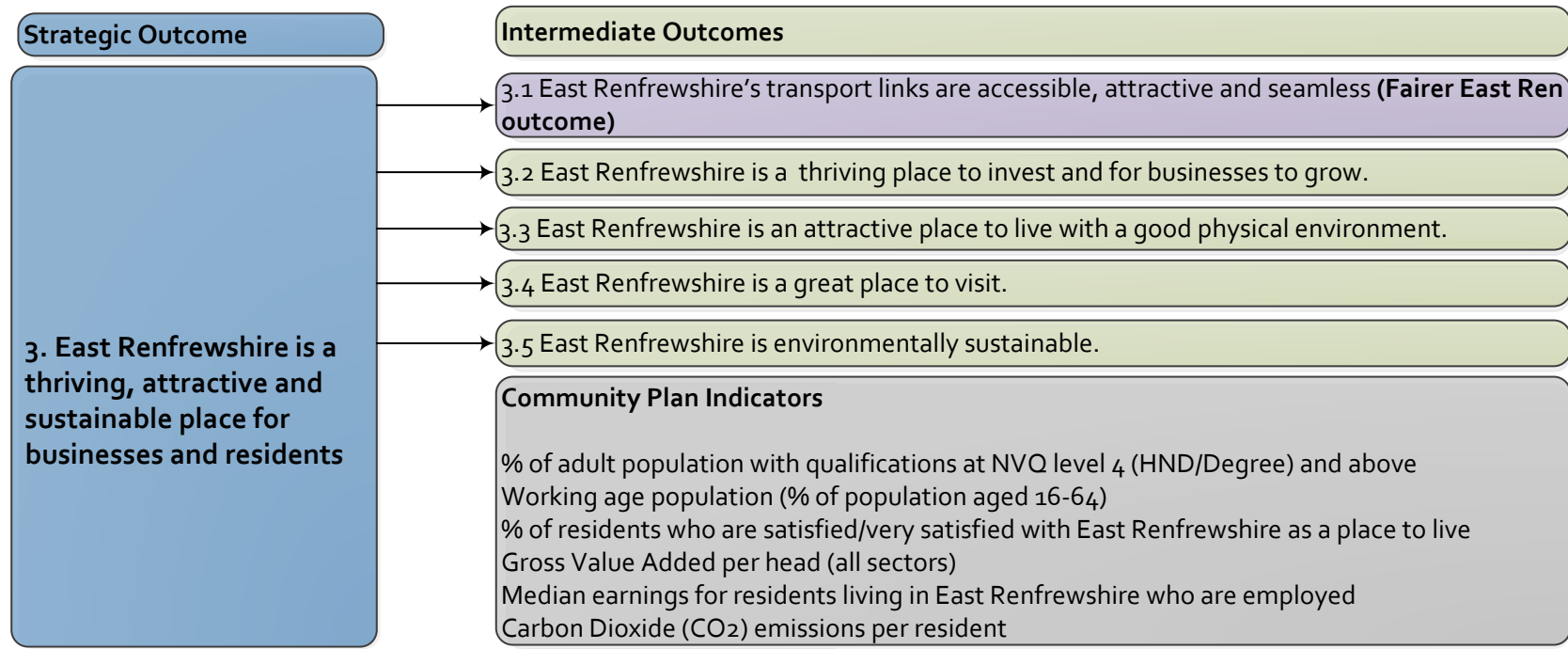








S3 SECTION 3
East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 3 Economy and environment

We are working to deliver economic growth, high quality housing and exceptional green spaces for all to enjoy within our area, whilst ensuring a sustainable recovery from COVID-19. 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; driving innovation and growth through the support of key sectors and addressing 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 the delivery of improved infrastructure and connectivity, supporting local growth and increasing employment opportunities through the development of these projects. There will also be increased longer term job prospects across the wider region.

We will continue to actively promote business support and employability services to help ensure our targets are achieved and will 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 (LDP2) provides the Council with a development strategy that will guide the future sustainable growth of East Renfrewshire up to 2025 and beyond. Delivering a sufficient supply of housing is a key component of the Plan. Our LDP also addresses 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 to provide a revised spatial development strategy covering the period up to 2029 and beyond. Furthermore we continue to work to protect the future of the local area; conserving the natural environment and refurbishing our parks and open spaces through ongoing capital investment; facilitating a shift towards more sustainable transport and improving accessibility to local destinations through infrastructure improvements; ensuring our streets are clean; and undertaking a range of regeneration work throughout East Renfrewshire.

Our Economic Development team continues to be committed to helping new and existing businesses grow and prosper through a coordinated package of advice, recruitment and training support. We can also offer financial support by providing access to a range of grants and loans. Our aim is to take a flexible approach, on a case by case basis, and help all types of businesses in East Renfrewshire Council meet their needs. The team also supports the development and implementation of physical regeneration projects which will improve town centres within East Renfrewshire.

Our recently developed Economic Recovery Plan as a response to the coronavirus issue sets out a number of objectives which include: Help local businesses combat the effects of COVID-19 through a series of already existing support mechanisms such as Business Gateway and the

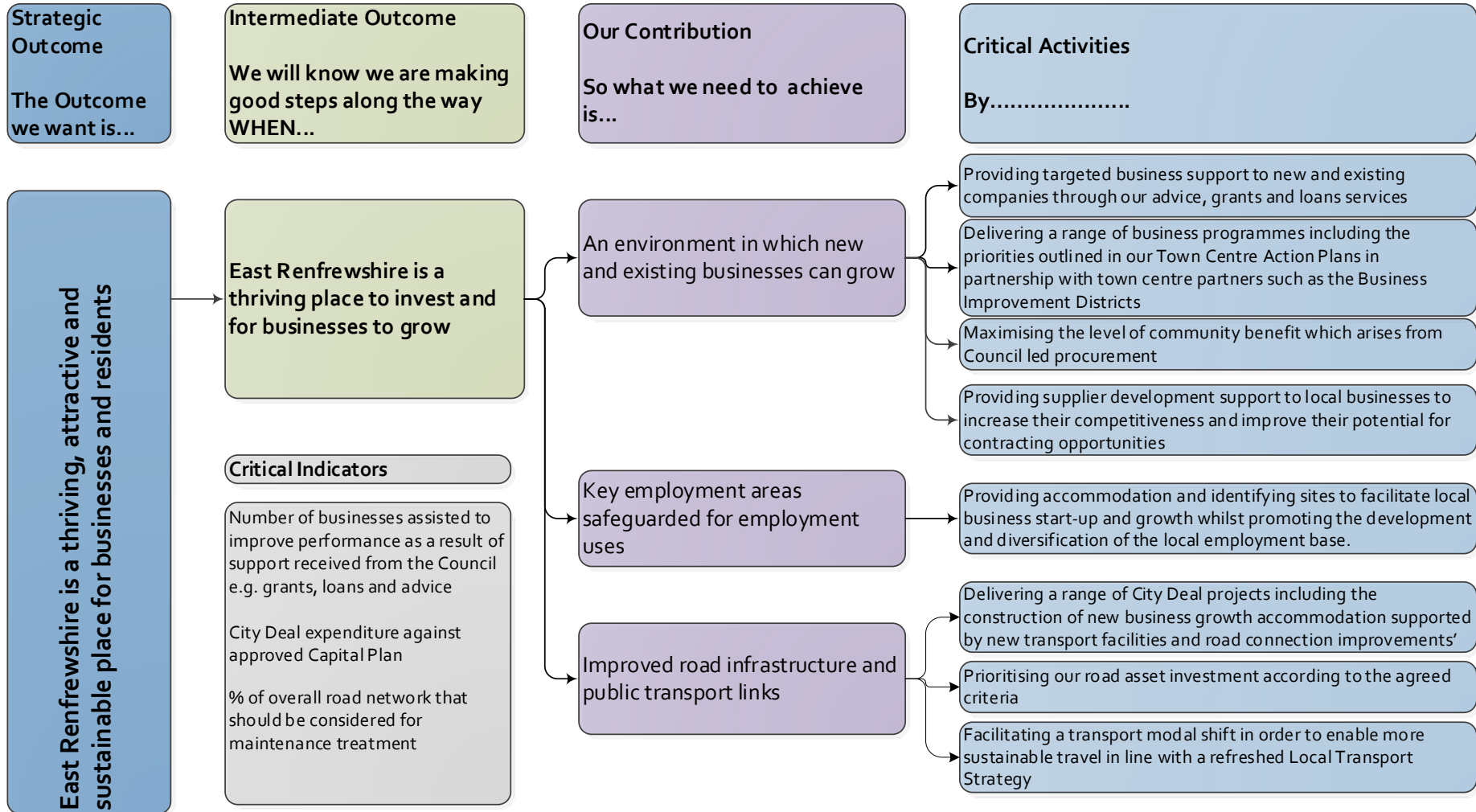
Council's Economic Development Team's Grant and Loans Programme; encourage business start-ups; reconsider and re-profile the purpose of the new Greenlaw business centre to ensure maximum positive impact on local employment and businesses in view of the learning over the coronavirus issue; promote access to our high streets and town centres and help local businesses and residents to adjust to the ongoing uncertainty over the timing and phased way in which lock-down restrictions are eased. This has included the set up of town centre recovery groups, a "Shop Local" marketing campaign to encourage spend in our town centres and localities and dedicated support to help our local businesses open safely through provision of PPE equipment, socially distancing materials, risk assessments and accredited training via our Business Recovery Toolkits. We will review our approach to economic development as the situation regarding any available government funding becomes clearer.

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 commitment to tackling climate change extends to our council house building programme which has seen tenants move into environmentally-friendly new homes in the last year. 45 new homes have been built at three sites in Barrhead and work will start on two further sites, in Barrhead and Newton Mearns, later this year. 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.

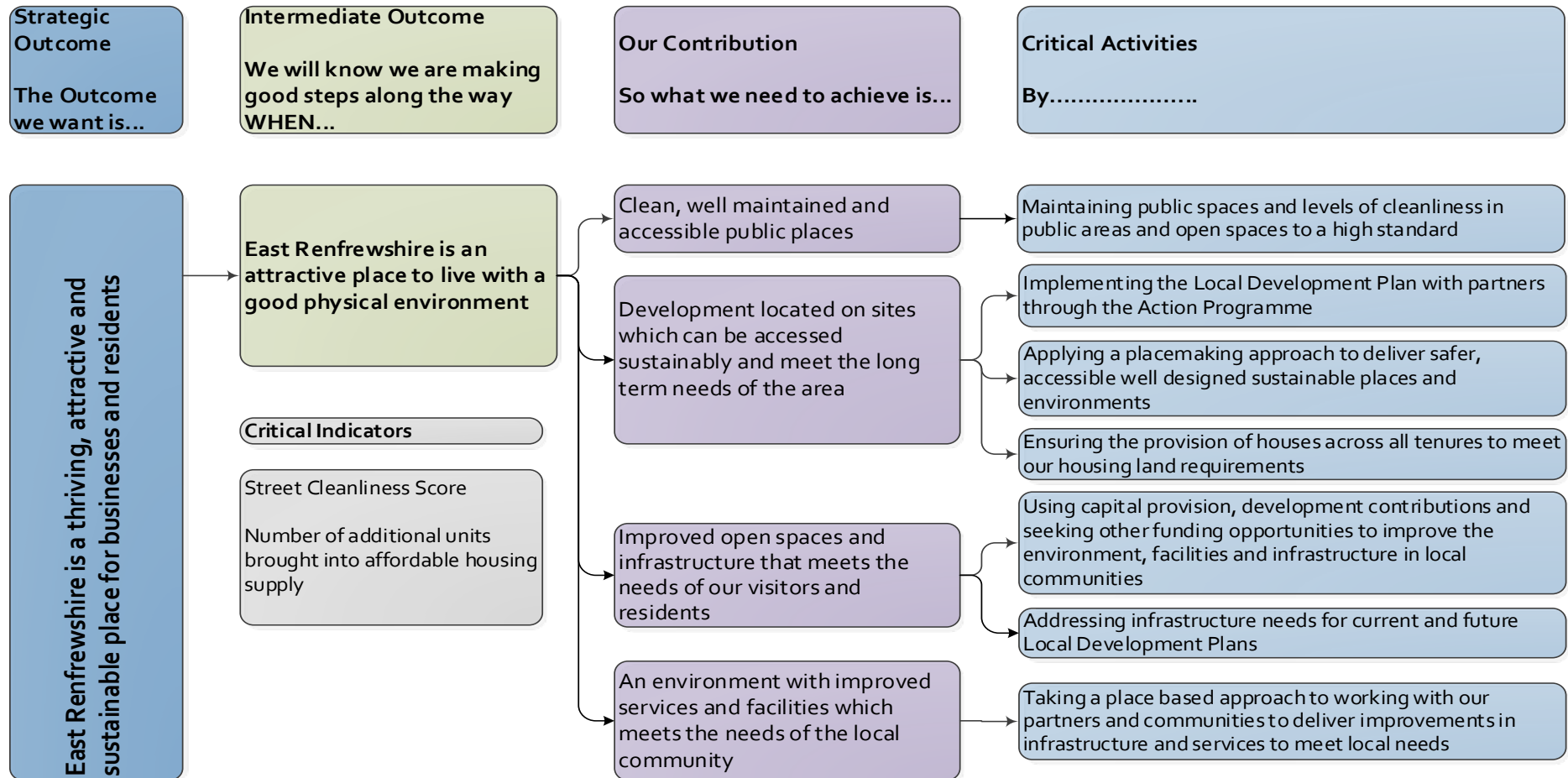
We have the highest recycling rate for household waste in Scotland and will continue to increase recycling by building on the success of our weekly kerbside collection service. However, our performance on recycling may in the short term be impacted negatively by service disruption and difficult decisions we had to make to continue to provide a refuse collection service to our residents due to the coronavirus issue. The Council has, through the Clyde Valley Partnership, positioned itself to meet the 2025 ban on residual waste going to landfill. We also have a commitment to achieve improved performance in energy consumption and generation.

Our ambitions around our critical activities over the period 2020/23 remain the same. However, the coronavirus issue has delayed our progress in many of those areas and may well continue to do so. The situation is continually changing. The priority until now has been to try to restore and renew frontline services which have been adversely affected. Our priority is now to move towards delivering and building better our ambitions as outlined below.

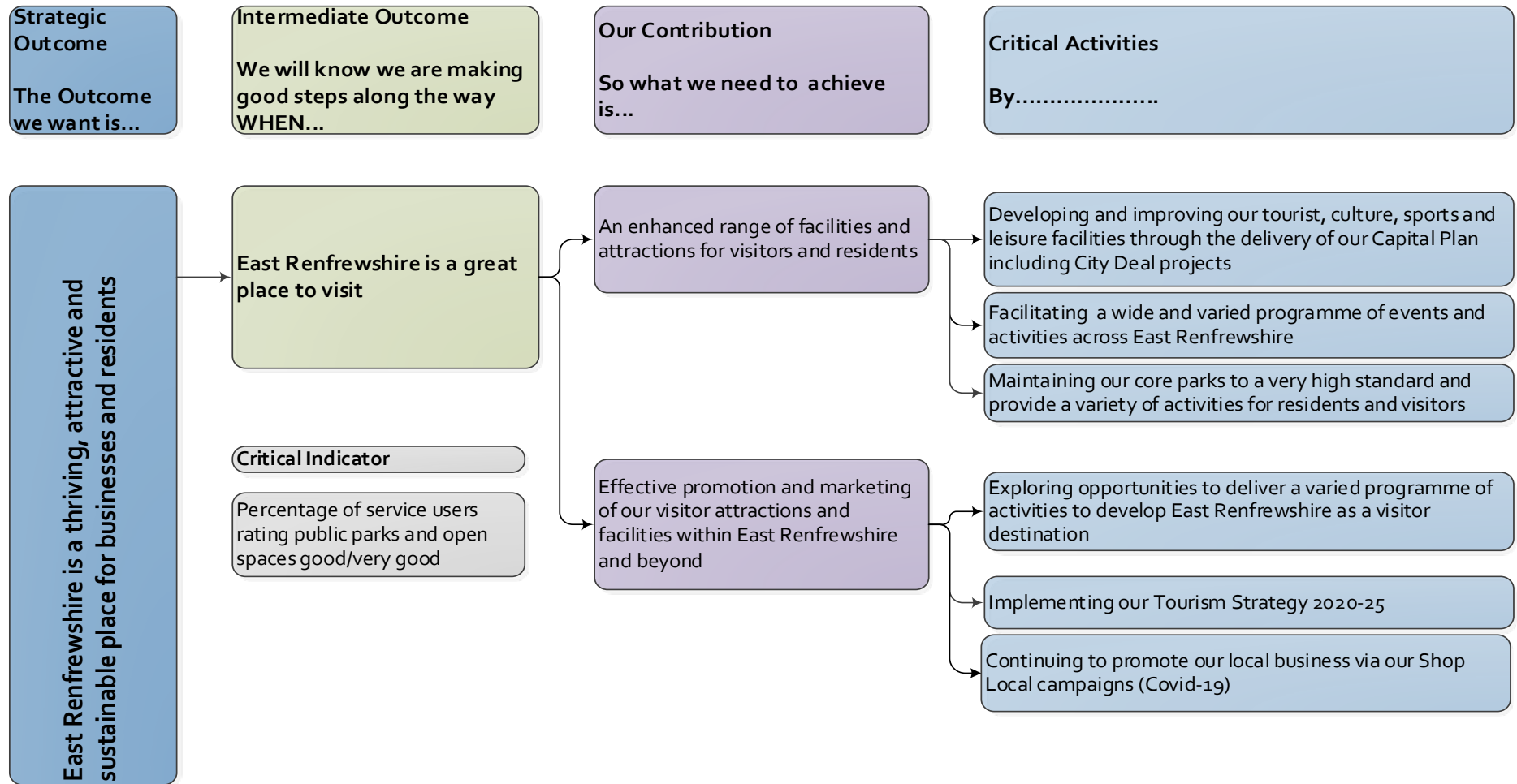
3.2 East Renfrewshire is a thriving place to invest and for businesses to grow



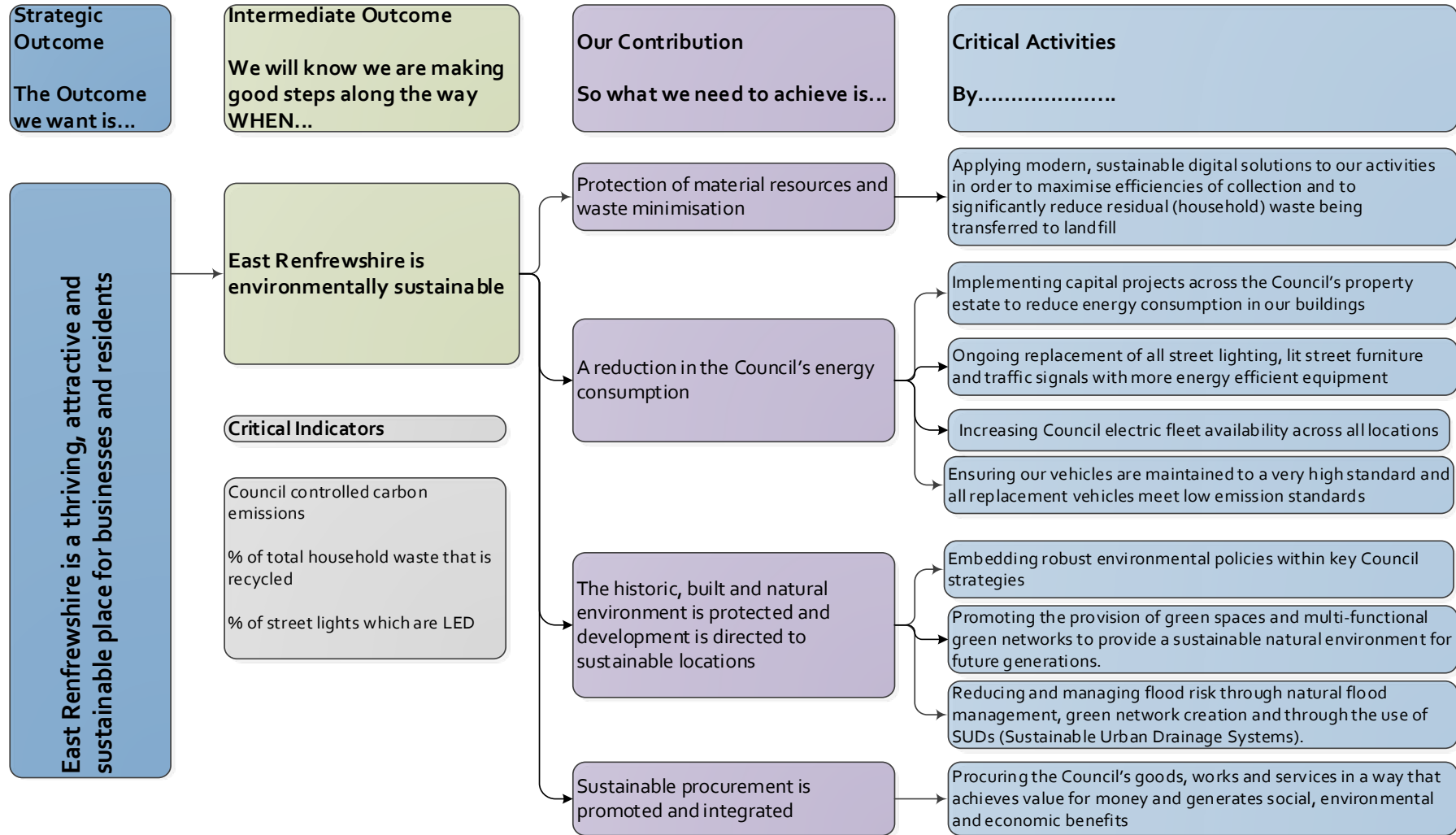
3.3 East Renfrewshire is an attractive place to live with a good physical environment



3.4 East Renfrewshire is a great place to visit

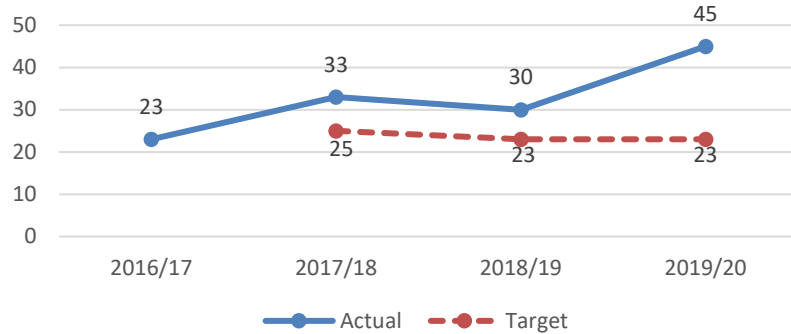


3.5 East Renfrewshire is environmentally sustainable

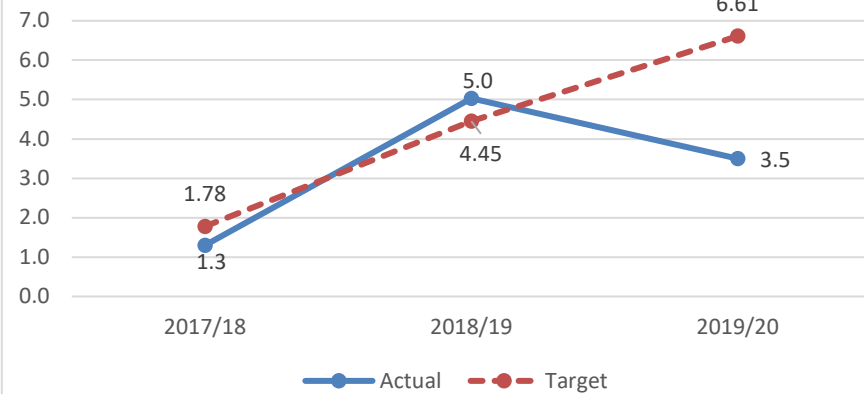


Outcome 3 indicators

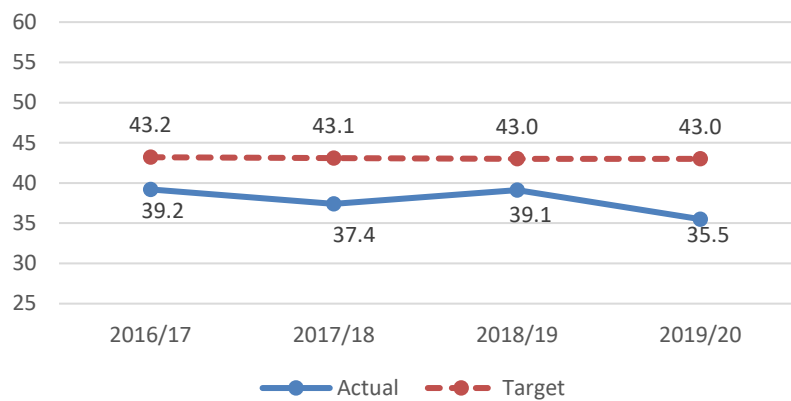
Number of businesses assisted to improve performance as a result of support received from the Council, e.g. grants, loans and advice



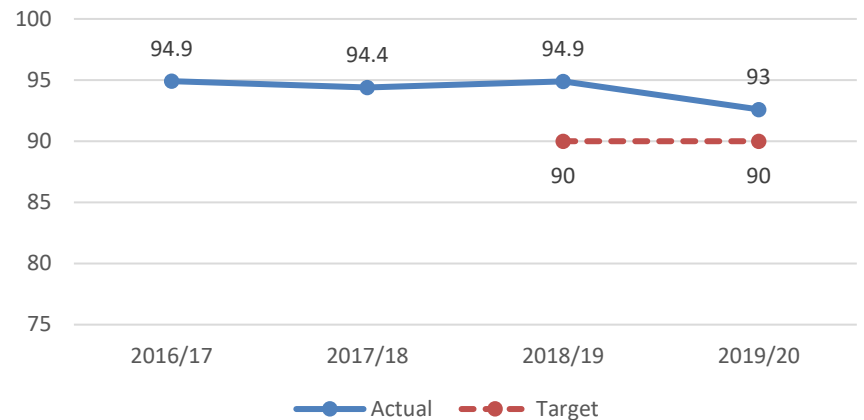
City Deal Expenditure against approved Capital Plan (£m)

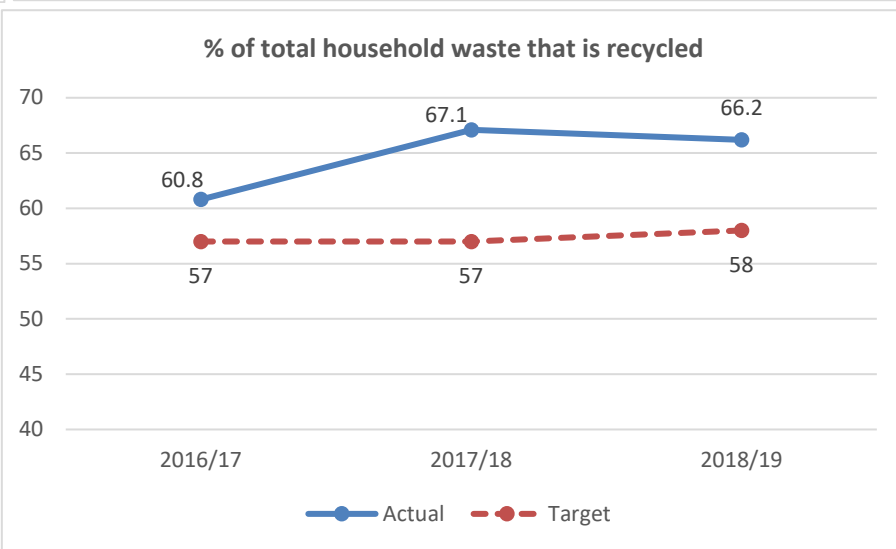
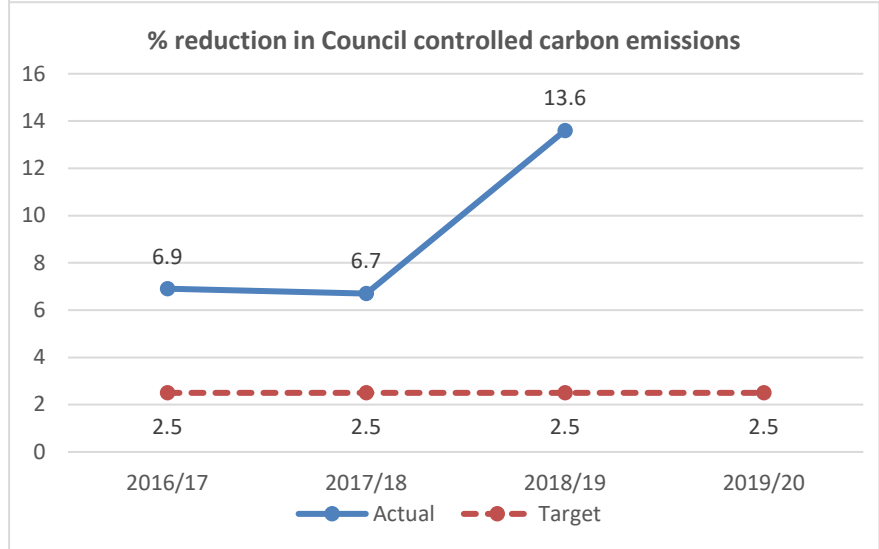
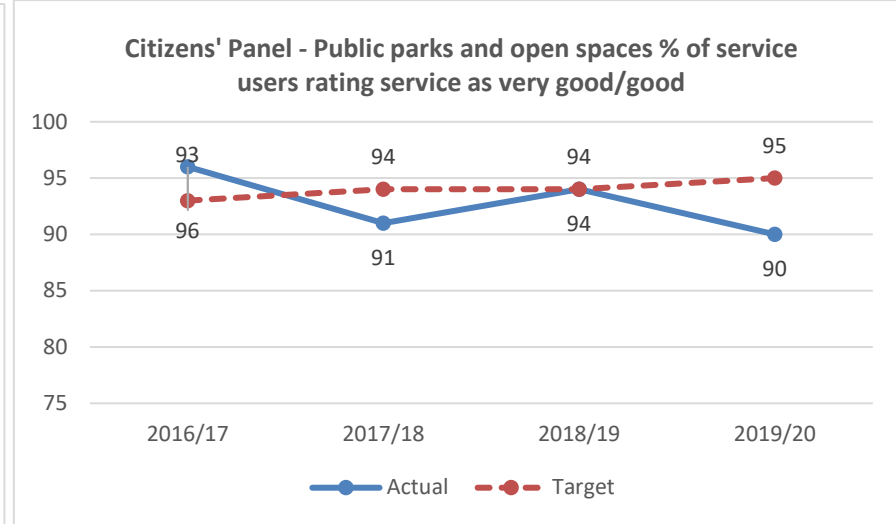
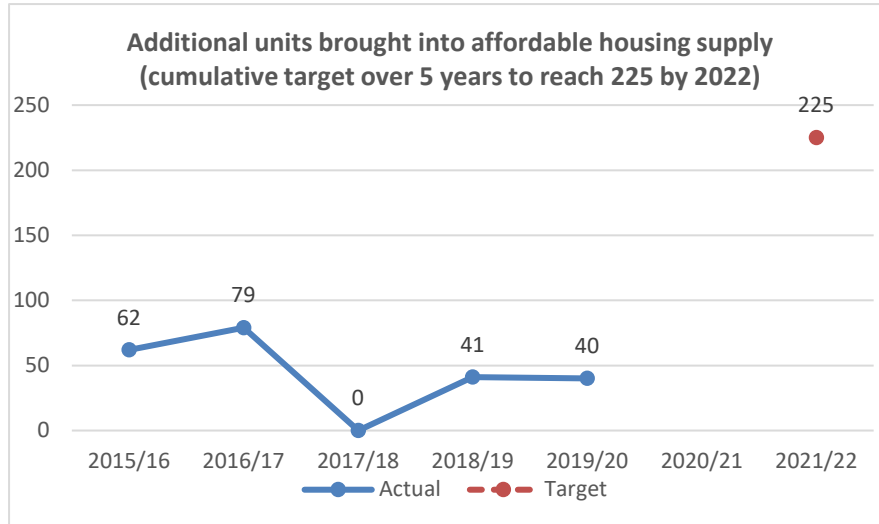


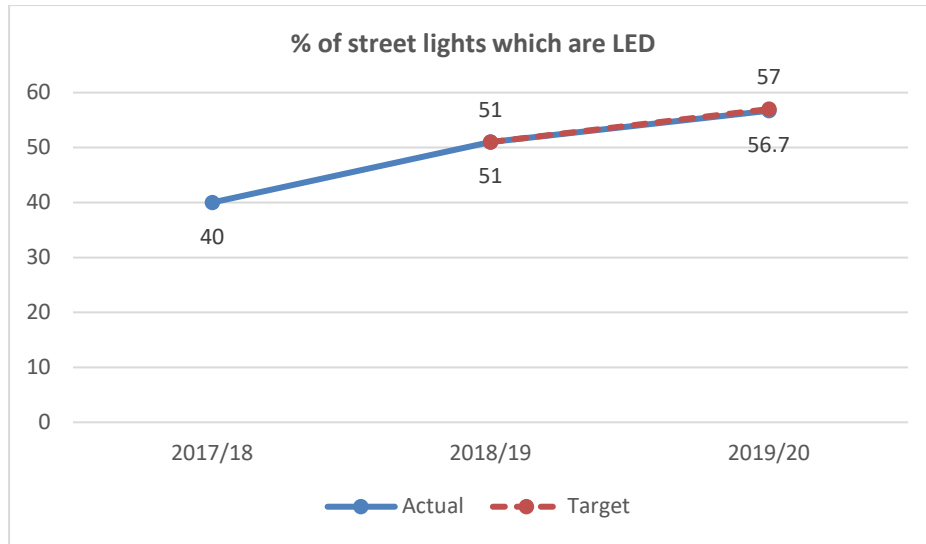
% of overall road network that should be considered for maintenance treatment



Street Cleanliness Score - % Clean



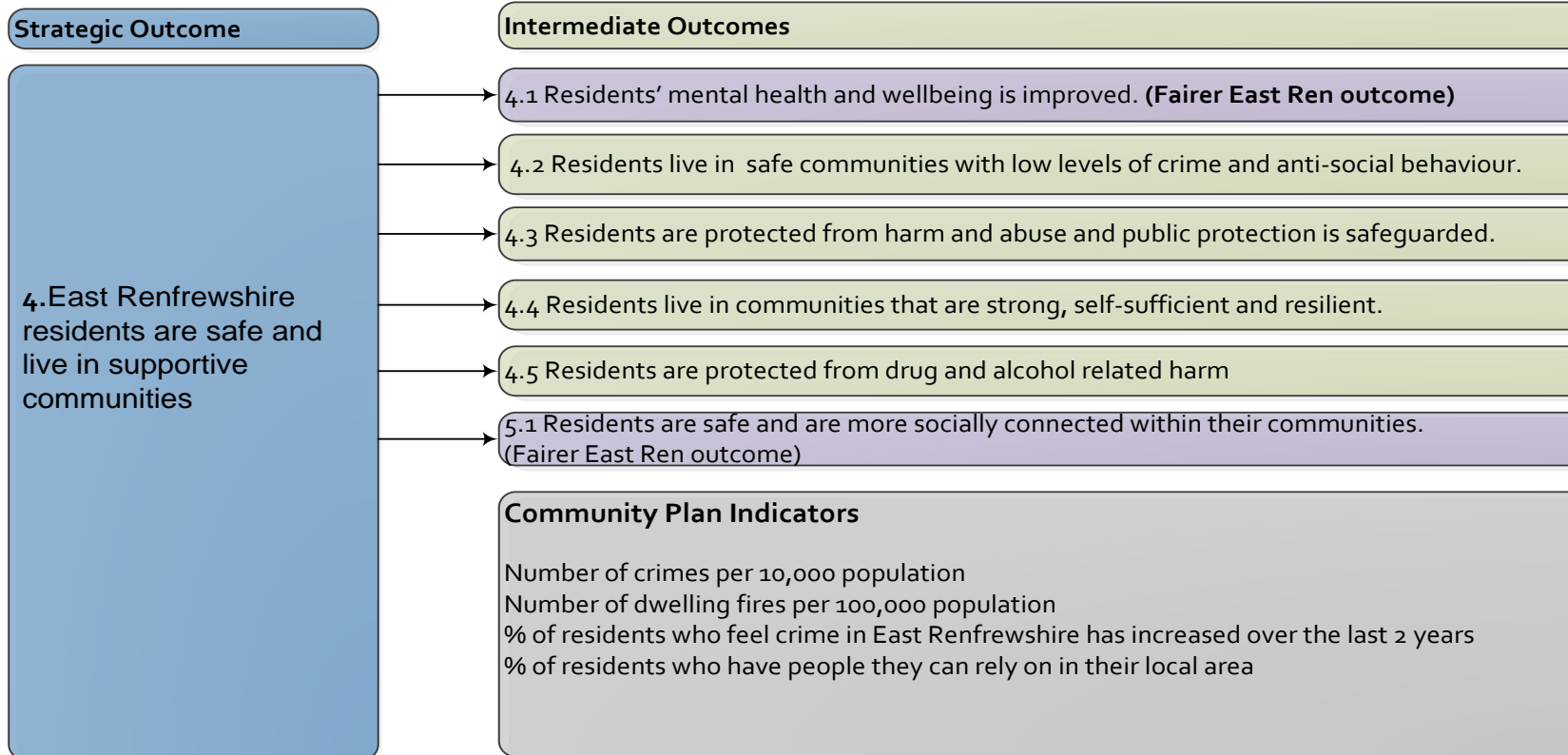




S4

SECTION 4

East Renfrewshire residents are safe and live in supportive communities



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 4

Safe, supportive communities

We know that in safe, supportive communities, people's outcomes in health and wellbeing can be improved. We recognise the valuable contribution that community organisations, groups and individuals make in their local areas and understand that we must involve people in the decisions that affect them and empower our staff and local residents to design and improve Council services fit for a stronger future. Our COVID-19 response has seen an unprecedented level of support provided for and by local communities. This has included support for over 2,700 local residents who were advised to shield by the Scottish Government; the establishment of a humanitarian food hub to provide much-needed support to those with food access and poverty issues throughout the early months of the pandemic; arranging outreach calls to vulnerable or lonely individuals; and distributing devices to empower people digitally through the Connecting Scotland programme.

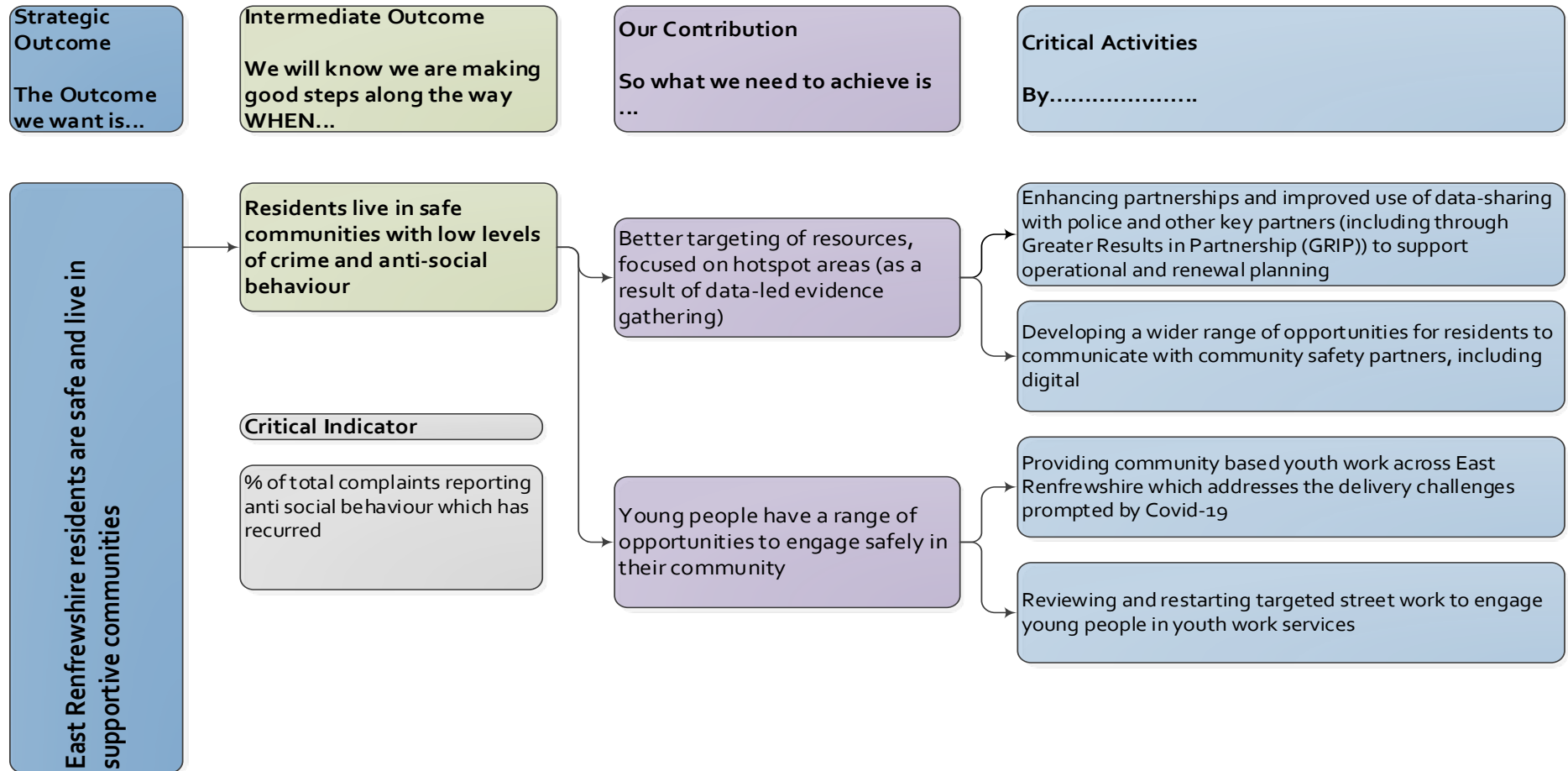
We use online platforms like Citizen Space and Commonplace for consultation however our engagement offline and in communities is vital too. Our Community Learning and Development (CLD) Team work alongside groups and individuals to build skills and opportunities to create positive impact. This work was diverted towards the provision of humanitarian support in the first 6 months of the pandemic, but CLD is more important now than ever before as we try to build back community confidence and resources. Through our partnership with the voluntary sector we want to further support the rise of people volunteering and taking a more active role in their communities – our response to COVID 19 has seen us take huge strides forward in this area and there will be significant reliance on third sector providers in the next months of the pandemic. Over 2020-21 and beyond our aspiration is to create more opportunities for community influence on how we spend our budgets. Through the democratic innovation known as participatory budgeting, or 'PB', we will continue to identify available budgets. COVID-19 has provided an opportunity to reflect on community issues like inequalities, democracy and health, and the participatory budgeting events scheduled for March 2020 had to be postponed. Although the Council's capacity and financial position will be challenged for some time yet, quality PB with a focus on inequalities can help to address some of the complex problems that we are facing.

In 2020 East Renfrewshire remains one of the safest places to live in 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. This role has been enhanced in recent months through the wardens' support for shielding individuals and through the delivery of food parcels from the humanitarian hub. Our Community Safety Unit operates 24/7, 365 days per year providing Telecare alarm-receiving centre services, monitoring our CCTV network and out-of-hours call handling for homelessness, housing repairs and the Anti-Social Behaviour 'Ring and Report' Line. The Community Safety service also has responsibility for parking enforcement within East Renfrewshire to help make our roads safer, although there was a suspension of these services in the early months of the pandemic.

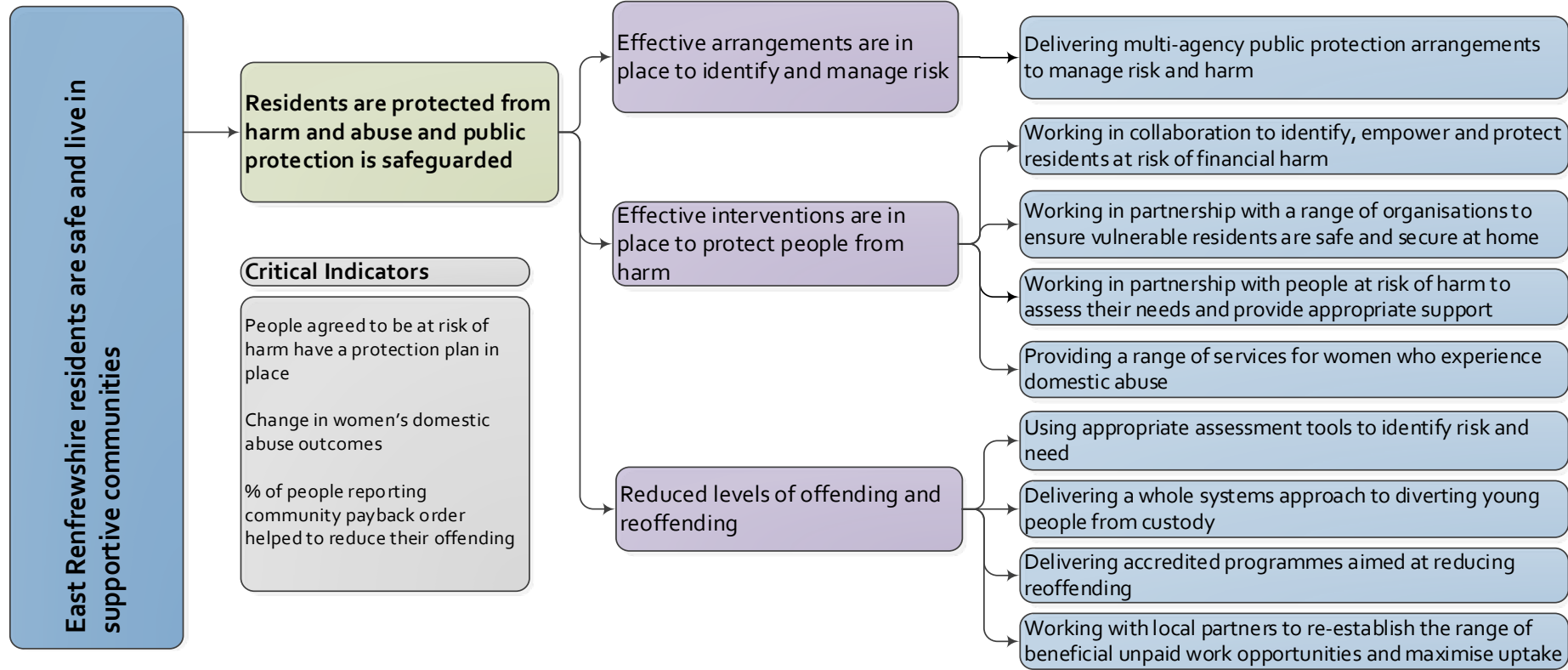
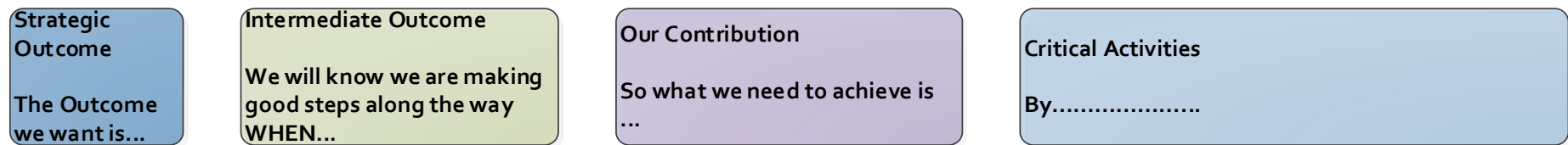
We are focused on prevention and share data to drive intelligence led strategic planning with our partners through a new Safe East Ren partnership group. In light of the COVID-19 pandemic we are working within social distancing requirements to enhance the visibility of community safety and community justice services and building back our strong links with local groups and networks. The reintroduction of our youth support and activities that aim to prevent youth anti-social behaviour is being focused on the most vulnerable children and young people however our CLD Team is continuing to work with schools to design new ways of working with all young people in line with public health guidelines. The CLD Team also delivers targeted street work to engage with and divert young people towards more positive activities.

Our aim is to improve community safety and public protection through targeting our resources to reduce the risk of offending and harm in local communities. Protecting residents from alcohol and drug related harm has continued to be a key priority during the COVID-19 outbreak. The Community Addictions Team continue to support individuals with problematic alcohol and/or drug use, including new referrals and making innovative changes to service provision to continue treatment and care safely. Learning from the experiences of individuals during this time will inform the redesign of services to achieve improved outcomes.

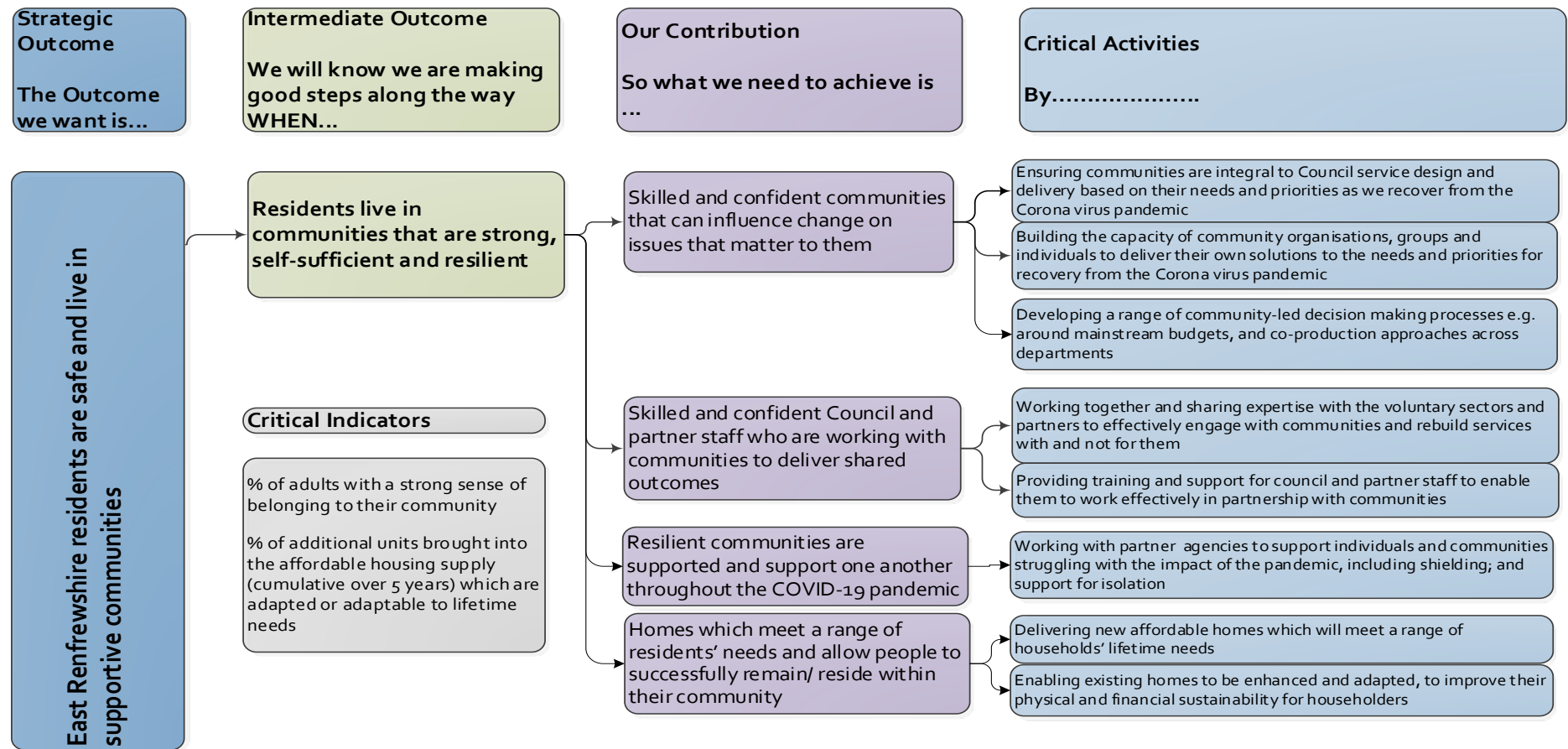
4.2 Residents live in safe communities with low levels of crime and anti-social behaviour



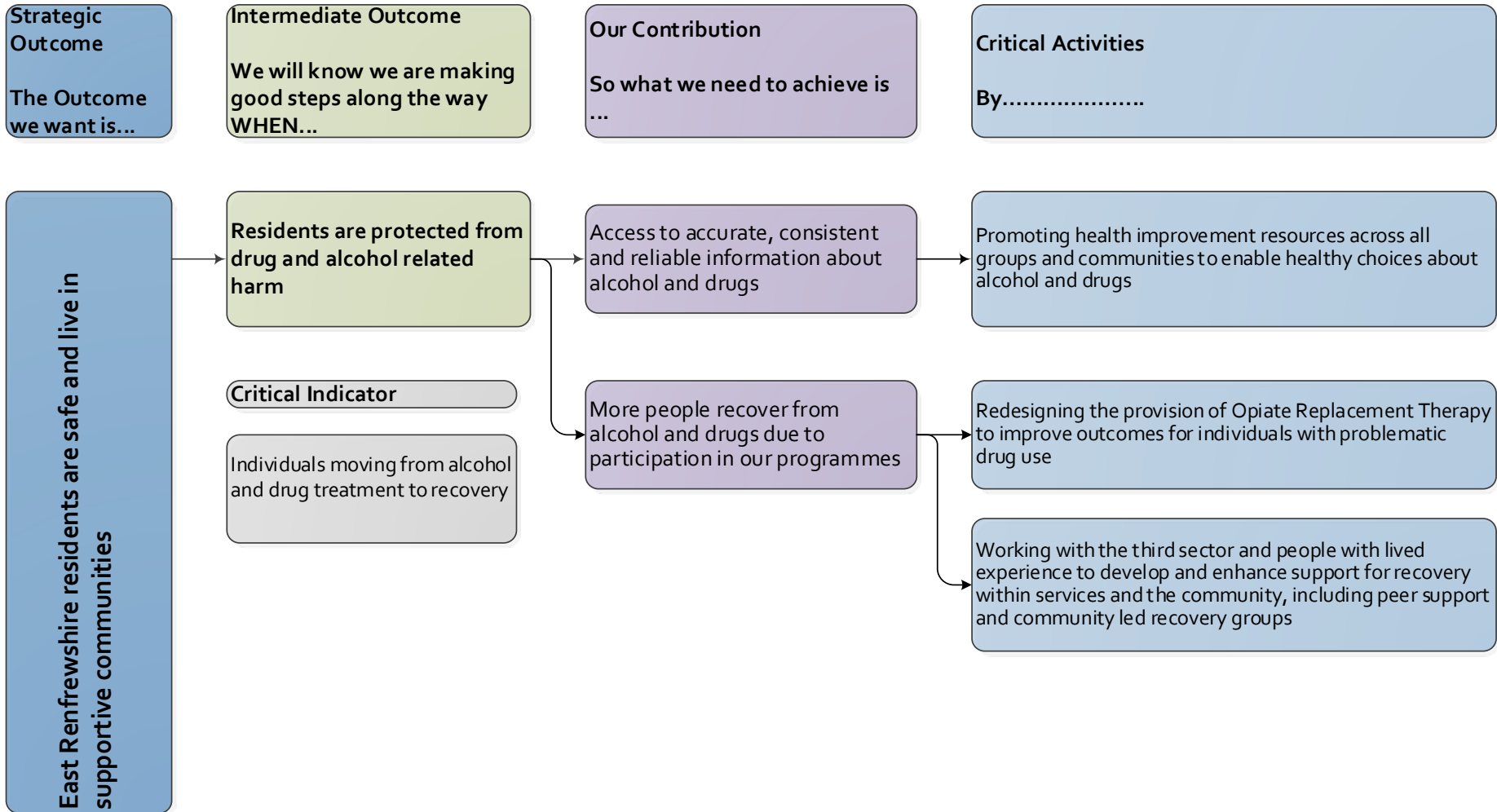
4.3 Residents are protected from harm and abuse and public protection is safeguarded



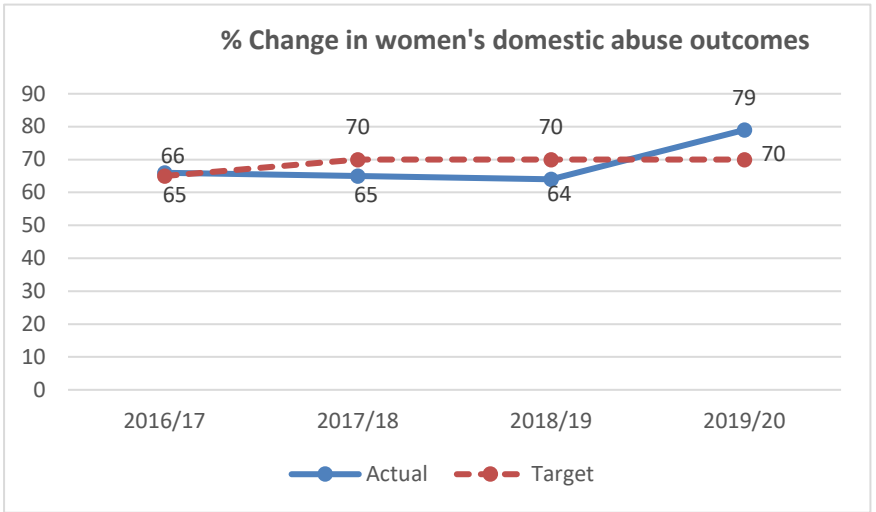
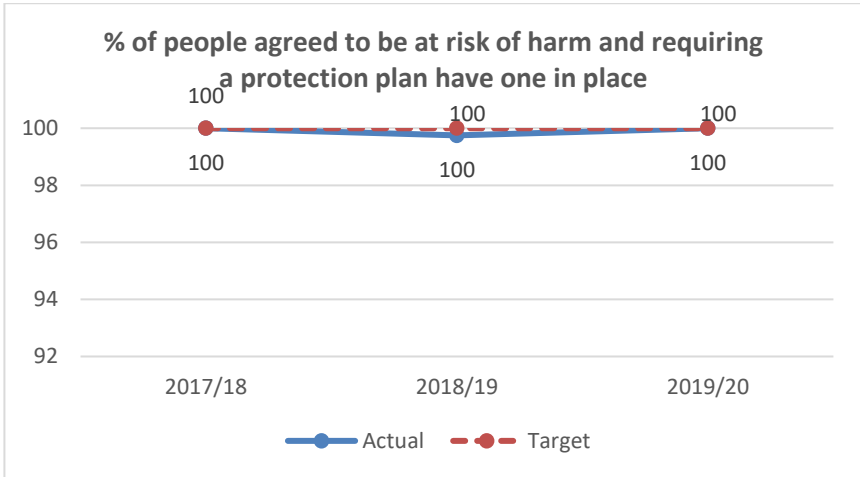
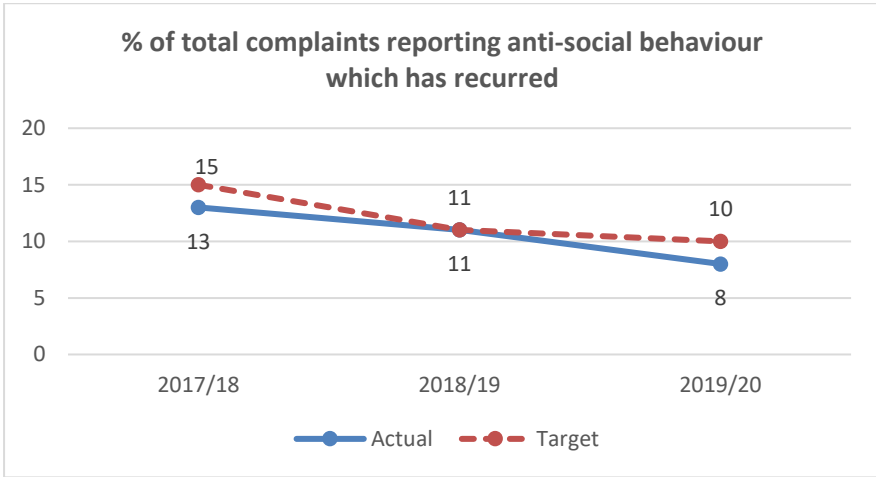
4.4 Residents live in communities that are strong, self-sufficient and resilient

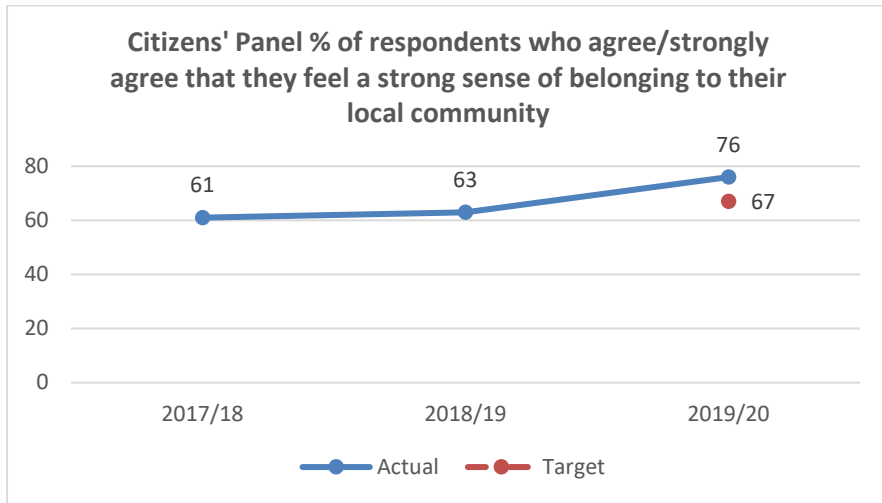
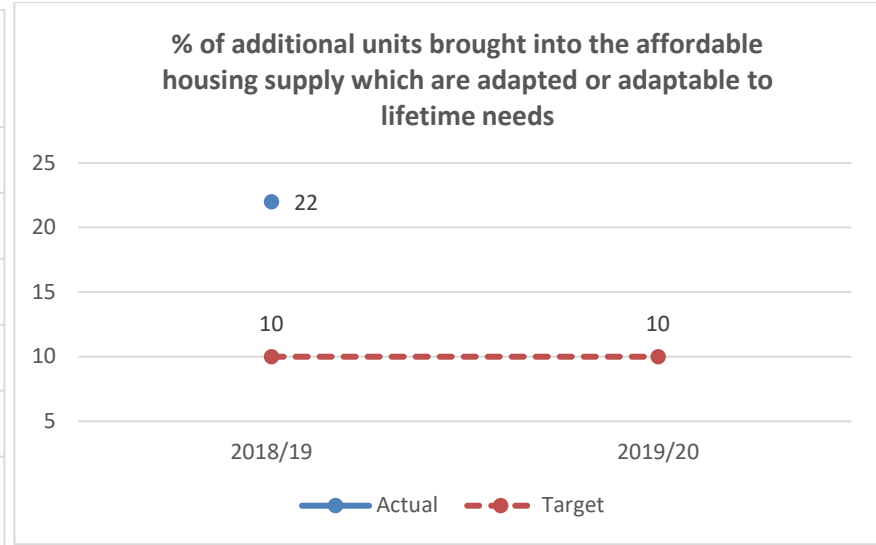
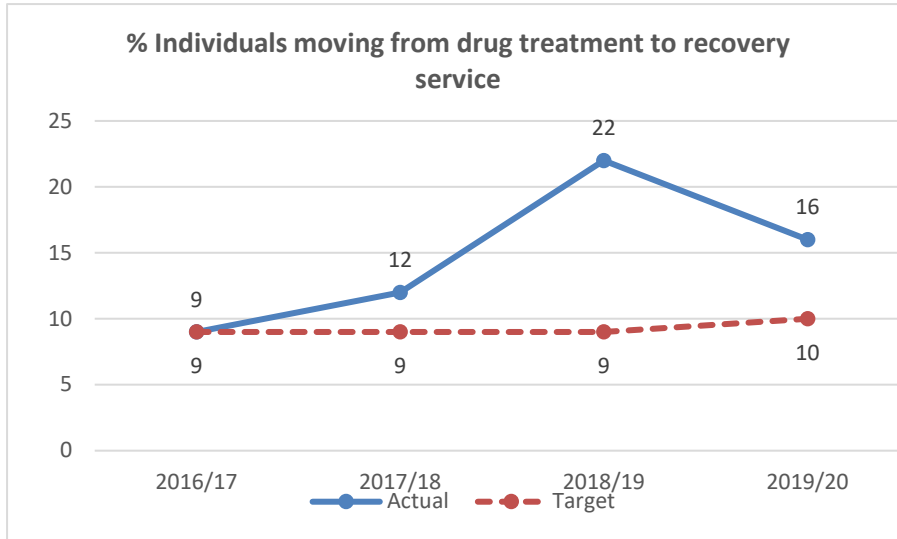


4.5 Residents are protected from drug and alcohol related harm



Outcome 4 indicators

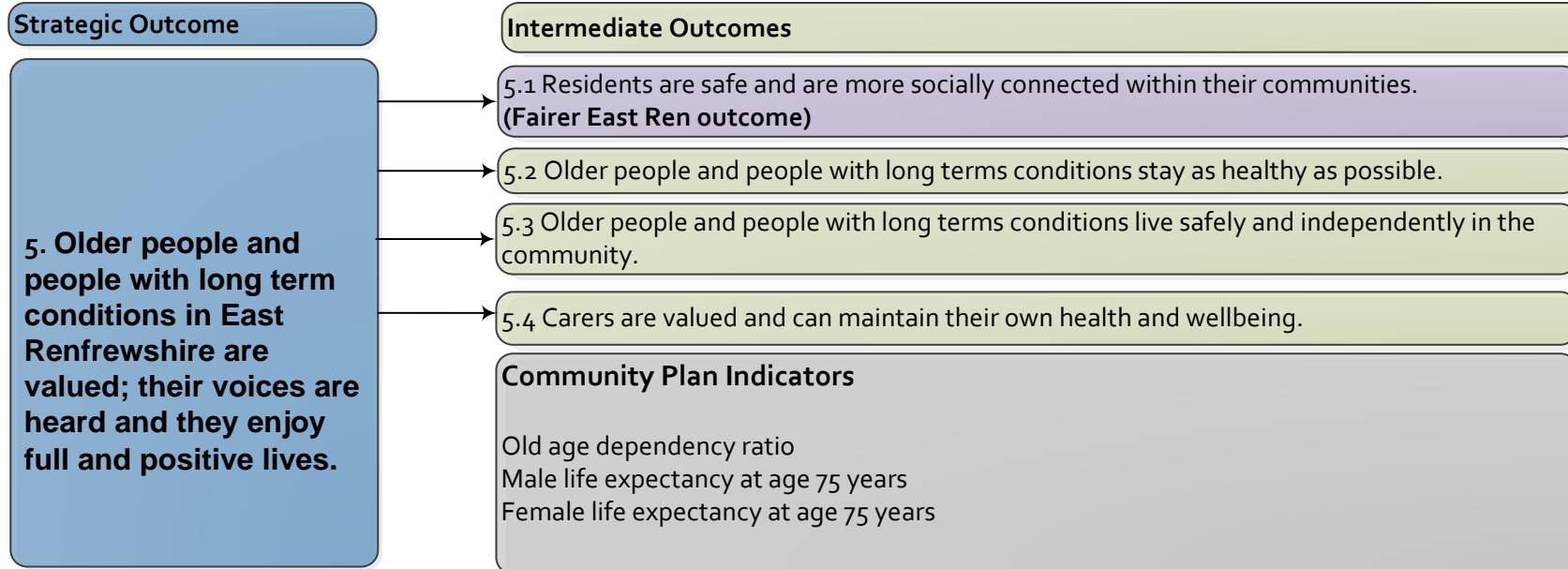




S5

SECTION 5

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



The Fairer East Ren diagrams are undergoing development and are annexed at the end of this plan



STRATEGIC OUTCOME 5

Older people and people with long term conditions

The Health and Social Care Partnership (HSCP) 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.

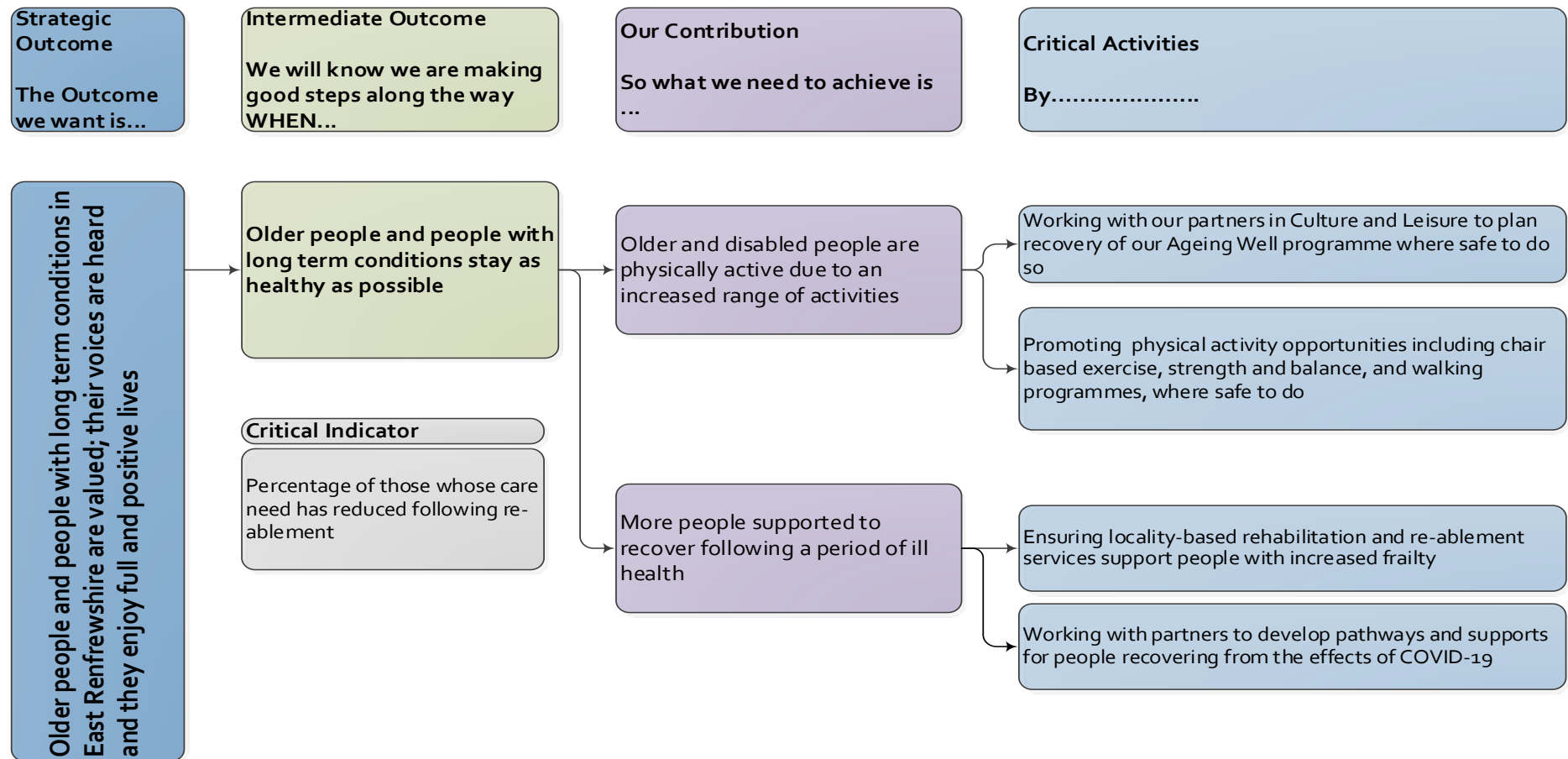
We have growing numbers of people living in East Renfrewshire with disabilities and long term conditions. Our oldest residents are most likely to experience ill-health and disability, as a result of this they are the greatest users of health and social care services. As people become frail they can become isolated from our local communities. Unfortunately, the lockdown measures, taken to protect ourselves from COVID-19, have meant that some people have become more isolated and had less opportunities for leisure, exercise and social activities. Throughout the coronavirus pandemic a team of volunteers have been keeping touch with the most vulnerable and isolated through the Community Hub. This work has been led by Voluntary Action East Renfrewshire with support from the HSCP and the Council. Together we have developed new responses to a variety of needs including food supplies, shielding support and delivery of medicines. We want to build on this joint working going forward to continue to reach out to older and vulnerable people in our communities and to increase the community supports and opportunities available.

Our health and care services have been running throughout the pandemic with a focus on those in greatest need, people experiencing severe symptoms of the virus, and at those greatest risk of admission to hospital. Care at home supports have been reduced or suspended only where there has been agreement with people and/or families that it is safe to do so. We maintained regular telephone contact with people whose services were reduced (and where appropriate their families) restarting or increasing services as needed. This involved putting in place dedicated phone lines and staff to take the calls, and increasing the numbers of staff working in our care at home services. We have been working closely with providers to offer practical support and guidance in relation to infection control and prevention. This has included setting up a PPE (personal protective equipment) hub and daily care home assurance calls, with a team offering direct support to care home staff and managers. This work will continue for as long as it is needed. Our daily safety huddle analyses information from care homes across East Renfrewshire and uses this to offer support and guidance to each care home. Assurance and support visits from nursing, social work and infection control staff and if appropriate the Care inspectorate are carried out in individual homes as required.

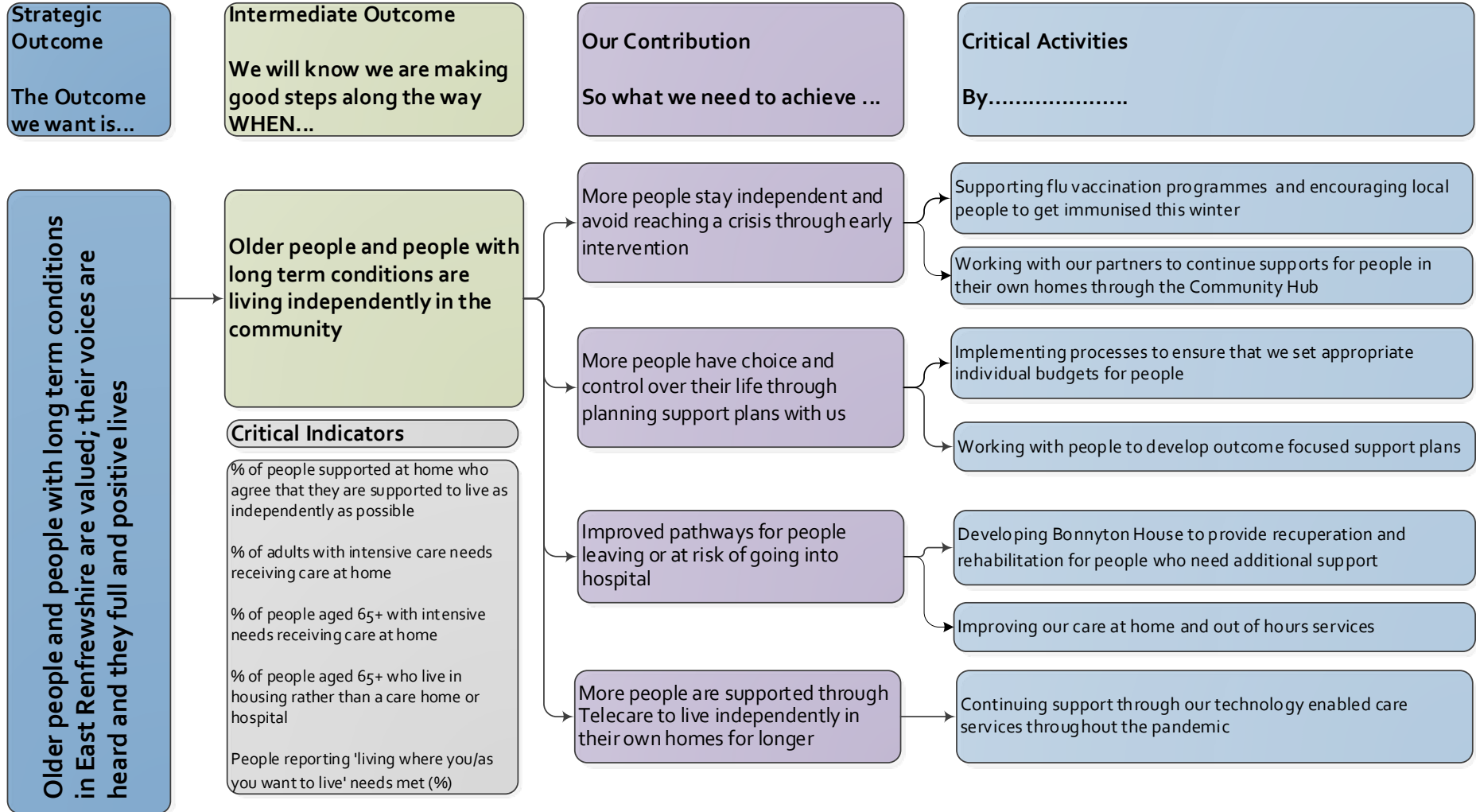
Extending choice and control for people who require support is an important aspect of our recovery work. In 2019 we introduced a new individual budget calculator for self-directed support, which we have continued to use wherever possible during the pandemic. Moving forward we want to make sure that all our systems support choice and control and that we make best use of technology and other innovative digital approaches to support.

Our Confidence at Home scam prevention packages are designed to help residents stay independent and safe. We have established more Confidence at Home packages per head of population than anywhere else in the UK, in the process blocking almost one million nuisance calls.

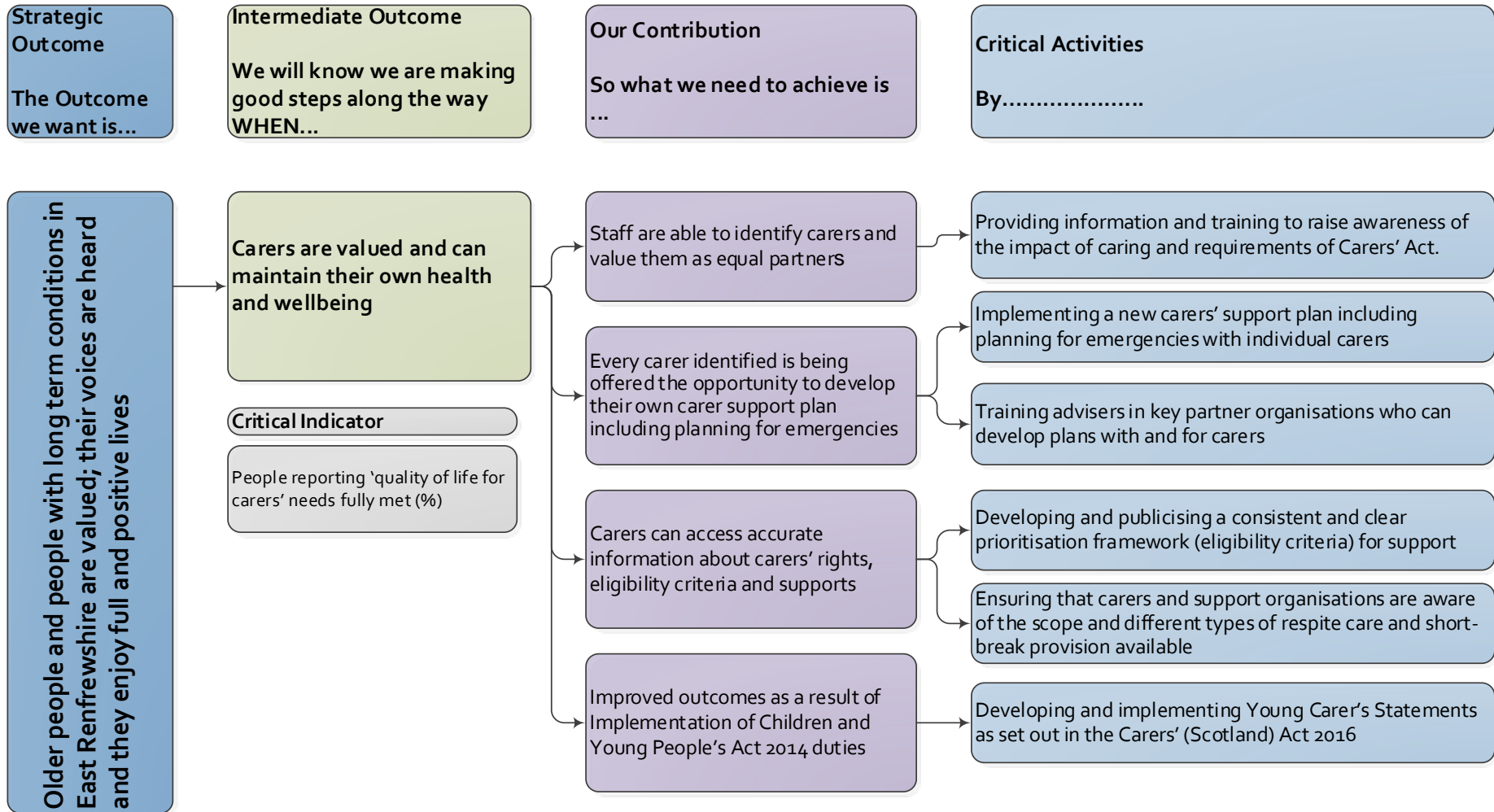
5.2 Older people and people with long term conditions stay as healthy as possible



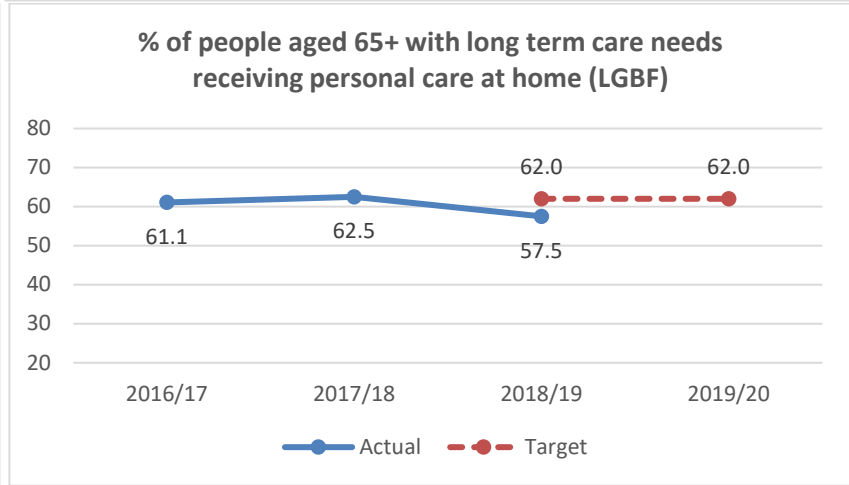
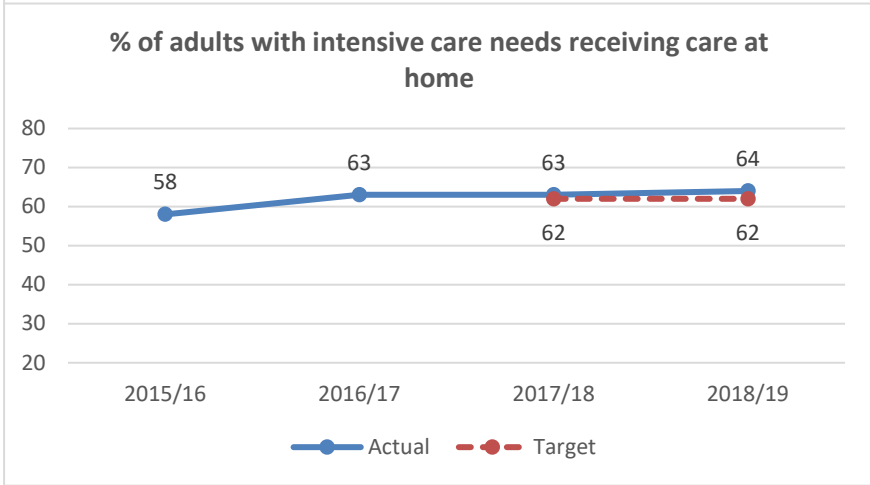
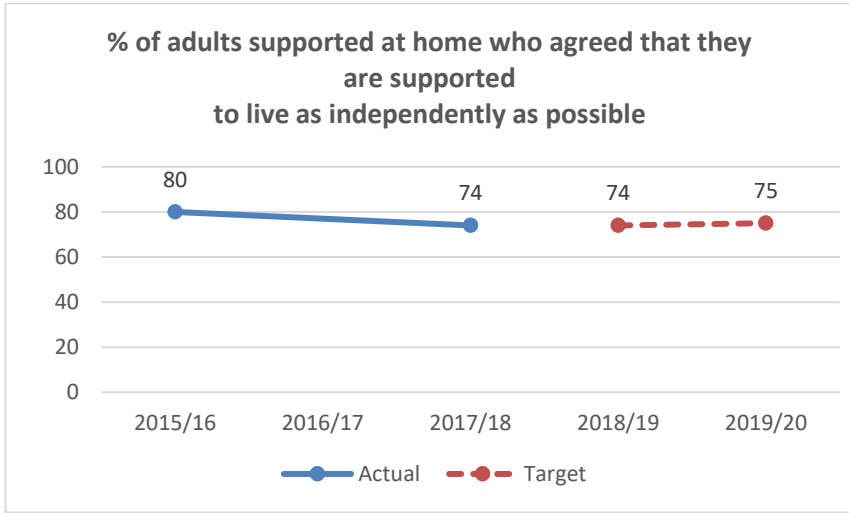
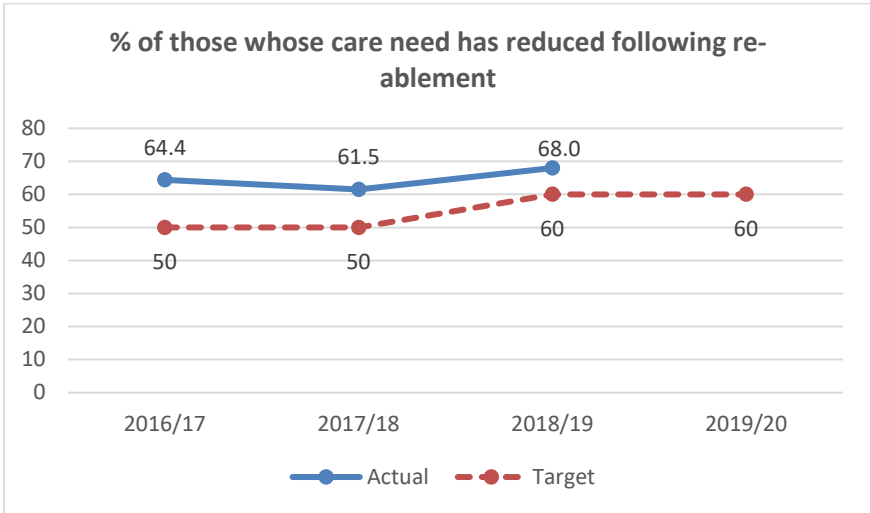
5.3 Older people and people with long term conditions live safely and independently in the community

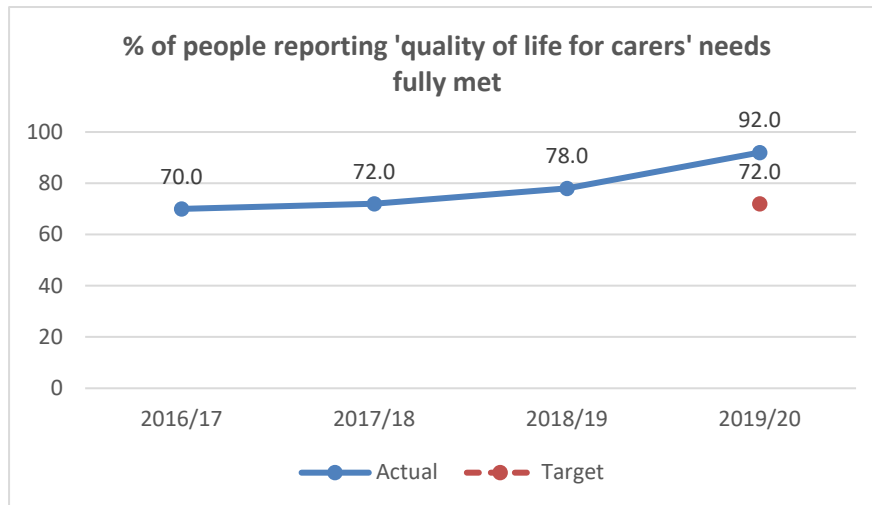
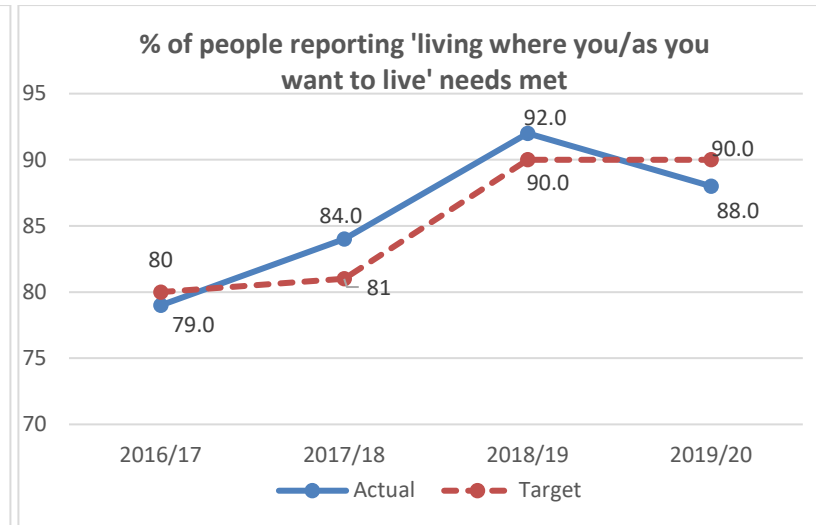
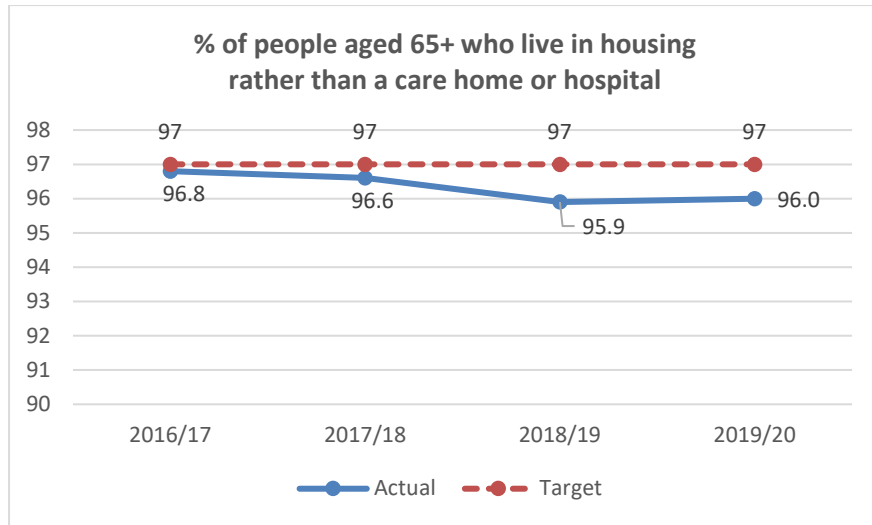


5.4 Carers are valued and can maintain their own health and wellbeing

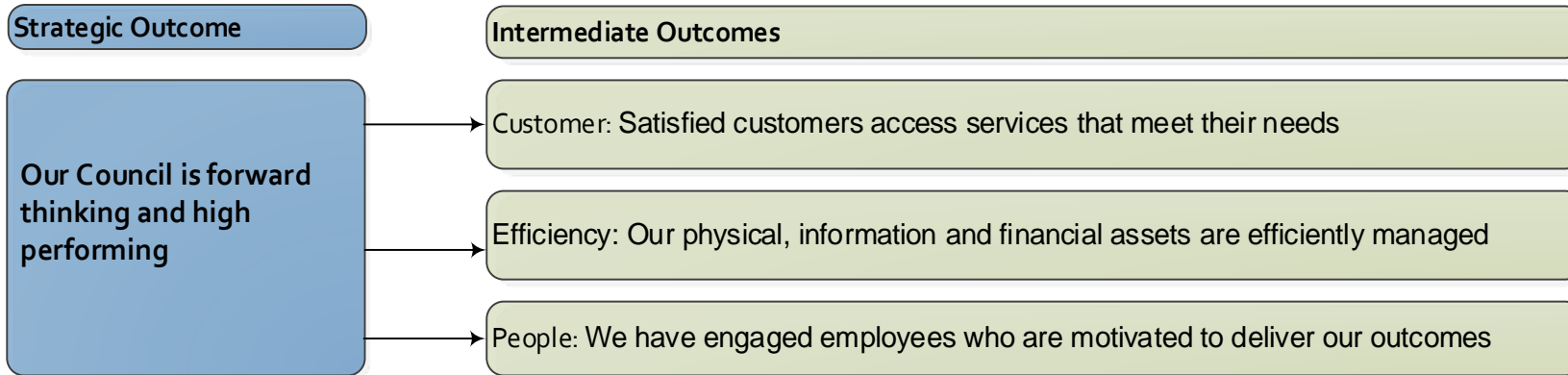


Outcome 5 indicators





STRATEGIC OUTCOMES
Customer, Efficiency and People





CUSTOMER

Satisfied customers access services that meet their needs

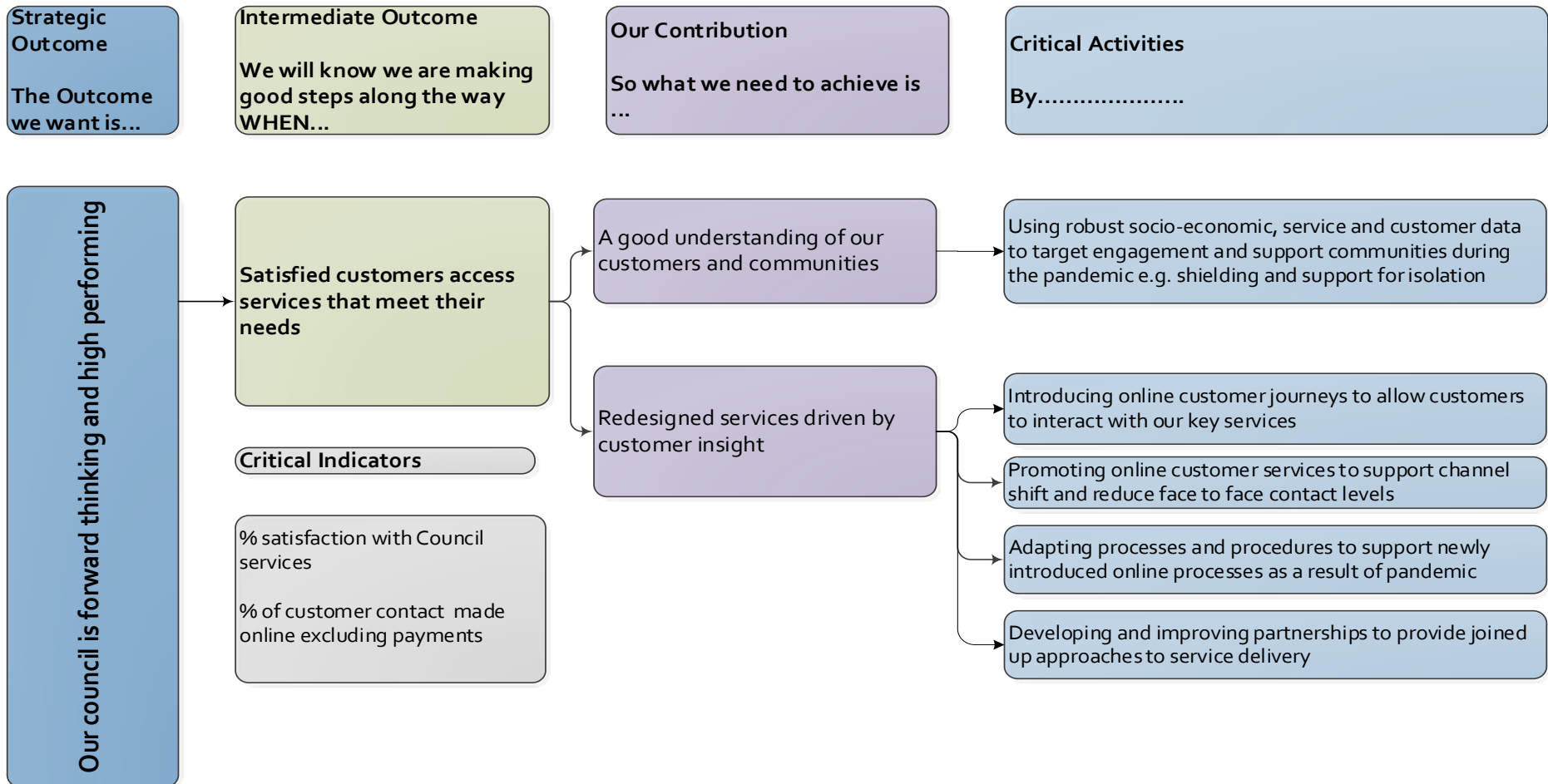
As a Council we continue to be customer focused and to put the customer at the heart of everything we do. Our Customer First service deals with nearly half a million contacts a year. We are developing the digital agenda with a shift to services online, with a customer experience approach with the ambition 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.

The Council's commitment to local residents has never been more important. The COVID-19 pandemic saw the Council become responsible for a range of new support services, including assistance to shielding residents. Our Customer First and Money Advice and Rights Services were at the forefront of customer enquiries and local responses to the national COVID-19 helpline. They triaged requests for support, provided food and medication delivery, and liaised with third sector providers to arrange the necessary services, using data analysis to join-up services and support residents' unique circumstances to best effect. Whilst shielding has now been paused, the Council continues to be on standby to support local communities in the event of further restrictions or COVID-19 impacts. We will use data and strategic insight to proactively plan a joined-up local response to whatever lies ahead.

Our focus on the digital agenda is a huge part of our drive for efficiency and to provide a better customer experience. A significant procurement exercise has been completed for a new Customer Experience Management platform to allow the development of a new website and an improved digital customer online journey. Phase 1 is complete with the successful launch of the new Council website and this has received positive customer feedback. Phase 2 will implement improved online forms and online digital experience for the customer. Overall, in 2019/20, 74% of Customer Contact and payments were made online or using 'preferred service methods' which include all online payments including Parent Pay. Currently 11% of the total contact through Customer Services is online, an increase of 3% in the last year. The timelines for this project are currently under review due to the impact of COVID-19.

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

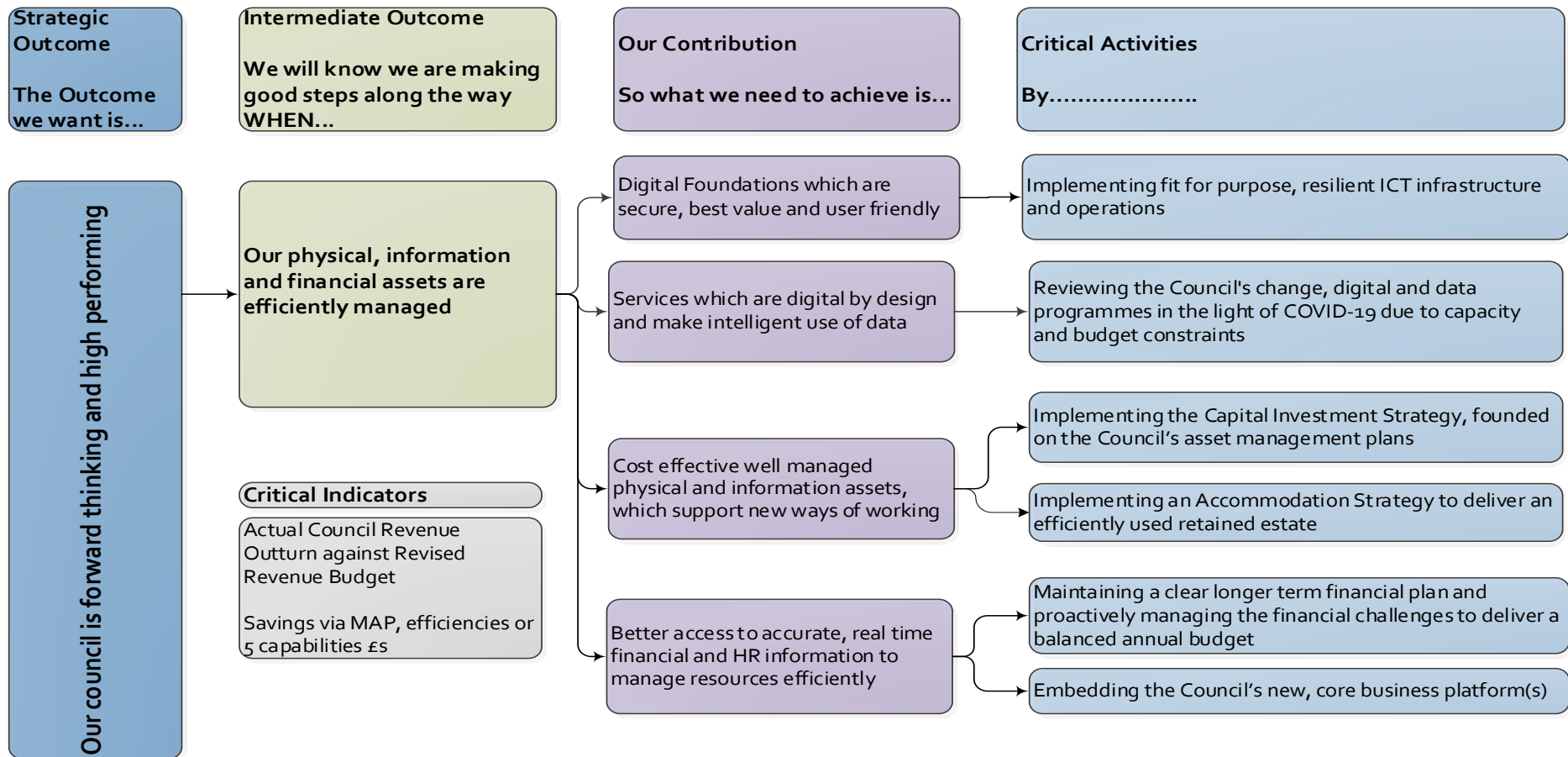
We are continually developing the way we work and have in place a change programme - the Modern Ambitious Programme (MAP), to ensure our resources are managed effectively and our services are efficiently meeting the needs of our customers and local residents. This programme particularly concentrates on 3 of our 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

Each department within the Council, and the Health and Social Care Partnership, have a range of change projects that contribute to the delivery of the overall MAP programme. In 2019-20 MAP has driven improvement across the Council. The primary focus has been the Core System programme to replace our Finance/Procurement and HR/Payroll systems, our work on digital enablement, and development of a new Council Tax and Benefits ICT system. We have also set ourselves challenging targets for efficiencies in future years to help us cope with shrinking budgets. This is part of our long-term financial plan. The pandemic has meant that many of our projects have had to be rescheduled and we are reprioritising our change programme to focus on the COVID-19 response, and reviewing current capacity as a result of the challenging budget position.

In 2020-21 we will review the Council's aims and ambitions for transformation, aiming to realise the benefits from new ICT systems that have been the focus of much of our MAP capacity in recent years and developing our approach to data and strategic insight. Within budget constraints and capacity issues resulting from COVID-19, we will continue to lay the foundations for further digitisation of processes and redesign of services in 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, albeit at a reduced pace due to the pandemic. We will develop more user 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.

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.

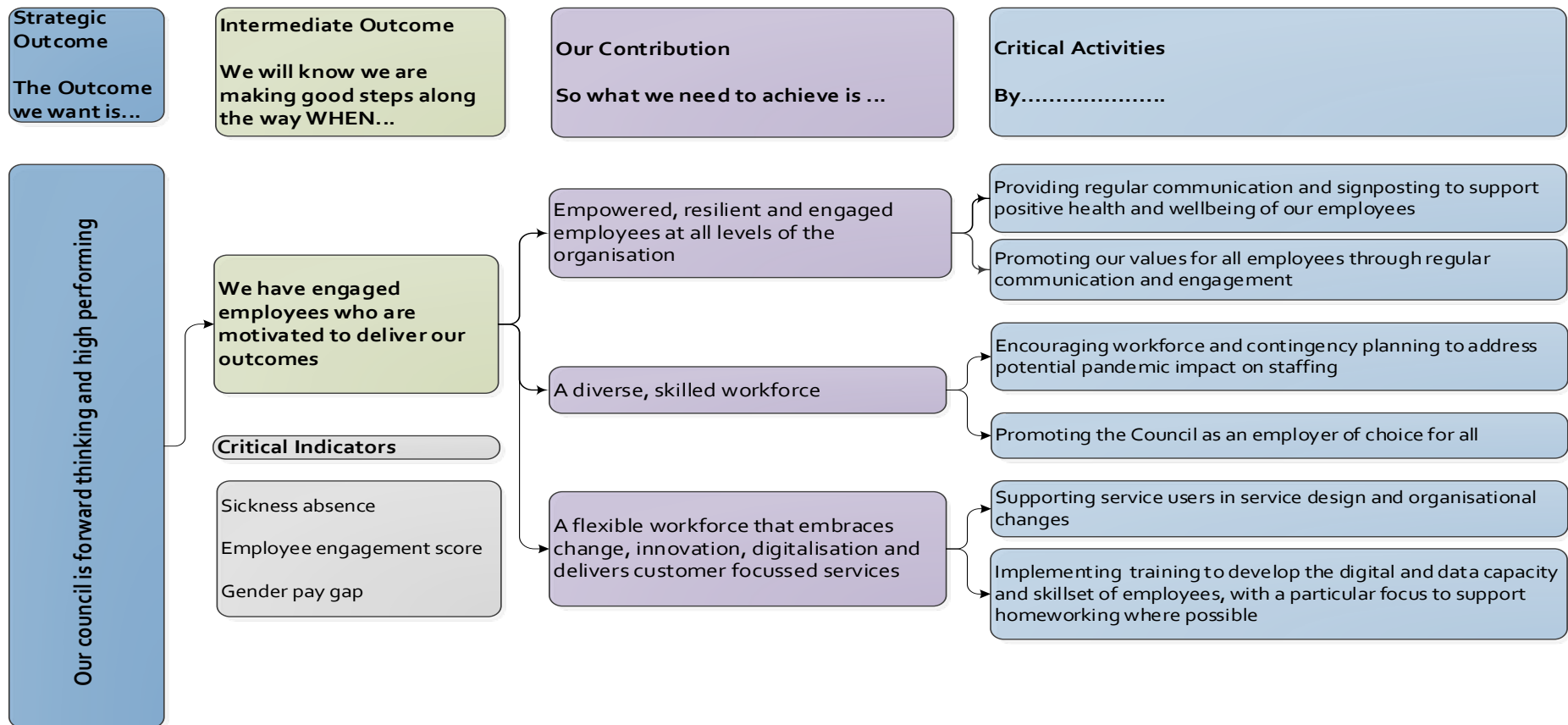
We are committed to supporting employees' health and well-being, and listening to and acting on their views. This is a vital part of our work to improve services, working practices and employee engagement and is all the more important given the huge shifts we have seen in working practices in recent months as a response to COVID-19 such as the rise in remote working. To ensure that employees are able to communicate their views on key issues affecting them we introduced iMatter, an employee engagement tool which builds on the previous employee survey approach and will result in tangible improvement actions across the organisation. With a high proportion of our workforce continuing to work from home, it is important that we find new and innovative ways of keeping up communication and ensuring that employees are supported to work effectively and to maximise the benefits of new technologies to assist their new ways of working.

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.

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 continued to increase, although COVID-19 has meant we are having to take a different approach to the awards ceremony for 2020. We remain committed to supporting staff development, career progression and modern working practices and we will work proactively to succession plan for key areas where we expect turnover and retirements in future years. Our values were reviewed in 2019 and are ambition, kindness and trust.

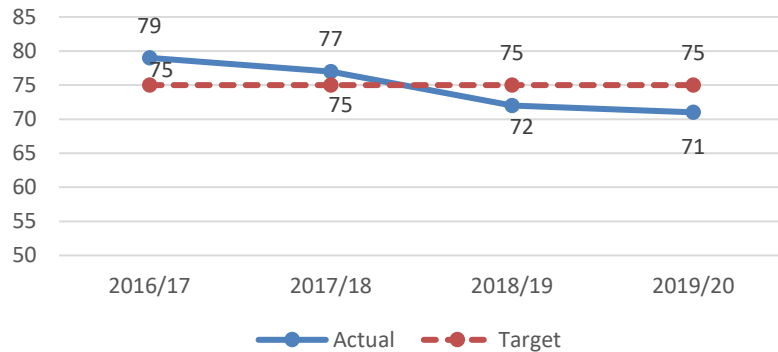
PEOPLE

We have engaged employees who are motivated to deliver our outcomes

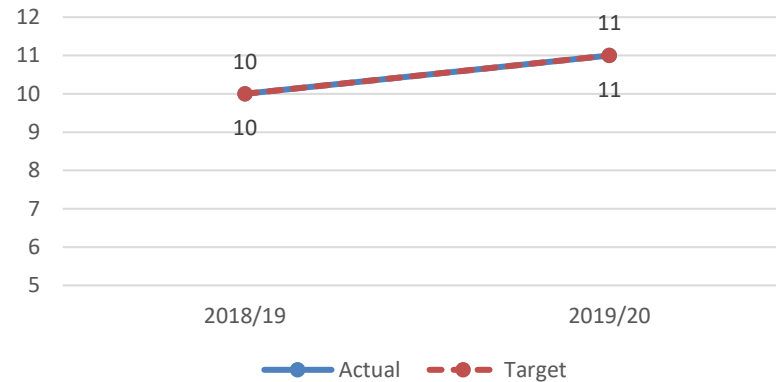


Customer, Efficiency and People indicators

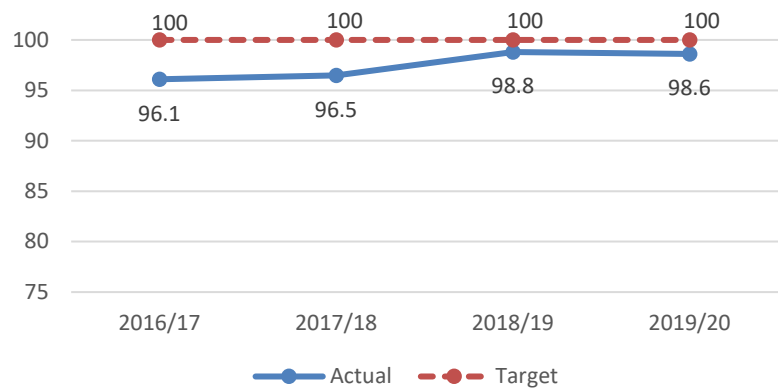
Citizens Panel - % of respondents who were satisfied or very satisfied with the services provided by the Council



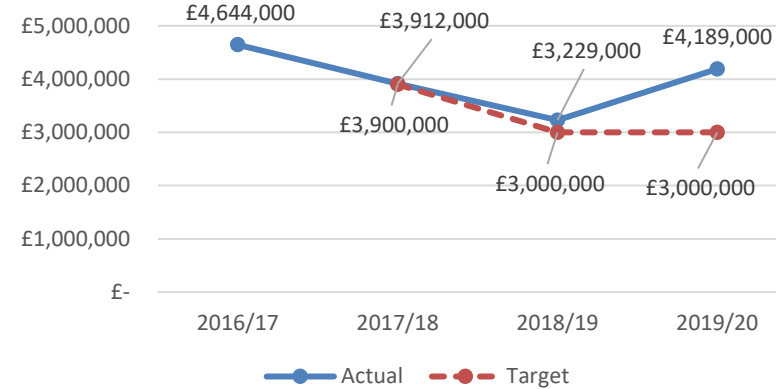
Percentage of customer contact made online excluding payments

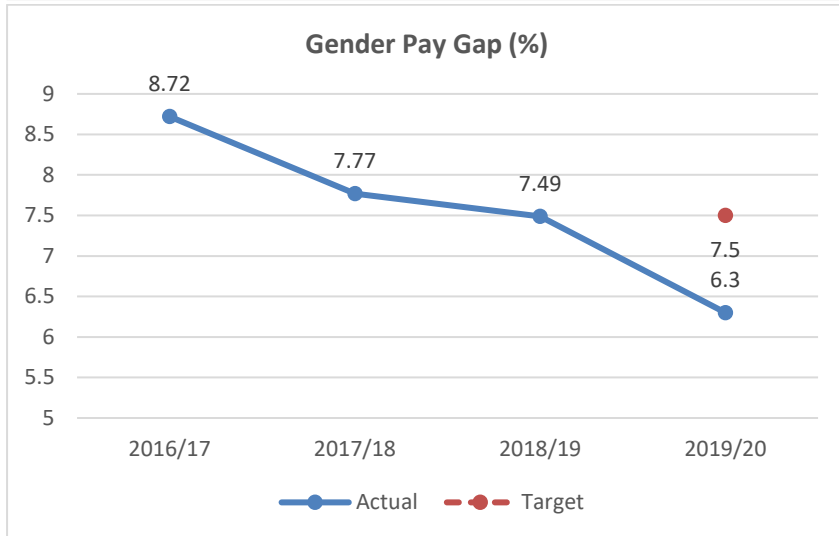
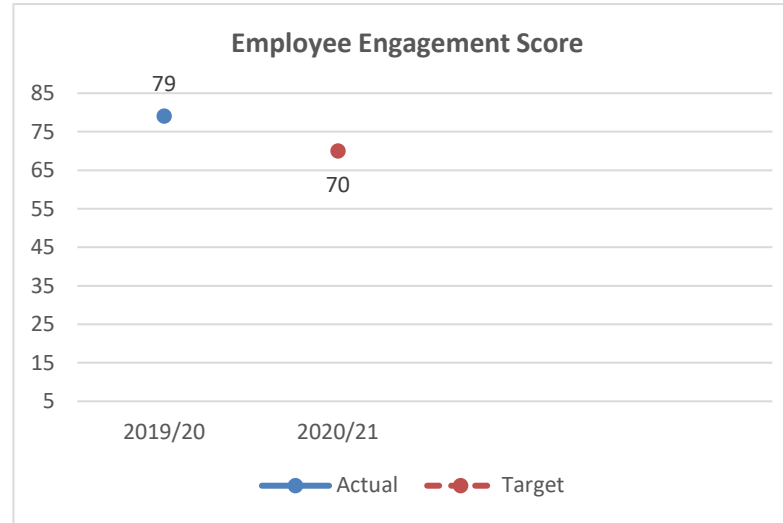
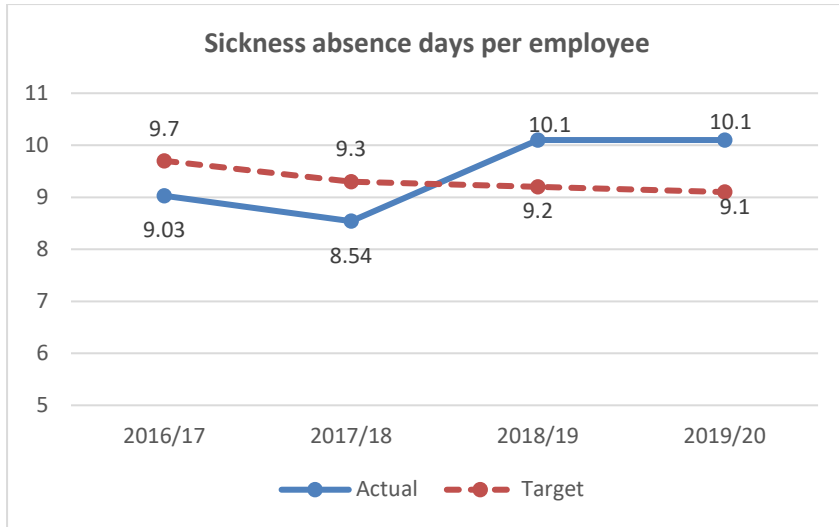


% actual Council revenue outturn against revised revenue budget



Savings via the Modern Ambitious Programme (MAP) or 5 capabilities (£)





Our finances

| Department | 2019/20 | 2020/21 | 2021/22 | 2022/23 |
|---|-----------------|-----------------|-----------------|-----------------|
| | APPROVED | APPROVED | INDICATIVE | INDICATIVE |
| | BUDGET £'000 | BUDGET £'000 | BUDGET £'000 | BUDGET £'000 |
| Education | 139,067 | 148,812 | 146,734 | 147,130 |
| Contribution to Integration Joint Board | 49,350 | 51,919 | 51,919 | 51,919 |
| Environment | 26,687 | 26,269 | 24,531 | 23,614 |
| Corporate & Community - Community Resources | 12,411 | 12,876 | 12,102 | 11,785 |
| Chief Executive's Office | 15 | 55 | 51 | 49 |
| Joint Board | 2,258 | 2,358 | 2,358 | 2,357 |
| Miscellaneous Services | 1,957 | 2,605 | 3,426 | 3,427 |
| Capital Financing Costs | 10,545 | 8,863 | 9,301 | 10,389 |
| Total | 242,290 | 253,757 | 250,422 | 250,670 |
| Chief Executive - Central Support | 3,034 | 2,910 | 2,661 | 2,528 |
| Corporate & Community- Central Support | 9,468 | 10,150 | 9,453 | 9,152 |
| Environment - Central Support | 2,234 | 2,291 | 2,111 | 2,022 |
| | 14,736 | 15,351 | 14,225 | 13,702 |
| Capital - General Services | 48,017 | 43,093 | 50,243 | 44,567 |
| Capital - Housing Revenue Account | 10,969 | 17,589 | 19,620 | 7,867 |

Budgets

Budgets are constrained by available funding, comprising Scottish Government grants and Council Tax income. The Council's grant has only been confirmed for 2020/21. 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 currently account for 1% of the Council's total budget and fund the restructuring costs of the Council.

Annexes and data notes

Our ODP is a high level plan and cannot capture in detail the range of service strategies and operational plans which underpin the delivery of our outcomes. Further extensive detail can also be found in departmental and service plans. The diagrams that follow illustrate the linkages between national and local outcomes. The Outcomes on a Page diagram also illustrates the golden thread and how our plans link up.

Fairer East Plans

A set of the driver diagrams for Fairer East Ren (our LOIP) have been annexed. Due to the COVID-19 pandemic, our formal community planning meetings were paused. Following a Community Planning Recovery and Renewal workshop which took place in September 2020 and identified our key partnership priorities moving forward, we are now reviewing our community planning structures and processes and the Fairer Plans will be considered within this process.

Data notes:

Education Data – use of academic years

Following the national approach school attainment, exclusion and school leaver data in the plan refers to the relevant academic year rather than the financial year. 2019/20 data for these indicators is not available at this time and will be reported at a later date.

Graphs

The latest available data for indicators is used in the graphs.

Target setting

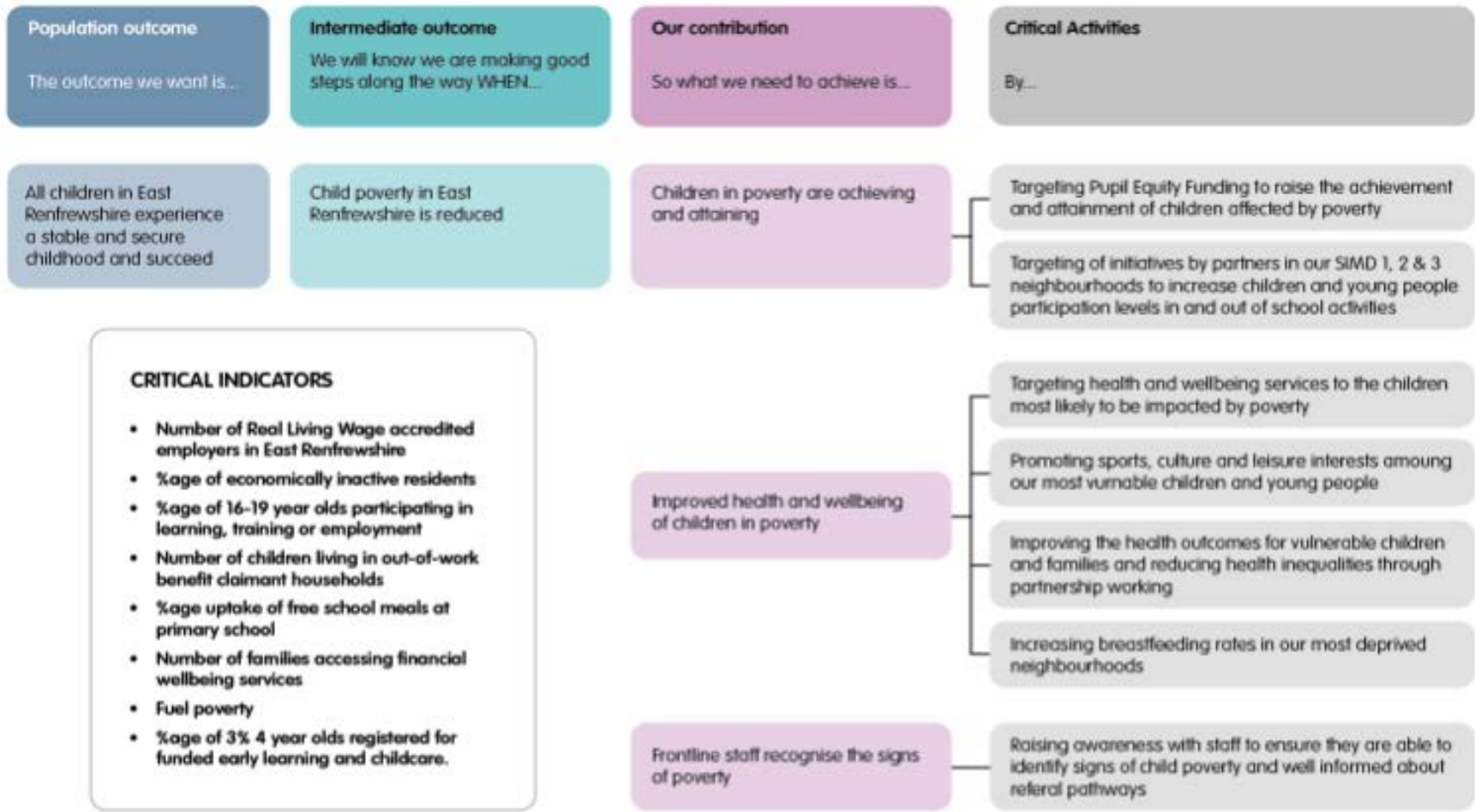
In light of the coronavirus pandemic and the subsequent focus on recovery, targets for indicators in the ODP have not been set and therefore will not be reported for the coming year 2020/21. This will be revisited the following year. End year performance on indicators will still continue to be reported to Council in June 2021.

| Community Plan | | | | | |
|-----------------------------------|---|---|--|---|---|
| | 1- Childhood | 2 - Learning, life and Work | 3 - Economy and Environment | 4 - Safe, supportive communities | 5 - Older People and people with long term conditions |
| Community Plan Strategic Outcomes | All children in East Renfrewshire experience a stable and secure childhood and succeed. | East Renfrewshire residents are healthy and active and have the skills for learning, life and work. | East Renfrewshire is a thriving, attractive and sustainable place for residents and businesses | East Renfrewshire residents are safe and live in supportive communities | Older people and people with long term conditions in East Renfrewshire are valued; their voices are heard and they enjoy full and positive lives. |

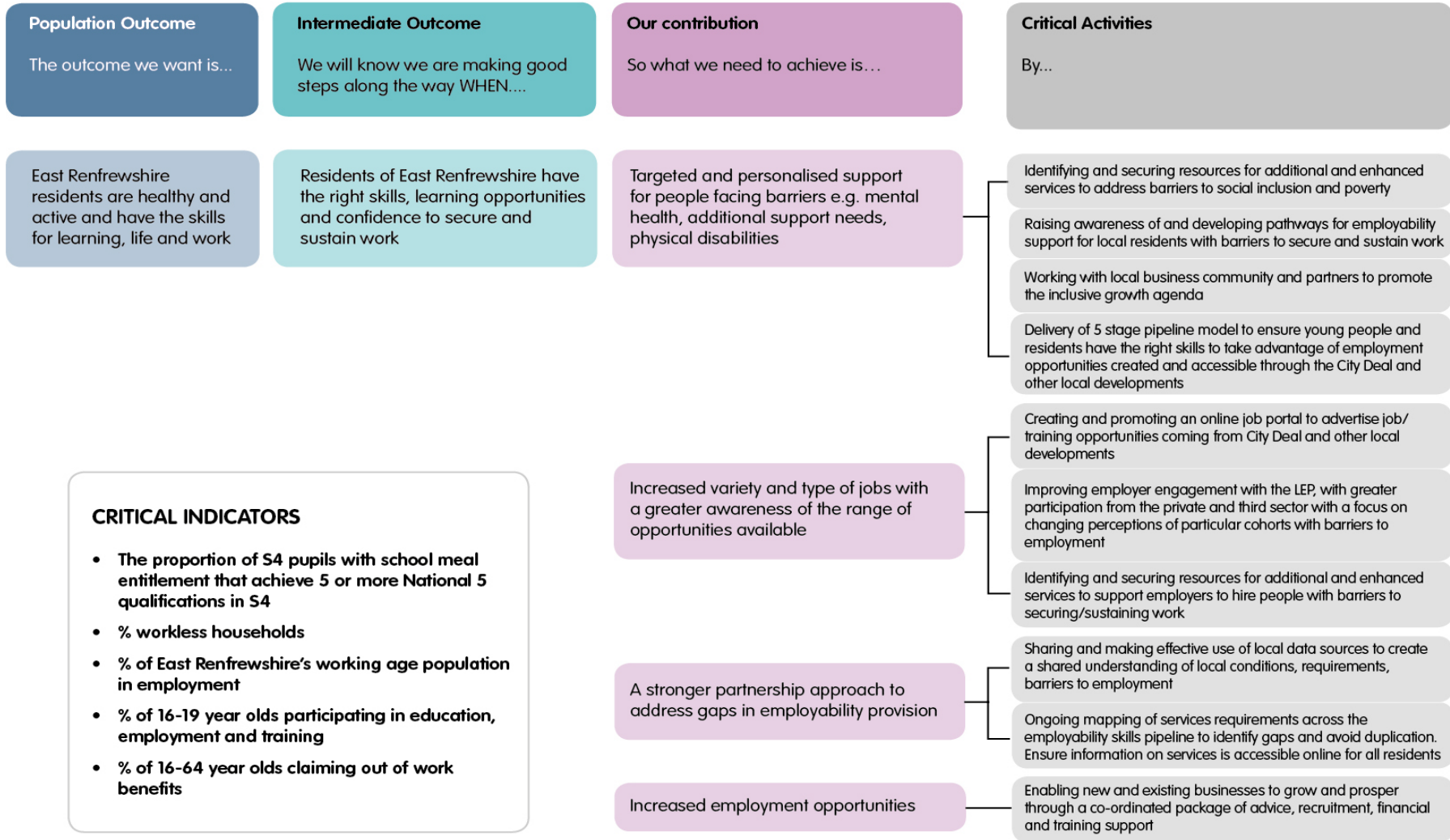
| | | | | | |
|-----------------------|--|---|--|--|---|
| Intermediate Outcomes | 1.1- Child poverty in East Renfrewshire is reduced. | 2.1- Residents have the right skills, learning opportunities and confidence to secure and sustain work. | 3.1 East Renfrewshire's transport links are accessible, attractive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

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

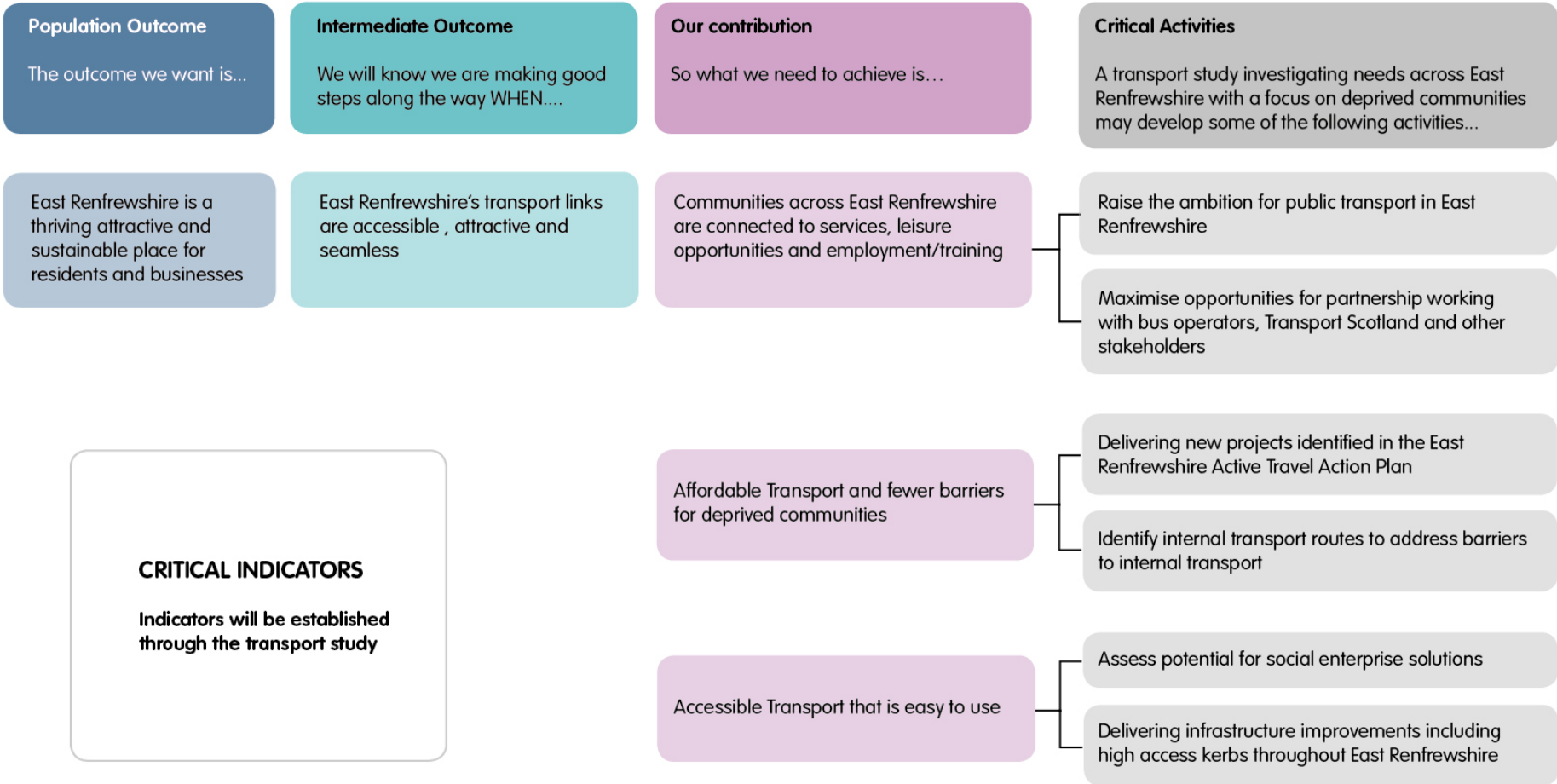
1.1 Child poverty in East Renfrewshire is reduced



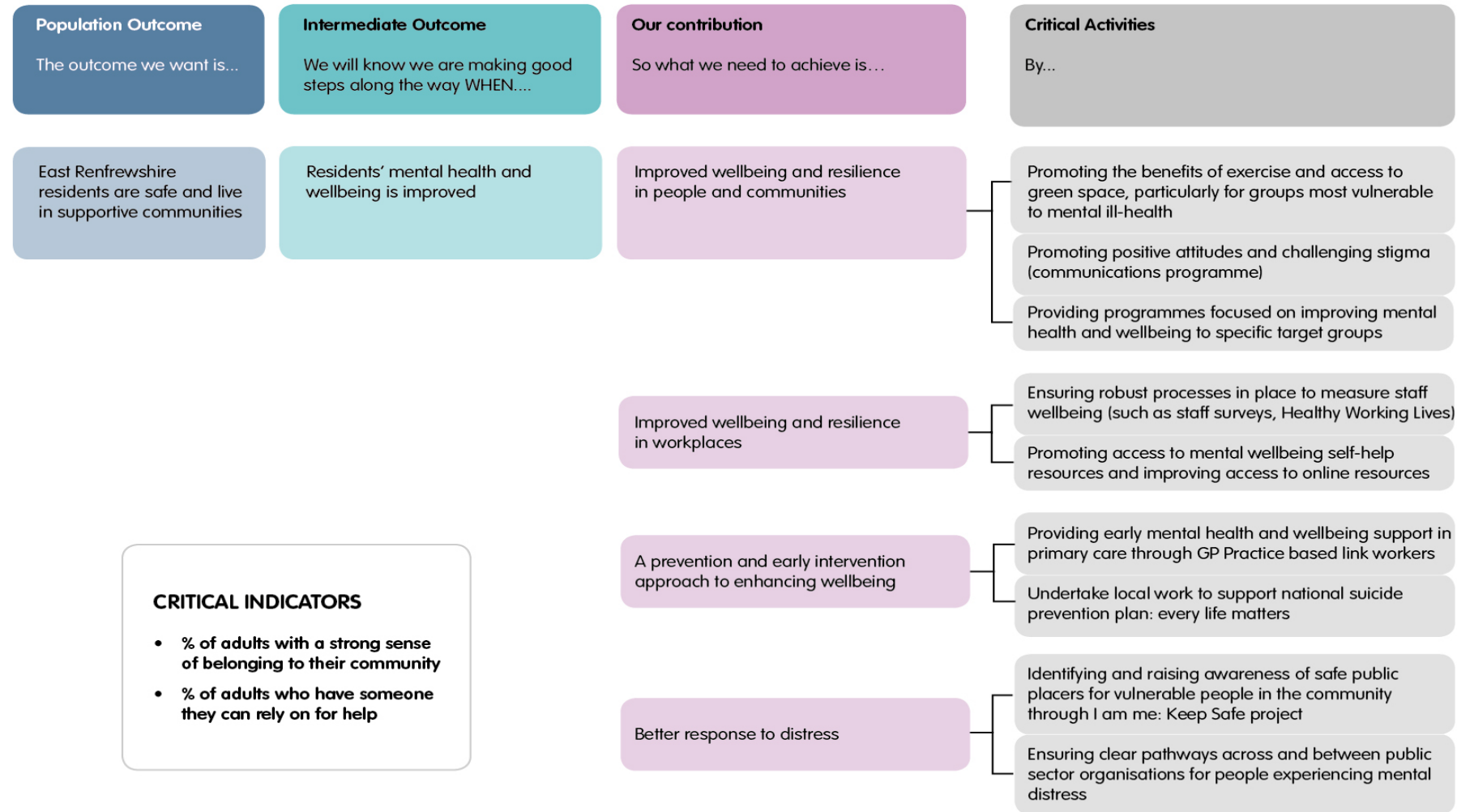
2.1 Residents of East Renfrewshire have the right skills, learning opportunities and confidence to secure and sustain work



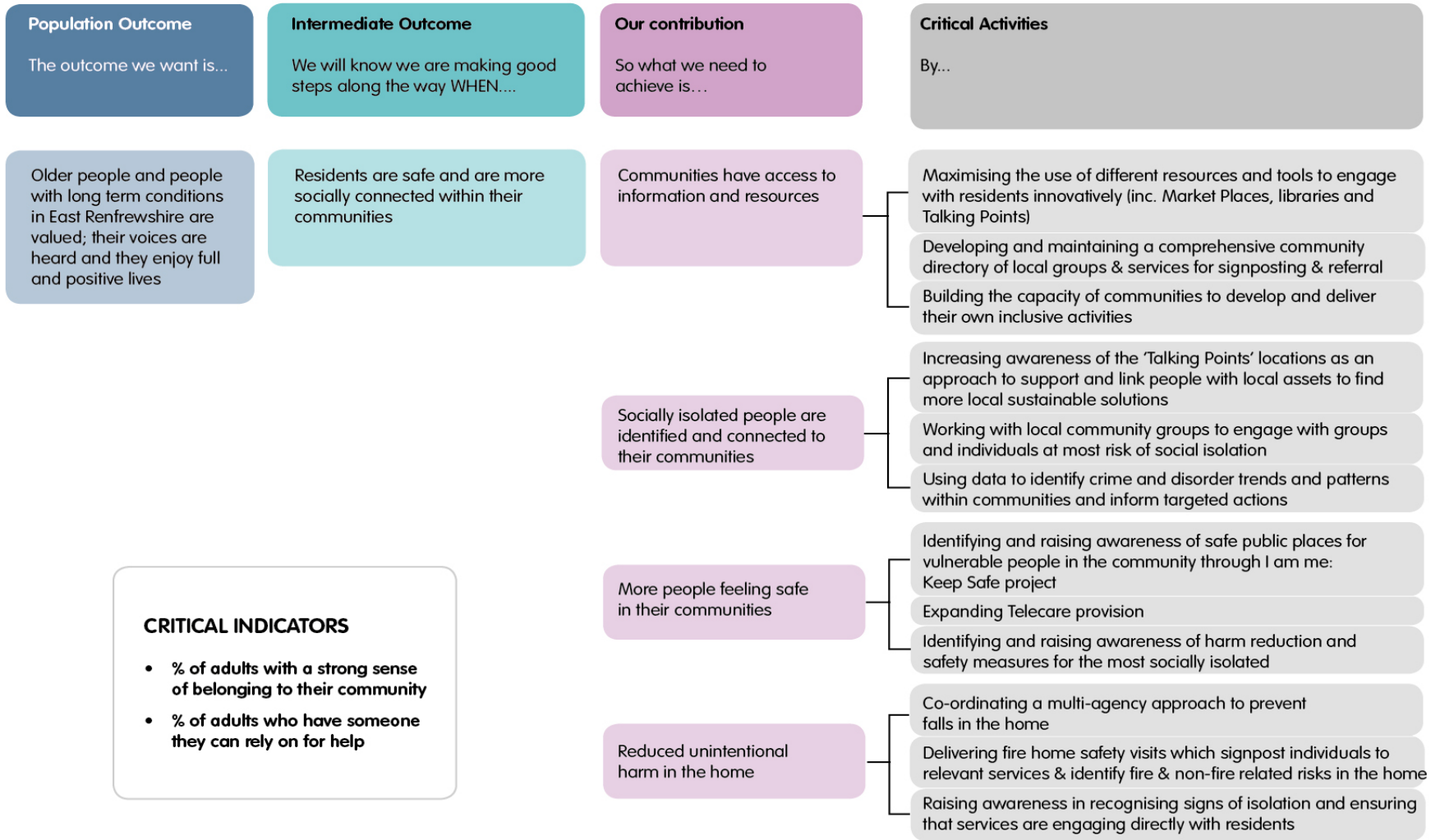
3.1 East Renfrewshire's transport links are accessible, attractive and seamless



4.1 Residents' mental health and wellbeing is improved



5.1 Residents are safe and more socially connected within their communities



Integrating National, Community Planning Partnership and Council Outcomes

East Renfrewshire Council's Vision: A modern, ambitious council creating a fairer future with all.

National Outcome

Strategic Outcome

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

| | | |
|---|---|--|
| <p>5. We grow up loved, safe and respected so that we realise our full potential.</p> | <p>→ 1. All children in East Renfrewshire experience a stable and secure childhood and succeed.</p> | <p>→ - Child poverty in East Renfrewshire is reduced. <i>(Fairer East Ren)</i> - Parents provide a safe, healthy and nurturing environment for their families. - Children and young people are cared for, protected and their wellbeing is safeguarded.</p> |
| <p>6. We are well educated, skilled and able to contribute to society. 8. We are healthy and active.</p> | <p>→ 2. East Renfrewshire residents are fit and healthy and have the skills for learning, life and work.</p> | <p>→ - Residents have the right skills, learning opportunities and confidence to secure and sustain work. <i>(Fairer East Ren)</i> - Children and young people are healthy, active and included. - Children and young people raise their educational attainment and achievement and develop the skills they need. - Residents are as healthy and active as possible.</p> |
| <p>3. We tackle poverty by sharing opportunities, wealth and power more equally. → 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.

We are working across East Renfrewshire to achieve best Outcomes for



EARLY YEARS AND VULNERABLE YOUNG PEOPLE



LEARNING, LIFE AND WORK



ENVIRONMENT AND ECONOMY



SAFE, SUPPORTIVE COMMUNITIES



OLDER PEOPLE AND PEOPLE WITH LONG-TERM CONDITIONS

We will achieve this by excelling in our Five Capabilities



PREVENTION



EMPOWERING COMMUNITIES



DATA



MODERNISATION



DIGITAL

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



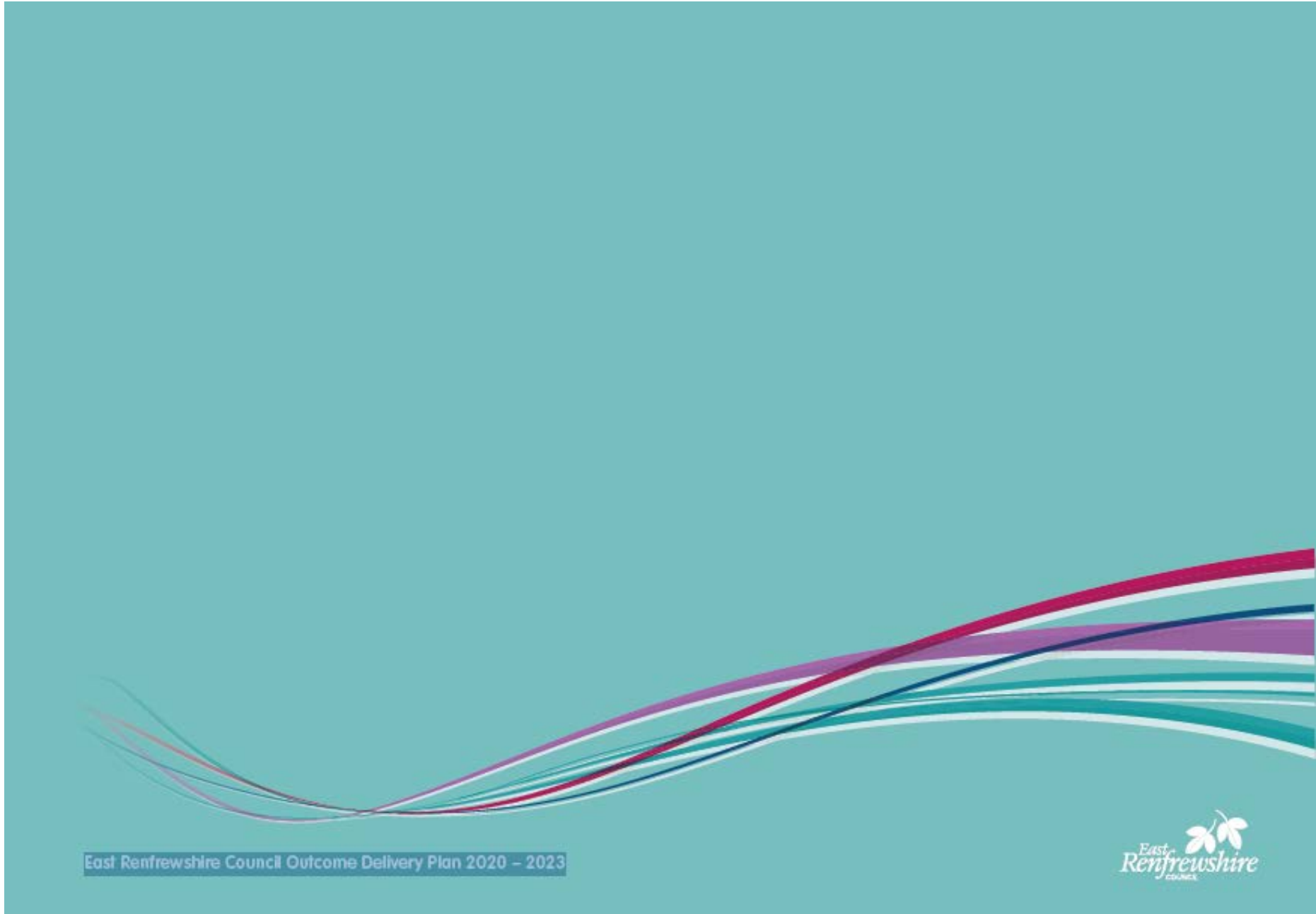
Ambition



Kindness



Trust



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