

EAST RENFREWSHIRE COUNCIL

CABINET

21 April 2016

Report by Chief Executive

DRAFT OUTCOME DELIVERY PLAN 2016-2019

**PURPOSE OF REPORT**

1. The purpose of this report is to present to Cabinet the Council's draft Outcome Delivery Plan (ODP) 2016-2019 (attached at Annex 1). The ODP is organised by the five current Single Outcome Agreement (SOA) outcomes, and a section on the supporting organisational areas of Customer, Efficiency, and People.

**RECOMMENDATIONS**

2. It is recommended that the Cabinet:
- (a) Considers and approves the content of the draft Outcome Delivery Plan 2016-2019 (Annex 1) and notes that this may be subject to minor amendments prior to Council;
  - (b) Agrees that the draft ODP is recommended for approval by Council on 22 June 2016; and
  - (c) Notes that the East Renfrewshire Local Outcome Improvement Plan (LOIP) - formerly known as the Single Outcome Agreement (SOA) - is required to be in place by October 2017.

**BACKGROUND AND CONTEXT**

3. The purpose of the ODP is to communicate the Council's priorities on how we are going to deliver on our SOA and Corporate Statement: Your Council, Your Future 2013-2017. It sets out the critical activities services are planning to carry out to achieve better outcomes for our customers and residents.

4. The ODP is a rolling three year plan, updated annually. This year significant development work has been undertaken to review the ODP to make it a more streamlined and succinct plan. Led by Directors, the set of intermediate outcomes have been reviewed and refined. Diagrams have been developed with partners for each intermediate outcome to demonstrate a logical approach to planning and enhance the visual impact of the document. This has resulted in a strong set of diagrams with a much reduced set of associated indicators (around 50% reduction in the number of indicators against the current ODP). The set of key critical activities has also reduced.

5. It is important that Cabinet has a chance to influence the development of the ODP and as such we bring a draft for consideration, prior to full Council. It should be noted that departments are still finalising the details of this plan and consequently the document is subject to minor changes prior to Council in June.

6. The SOA is also currently undergoing a major review in response to the recently published Scottish Government guidance on single outcome agreements. These plans will in the future be known as Local Outcome Improvement Plans (LOIPs), and will be more locality based in nature. The Council has a statutory duty to have the East Renfrewshire plan in place by October 2017. Plans are currently being made for development of this new process and will be reported in due course. SOA indicators listed in the draft ODP are for the existing SOA and may change as part of the review.

7. The performance reporting of the ODP will continue to be an integrated approach based on a joint Council and Community Planning Partnership strategic performance update at mid and end year points to Cabinet, and Partnership Accountability Review by the Community Planning Partnership Board.

## REPORT STRUCTURE

8. Although the ODP uses diagrams to illustrate content this year, there has been no change to the overall structure of the ODP. It contains the following sections:

**Section 1: Single Outcome Agreement Outcomes 1 – 5** – under each SOA outcome are intermediate outcomes (i.e. steps along the way), with diagrams showing the critical activities and targets being undertaken to achieve the intermediate outcomes.

**Section 2: Customer, Efficiency and People organisational outcomes** – this section focuses on aspects of activity and targets to improve the effectiveness of the organisation.

**Section 3: Finance Information – Spending Plans** – covers each department's revenue spending plans over the next year. Figures for 2017-18, set out as total budget figures, are indicative and may change based on developments nationally. Figures for the Capital budget and Housing Revenue Account are also listed.

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

### Data Notes

10. To set the ODP targets in context trend data has been included, where available. Following the national approach school attainment and exclusion in the plan refers to the relevant academic year rather than the financial year. For example attainment data in the plan for the financial year 2014-15 is based on examinations sat in April/May 2015.

## PERFORMANCE MONITORING

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

## **FINANCE AND EFFICIENCY**

12. As highlighted above section three of the ODP sets out the financial data for the period of the plan. Any future developments of the corporate planning arrangements must be integrated with any changes in the approach to revenue resource allocation.

## **IMPLICATIONS OF THE PROPOSALS**

13. A full Equality Impact Assessment (EIA) was carried out in 2013 to ascertain and address any potential equality issues with the ODP. This was then reviewed and developed further in late 2014 in liaison with partners for the previous ODP. A further review will take place in conjunction with the new Local Outcome Improvement Plan as it develops. As the ODP is a strategic document it is expected that other strategies and plans sitting below the ODP will also undertake an equality impact assessment.

14. Any specific staffing, legal, property, IT or sustainability implications as a result of the work outlined within the ODP which require to be taken into consideration should be addressed by individual departments and included in relevant risk registers.

## **CONCLUSION**

15. The reviewed approach to developing this ODP demonstrates, through more diagrams and a streamlined set of key strategic indicators, that the Council has a clear sense of strategic direction and is integrated with the Community Planning Partnership's SOA. Services have been working hard to develop their diagrams for the new ODP and to ensure that performance measures are robust and that they demonstrate what we are trying to achieve to make people's lives better in East Renfrewshire.

## **RECOMMENDATIONS**

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Chief Executive  
6 April 2016

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**BACKGROUND REPORTS**

Draft Outcome Delivery Plan 2015-18, Cabinet, 4 June 2015

Draft Single Outcome Agreement 2014-2017, Council, 25 May 2014

Corporate Statement 2013-17, Cabinet, 7 November 2013

**KEY WORDS**

This report sets out the Council's draft Outcome Delivery Plan (2016-2019).

The key words are: outcome delivery plan, single outcome agreement, indicators, targets, service planning, SOA, LGBF.



East Renfrewshire Council

# Outcome Delivery Plan

2016 – 2019

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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 the Council's new Outcome Delivery Plan (ODP). It covers the time frame 2016-2019 and sets out how services across the Council are contributing to the delivery of our local outcomes, and our vision to be:

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

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

Our ODP has undergone a major review in the last year to make it a more streamlined and succinct plan. The set of intermediate outcomes have been refined and diagrams developed with partners for each intermediate outcome to demonstrate a logical approach to planning. The diagrams help in illustrating what we must do to achieve our outcomes. The review has resulted in a strong set of diagrams with a streamlined set of key critical indicators and activities clearly focused on our main priorities.

A main area of focus for the Council 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. These values are to be a **caring, efficient, trustworthy, innovative, and people-centred** organisation.

The Council works with our Community Planning Partners to deliver on our East Renfrewshire Single Outcome Agreement (SOA). The SOA has five strategic outcomes, agreed with Scottish Government and our partners. These outcomes describe what life will be like for our children, young people, adults and older people when we achieve our ambitions. The SOA reflects the most important priorities for our residents and is underpinned by the five local outcomes:

- Early Years
- Learning, Life and Work
- Economy and Environment
- Safer, supported communities
- Older people

The SOA is currently being reviewed in line with recently published guidance from the Scottish Government, and Single Outcome Agreements will, going forward, be known as Local Outcome Improvement Plans (LOIPs). Councils are required to have their new Local Outcome Improvement Plans in place by October 2017. Although the strategic direction will remain the same, it will be more locality based in nature and indicators within the SOA may change.

The ODP sits beneath the SOA in our corporate planning hierarchy. There are clear linkages between the Council's strategic plans through to employee's performance review and development (PRD) plans demonstrating the 'golden thread' that runs through the Council's strategic and service planning framework.

### **Our Outcome Delivery Plan**

Our ODP presents the planned key critical activities to be carried out across Council departments, as well as partnership working with the Health and Social Care Partnership (HSCP), East Renfrewshire Culture and Leisure Trust and communities, that will help to deliver our SOA outcomes. The content is organised around the five strategic Single Outcome Agreement (SOA) outcomes, and our organisational outcomes of Customer, Efficiency and People. We have identified key areas where we need to develop as an effective organisation if we are to continue our success going forward. We have called these the five capabilities which are embedded throughout everything we do and are reflected across the critical activities in the plan. The capabilities are **prevention, community engagement, 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. The Equalities Mainstreaming and Equalities Outcomes 2013-17 Report has identified a set of equality outcomes and intermediate outcomes to enable the Council to fulfill its equality duties. Progress on these outcomes is reported to Council. There are also growing partnerships for equality between the Council and local people, including equality groups, supported by partners like East Renfrewshire Disability Action, Diversity ER and 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.

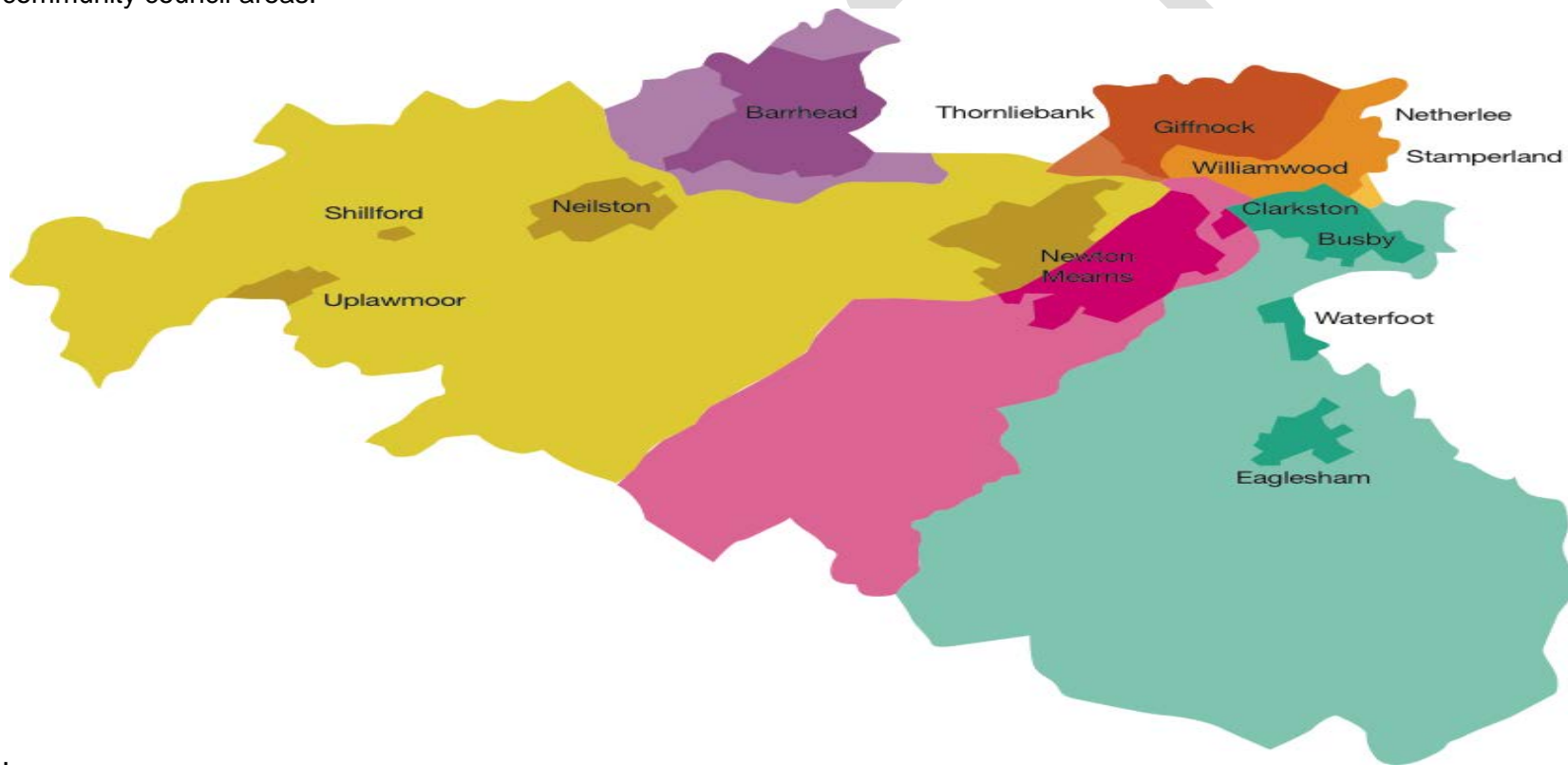


## Our Local Area Profile

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 2016-2019.

### 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. The town of Barrhead lies to the west of the authority with Newton Mearns, Clarkston, Giffnock, Thornliebank and Busby located in the east. There are also three villages: Neilston, Uplawmoor and Eaglesham, and two smaller settlements: Waterfoot and Shillford. The area is divided into ten community council areas.



## Our population<sup>1</sup>

In 2011 the population of East Renfrewshire was 90,574, an increase of 1.4% since 2001. The East Renfrewshire population is due to grow by 5.4% to 95,482 by 2025 and with that the demographics of the area will shift with the diversity of the population. The older population is expected to increase with the proportion of those over 65 predicted to account for 25% of the population of East Renfrewshire by 2025. East Renfrewshire also has the second highest life expectancy in Scotland.

## Scottish Index of Multiple Deprivation (SIMD) data zones

The SIMD is the Scottish Government's publication which identifies small areas with high concentrations of multiple deprivations across Scotland in a consistent way. The areas are broken down to data zones (groups of 2001 Census output areas that have populations of between 500 and 1,000 household residents) and the 15% most deprived areas are classified as areas with concentrations of severe multiple deprivations. Five data zones in East Renfrewshire have been in this band since 2004, however, in the 2012 SIMD publication two more data zones have been included in the 15% most deprived category in Scotland. These areas include parts of Auchenback, Dunterlie and Arthurlie in the Barrhead area as well as parts of the West Neilston and Uplawmoor area. Reducing inequalities and their impact and making sure no one is left behind is a key focus underpinning all the work that we do.

## East Renfrewshire Community Planning Partnership

The East Renfrewshire Community Planning Partnership has conducted extensive data analysis at small area level to identify the key issues within its communities. This place based analysis forms the basis of a targeted approach to prevention to identify where the focus should be on preventative activity. Within the communities of Barrhead and Neilston, indicators around child poverty, school leavers entering positive destinations (employment, training, education or volunteering), support claimants and crime were assessed as high concerns, indicating where preventative activity was most required and likely to have the greatest impact.

## Our commitment

Our focus is on delivering better outcomes and futures for all our customers and residents across East Renfrewshire. 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. Our organisational strategy- the Strategy for the Future- will help us to realise this vision ensuring that our development of our workforce keeps pace with our ambition.

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<sup>1</sup> [Planning for the Future of East Renfrewshire, September 2015](#)

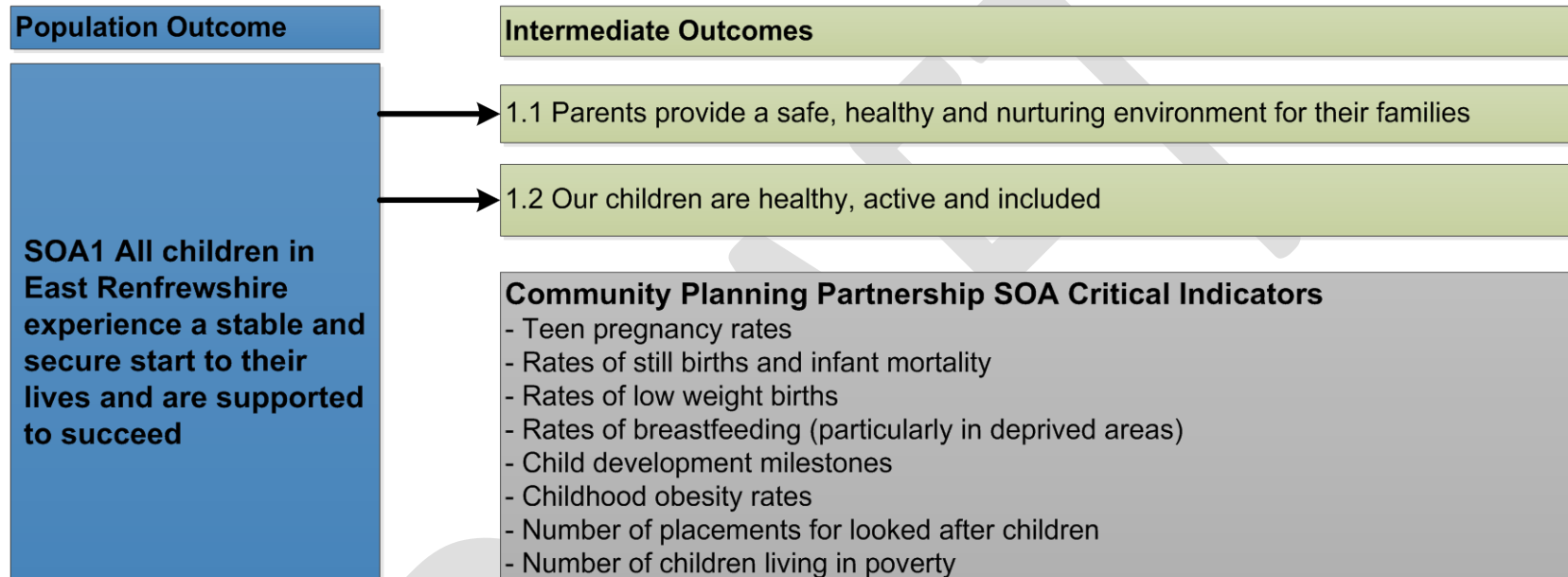
The shifting demographics of the area have many implications such as: changing housing needs, increased demand on care services, and a higher concentration of children entering education despite a decrease in the overall number of children in the area. East Renfrewshire is already one of the most ethnically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

The Council must continue to deliver high quality services despite persistent financial and economic challenges and we are committed to delivering excellence in our drive to improve services and be more efficient. We need to continue to spend money wisely, share resources and compare our approach with others to find innovative solutions to do more with less. Our new ambitious change programme - Modern Ambitious Programme (MAP) - will help us to do this. Preventative approaches to service delivery will also continue to be expanded across services to assist in anticipating need and intervening early to help prevent potential issues arising.

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

## Section 1: Our Single Outcome Agreement (SOA) Outcomes and Council Intermediate Outcomes

SOA1 All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed

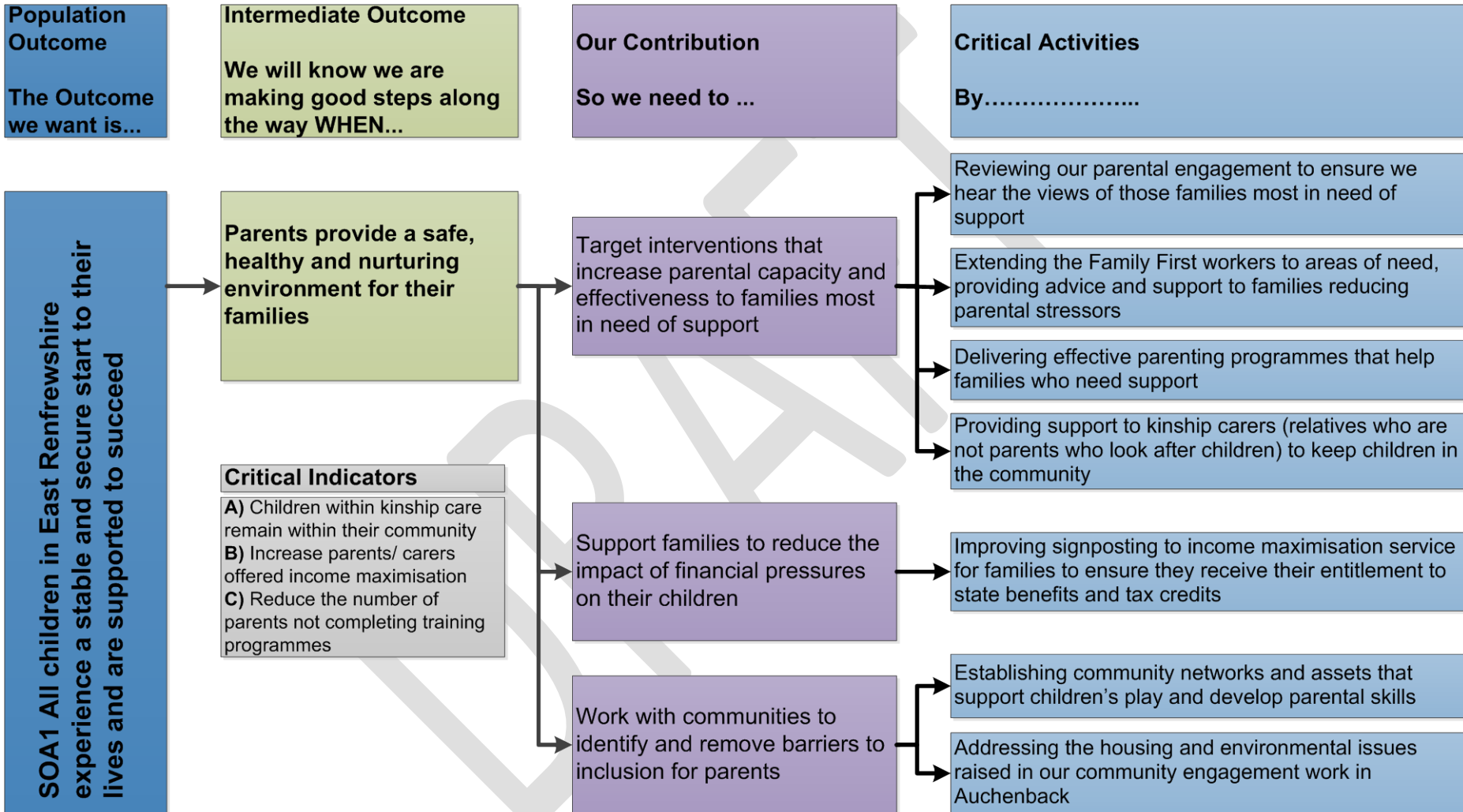


## **Council Contribution**

Education Services and the integrated Health and Social Care Partnership (HSCP) will continue to deliver excellent early years provision and work through the Early Years Collaborative model with a one child, one plan approach as part of the wider getting it right for every child (GIRFEC) plan. This is essential to ensure that all children have the best start to life by adopting a preventative approach to services for our children in their early years. We will continue to improve early years' experiences to address problems such as poverty, poor attainment and anti-social behaviour. Priorities for the year ahead include implementing the infant and maternal feeding plan which focuses on good nutrition, and working to support vulnerable children and their families. We also deliver local health and learning programmes such as the Healthier Wealthier Children project to support families to reduce the impact of financial pressure on children, as well as family learning support initiatives.

Early years nursery provision is another focus for the Council. Cart Mill Family Centre in Busby opened in August 2015. The centre has initially been staffed to offer 120 places for 3 and 4 year olds, with an option to increase this to 180 if required and as resources are made available. The centre allows greater flexibility and provision for 2 year olds if required. There are also plans to extend Madras Family Centre in Neilston to offer 30 places for two year old children. This will allow the existing playroom space allocated for 2 year olds to revert to places for 3 and 4 year olds.

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



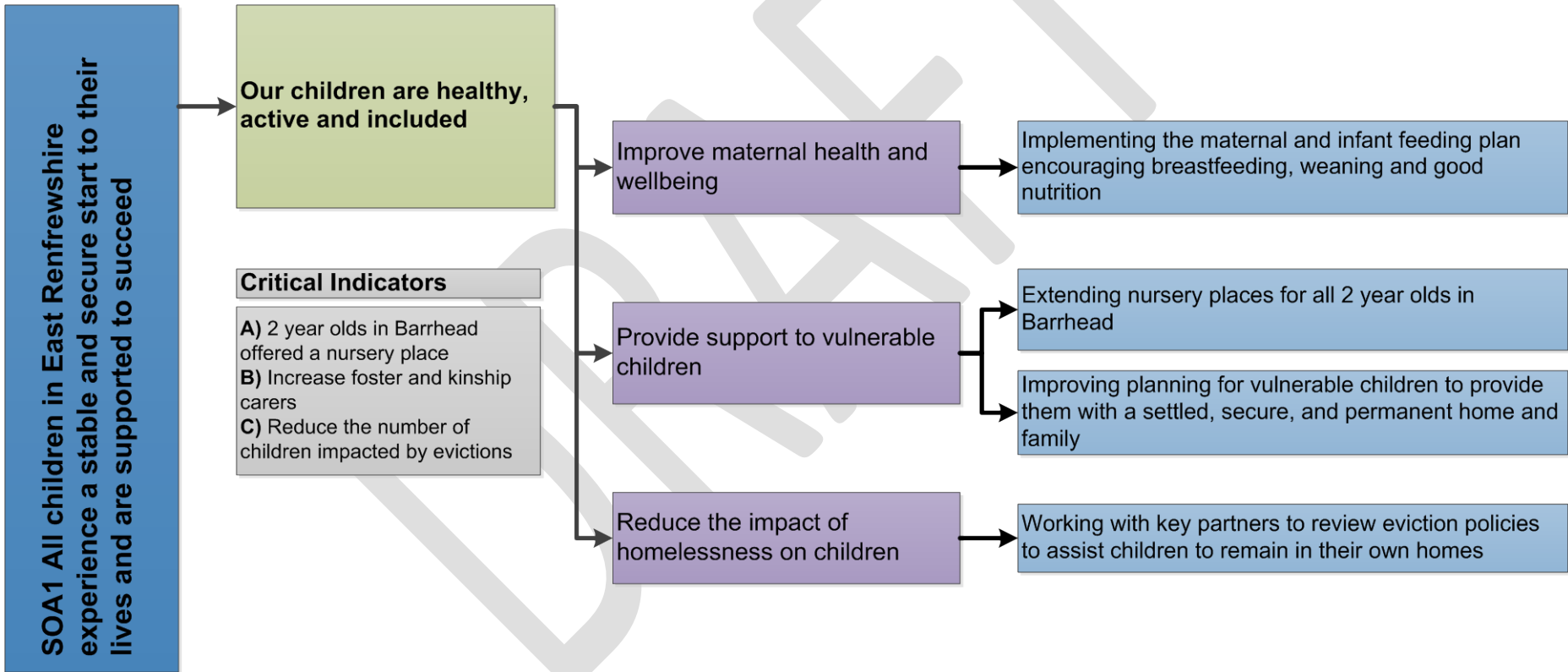
**1.2 Our children are healthy, active and included**

**Population Outcome**  
The Outcome we want is...

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

**Our Contribution**  
So we need to ...

**Critical Activities**  
By.....

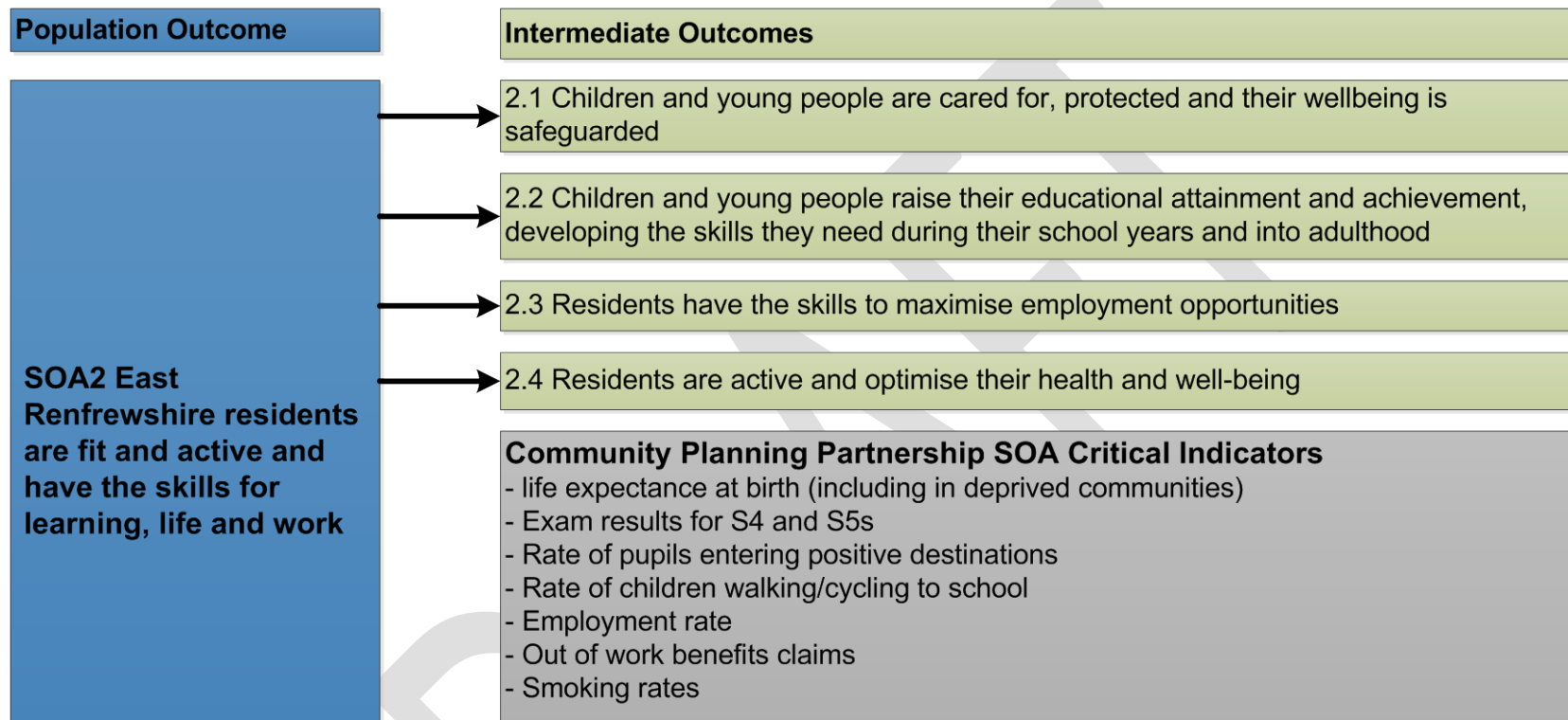


## Critical Indicators- SOA1

|     | Indicator  | 2014-15 Value | 2015-16 Value | 2015-16 Target | 2016-17 Target | 2017-18 Target | 2018-19 Target |
|-----|--|---------------|---------------|----------------|----------------|----------------|----------------|
| 1.1 | A) 75% of children within kinship care remain within their community                       |               |               |                |                |                |                |
| 1.1 | B) Increase the % of parents/ carers offered income maximisation at first point of contact |               |               |                |                |                |                |
| 1.1 | C) Reduce the number of parents not completing a targeted training programme               |               |               |                |                |                |                |
| 1.2 | A) 100% of 2 year olds in Barrhead are offered a nursery place from 2020                   | -             | -             | -              | -              | -              | -              |
| 1.2 | B) Increase the number of foster and kinship carers  |               |               |                |                |                |                |
|     | Foster carers  | 10            | 10            | 10             | 11             | 11             | 11             |
|     | Kinship carers   | 22            | 22            | 22             | 23             | 24             | 25             |
| 1.2 | C) Reduce the number of children that are impacted by evictions by 25%                     |               |               |                |                |                |                |



## SOA2 East Renfrewshire residents are fit and active and have the skills for learning, life and work



## **Council Contribution**

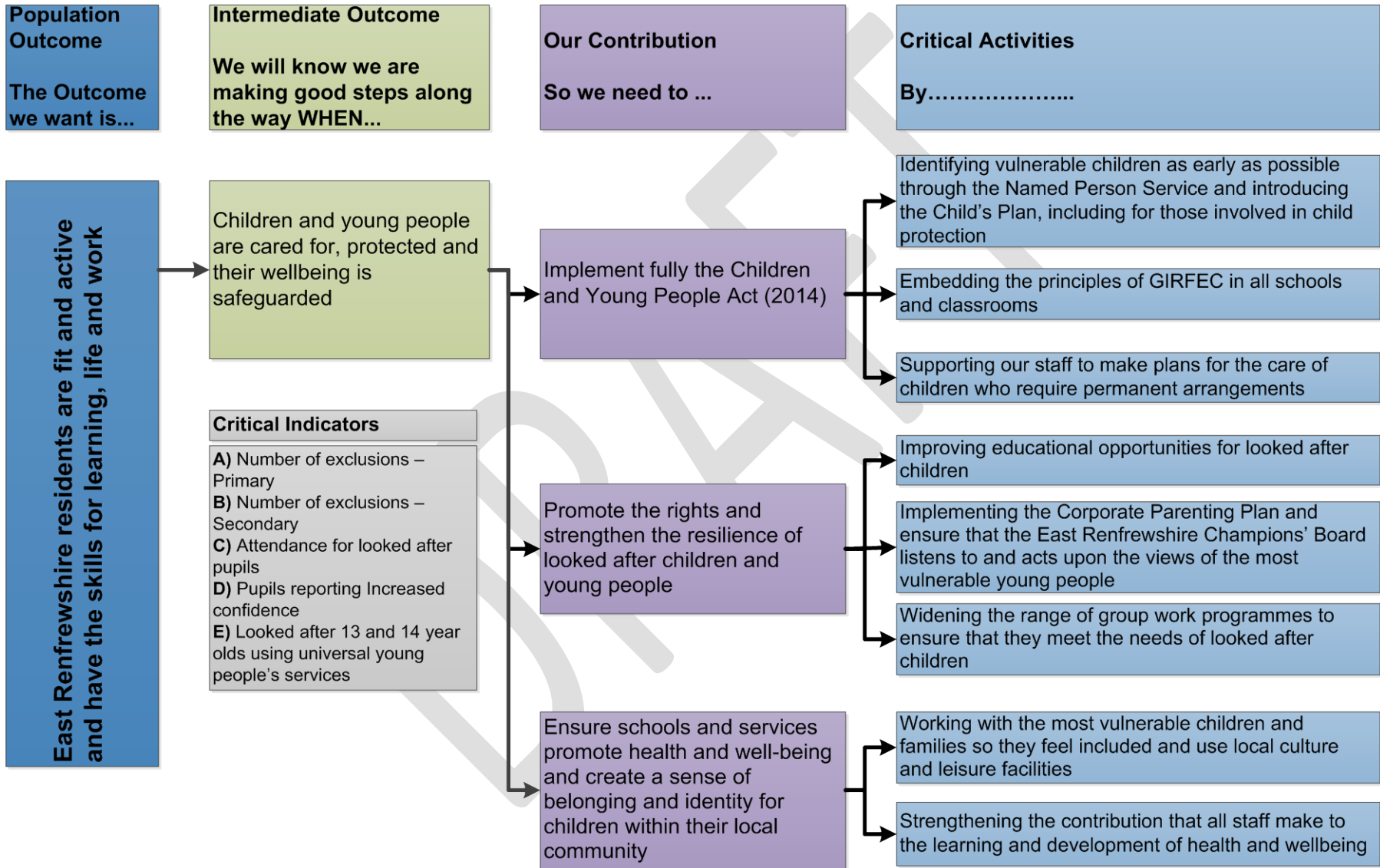
East Renfrewshire vision for education is *Everyone Attaining, Everyone Achieving through Excellent Experiences*. Underpinning our vision is our commitment to raising attainment for all learners exemplified by our ambition to be the highest attaining mainland council area as measured by national examinations. Maximising attainment and improving experiences for all learners is fundamental to their future success in securing a positive destination post school. We currently have the second highest proportion of school leavers entering positive destinations from all mainland councils. In striving for this vision we seek to ensure that all available financial resources are well directed and efficiently used to meet needs and to improve learning experiences.

In terms of employment, 74.8% of people of working age are in employment in East Renfrewshire. The Council offers a range of awards based community and school programmes, and supports specific groups of school leavers to enter positive destinations through the youth work programme. Our Work EastRen service helps residents to secure and sustain meaningful employment, training or education via our 5 stage Employability Pipeline in conjunction with a range of partners. It is the vision of our Work EastRen team to have full employment and opportunity for all residents of East Renfrewshire who are able to and want to secure and sustain meaningful work. We will create a City Deal Employability Programme to maximise long term employment opportunities for local residents from this £44m programme of major projects. The Barrhead Foundry is a multi-purpose learning, leisure and business centre and also provides facilities to support personal, educational and professional development.

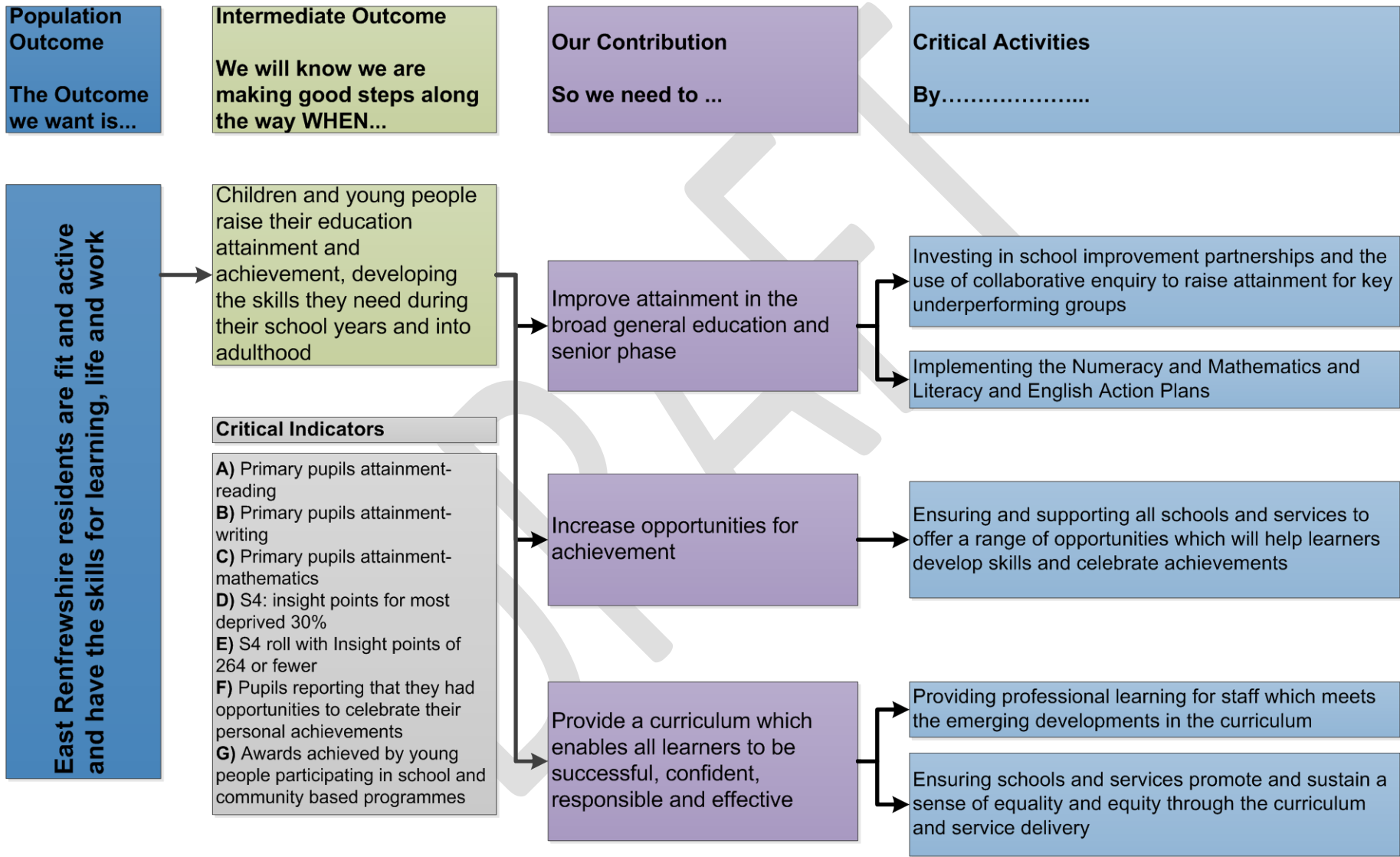
The Council works in partnership with the East Renfrewshire Culture and Leisure Trust to improve outcomes and customer satisfaction by modernising service delivery at libraries and sports facilities. The focus is on providing a range of library services and resources to promote reading, literacy and learning within facilities that meet local demand, providing access to information and promoting social well-being by providing space, resources and activities for the community. A priority area within sports services is to continue to contribute to the health and wellbeing of local residents through a range of health and fitness, sporting and leisure opportunities which are accessible to everyone.

The roads and transportation service also support children to increase their physical activity through cycling by offering a range of training in schools through the award winning Bikeability programme. We offer a range of local health services to our residents and the new Eastwood Health and Care Centre is expected to open in June 2016. The Centre will provide a range of primary care, clinical, social care and voluntary self-help services all under one roof.

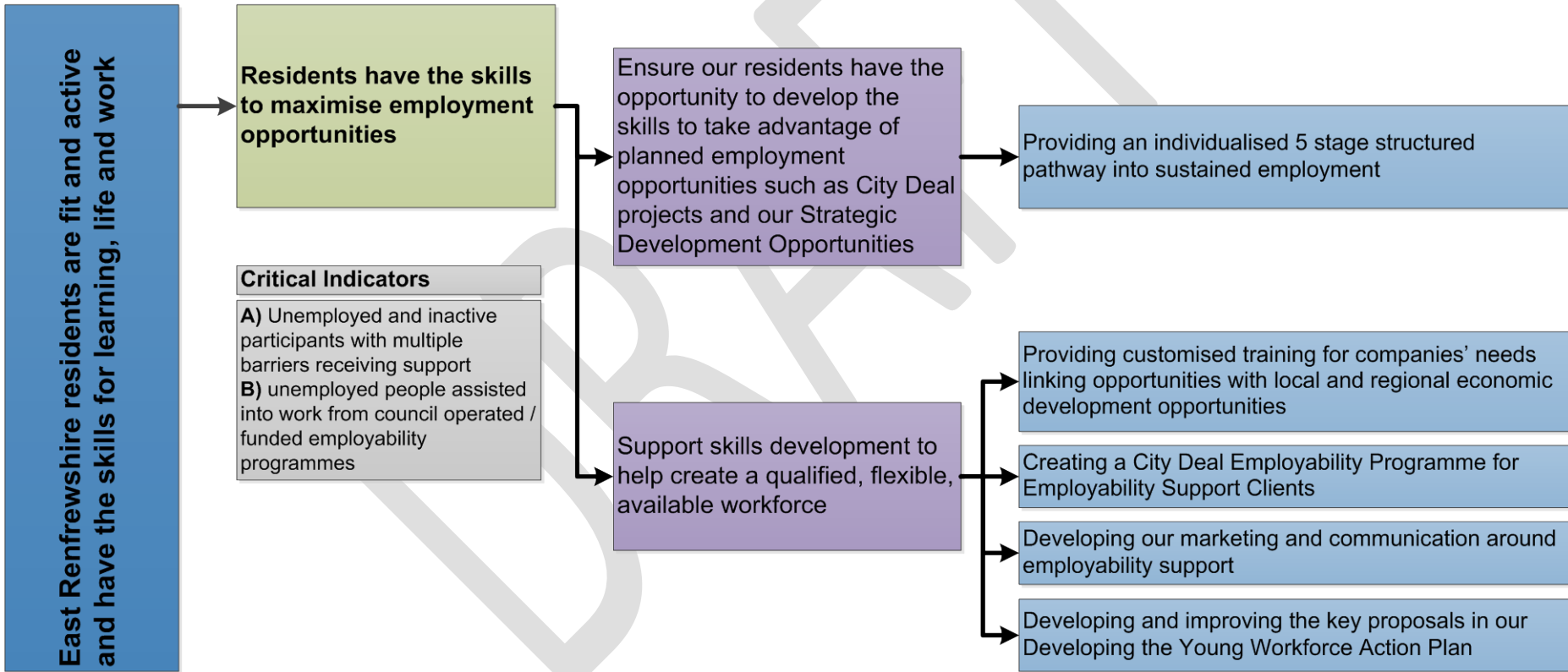
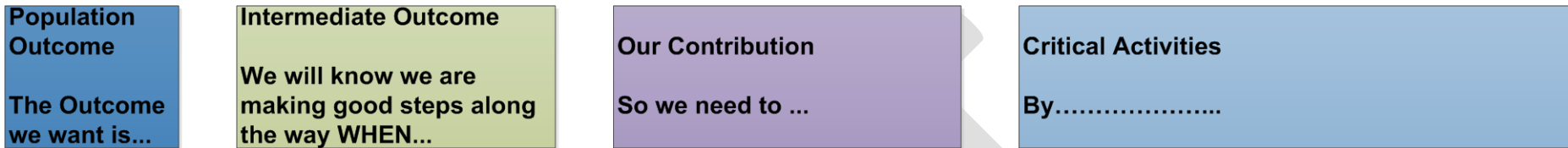
**2.1 Children and young people are cared for, protected and their wellbeing is safeguarded**



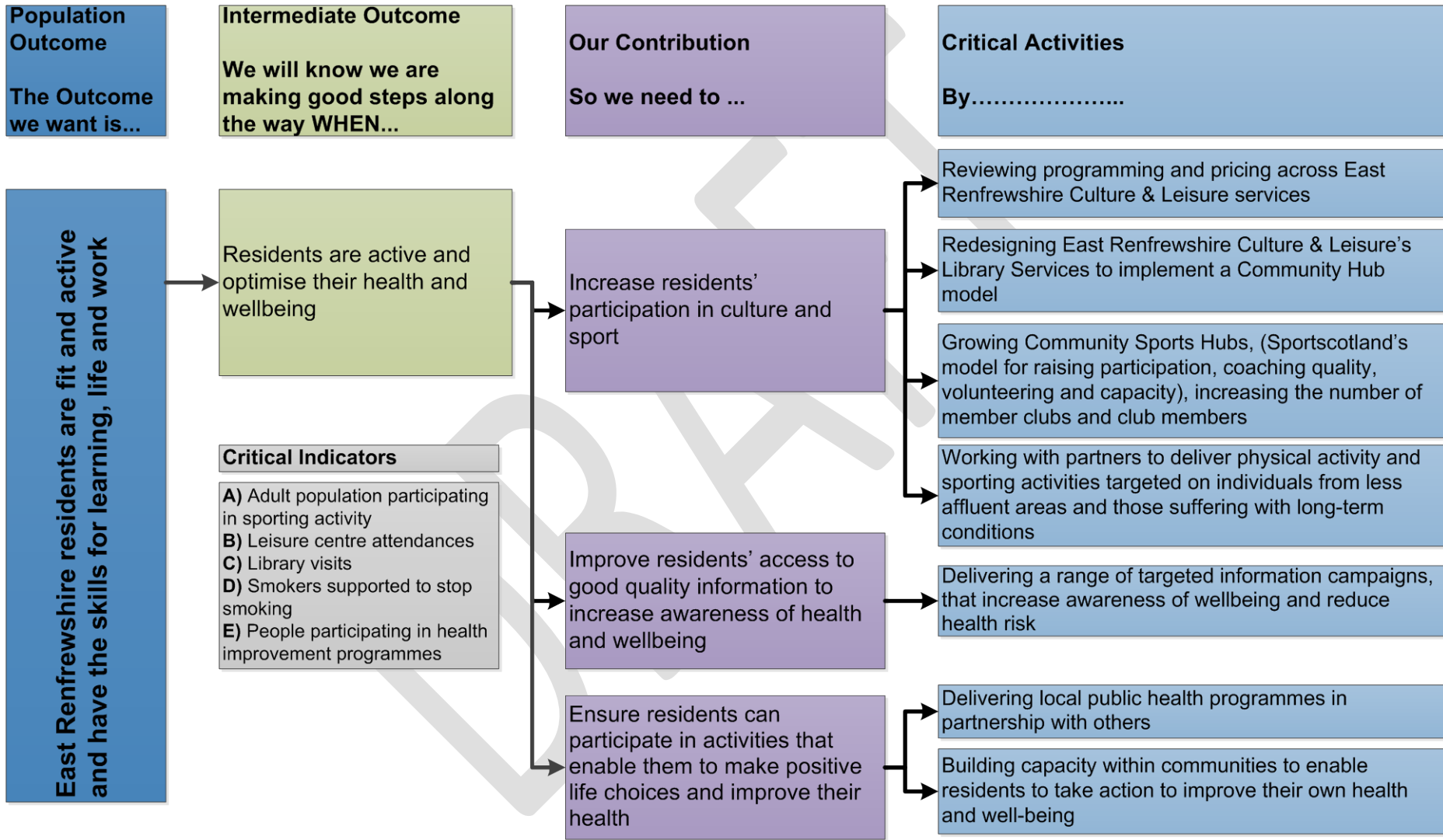
**2.2 Children and young people raise their education attainment and achievement, developing the skills they need during their school years and into adulthood**



**2.3 Residents have the skills to maximise employment opportunities**



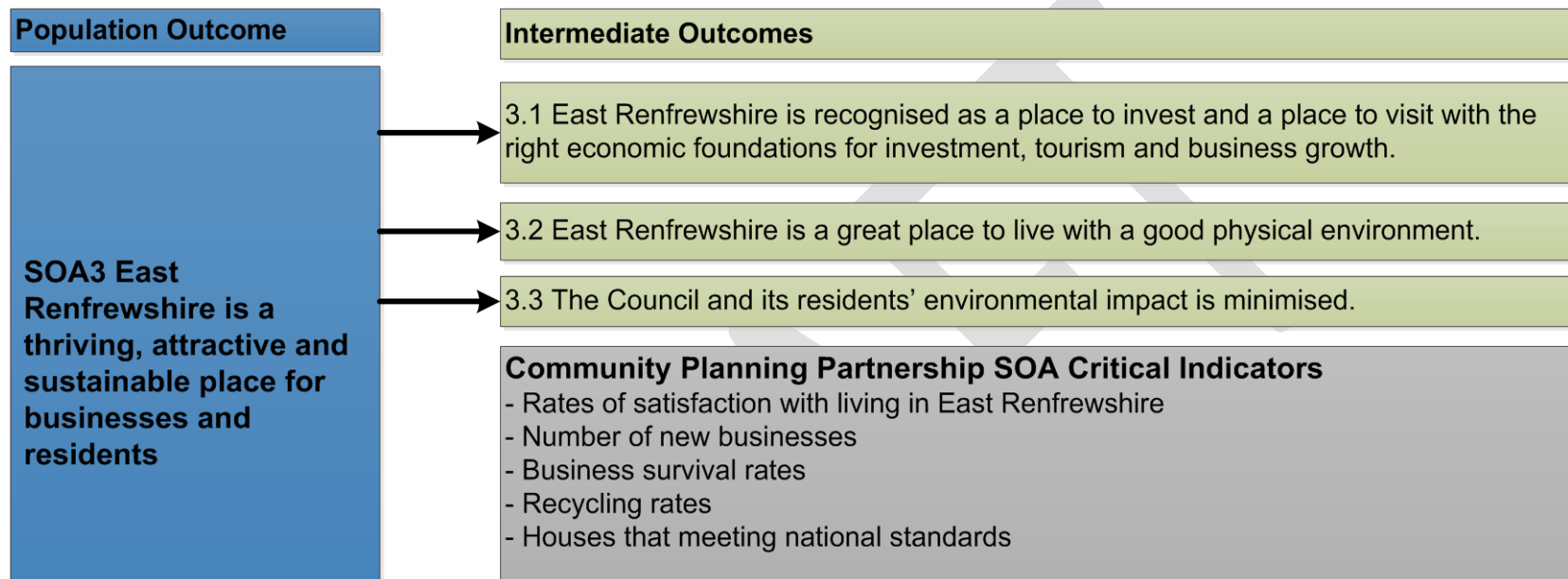
**2.4 Residents are active and optimise their health and well-being**



## Critical Indicators- SOA2

|     | Indicator  | 2014-15 Value | 2015-16 Value | 2015-16 Target | 2016-17 Target | 2017-18 Target | 2018-19 Target |
|-----|--|---------------|---------------|----------------|----------------|----------------|----------------|
| 2.1 | A) Number of exclusions per 1,000 pupils - Primary. (3 year average target 2016-2018)  | 0             | N/A           | -              | -              | 0.3            | -              |
| 2.1 | B) Number of exclusions per 1,000 pupils - Secondary. (3 year average target 2016-2018)  | 2.3           | N/A           | -              | -              | 3.3            | -              |
| 2.1 | C) % attendance for Looked After Pupils (Primary and Secondary). 3-year target (2015-17)   | 91.4%         | N/A           | -              | 91%            | -              | -              |
| 2.1 | D) % of pupils reporting that their school is helping them to become more confident  | 90%           | N/A           | 94%            | 94%            | 94%            | -              |
| 2.1 | E) 50% of looked after 13 and 14 year olds use universal young people's services   | -             | -             | -              | 50%            | 50%            | 50%            |
| 2.2 | A) % of primary pupils attaining or exceeding expected levels in reading. 3-year average target (2016-18)                              | 88.2%         | N/A           | -              | -              | 88%            | -              |
| 2.2 | B) % of primary pupils attaining or exceeding expected levels in writing. 3-year average target (2016-18)                              | 84.3%         | N/A           | -              | -              | 85.5%          | -              |
| 2.2 | C) % of primary pupils attaining or exceeding expected levels in mathematics. 3-year average target (2016-18)                          | 88.5%         | N/A           | -              | -              | 88%            | -              |
| 2.2 | D) S4: Average cumulative Insight points for most deprived 30%. 3-year average (2015-2017) target of 420 points                        | 439           | N/A           |                | 420            | -              | -              |
| 2.2 | E) Percentage of S4 roll with Insight points of 264 or fewer. 3-year average (2015-2017)   | 6%            | N/A           |                | 12%            | -              | -              |
| 2.2 | F) % of pupils reporting that they had opportunities to celebrate their personal achievements  | 86%           | N/A           |                | 87%            | 89%            | 90%            |
| 2.2 | G) Number of awards achieved by young people participating in school and community based targeted programmes. (Young Persons Services) | 1420          | N/A           | 1250           | 1500           | 1500           | 1500           |
| 2.3 | A) Number of unemployed and inactive participants with multiple barriers receiving support through our 5 stage pipeline                |               |               |                |                |                |                |
| 2.3 | B) % of unemployed people assisted into work from council operated / funded employability programmes                                   | 11.9%         | N/A           | -              | -              | -              | -              |
| 2.4 | A) % of adult population participating in sporting activity (including walking)  | N/A           | 90%           | -              | 90.5%          | 91%            | 91.5%          |
| 2.4 | B) Number of leisure centre attendances per 1,000 population (inc. pools)  | 7699          | N/A           | 8850           | 9800           | 10600          | 10800          |
| 2.4 | C) Number of library visits per thousand population  | 5262          | N/A           | 6220           | -              | 6400           | -              |
| 2.4 | D) Number of smokers supported to successfully stop smoking  | -             | N/A           | 21             | 21             |                |                |
| 2.4 | E) Number of people participating in community- based health improvement programmes  |               |               |                |                |                |                |

## SOA3 East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents





## **Council Contribution**

This outcome focuses on East Renfrewshire as a place and we are working to deliver economic growth for the area, high quality housing and exceptional green spaces for all to enjoy. Through our City Deal projects we will deliver £44m worth of major infrastructure projects to drive innovation and growth through the support of key sectors and to address challenges in the local labour market. These projects will allow a programme of work to go ahead which will greatly add to the value of the local economy over the next 20 years.

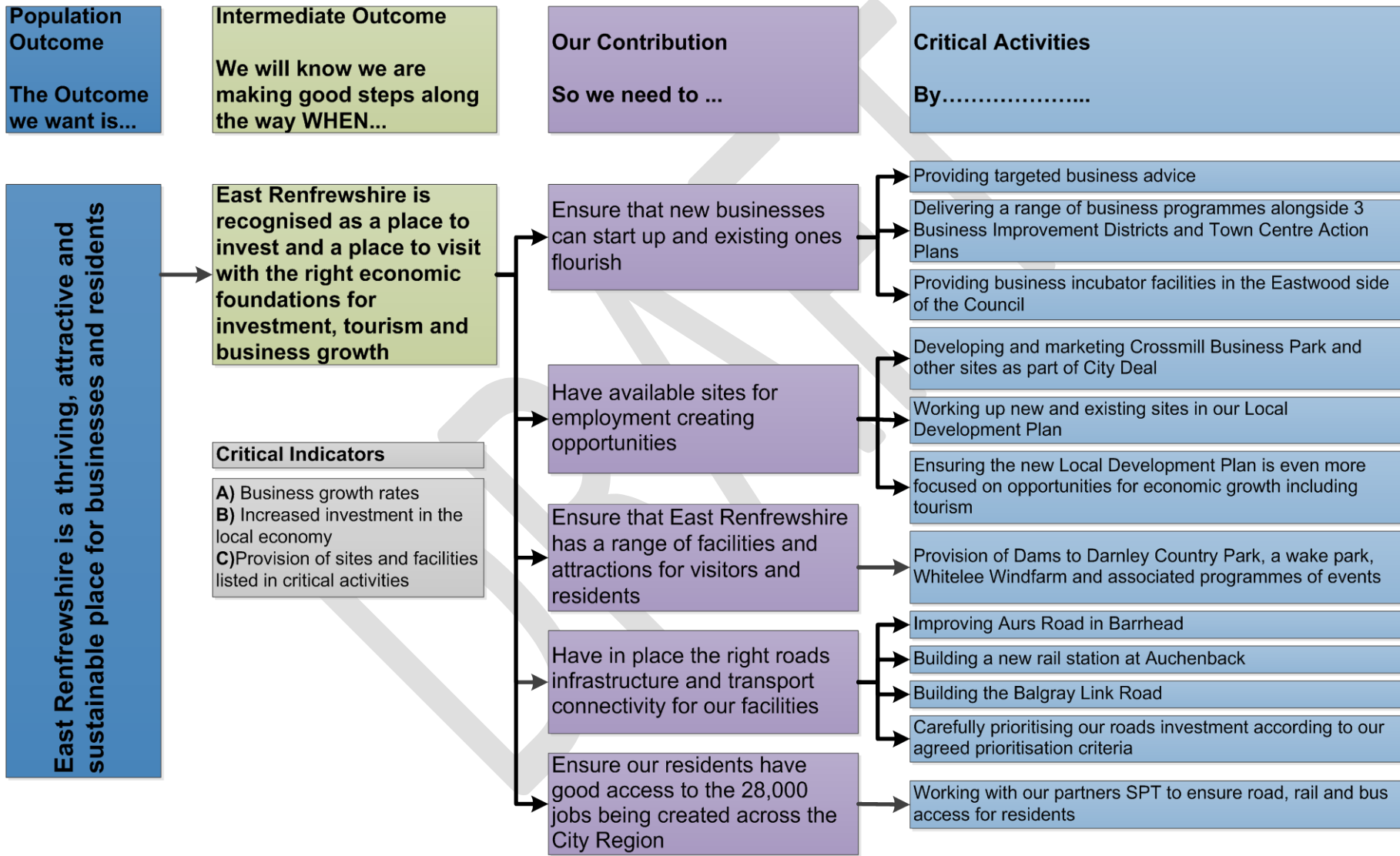
City Deal will see an improved infrastructure and connectivity to support local growth and increased employment opportunities arising from the development of these projects. There will also be increased longer term job prospects across the wider region.

Our Local Development Plan provides the Council with a development strategy that will guide the future sustainable growth of East Renfrewshire up to 2025 and beyond. We will shape the investment plans and allocation of resources of the Council and other public, voluntary and private sector organisations. Delivering an adequate supply of housing is a key component of our Local Development Plan.

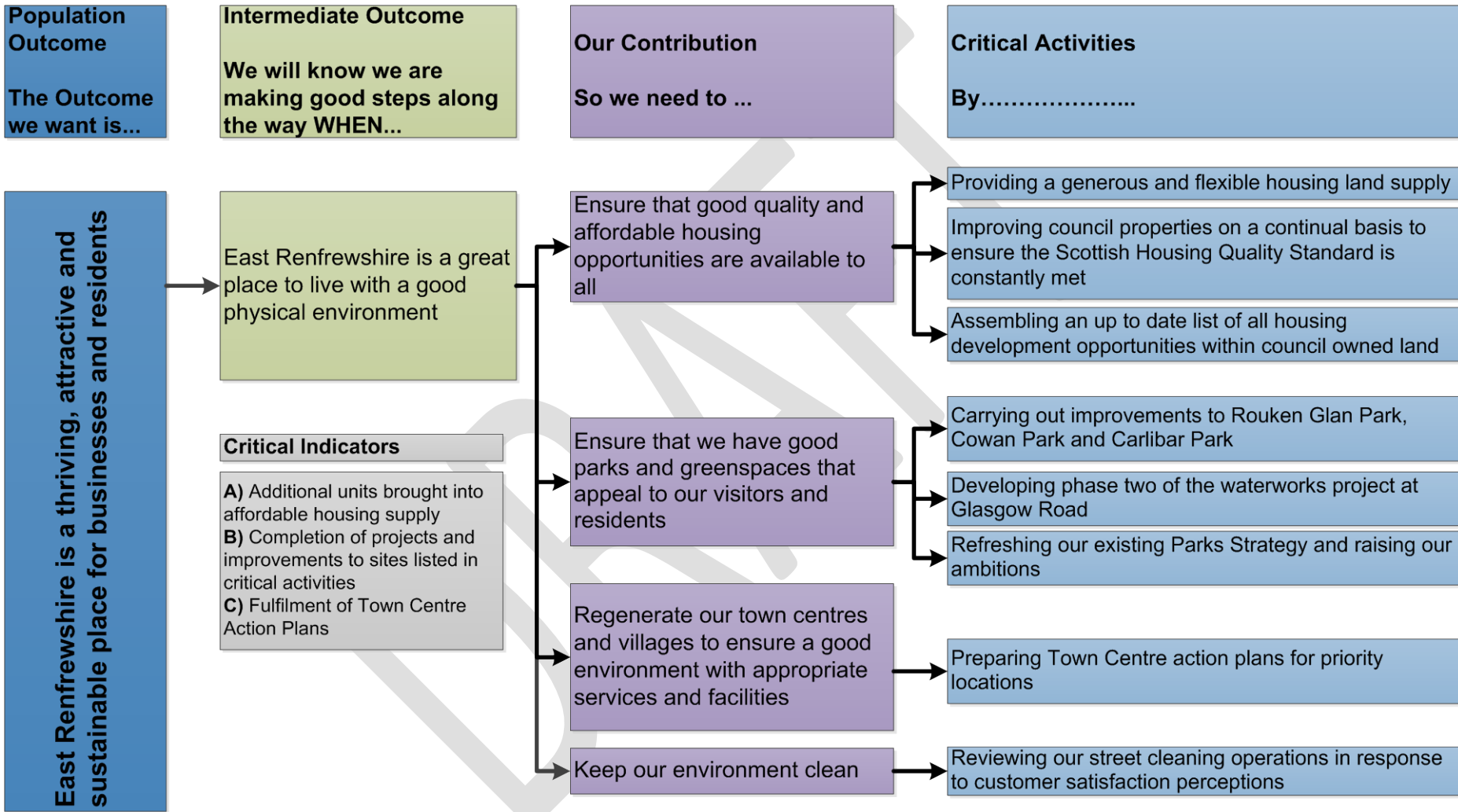
Our Local Development Plan will also reflect issues surrounding the preservation of the natural environment and we will have in place strong planning policies to ensure our environmental impact is minimised. Furthermore we will work to protect the future of the local area; conserving the natural environment by refurbishing our parks and open spaces; ensuring our streets are clean, and undertake a range of regeneration work throughout East Renfrewshire.

Investment in improving roads and enhancing infrastructure is an important priority. We will 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 will also continue to maximise affordable housing options, improve the quality of the Council's housing stock, and protect and support private sector tenants to ensure their housing is up to standard. We are also committed to working with partners to promote sustainable modes of transport and improve our natural and built environment. We are working to increase recycling rates throughout the area and build on the success of managed weekly collections by bringing new and innovative methods to our kerbside collection service. We also have a commitment to achieve improved performance in energy consumption and generation, and further improve waste management.

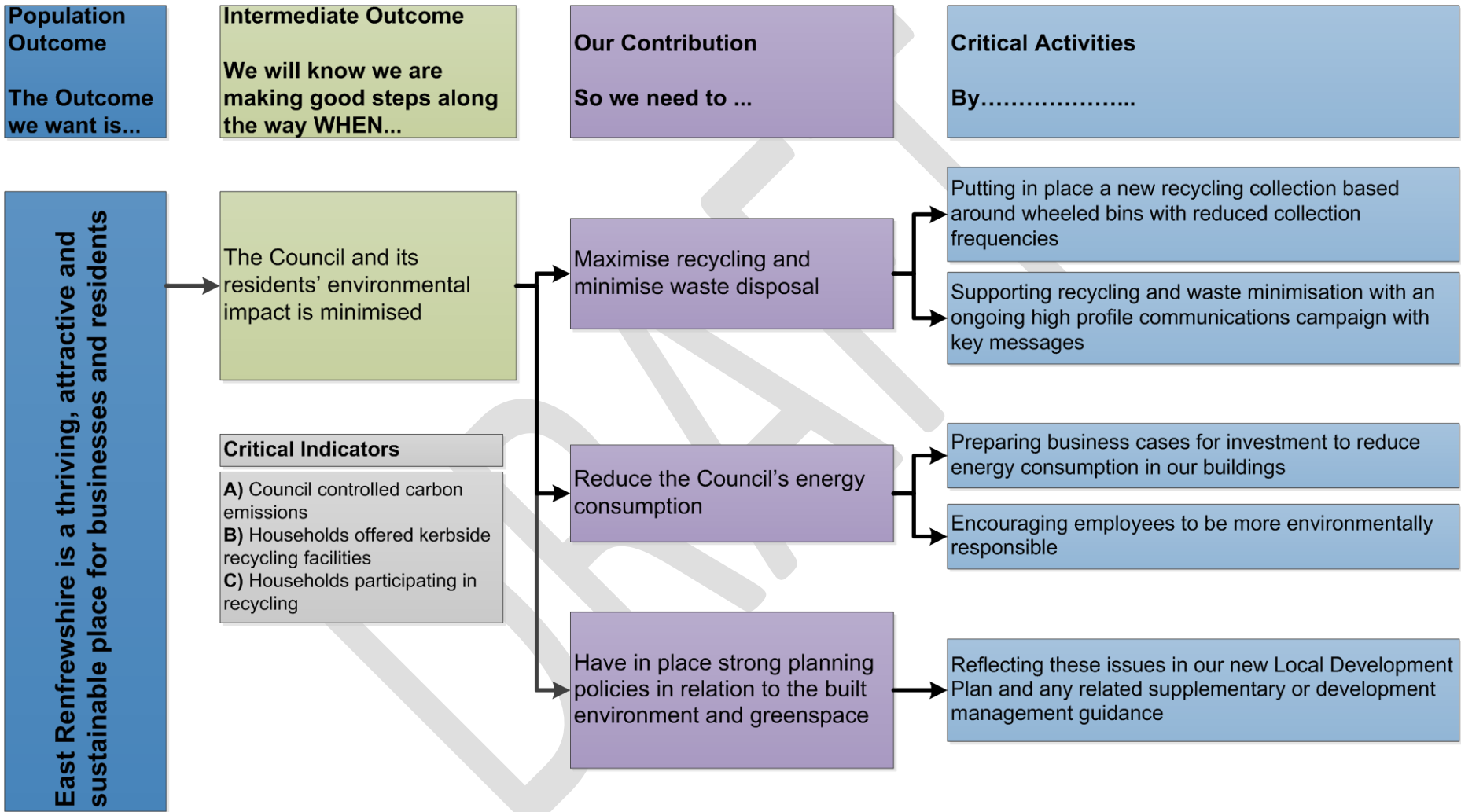
**3.1 East Renfrewshire is recognised as a place to invest and a place to visit with the right economic foundations for investment, tourism and business growth**



**3.2 East Renfrewshire is a great place to live with a good physical environment**



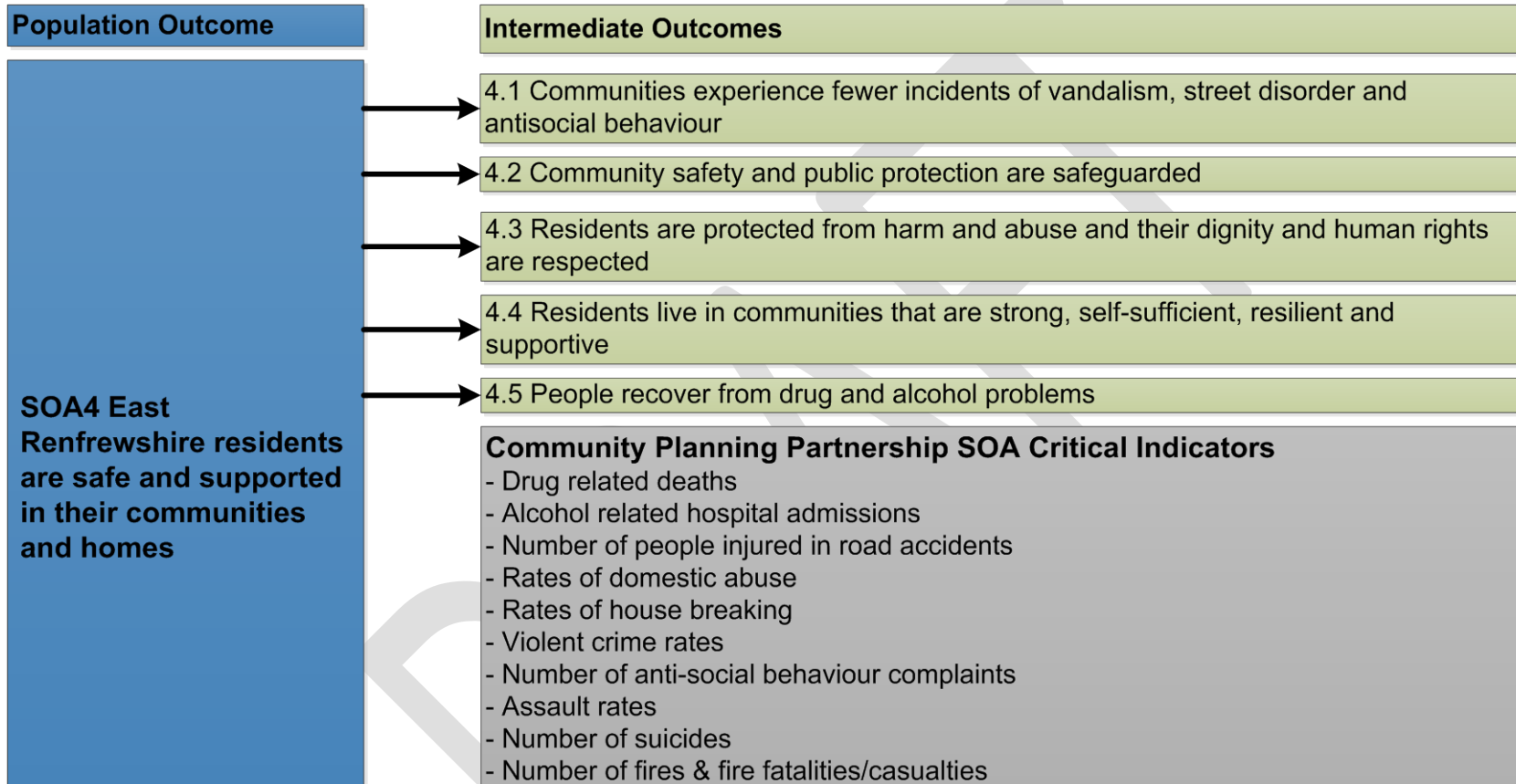
**3.3 The Council and its residents' environmental impact is minimised**



### Critical Indicators- SOA3

|     | Indicator   | 2014-15 Value | 2015-16 Value | 2015-16 Target | 2016-17 Target | 2017-18 Target | 2018-19 Target |
|-----|---|---------------|---------------|----------------|----------------|----------------|----------------|
| 3.1 | A) Business growth rates  |               |               |                |                |                |                |
| 3.1 | B) Increased investment in the local economy  |               |               |                |                |                |                |
| 3.1 | C) Provision of sites and facilities listed in critical activities                        |               |               |                |                |                |                |
| 3.2 | A) Additional units brought into affordable housing supply                                | 33            | N/A           | 30             | 30             | 30             | 30             |
| 3.2 | B) Completion of projects and improvements to sites listed in critical activities         |               |               |                |                |                |                |
| 3.2 | C) Fulfilment of Town Centre Action Plans   |               |               |                |                |                |                |
| 3.3 | A) % of Council controlled carbon emissions (annual reduction compared to previous years) | 3.73%         | N/A           | 2.5%           | 2.5%           | 2.5%           | 2.5%           |
| 3.3 | B) % of households offered kerbside recycling facilities                                  | 98.5%         | N/A           | -              | -              | -              | -              |
| 3.3 | C) Number of households participating in recycling  |               |               |                |                |                |                |

**SOA4 East Renfrewshire residents are safe and supported in their communities and homes**



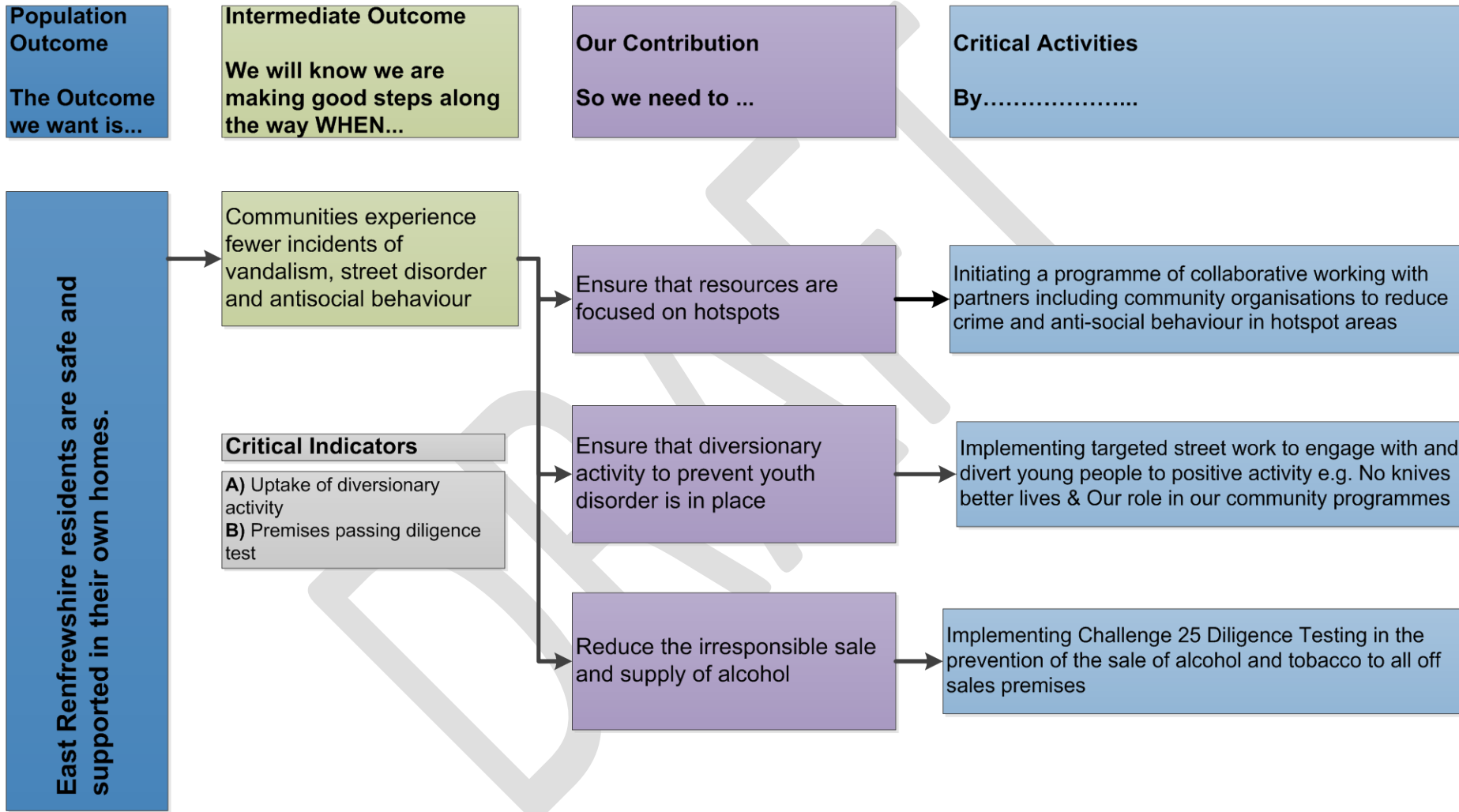
## **Council Contribution**

We work closely with our partners, including the Police and Fire services, to continue to reduce levels of crime and anti-social behaviour in East Renfrewshire. We also provide diversionary activities, such as youth clubs, for young people at risk of taking part in anti-social behaviour. We help our residents feel safer in their neighbourhoods and homes by the role of our community warden team, who deter incidences of crime and anti-social behaviour by their high visibility across the area. Our Community Safety Unit provides a response to complaints of domestic noise on a 24 hour basis and the Community Safety service also has responsibility for parking enforcement within East Renfrewshire to help make our roads safer.

We are committed to working with partner organisations to help support our residents and particularly those who are most vulnerable. We want to keep our young people safe from harm and will continue to work with local businesses to ensure they implement initiatives which will reduce the number of illegal sales of alcohol and tobacco to young people. We deliver programmes to prevent reoffending through our Reducing Reoffending Change Fund and work to protect residents from harm including tackling domestic violence, providing Adult Protection and Support, and supporting residents affected by alcohol or drug use.

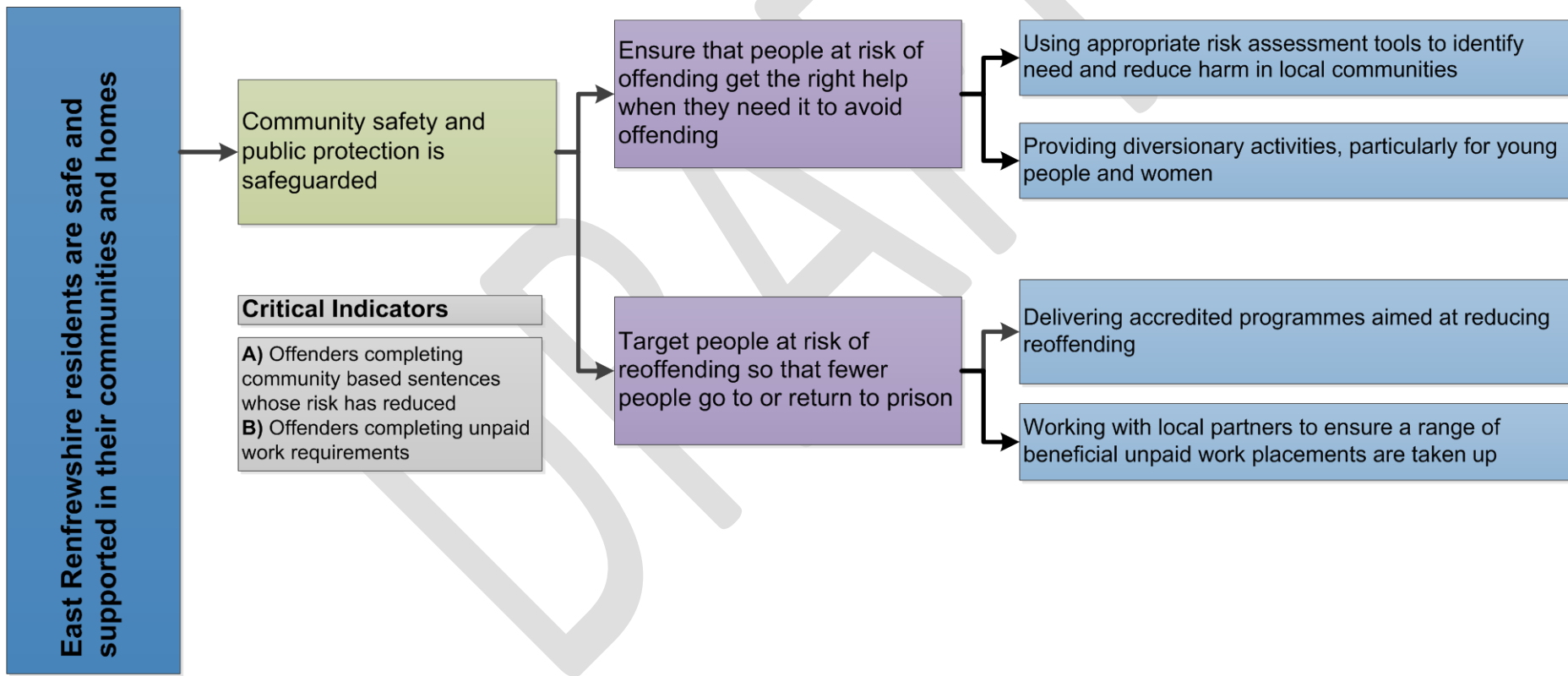
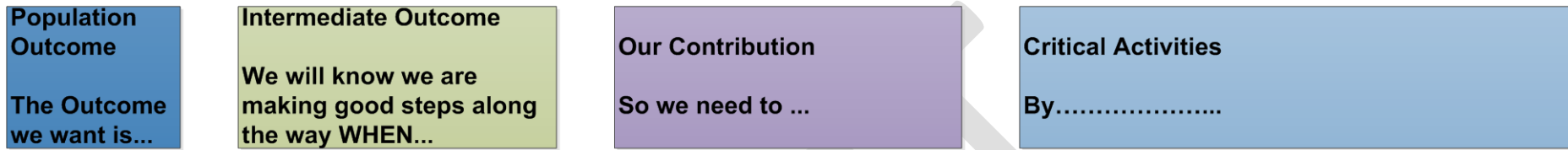
This outcome also focuses on engaging with our communities and we work to ensure we support our community councils. We also aim to make sure that local community groups can access training and support, and that departments have access to information and training that will enable them to plan and undertake meaningful engagement and consultation activity with local people. We are keen to make it easier for people to have their say and every year there is a wide range of issues and topics that people can get involved in. The online Citizens' Space engagement tool is used across the Council for all consultations.

**4.1 Communities experience fewer incidents of vandalism, street disorder and antisocial behaviour**

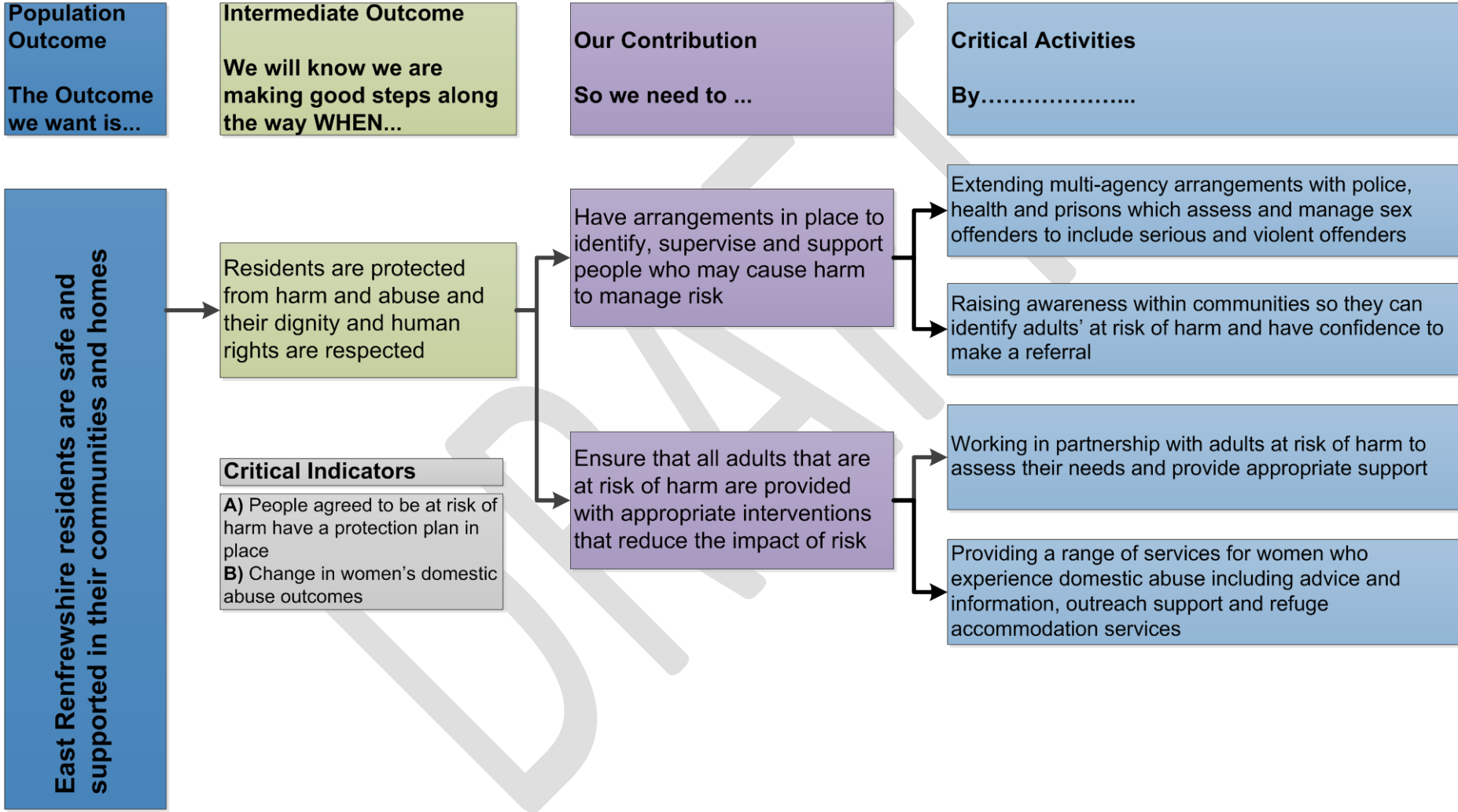




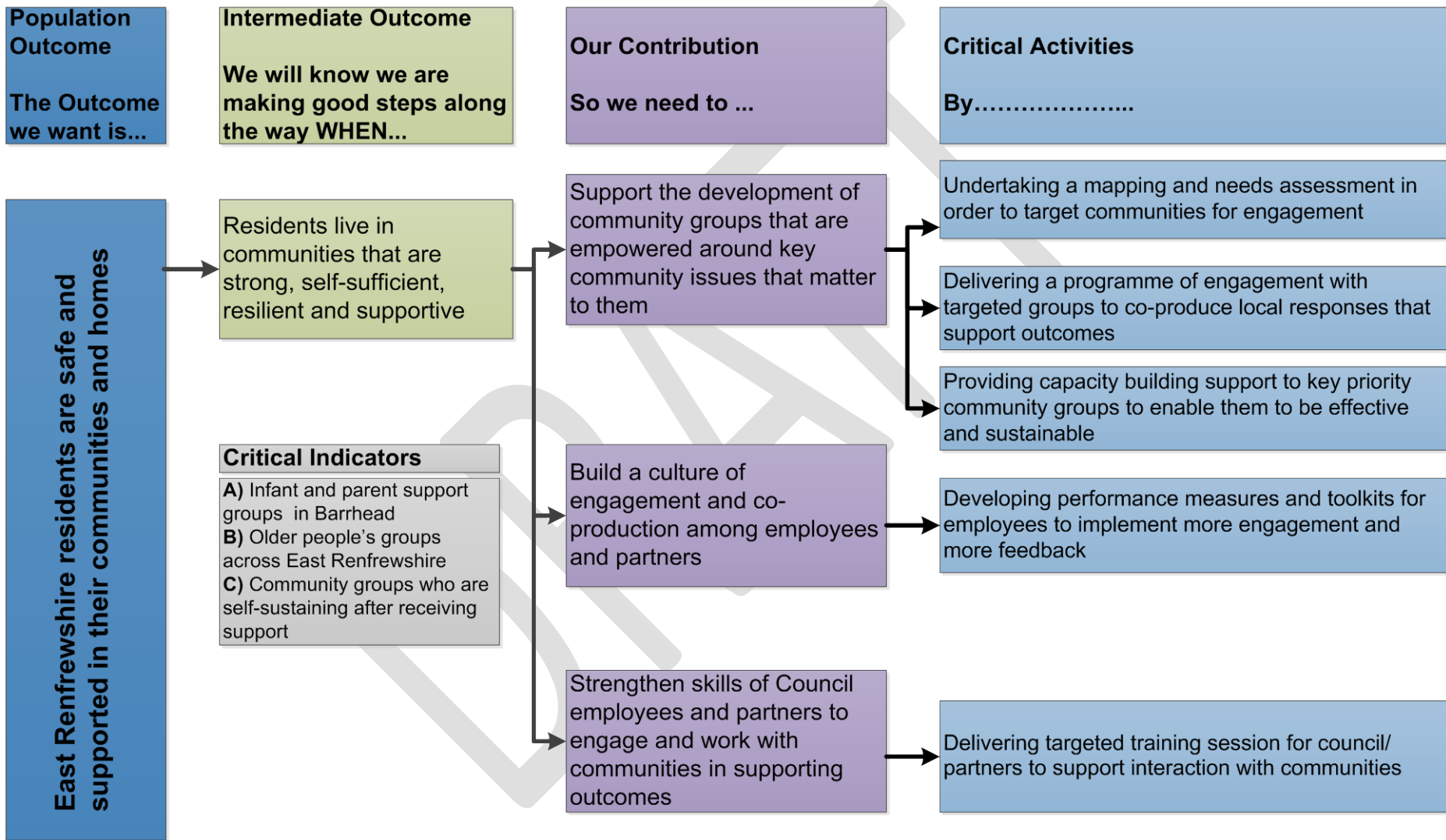
**4.2 Community safety and public protection are safeguarded**



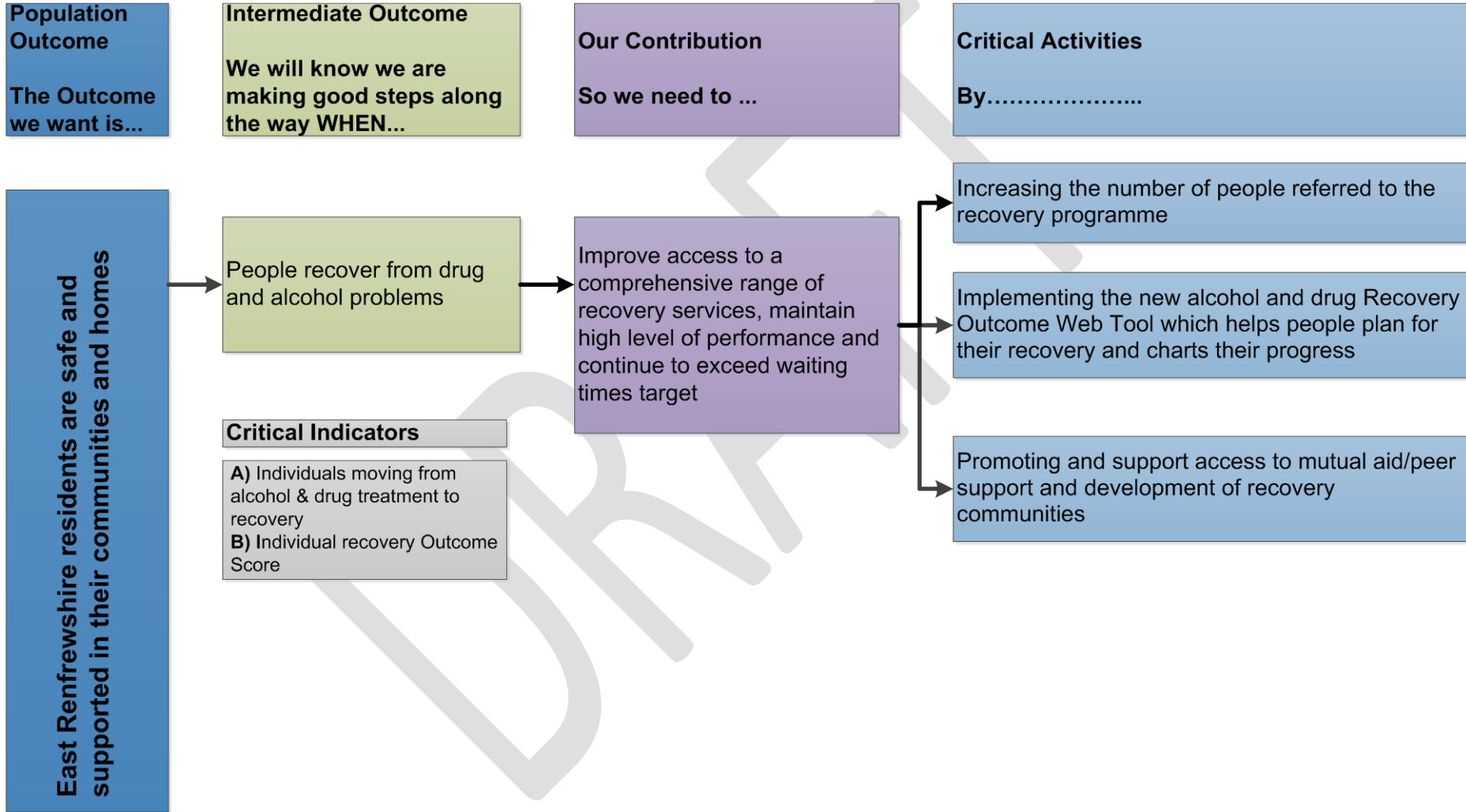
**4.3 Residents are protected from harm and abuse and their dignity and human rights are respected**



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



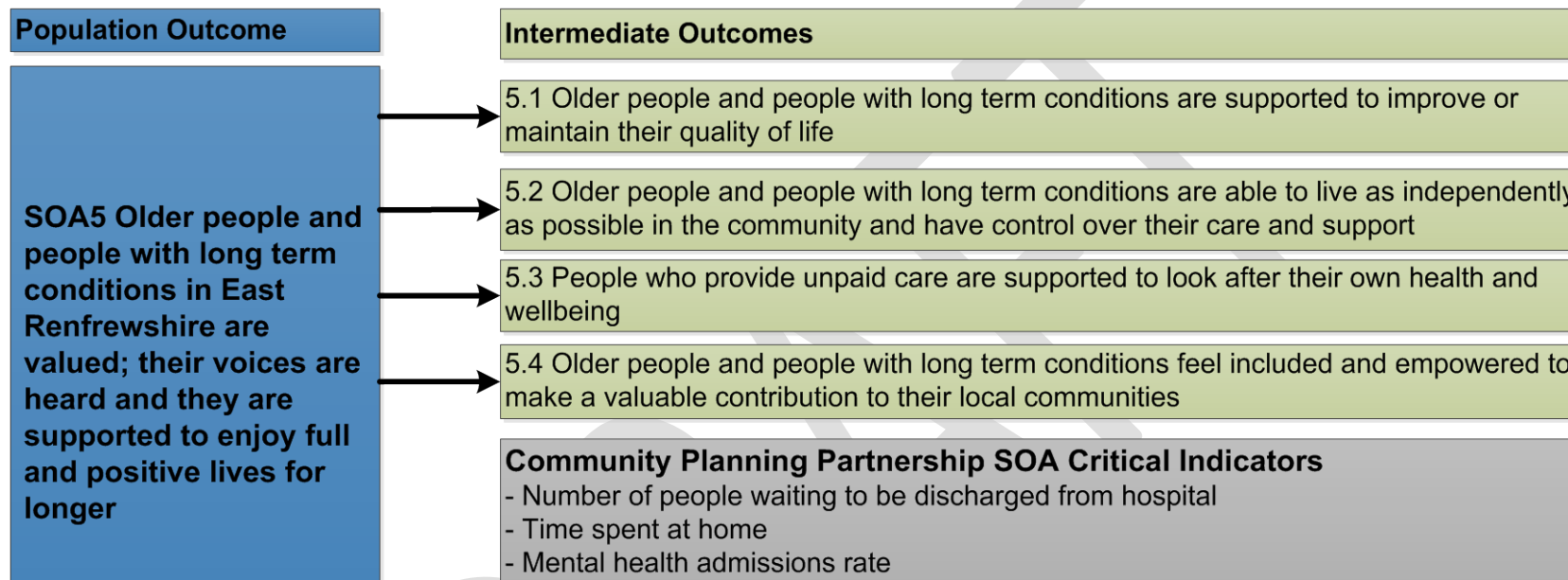
4.5 People recover from drug and alcohol problems



### Critical Indicators- SOA4

|     | Indicator   | 2014-15 Value | 2015-16 Value | 2015-16 Target | 2016-17 Target | 2017-18 Target | 2018-19 Target |
|-----|---|---------------|---------------|----------------|----------------|----------------|----------------|
| 4.1 | A) % uptake of diversionary activity (new indicator)  | N/A           | N/A           | N/A            |                |                |                |
| 4.1 | B) % of Premises Passing Challenge 25 Diligence Test  |               |               | 70%            | 75%            | 80%            | 80%            |
| 4.2 | A) % offenders successfully completing community based sentences whose risk has reduced- from April 2016                                      |               |               |                |                |                |                |
| 4.2 | B) % offenders completing unpaid work requirements within six months of sentence  | 84.8%         | N/A           | 80%            | 80%            | 80%            | 80%            |
| 4.3 | A) 100% people agreed to be at risk of harm and require a protection plan have one in place   |               |               |                | 100%           | 100%           | 100%           |
| 4.3 | B) % change in women's domestic abuse outcomes  | N/A           |               |                |                |                |                |
| 4.4 | A) % increase in number of infant and parent support groups per 100 families (children aged 0-4 years) in Barrhead. (new indicator)           | N/A           | 3.2           | N/A            | 3.5            | 4.0            | 4.5            |
| 4.4 | B) % increase in number of older people's groups per 1000 pop (65 years and older) across East Renfrewshire (new indicator)                   | N/A           | 3.0           | N/A            | 3.1            | 3.2            | 3.25           |
| 4.4 | C) % of community groups who are self-sustaining one year after receiving support from the Community Planning team, on a rolling 3 year basis | 90%           | N/A           | 90%            | 90%            | 90%            | 90%            |
| 4.5 | A) % of individuals moving from alcohol & drug treatment to recovery  | 7%            | N/A           | 8%             | 9%             | 10%            | 10%            |
| 4.5 | B) % change individual recovery Outcome Score – from April 2016   | N/A           | N/A           | N/A            |                |                |                |

**SOA5 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 for longer**



## **Council Contribution**

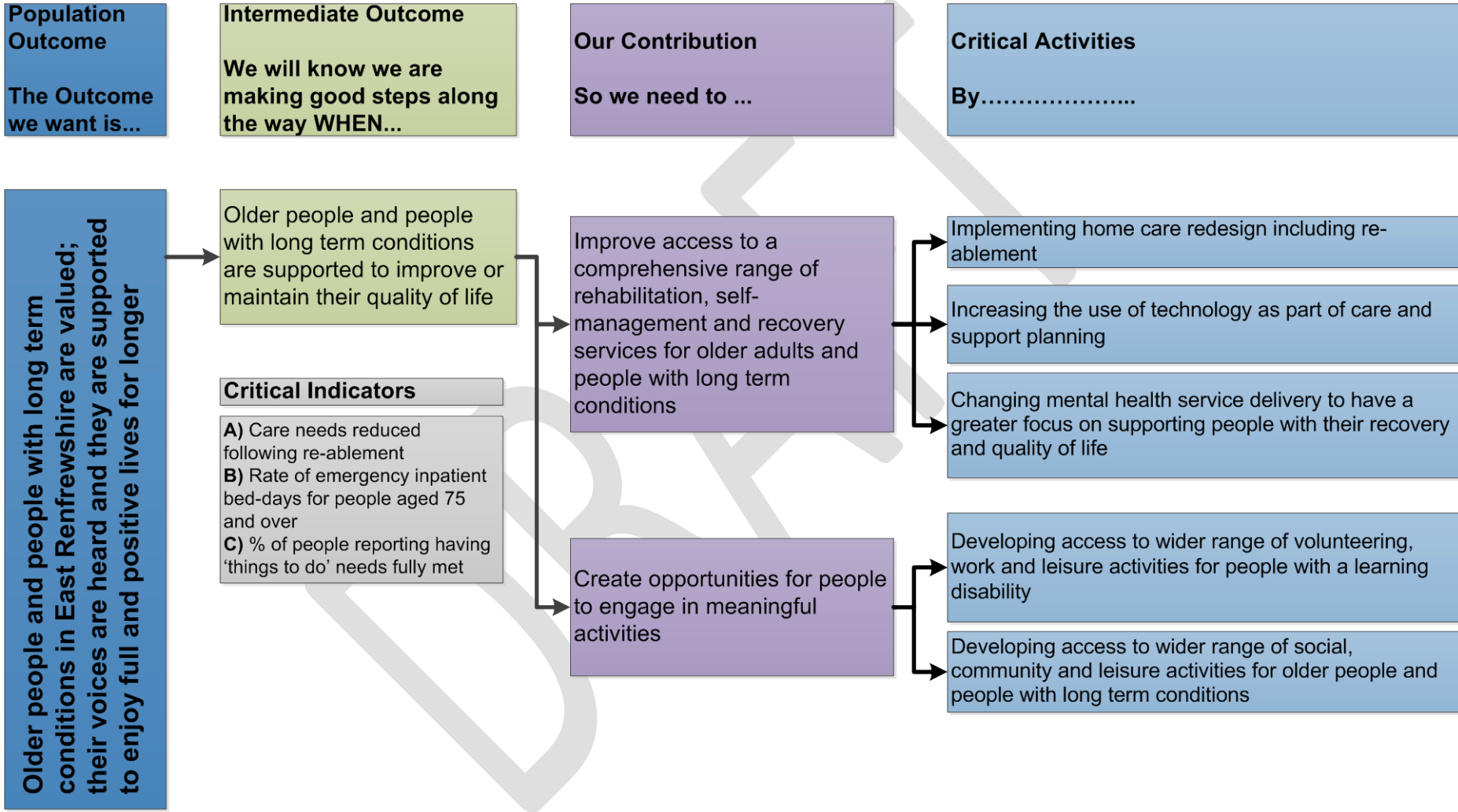
In East Renfrewshire we have been leading the way in delivering integrated social care and health services. Our successful partnership between East Renfrewshire Council and NHS Greater Glasgow and Clyde has been running for 10 years. New legislation has meant that our partnership is now called the Health and Social Care Partnership and we have formed a new Integration Joint Board, but our joint commitment to supporting East Renfrewshire's ageing population continues.

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

In partnership with Voluntary Action and our Culture and Leisure Trust we provide opportunities for older people to remain active including volunteering opportunities, and leisure and social events. We are working to increase the range of opportunities available and support more vulnerable and isolated people to get involved.

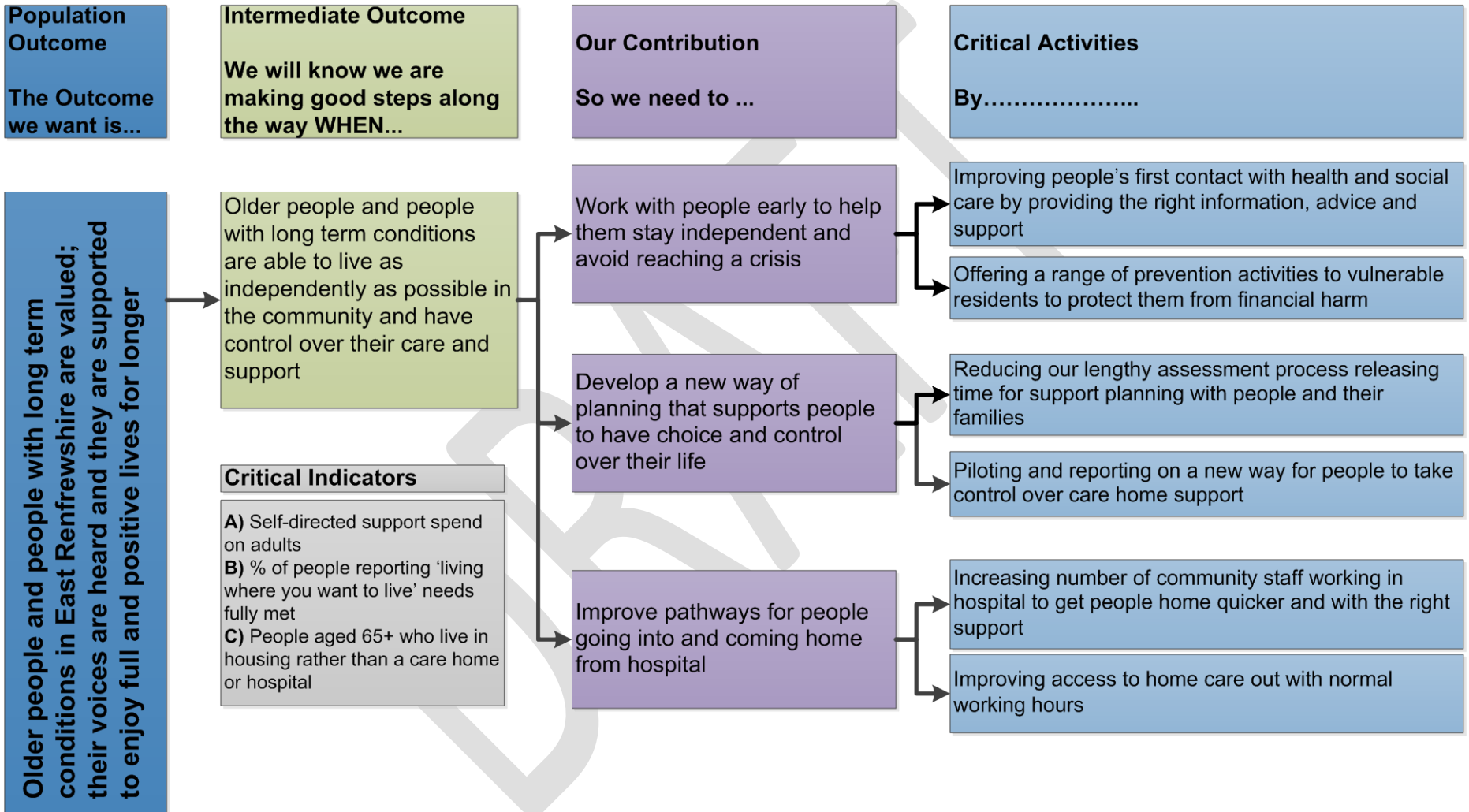
As part of our self-directed support approach we are extending choice and control for people who require support a new initiative, My Life, My Way, will explore the role of self-directed support for people traditionally assessed as requiring residential care. Already, more of our residents have control over the care they receive and we are in the top band for self-directed support (SDS) rates in Scotland. We aim to increase the take-up of SDS options further still.

**5.1 Older people and people with long term conditions are supported to improve or maintain their quality of life**

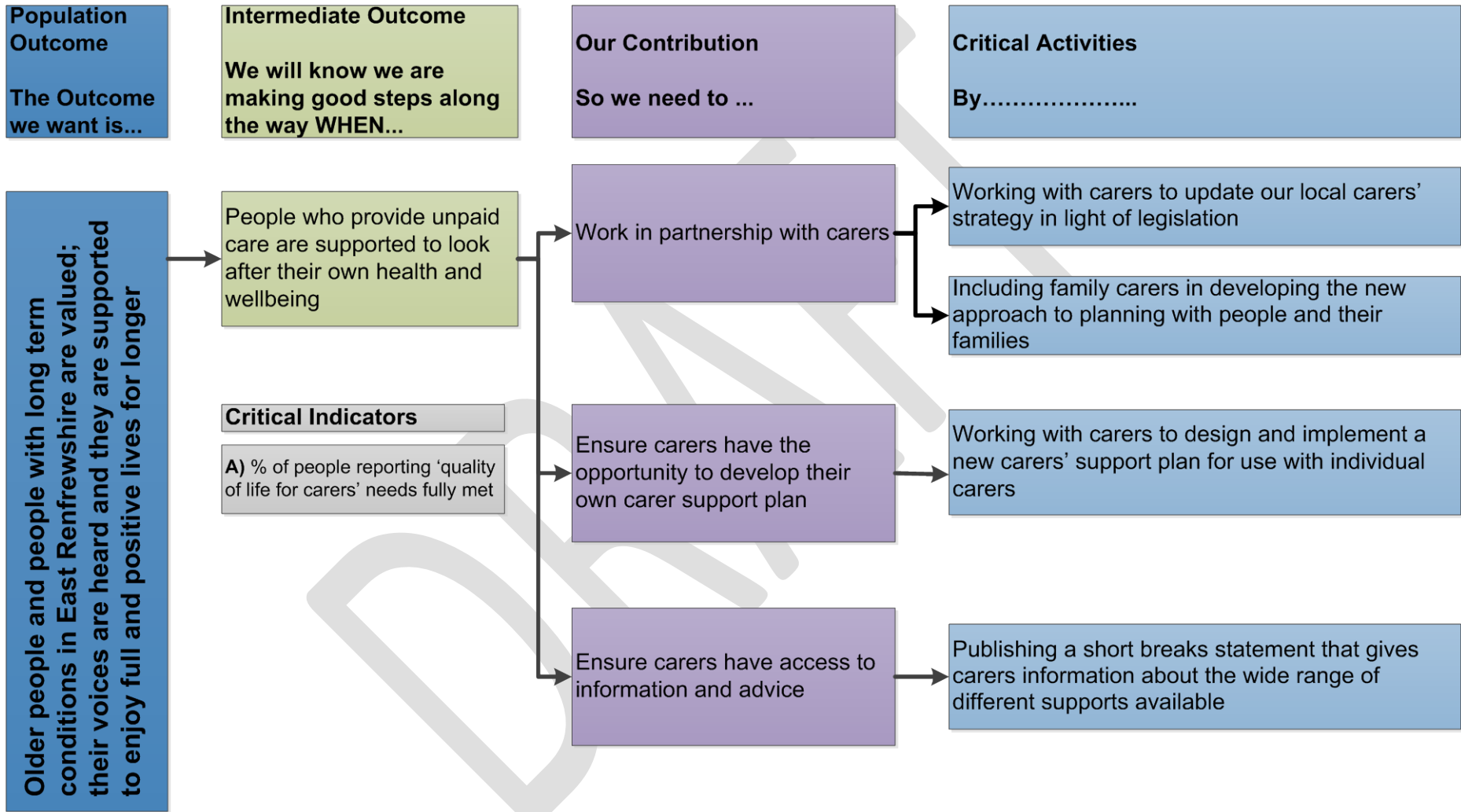




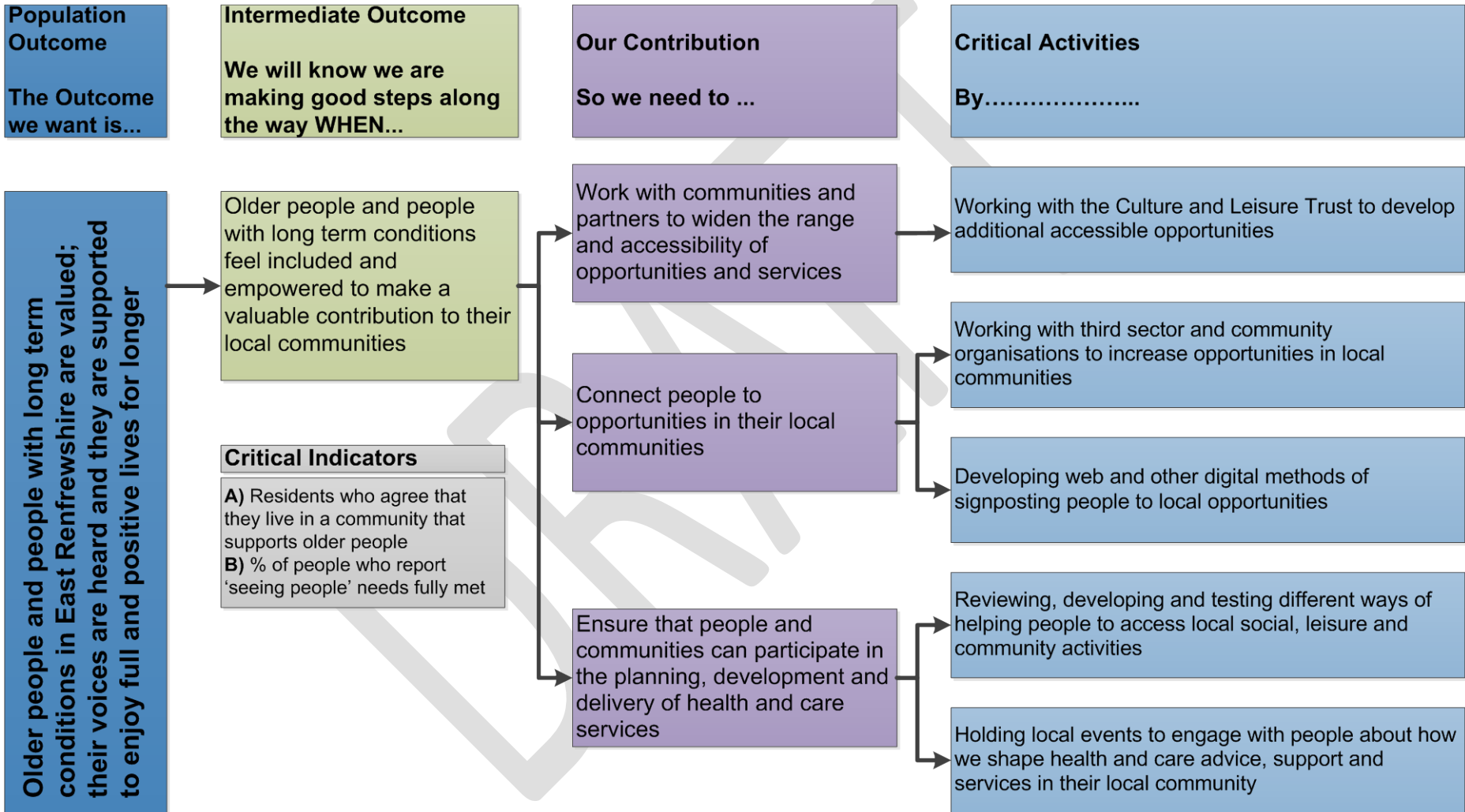
**5.2 Older people and people with long term conditions are able to live as independently as possible in the community and have control over their care and support**



**5.3 People who provide unpaid care are supported to look after their own health and wellbeing**



**5.4 Older people and people with long term conditions feel included and empowered to make a valuable contribution to their local communities**

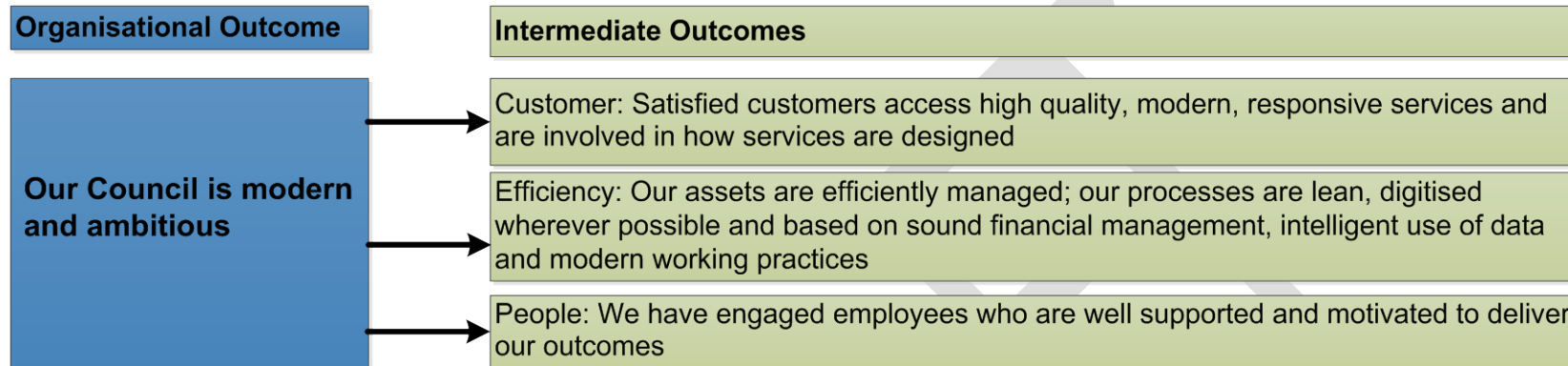


## Critical Indicators- SOA5

|     | Indicator   | 2014-15 Value | 2015-16 Value | 2015-16 Target | 2016-17 Target | 2017-18 Target | 2018-19 Target |
|-----|---|---------------|---------------|----------------|----------------|----------------|----------------|
| 5.1 | A) % of people whose care needs has reduced following re-ablement                       | 70.5%         | N/A           | 30%            | 50%            | -              | -              |
| 5.1 | B) Rate of emergency inpatient bed-days for people aged 75 and over per 1000 population | N/A           | N/A           | 4510           | 4400           | -              | -              |
| 5.1 | C) % of people reporting having 'things to do' needs fully met                          | 66%           | N/A           | 62%            | 62%            | -              | -              |
| 5.2 | A) Self-directed support spend on adults as % of total social care spend*               | 5.4%          | N/A           | -              | -              | -              | -              |
| 5.2 | B) % of people reporting 'living where you want to live' needs fully met                | 76.6%         | N/A           | 80%            | 80%            | -              | -              |
| 5.2 | C) % of people aged 65+ who live in housing rather than a care home or hospital         | 96.6%         | N/A           | 97             | 97             | -              | -              |
| 5.3 | A) % of people reporting 'quality of life for carers' needs fully met                   | 74.6%         | N/A           | 70%            | 70%            | -              | -              |
| 5.4 | A) % of residents who agree that they live in a community that supports older people    | 55%           | N/A           | -              | -              | -              | -              |
| 5.4 | B) % of people who report 'seeing people' needs fully met                               | 75.4%         | N/A           | 75%            | 75%            | -              | -              |

\* Local Government Benchmarking indicator

## Section 2: Our Organisational Outcomes: Customer, Efficiency and People

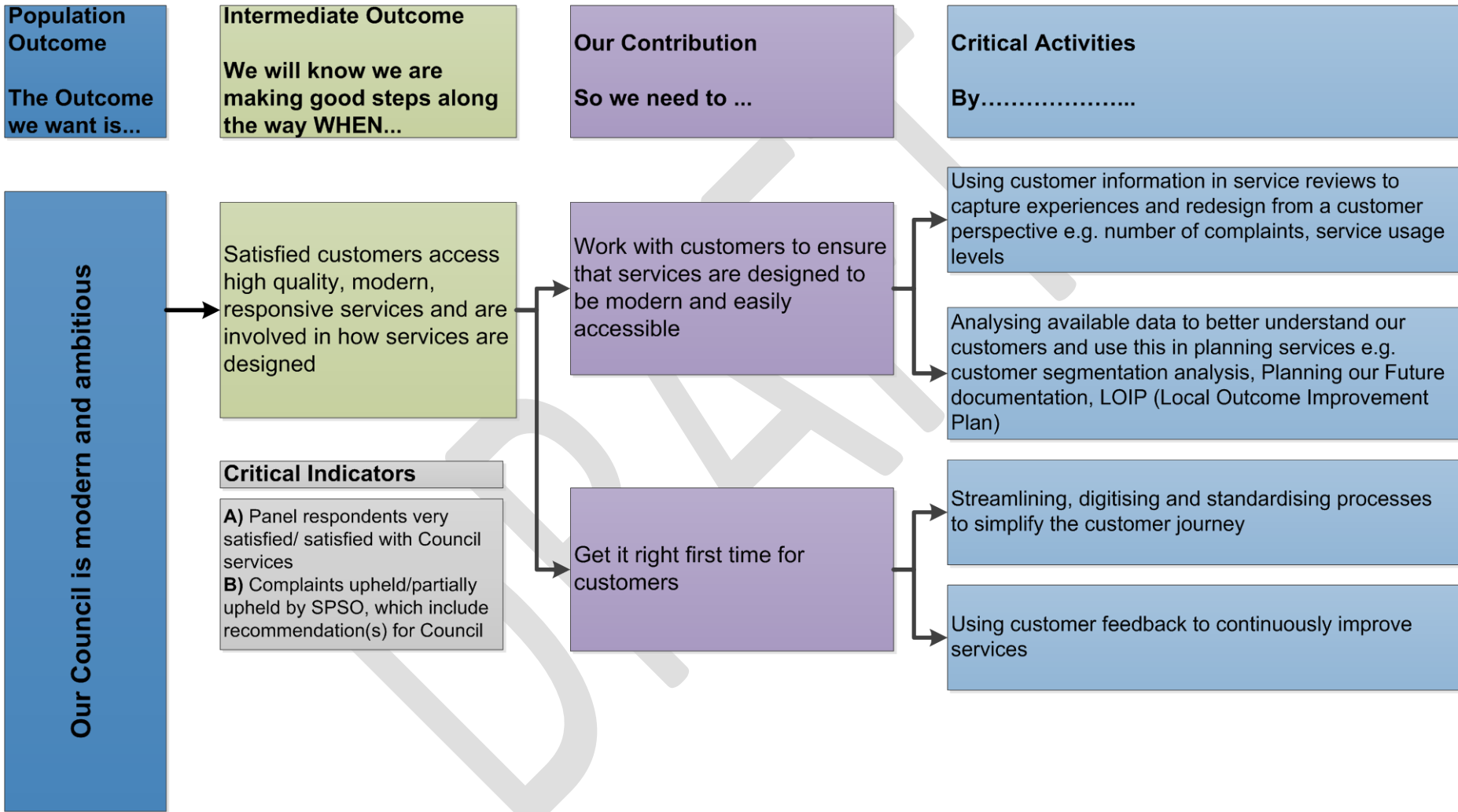


### Customers: Satisfied customers access high quality, modern, responsive services and are involved in how services are designed

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As a Council we continue to be customer focused and to put the customer at the heart of everything we do. 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 Council 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 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 high quality, modern, responsive services and are involved in how services are designed**



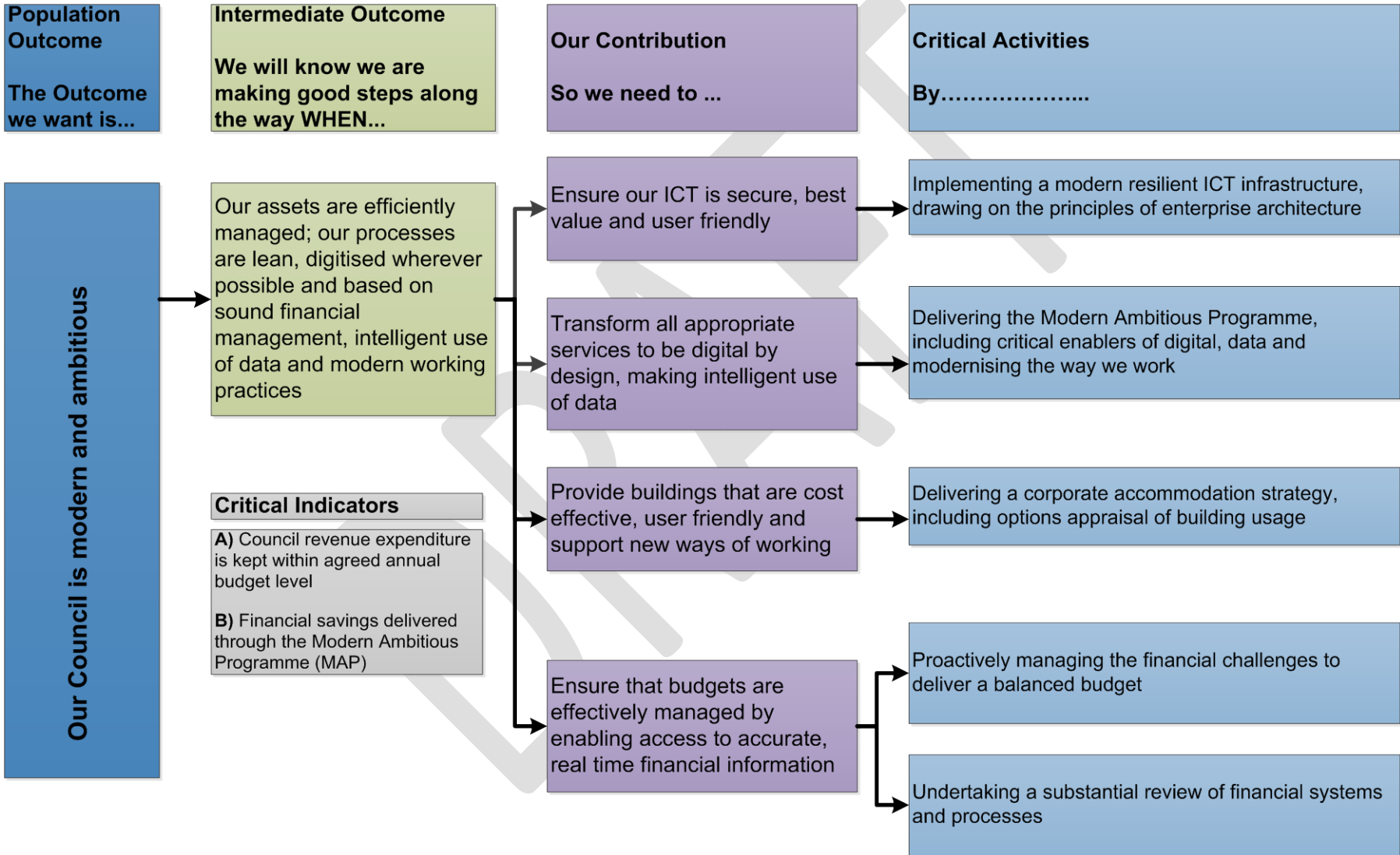
**Efficiency: Our assets are efficiently managed; our processes are lean, digitised wherever possible and based on sound financial management, intelligent use of data and modern working practices**

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East Renfrewshire Council is one of the top performing councils in Scotland and we want to stay there but this can only be maintained if we continue to develop and grow. We have in place a new 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. Despite the financial challenges faced by all local authorities, we are committed to delivering services that are best value for money.

Our new change programme will ensure that all resources and support are planned and timed to ensure that projects are delivered on time and as efficiently as possible. This will involve a challenging transition to agile working; further simplification and standardisation of processes; and making better use of technology so that we work smarter and services are quicker, cheaper and easier for customers to access. Increased skills in project and programme management throughout the Council, and strengthened governance, will be fundamental to our future success. These projects are crucial in our aim to protect frontline services and minimize the impact of savings on the public.

**Efficiency: Our assets are efficiently managed; our processes are lean, digitised wherever possible and based on sound financial management, intelligent use of data and modern working practices**





## **People: We have engaged employees who are well supported and motivated to deliver our outcomes**

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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.

The Council is committed to supporting employees, and listening to and acting on their views. This is a vital part of our work to improve services and our organisational development strategy- Strategy for the Future- helps us in supporting staff. Part of this work will be the further roll out of a leadership competency framework for 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 the Council. We offer a comprehensive programme of in house training for staff to maximise their skills and capabilities to deliver effective, fair, efficient services. To ensure that employees are able to communicate their views on key issues affecting them the Council undertakes a Council wide employee survey every two years to give all employees an opportunity to have their say on their work, development opportunities and working environment. Our next employee survey will take place in May 2016. We also have in place a Healthy Working Lives survey to ensure that our employees are supported in their health and wellbeing at work.

People: We have engaged employees who are well supported and motivated to deliver our outcomes

**Population Outcome**  
The Outcome we want is...

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

**Our Contribution**  
So we need to ...

**Critical Activities**  
By.....

**Our Council is modern and ambitious**

We have engaged employees who are well supported and motivated to deliver our outcomes

**Critical Indicators**  
A) Employee survey engagement score  
B) Sickness absence

Improve the impact of leadership at all levels of the organisation

Work collaboratively to enable our workforce to contribute and engage effectively

Ensure employees have the right skills and tools to deliver a modern ambitious council

Delivering the four levels of the Leadership Programme with an emphasis on the 360 feedback, coaching and mentoring

Launching the Vision for the Future communication plan to ensure our employees understand all elements of our vision, how they work together as one and how everyone's job contributes to this

Improving employee communication by making our communication channels more user friendly and relevant with regular updates and useful tools

Promoting reward and recognition by establishing a method of recognising employee contributions

Actively planning a workforce that meets future council requirements

Developing the digital capacity of our workforce

Developing and embedding protected learning time

### Critical Indicators: Organisational Outcomes: Customer, Efficiency and People

|            | Indicator  | 2014-15 Value | 2015-16 Value | 2015-16 Target | 2016-17 Target | 2017-18 Target | 2018-19 Target |
|------------|--|---------------|---------------|----------------|----------------|----------------|----------------|
| Customer   | A) % panel respondents very satisfied/ satisfied with Council services (overall)                             | 75%           | 74%           | 75%            | 75%            | 75%            | 75%            |
| Customer   | B) Number of complaints upheld/partially upheld by the SPSO, which include recommendation(s) for the Council | N/A           | N/A           | -              | 0              | 0              | 0              |
| Efficiency | A) Council revenue expenditure kept within agreed annual budget level  | 97.8%         | N/A           | <100%          | <100%          | <100%          | <100%          |
| Efficiency | B) Financial savings delivered through the Modern Ambitious Programme (MAP)                                  | N/A           | N/A           | -              |                |                |                |
| People     | A) Employee survey engagement score  | 64.6          | -             | -              | -              | -              | -              |
| People     | B) Sickness absence days per employee (all)  | 11.2          | N/A           | 10             | 9.7            | 9.3            | 8.9            |

## Section 3 – Our Finances\*\*

| Department                                  | 2015/16<br>COMPARABLE<br>BUDGET | 2016/17<br>BUDGET | 2017/18<br>INDICATIVE<br>BUDGET |
|---|---------------------------------|-------------------|---------------------------------|
| Education                                   | 117,049                         | 120,201           | 123,231                         |
| Contribution to Integrated Joint Board      | 47,182                          | 46,137            | 45,770                          |
| Environment                                 | 24,521                          | 24,876            | 24,898                          |
| Corporate & Community - Community Resources | 4,895                           | 3,679             | 3,671                           |
| Joint Board                                 | 2,303                           | 2,293             | 2,293                           |
| Other Housing                               | 2,181                           | 2,082             | 2,131                           |
| Benefits                                    | 3,841                           | 3,962             | 3,962                           |
| Miscellaneous Services                      | 9,180                           | 7,426             | 7,389                           |
| Capital Financing Costs                     | 13,198                          | 11,353            | 12,365                          |
| Additional Savings to be identified         |                                 |                   | (7,019)                         |
| <b>Total</b>                                | <b>224,350</b>                  | <b>222,009</b>    | <b>218,691</b>                  |
| Chief Executive - Central Support           | 3,571                           | 3,568             | 3,127                           |
| Corporate & Community- Central Support      | 8,302                           | 8,847             | 9,315                           |
| Environment - Central Support               | 1,816                           | 1,717             | 1,634                           |
|   | <b>13,689</b>                   | <b>14,132</b>     | <b>14,076</b>                   |
| <b>Capital - General Services</b>           | <b>26,057</b>                   | <b>48,239</b>     | <b>27,462</b>                   |
| <b>Capital - Housing Revenue Account</b>    | <b>5,583</b>                    | <b>3,902</b>      | <b>3,851</b>                    |

(\*\* Amounts in £'000's)

## **Budgets**

Budgets are constrained by available funding, comprising Scottish Government grants and Council Tax income. The Council's grant has only been confirmed for 2016/17. Future years' figures reflect modeling of spending pressures and service demands that could be faced and Exchequer commentary and economist forecasts on public sector funding levels.

## **Joint Bodies**

The Council contributes, along with eleven other local authorities, to the funding of joint bodies 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 allocated. Added together, these services account for 3% of the Council's total budget:

- COSLA Levy
- Audit Fee
- Registrar
- Licensing
- Corporate & Democratic
- Elections
- Council Tax & Rates, Benefits Administration and Collection
- Civil Defence
- Members' Expenses & Allowances

## **Data notes**

### **Annexes**

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

### **Local Government Benchmarking Framework (LGBF) Indicators**

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

### **Education Data – use of academic years**

Following the national approach school attainment, exclusion and school leaver data in the plan refers to the relevant academic year rather than the financial year.

### **Target setting**

Individual three year targets have been set for indicators where appropriate. In some areas where no targets have been set the boxes are denoted with a '-' e.g. there are some indicators where the target is set for the end of a two or three year period, or is a three year average e.g. number of exclusions per 1,000 pupils. Some existing indicators will not have had targets set for them before now and thus the 2015-16 target box will be blank.

**Integrating National & Local Outcomes**

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

**National Outcome**

**SOA Outcome**

**Outcome Delivery Plan - Intermediate Outcomes**

|  |   |  |
|--|---|--|
| <p>5. Our children have the best start in life &amp; are ready to succeed.<br/>8. We have improved the life chances for children, young people &amp; families at risk.</p>   | <p>→ 1. All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.</p>   | <p>→ -Parents are supported to provide a safe, healthy and nurturing environment for their families.<br/>-Our children are healthy, active and included.</p>   |
| <p>3. We are better educated, more skilled &amp; more successful, renowned for our research &amp; innovation.<br/>4. Our young people are successful learners, confident individuals, effective contributors &amp; responsible citizens.<br/>6. We live longer, healthier lives.</p>   | <p>→ 2. East Renfrewshire residents are fit and active and have the skills for learning, life and work.</p>   | <p>→ -Children and young people are cared for, protected and their well-being is safeguarded.<br/>-Children and young people raise their educational attainment and achievement, developing the skills they need during their school years and into adulthood.<br/>-Residents have the skills to maximize employment opportunities<br/>-Residents are active and optimise their health and well-being.</p>   |
| <p>7. We have tackled the significant inequalities in Scottish society.</p>  |   |  |
| <p>1. We live in a Scotland that is the most attractive place for doing business in Europe.<br/>2. We realise our full economic potential with more &amp; better employment opportunities for our people.<br/>10. We live in well-designed places where we are able to access the amenities &amp; services we need.<br/>12. We value &amp; enjoy our built &amp; natural environment &amp; enhance it for future generations.<br/>13. We take pride in a strong, fair &amp; inclusive national identity<br/>14. We reduce the local &amp; global environmental impact of our consumption &amp; production.</p> | <p>→ 3. East Renfrewshire is a thriving, attractive and sustainable place for businesses and residents.</p>   | <p>→ <b>CROSS CUTTING OUTCOME INTEGRATED WITHIN ALL OUR LOCAL OUTCOMES</b></p> <p>-East Renfrewshire is recognised as a place to invest and a place to visit with the right economic foundations for investment, tourism and business growth.<br/>-East Renfrewshire is a great place to live with a good physical environment.<br/>-The Council and its residents' environmental impact is minimised.</p>   |
| <p>9. We live our lives free from crime, disorder &amp; danger.<br/>11. We have strong, resilient &amp; supportive communities where people take responsibility for their own actions &amp; how they affect others.</p>  | <p>→ 4. East Renfrewshire residents are safe and supported in their communities and homes.</p>  | <p>→ -Communities experience fewer incidents of vandalism, street disorder and anti-social behaviour.<br/>-Community safety and public protection are safeguarded.<br/>-Residents are protected from harm and abuse and their dignity and human rights.<br/>-Residents live in communities that are strong, self-sufficient, resilient and supportive.<br/>-People recover from drug and alcohol problems.</p>   |
| <p>16. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.</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 for longer.</p> | <p>→ -Older people and people with long term conditions are supported to improve or maintain their quality of life, and able to live as independently as possible in the community and have control over their care and support.<br/>-People who provide unpaid care are supported to look after their own health and well-being<br/>Older people and people with long term conditions feel included and empowered to make a valuable contribution to their local community.</p> |
| <p>15. Our public services are high quality, continually improving, efficient &amp; responsive to people's needs.</p>  | <p>→ Organisational outcomes- Customer, Efficiency and People</p>   |  |

# YOUR COUNCIL YOUR FUTURE



We are here to make peoples lives better



### Early Years

All children in East Renfrewshire experience a stable and secure start to their lives and are supported to succeed.



### Learning, Life and Work

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



### Economy and Environment

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



### Safer, Supported Communities

East Renfrewshire residents are safe and supported in their communities and homes.



### Older People

Older people in East Renfrewshire are valued; their voices are heard and they are supported to enjoy full and positive lives for longer.

## We work as one to deliver:

## Single outcome agreement



We are all guided by a single vision to be "A modern, ambitious council creating a fairer future with all"



To be the best we are developing excellence across 5 areas

## FIVE Capabilities



### Prevention

We will ... choose to prevent problems from occurring in our communities, rather than trying to fix what has already gone wrong.

We will ... instinctively take a preventative approach in our daily work, placing children, early years and the reablement of our elderly at the heart of how we plan services



### Digital

We will ... choose to be digital by default wherever possible. We will examine and digitise our processes to make it easy for people to access our services online.

We will ... encourage local people to use our website and social media to speak to us, and each other, 24/7, 365 days a year.



### Community Engagement

We will ... place a high value on listening to local people and asking for their views. We will work hand in hand to plan and deliver the services that truly make lives better.

We will ... listen, understand and respect, empowering our communities to do more for themselves.



### Data

We will ... seek and share meaningful information to plan our services and measure if we are getting it right. We will not collect numbers for the sake of it.

We will ... use data to plan, we will evidence what works, and we will benchmark what we do with those who might be doing it better.



### Modernisation

We will ... continually look for ways to modernise and improve how we do things. We will make it easier for local people to access our services.

We will ... put a stop to bureaucracy and inefficient processes. We will focus on what is best for local people and not what is easiest for us.