

EAST RENFREWSHIRE COUNCIL29 JUNE 2022Report by Chief ExecutiveSTRATEGIC END-YEAR COUNCIL PERFORMANCE REPORT 2021-22 and
DRAFT OUTCOME DELIVERY PLAN 2022-23**PURPOSE OF REPORT**

1. The purpose of this report is twofold. The first is to consider our one year operational Draft Outcome Delivery Plan 2022-23 which highlights our key planned activities for meeting our outcomes and indicators to measure success. The second is to review the Council's 2021-22 performance based on performance indicators in the [Outcome Delivery Plan \(ODP\) 2021-24](#)

RECOMMENDATIONS

2. It is recommended that Council:
- (a) Scrutinises and comments on the summary of the Council's performance at end-year 2021-22 at Annex 1, noting the ongoing impact of COVID-19 on Council services and;
 - (b) Scrutinises and notes the end-year complaints report attached at Annex 2; and
 - (c) Approves the one year operational Draft Outcome Delivery Plan 2022-23 (Annex 3)

OUTCOME DELIVERY PLAN 2022-23

3. The Council sets out its contribution to the partnership outcomes in the [Community Plan](#) through the content of the Outcome Delivery Plan (ODP). The Community Plan sets out the Community Planning Partnership's (CPP) 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.

4. The ODP builds on Vision for the Future and conveys what the Council is doing to contribute to the delivery of the agreed Community Planning local outcomes. The Council is responsible for ensuring that the money we spend contributes towards achieving these outcomes and we work in partnership with the Health and Social Care Partnership and the East Renfrewshire Culture and Leisure Trust to deliver our outcomes. The ODP has historically been a rolling three year plan, updated annually.

5. Vision for the Future is the Council's 10 year strategy which builds on the Community Plan but focuses specifically on the contribution of the Council to achieving the outcomes in the Community Plan. At the Council meeting on the 3 March 2022, it was agreed that Vision for the Future would be reviewed to reflect the impact of COVID on our communities and the growing importance of addressing climate change.

6. This year, the ODP 2022-23 (Annex 3) has been developed as a one year operational plan primarily as a consequence of COVID and to allow for a strategic planning review. There has been a slight delay this year with the presentation of the Draft Outcome Delivery Plan due to the election period.

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 2022-23 are indicative and may change based on developments nationally. Figures for the Capital budget and Housing Revenue Account are also listed.

Annexes and data notes

Outcomes on a page

Fairer East Ren (LOIP)

Integrating National, Community Planning Partnership and Council outcomes

Our Vision

8. A light touch review of the ODP has been carried out in 2022 taking into account recovery planning and the impact of COVID-19 across the Council family. There have been no significant changes to the plan this year. Whilst the outcomes and intermediate outcomes have remained the same, critical activities have been revised and some updated. There have been no changes to the indicators within the plan. Targets for indicators in the ODP were not included in the plan for the year 2020-21 due to the pandemic and were reintroduced for 2021-22. Targets have been set for the one year period 2022-23 for the majority of indicators. Given the impact of COVID, some targets have been re-baselined to reflect the impact on our communities and services.

9. As the ODP is a Council-wide plan, it cannot cover the extensive range of activity to be undertaken across the Council over the period 2022-23. Therefore, it is supported by a range of service strategies and operational plans which underpin the delivery of our strategic outcomes.

10. 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 data in the plan refers to the relevant academic year rather than the financial year. 2021-22 data for these indicators is not available at this time and will be reported at a later date

11. This item reflects the strategic performance of the Council. Community Planning Partnership performance is presented in a separate paper considered for this meeting called Community Planning Partnership: Annual Performance Report 2021-2022.

END YEAR PERFORMANCE 2021-22

12. As a result of COVID-19 there continues to be variations across communities' and individuals' lived experiences due to the impact of the pandemic. Services are still operating at different levels as the Council focuses on recovery and renewal. A separate report on today's agenda gives a detailed overview of the extent to which services have continued to be affected by COVID-19 in the last year, including running of vaccination centres; isolation support; ongoing restrictions and rising caseload and customer contacts. Additional demands are still being placed on services, with staffing challenges in the form of absence and recruitment gaps, and in some areas, performance has not returned to pre-pandemic levels. As a result, comparative changes in indicator values from previous years should be treated with caution. There has been research and engagement undertaken to better understand the impact on COVID-19 on our communities that is central to planning our services.

13. Performance updates on the strategic indicator set included in Annex 1 have a latest data update, for most this will be for end-year 2021-22. Some indicators have a time lag, and the latest data will be 2020-21 or mid-year 2021-22 e.g. educational attainment, or occasionally more historic. Education data is for the academic year.

14. Reporting on our performance against the strategic indicators in the ODP alone does not capture the extent and impact of the challenges the Council faces because of COVID-19. Since March 2020 we have worked to negotiate the challenges presented by the pandemic. Responding to the crisis has tested us in ways we have never experienced before, and we continue to feel those impacts. Our ways of working have changed considerably. As we work to build back better, we are committed to taking forward new approaches that are delivering positive outcomes for local people. Departments will also report their end year performance at Cabinet/Committee/Board level later in the year.

OTHER STATUTORY REPORTING

15. We have a statutory duty to report on complaints. An end-year summary report on complaints is attached at Annex 2.

16. We are also required to report on a suite of benchmarking indicators that make up the national Local Government Benchmarking Framework (LGBF), to enable comparative performance analysis with other local authorities. There is a one year time lag when reporting on the LGBF data set and LGBF comparative data for year 2020-21 was reported to Cabinet on 16 June 2022. A full set of comparative results can also be accessed via the [MyLocal Council Tool](#).

17. The 2017-21 Equality and Human Rights Mainstreaming Report provides details on progress to meet our equality outcomes and mainstream equalities, in line with the requirements of the 2010 Equality Act. It also presents the new set of equality outcomes for 2021-25. This report is available on our [website](#).

COUNCIL PERFORMANCE 2021-22

18. Of the 48 indicators in the plan, there has been new data available for 40 of these indicators at end-year 2021-22. Despite the continued focus on renewal and the additional challenges and demands placed on services, East Renfrewshire Council has continued to achieve excellent performance results across many areas including educational attainment, delivering affordable housing, and supporting our local businesses.

Outcome 1- Early Years and Vulnerable Young People

19. East Renfrewshire has an ambitious Early Years plan which focuses on prevention and early intervention. We know that the earliest stages of life are crucial to a child's development and life chances. Three indicators around child protection and infant feeding are currently off target. Due to the small number of children involved in child protection procedures the percentages can fluctuate from quarter to quarter. Furthermore, the ongoing impact of the pandemic has made it more challenging to engage with children and young people regarding advocacy services. It has also been harder for some families to implement and sustain safety plans and there are ongoing conversations and improvements to the levels of support provided where children are at risk of harm. Where the safety scores have decreased, appropriate measures have been put in place to ensure the children's safety. The rate of exclusive breastfeeding at 6-8 weeks in the 20% most deprived zones (SIMD 1) in the area is 7.5% and refers to 4 out of 53 reviews. The visible downward trend is exacerbated by the small numbers of infants living in these areas.

Learning, Life and Work

20. As well as maintaining excellent educational attainment levels overall, the gap between the most and least deprived children achieving 5 or more awards at SCQF level 5 has reduced since 2017-18; the Education Department achieved the gap target in each of the last 3 years, albeit there is a slight increase in the gap in academic year 2020/21. Very low levels of school exclusion rates at primary and secondary level have also been maintained. The number of school learners, successfully completing a wide range of vocational qualifications with our further and higher education partners, remained high in 2020/21 with 348 young people enrolled in a broad range of courses.

21. Under the Building Back Better and Fairer, the Education Department is supporting schools and nurseries with their ongoing recovery. The Department is also working with them to develop future performance targets to measure success. These will be finalised in advance of the school session 2022/23 and reported to the Education Committee in August.

22. COVID-19 safety protocols reduced leisure centre visits throughout 2021/22. Centres opened with very limited operation with restrictions easing over time though Carmichael Hall continues to be used as a vaccination centre. Usage did increase over 2021/22 with Q1 numbers at 20% of pre-COVID levels, rising to 50% by year end. There was also reduced physical access to libraries through most of the first half of the year. Restrictions eased for most facilities in September though Mearns library remained closed for repairs. Most adult programmes did not return until 2022/23. Virtual visits accounted for 61.4% of the total. Attendances overall recovered steadily over the year, starting at 10.5% of pre-COVID levels in Q1 and rising to 22.4% by Q4.

Environment and Economy

23. 92 new build affordable homes were delivered in 2021/22. 39 of these new units have been delivered through the Council's New Build Programme, 5 units by Link Housing Association, 10 units by Barrhead Housing Association, 25 by Sanctuary Housing Association, and 13 Intermediate for sale units delivered by private developers. The affordable homes range in size from 1-4 bedrooms to meet a range of housing needs locally. The target is 225 over 5 years by end of 2022, with the cumulative total of 212 to date. With the impact of construction delays we have had some slowing of delivery on sites tied up with private development in the last two years. There are 77 units due in the coming months at Maidenhill and Balgraystone, Barrhead. The effects of COVID may continue to impact on the delivery of affordable housing over the next year and this is being closely monitored. Future targets will be approved via the Local Housing Strategy process later this year.

24. We helped 30 businesses to improve performance due to assistance provided by the Council in 2021-22. In addition to the levels of assistance for local businesses as part of routine support, the Economic Development team also supported in excess of 750 businesses and over 250 self-employed individuals via various COVID business support grants during the year. A total of £5.4m of COVID business grants were paid out. We also delivered 12 employability schemes helping 153 local residents into sustainable employment including the Young Persons Guarantee and No One Left Behind programmes.

Safe, Supportive Communities

25. In the context of growing demand, we have further improved and are ahead of our target for improving the personal outcomes of women who have been victims of domestic abuse with 86% overall reporting an improvement in outcomes.

26. Community wardens continued to play a key role in our isolation and support services by providing welfare support calls and food parcel deliveries to the most vulnerable. Nationally this service ended in May 2022, although work continues to process Self-Isolation Support Grants. There has been an increase in the number of recurring incidences of anti-social behaviour complaints (10.4% up 3.4%). A multi-agency group meets on a weekly basis to reduce such cases and engage with those affected.

Older People and People with Long Term Conditions

27. Despite the additional challenges of providing key Health and Social Care services in the recovery phase, all those that required a protection plan had one in place at end-year point. HSCP services also continued to support older people and people long term conditions. In the social health care Talking Points survey, that asks if people's needs are being met, 89% of respondents felt they were living where or as they wanted to live.

28. The percentage of those whose care need reduced following rehabilitation increased to 60% at end-year 2021-22, back to previous pre-pandemic levels. We continued to develop our support for unpaid carers in collaboration with our local Carers' centre and have continued to see high levels of carers (92%) reporting that service quality of life was maintained.

Customer, Efficiency and People

29. There has been a significant increase in online customer contact (excluding payments). This is due to the transfer to GOSS online forms, customer preferences changing, and new online services like garden waste permits and the housing allocations bidding service. There was a total of 84,208 transactions made in 2021/22.

30. The overall absence for 2021/22 is 9.44 days lost per FTE. When reviewing the absence data for 2021/22 the trend is on the rise in comparison to 2020/21. However, this is not a true comparison due to the pandemic and a proportion of our employees were working in a more flexible manner throughout this period; therefore absence levels were not as high in comparison to previous years. To compare absence performance more accurately 2021/22 was considered against the 2019/20 absence levels, which shows that the Council's absence performance has improved slightly, however, the overall absence is marginally above the 2021/22 target. Quarterly absence reports continue to be discussed at Corporate Management Team, reiteration of the importance of managers prioritising absence management continues. The gender pay gap reduced to 5.71% in 2021-22, down from 6.48% in the previous year.

31. The Council still performs well across many of the ODP indicators where data updates are available at end-year, despite the significant challenges faced by the pandemic. In the remaining areas where there is scope for building on levels of performance, departments will continue to closely monitor progress and take appropriate action. The focus remains on moving to a renewal phase whilst still responding to the challenges of COVID. We aim towards achieving previous pre-pandemic performance levels, particularly in areas where services were most affected by the impact of COVID.

COMPLAINTS

32. All Scottish councils are required to assess and monitor their complaints handling performance quarterly against a number of high level performance indicators identified by Scottish Public Services Ombudsman (SPSO). A report on our performance against these indicators at end-year point is attached at Annex 2.

The volume of complaints received has increased from 2020/21 – up by 39% from 1,108 to 1,541. The Council missed the SPSO target for responding to frontline complaints (5 days) recording an average of 6.2 days and missed the target for investigation of complaints (20 days) recording an average of 21.7 days (this has improved from previous year's average of 22.8 days). The response times have been impacted by ongoing pandemic-related pressures on our services. Reporting issues have been exacerbated by the move to a new real time complaints system which was introduced in June 2022. We have a local complaints' handlers' network, which is considering the use of the new system and reviewing staff training needs. We are also working with system suppliers to look at options for recording of completed complaints – currently complaints are only recorded as closed on the date the record is closed, there is no way to retrospectively add an earlier completion date. This means that response times can look longer than actual if there is any delay in updating the records.

33. The increase in complaints received was concentrated in the first half of the year and the causes have been identified as the change to garden waste collection along with the introduction and embedding of the new council tax system. Overall, across all complaint stages, 43% of complaints were not upheld, 27% resolved¹, (a new category for complaints added this year by SPSO) 19% upheld and 11% partially upheld.

34. Evidence shows that service improvements have taken place across the organisation. Some of these are targeted at improving the efficiency of services along with improving the customer experience, for example the introduction of online booking systems and continued updating of these based on the information received.

PUBLICATION OF END YEAR PERFORMANCE INFORMATION

35. Information in this report will be published on the [Council's website](#) where additional performance information can also be found, including departmental and benchmarking reports.

¹A complaint is resolved when both (the organisation) and the customer agree what action (if any) will be taken to provide full and final resolution for the customer, without making a decision about whether the complaint is upheld or not upheld. (SPSO definition)

FINANCE & EFFICIENCY

36. There are no specific financial implications arising from this report.

CONSULTATION

37. Services across the Council continue to consult with customers and communities as part of service delivery and redesign. Consultations taking place in the second half of the year include the budget consultation with residents and the provision of free period products consultation.

PARTNERSHIP WORKING

38. This report summarises performance of the Council towards the outcomes within the Community Plan. Results could not have been achieved without continued excellent partnership working, including with the Health and Social Care Partnership (HSCP), East Renfrewshire Culture and Leisure Trust (ERCLT) and Voluntary Action East Renfrewshire (VAER).

IMPLICATIONS OF REPORT

39. As this report is primarily a progress and performance update, there are no particular implications in terms of staffing, property, legal, IT, equalities or sustainability. Each of these issues has been mainstreamed through service plans and equality impact assessments carried out where appropriate.

CONCLUSION

40. This report details the performance of the Council at end-year 2021-22. The Council is performing well across many of the ODP indicators; however, the impact of COVID-19 is, and will continue to have an impact on future performance and delivery of services. Primarily, as a consequence of COVID we have produced a one-year operational Outcome Delivery Plan for 2022-23 to allow for a period of review and reflection on our strategic planning.

41. Despite the continued challenging circumstances, the Council's aim remains unchanged - making people's lives better and achieving positive outcomes for all of our communities.

RECOMMENDATIONS

42. It is recommended that Council:

- (a) Scrutinises and comments on a summary of the Council's performance at mid-year 2021-22 (Annex 1), noting the ongoing impact of COVID-19 on Council services and;
- (b) Scrutinises and notes the end-year complaints report attached at Annex 2; and
- (c) Approves the one year operational Draft Outcome Delivery Plan 2022-23 (Annex 3)

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BACKGROUND PAPERS

- Local Government Benchmarking Framework 2020-21, Cabinet 16 June 2022
- Strategic Planning, Council 3 March 2022
- Outcome Delivery Plan 2021-2024, Council 20 June 2021

Outcome Delivery Plan 2021 - 2024



Strategic End-Year Performance Report 2021-22

The following report provides an update of Council performance data at end-year 2021-22. The information contained in this report includes indicators in the Outcome Delivery Plan 2021-24.

Data notes

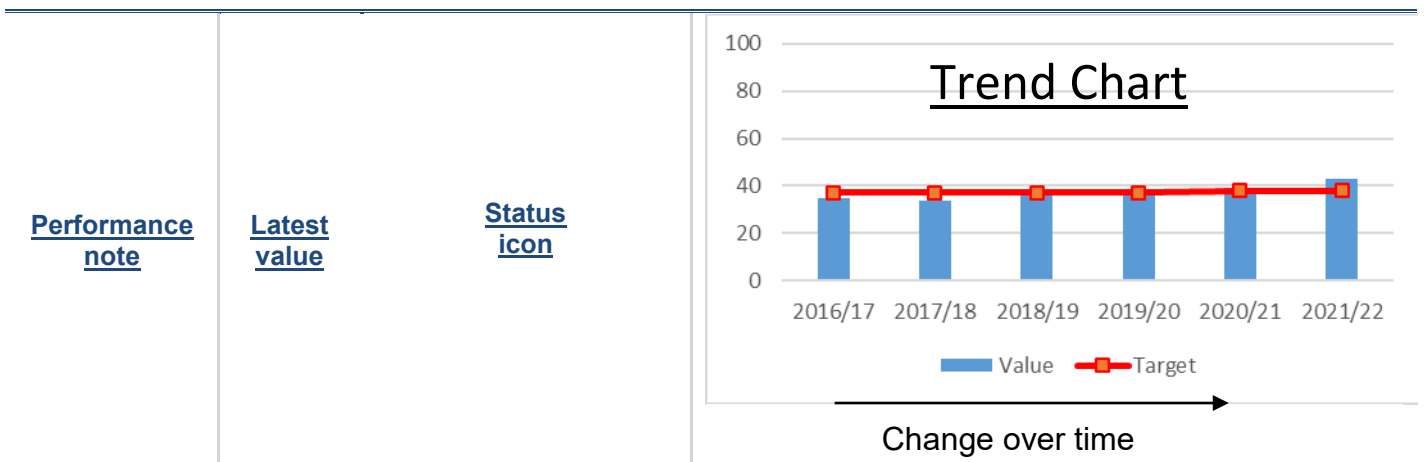
Indicators included in Annex 1 have a latest data update, the most recent being end-year 2021-22. Some indicators have a time lag and the latest data will not be the current year, e.g. some health and education data.

Targets

3 year annual targets have been set for most indicators in the ODP 2021-24, with the exception of some Education and health indicators that have a target for the end of a 2 or 3 year period.

Key

The key below details what each of the symbols mean within the report.



PI Status of last available data:

	Off target
	Target still to be achieved
	On Target
	For information only (no target set)

ODP 1 Council Performance


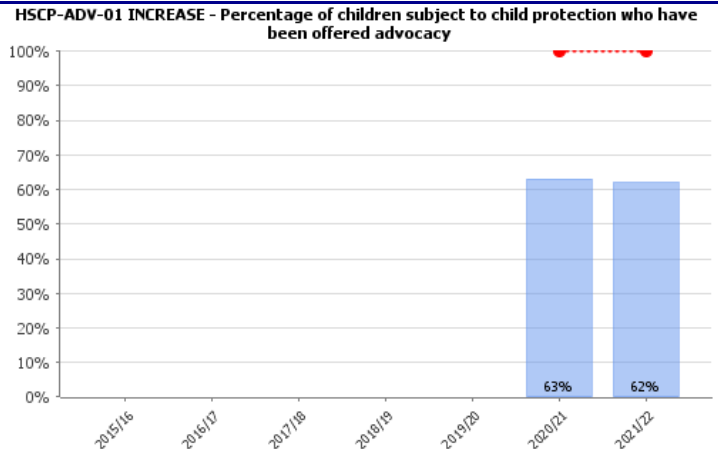


All children in East Renfrewshire experience a stable and secure childhood and succeed.

Percentage of children subject to child protection who have been offered advocacy

End year 2021-22. Whilst service provision is beginning to resume to pre-pandemic levels, there is still an ongoing impact of COVID on our ability to engage with children and young people the way we did under pre-lockdown conditions. We continue to see a more consistent offer of advocacy to children subject to child protection.

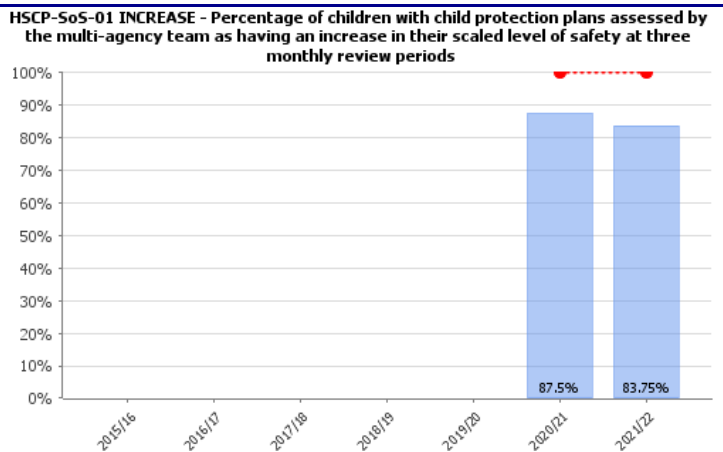
62%

Percentage of children with child protection plans assessed by the multi-agency team as having an increase in their scaled level of safety at three monthly review periods

End year 2021-22. 100% of Review Child Protection Planning Meetings held in Q1 and Q3 had an increased score in safety for children. In Q2 and Q4 the percentages were 78% and 57%, respectively. Giving a quarterly average of 83.75% for the year. Please note the numbers within this sub population are extremely small and a very slight change can lead to a large fluctuation in percentages. Overall, where risk increased appropriate measures were taken to safeguard the children.

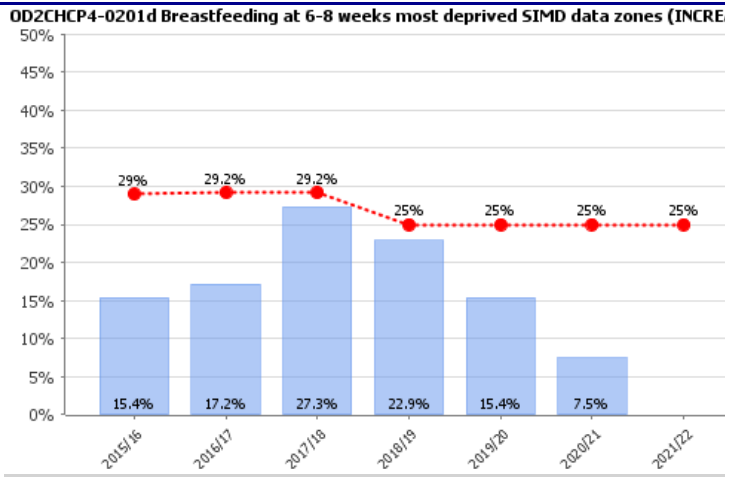
83.75%

Breastfeeding at 6-8 weeks- most deprived SIMD data zones

Latest data 2020-21.
From the Public Health Scotland Infant Feeding Dashboard, the rate of exclusive breastfeeding at 6-8 weeks, between April 2020 and March 2021, in the 20% most deprived data zones was 7.5%. The pandemic has had an impact on breastfeeding rates across the deprivation quintiles and the downward trend in SIMD1 is exacerbated by the small number of infants in these areas.

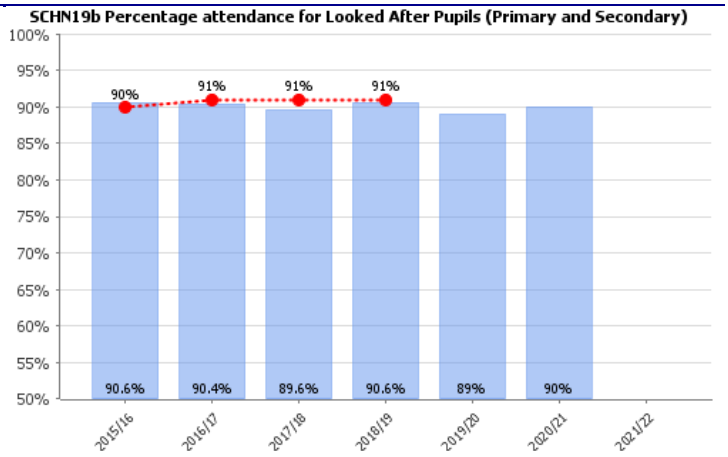
7.5%



Percentage attendance for Looked After Pupils (Primary and Secondary)

Latest data 2020-21. The overall attendance level for looked after pupils of 90% in East Renfrewshire compares favourably to the national figure of 87%. An in-depth audit of emotionally based school avoidance was undertaken, with a small number of pupils identified as being care experienced. More targeted support via Strategic Equity Funding is proposed for the next academic session.

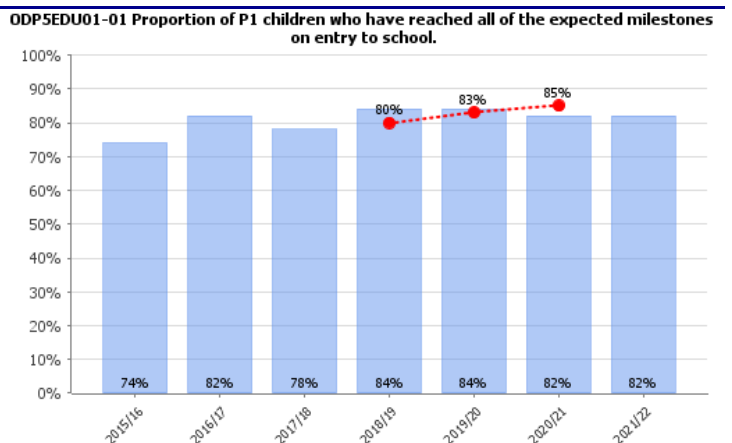
90%



Proportion of P1 children who have reached all of the expected milestones on entry to school.

Latest data 2021-22. The proportion of children attaining their milestones in the previous two years has been affected by COVID, demonstrating a decrease in attainment. This is not unexpected given the impact of school/early learning centre closures due to COVID and the subsequent impact on children's attendance. Despite the decrease in attainment, developmental milestone attainment in 2020/21 and 2021/22 is the third highest recorded since 2013-14. Cohort size 1147.

82%



ODP 2 Council Performance

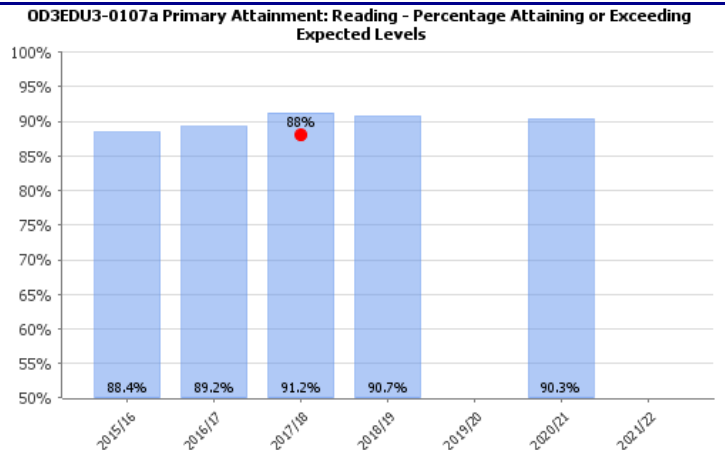
East Renfrewshire residents are healthy and active and have the skills for learning, life and work.



Primary Attainment: Reading - Percentage Attaining or Exceeding Expected Levels

In 2020-21, 90.3% of primary pupils achieved or exceeded expected Curriculum for Excellence (CfE) levels in reading. The Council has not set targets due to the impact of COVID; these will form the new baselines.

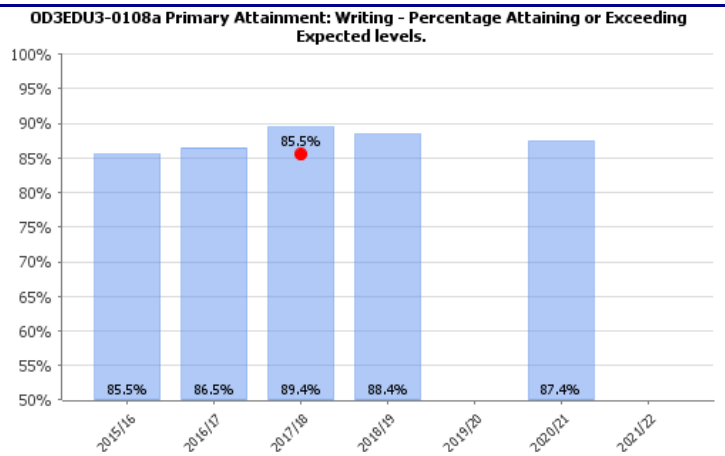
90.3%



Primary Attainment: Writing - Percentage Attaining or Exceeding Expected levels

In 2020-21, 87.4% of primary pupils achieved or exceeded expected Curriculum for Excellence (CfE) levels in writing. The Council has not set targets due to the impact of COVID; these will form the new baselines.

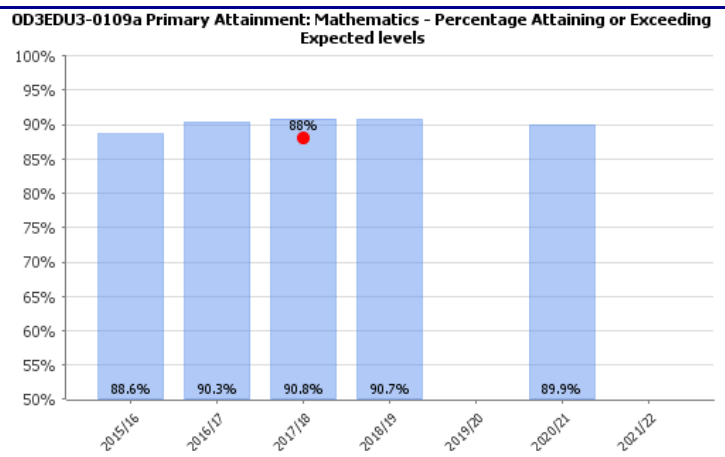
87.4%



Primary Attainment: Mathematics - Percentage Attaining or Exceeding Expected levels

In 2020-21, 89.9% of primary pupils achieved or exceeded expected Curriculum for Excellence (CfE) levels in numeracy. The Council has not set targets due to the impact of COVID; these will form the new baselines.

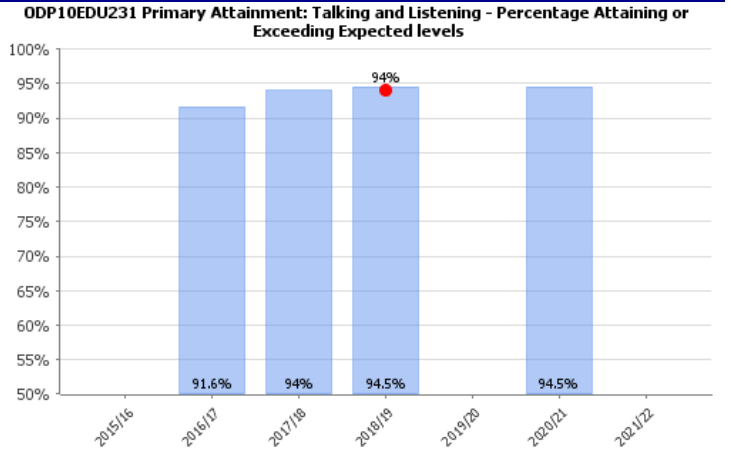
89.9%



Primary Attainment: Talking and Listening - Percentage Attaining or Exceeding Expected levels

In 2020-21, 94.1% of primary pupils achieved or exceeded expected CfE levels in talking and listening. The Council has not set targets due to the impact of Covid; these will form the new baselines

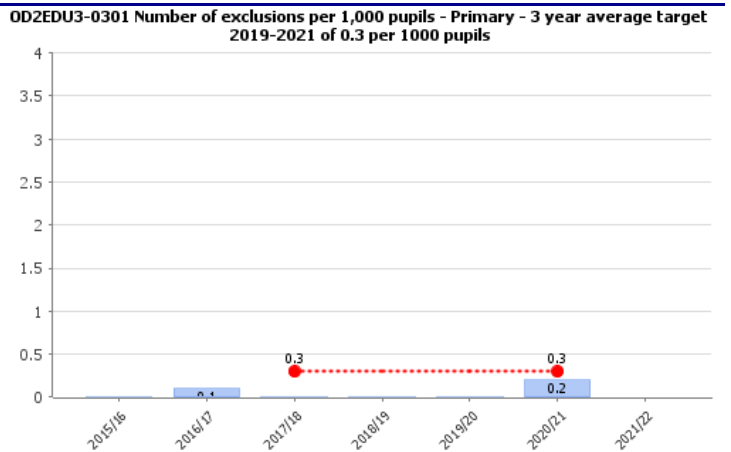
94.5%



Number of exclusions per 1,000 pupils - Primary - 3 year average target 2019-2021 of 0.3 per 1000 pupils

The number of exclusion incidents increased in 2020-21 to 0.2 per 1000 pupils. East Renfrewshire compares very favourably to the national value of 8.1 incidents per 1000 pupils (latest published data for 2018-19). The department achieved the challenging three year average target of 0.3 incidents per 1000 pupils for 2019-21.

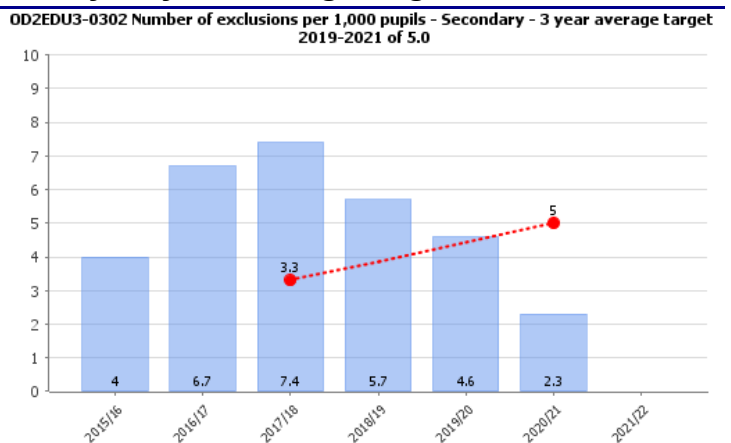
0.2



Number of exclusions per 1,000 pupils - Secondary - 3 year average target 2019-2021 of 5

In 2020-21, the number of exclusions in the secondary sector decreased to 2.3 incidents per 1000 pupils. The ERC performance compares very well with the national figure of 39.6 incidents per 1000 pupils (latest published data for 2018-19). The Council achieved the very challenging target of 5 incidents per 1000 pupils over the period 2019-2021.

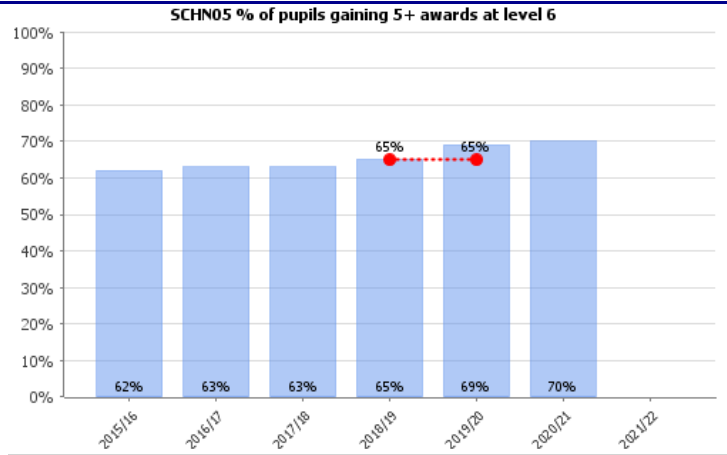
2.3



% of pupils gaining 5+ awards at level 6

Latest data 2020-21. The proportion of children achieving 5 or more awards at SCQF level 6 increased by 1% this year to 70%; the national value for this measure is 29% below. The Council have been ranked 1st for this measure since 2011-12 and has remained at least 17% above the Virtual Comparator¹ over the past five years. Cohort size 1342.

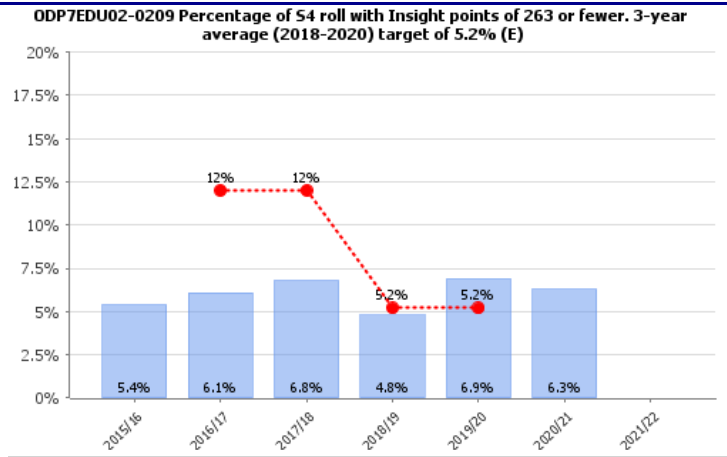
70%



Percentage of S4 roll with Insight points of 263 or fewer. 3-year average (2018-2020) target of 5.2%

Latest data 2020-21. The percentage of S4 pupils with total Insight point scores of 26s or fewer (equivalent to eight "Pass" awards at National 4) decreased to 6.3% in 2021.

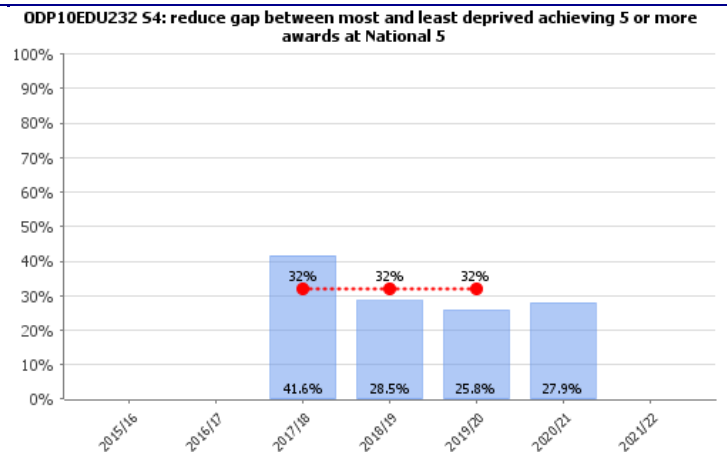
6.3%



S4: reduce gap between most and least deprived achieving 5 or more awards at National 5

Latest data 2020-21. The gap between the proportion of young people achieving 5 or more SCQF level 5 qualifications in SIMD deciles 9 and 10 compared to deciles 1&2 increased by 2.1% in 2020/21 to 27.9%.

27.9%

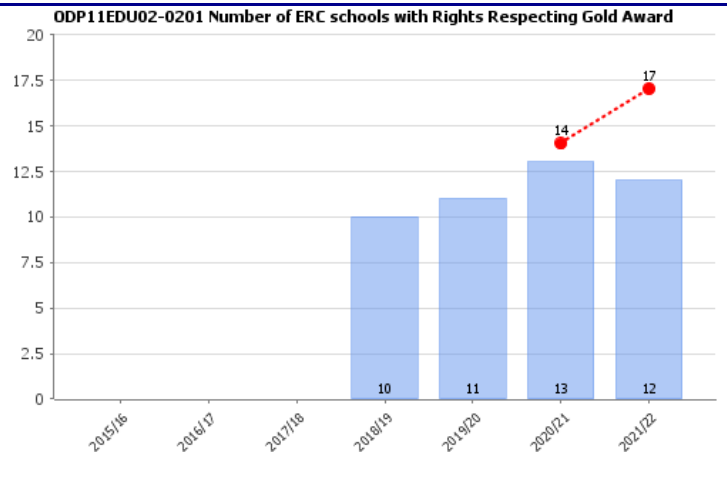


¹ The virtual comparator is made up of pupils from schools in other local authorities who have similar characteristics to the pupils in the school (s).

Number of ERC schools with Rights Respecting Gold Award

Latest data 2021/22. The number of schools with a Gold award is 12. In addition, 12 schools currently hold a Silver award with a further 10 holding Bronze and three schools are ready to submit for Bronze. Whilst the number of gold awards have fallen slightly, the combined total number of awards has increased from last year, despite the pressures of COVID. The award is granted by UNICEF UK to schools that have fully embedded children’s rights throughout the school in its policies, practice and ethos.

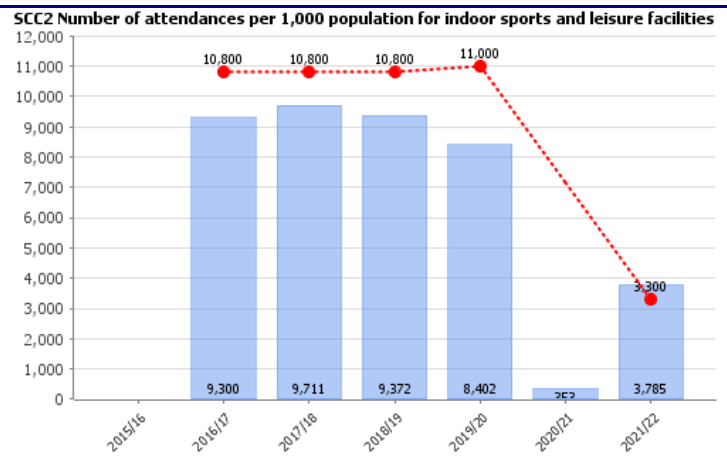
12



Number of attendances per 1,000 population for indoor sports and leisure facilities

Year End 2021/22 – COVID-19 safety protocols reduced leisure centre visits throughout 2021/22. Centres opened with limited operation during the first half the year with restrictions easing over time. The main games hall in The Foundry was reopened in October, but access by community groups was only reinstated in April of 2021/22. Carmichael Hall continues to be used as a vaccination centre. Usage did increase over 2021/22 with Q1 numbers at 20% of pre-COVID levels, rising to 50% by year end.

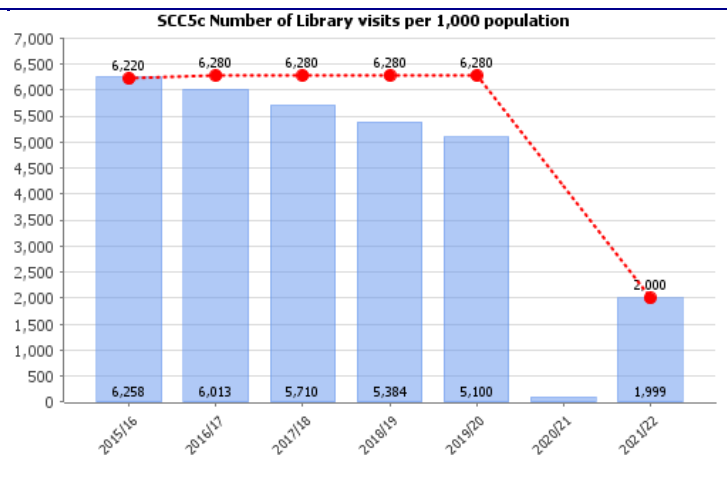
3,785



Number of Library visits per 1,000 population

Year End 2021/22 – COVID-19 protocols reduced physical access to libraries through most of Q1-Q2. Restrictions eased for most facilities in September. Others opened up in Q3, except Mearns which remained closed for repairs. Most adult programmes did not return until 2022/23. Initially Bookbug sessions ran with reduced numbers in keeping with guidelines. As restrictions eased numbers were increased and new sessions added. Virtual visits accounted for 61.4% of the total. Attendances overall recovered steadily over the year, starting at 10.5% of pre-COVID levels in Q1 and rising to 22.4% by Q4.

1,999



ODP 3 Council Performance

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



Additional units being brought into affordable housing supply (cumulative target over 5 years to reach 225 by 2022)

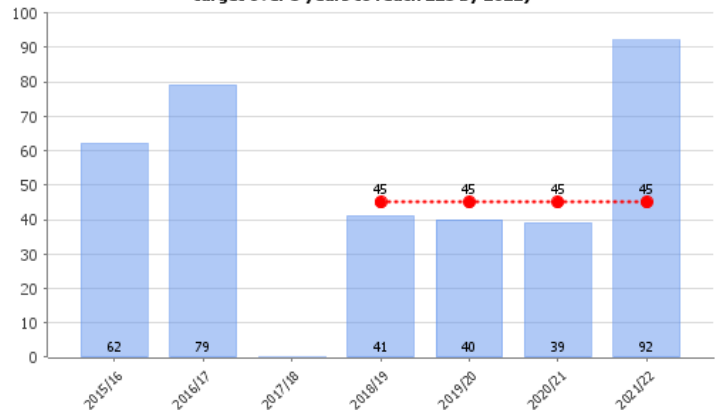
End Year 2021-22. 92 new build affordable homes delivered. 39 of these new units have been delivered through the Council's New Build Programme, 5 units by Link Housing Association, 10 units by Barrhead Housing Association, 25 by Sanctuary Housing Association, and 13 Intermediate for sale units delivered by private developers. The affordable homes delivered range from 1-4 bedrooms to meet a range of housing needs locally.

Target was 225 over 5 years by end of 2022 (target of 45 per year). Cumulative figure is 212. With the delays and slowing of construction we have had some slowing of delivery on sites tied up with private development in the last two years. There are 77 units due in the coming months at Maidenhill and Balgraystone, Barrhead..

92



odp10ahnew Additional units being brought into affordable housing supply (cumulative target over 5 years to reach 225 by 2022)



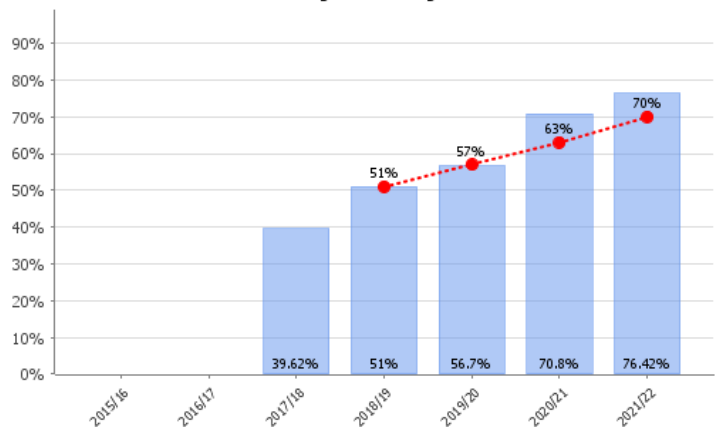
Percentage of street lights which are LED

End Year 2021-22. 76.4% of street lights are LED (11,700 of 15,310 total lighting units).

76.4%



APSE-SL-02 Percentage of street lights which are LED



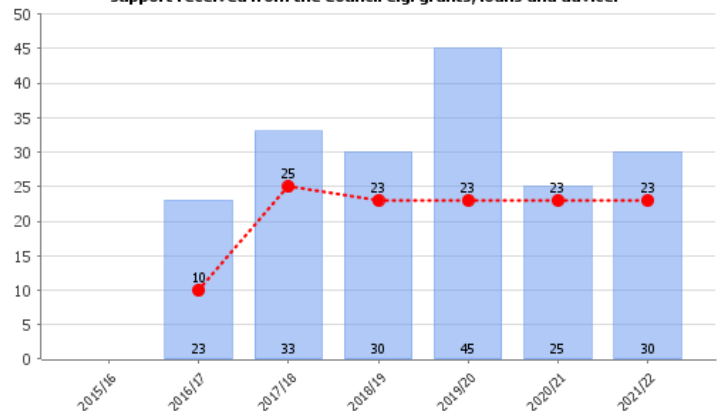
Number of businesses assisted to improve performance as a result of support received from the Council e.g. grants, loans and advice.

End Year 2021-22. Target exceeded. We have assisted 30 businesses. In addition to the levels of assistance for local businesses as part of routine support, the Economic Development team have also supported a further 750+ businesses plus 250+ self-employed individuals via various COVID business support grants during 2021/22.

30



ODP8ENV - 0301 Number of businesses assisted to improve performance as a result of support received from the Council e.g. grants, loans and advice.



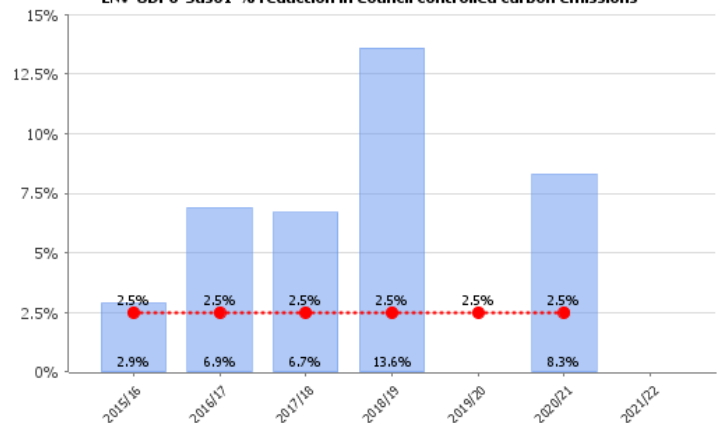
% reduction in Council controlled carbon emissions

2021/22 data not yet available. Carbon emissions for the preceding financial year are calculated in November, in line with Scottish Government reporting requirements.

8.3%



ENV-ODP6-Sus01 % reduction in Council controlled carbon emissions



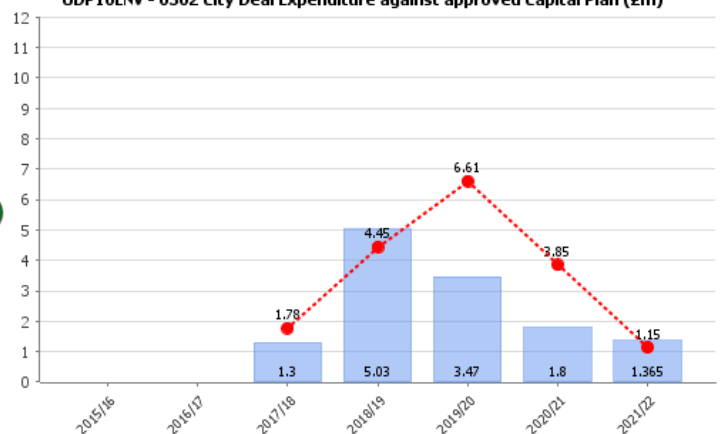
City Deal Expenditure against approved Capital Plan (£m)

End year 2021-22. The spend on City Deal projects has been reduced as a result of a reprofiling exercise. This considered several issues including project delays, impacted by the pandemic and the knock-on effect on dependent projects. The total City Deal spend in 2021-of £1,365,468 was above target, covering 5 projects including Barrhead South Railway Station.

£1.365m



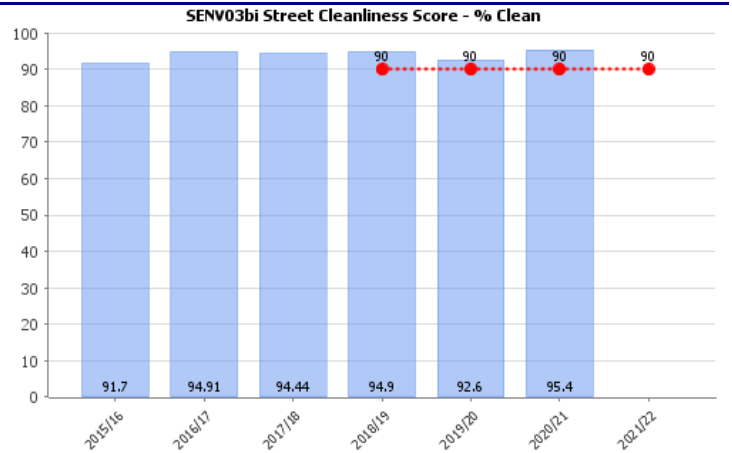
ODP10ENV - 0302 City Deal Expenditure against approved Capital Plan (£m)



Street Cleanliness Score - % Clean

End Year 2021-22. Target exceeded. Latest benchmarking data is 2020/21. ERC ranked 5th (up from 16th the previous year). Improvement in our street cleanliness score from previous year and remains above the national average (90.1%).

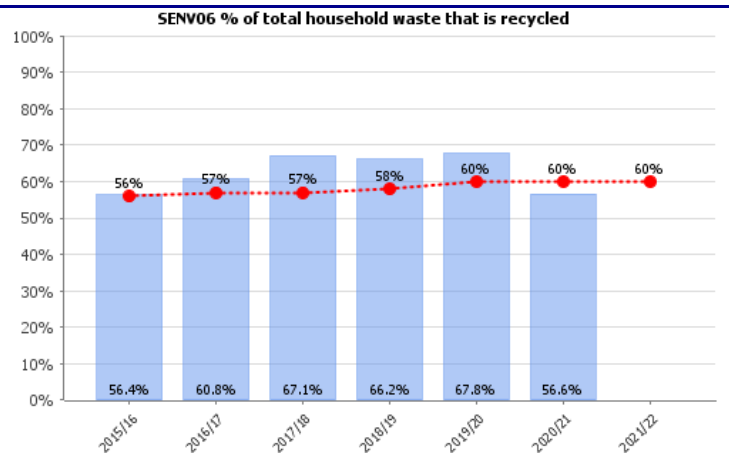
95.4% 



% of total household waste that is recycled


End Year 2021-22. ERC ranked 2nd for 2020/21. Recycling rates reduced in 2020/21 compared to previous years. This downward trend was experienced nationally, with recycling rates dropping on average 2.9% (lowest since Local Government Benchmarking Framework reporting began). COVID-19 and restrictions have had an impact on recycling rates due to contamination/capacity issues for households and temporary closures of household waste recycling centres.

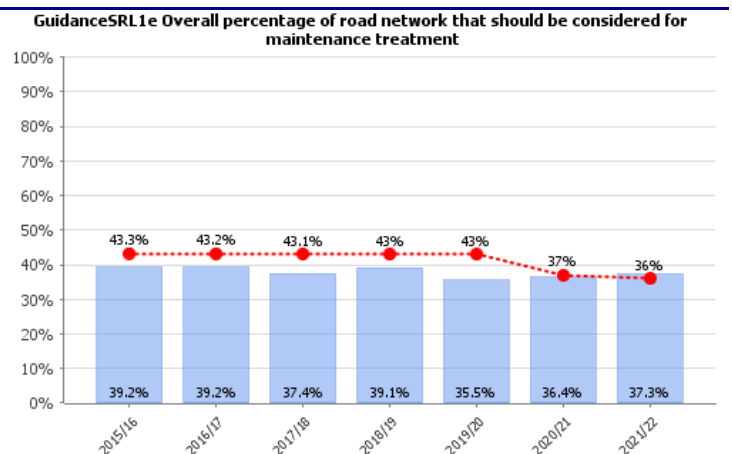
56.6% 



Overall percentage of road network that should be considered for maintenance treatment

End Year 2021-22. Data from the Society of Chief Officers of Transportation in Scotland (SCOTS) shows a slight decrease in the overall condition of our road network between 2020-21 and 2021-22.

37.3% 



ODP 4 Council Performance

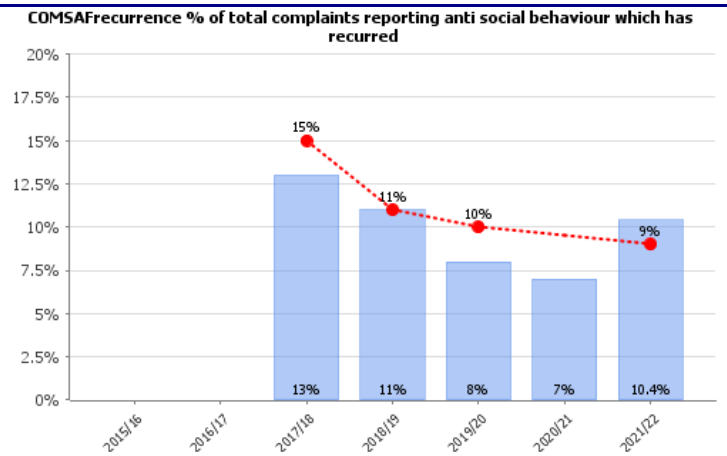
East Renfrewshire residents are safe and live in supportive communities



% of total complaints reporting anti-social behaviour which has recurred

End year 2021-22. Community Safety received 450 noise calls during 2021/22. 192 of these calls were assessed as being anti-social behaviour in nature and 20 of these calls (10.4%) were from customers who had previously reported issues with their neighbours.

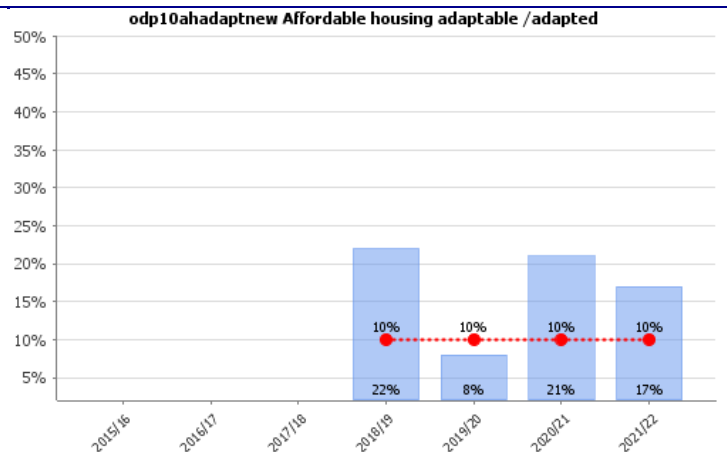
10.4%



Affordable housing adaptable /adapted

End year 2021-22. 17% (16 of 92 affordable homes delivered in 2021/22 are adaptable or adapted) - 10 Council homes and 6 Registered Social Landlord new builds.

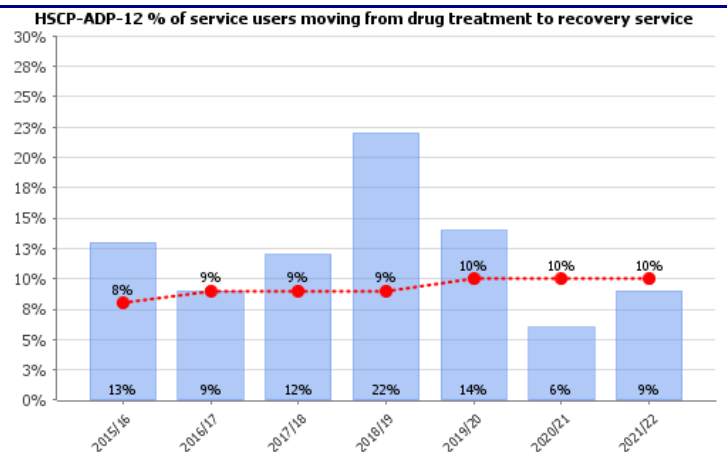
17%



% of service users moving from drug treatment to recovery service

End year 2021-22. Of the total 330 referral caseload in 2021/22, 31 were transferred to the Recovery Team over the year. This is an increase on the 2020/21 figure of 6% (where only 19 individuals moved from treatment to recovery services, due chiefly to COVID restrictions and reduced staffing levels).

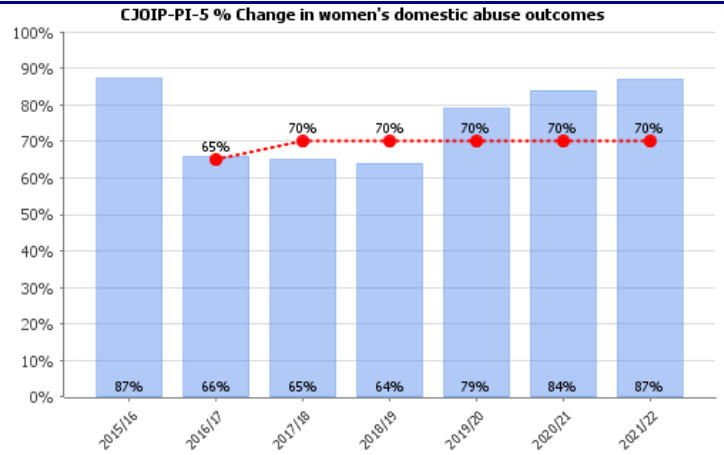
9%



% Change in women's domestic abuse outcomes

End year 2021-22. From April 2021 – March 2022, East Renfrewshire Women's Aid service reported significant change and improvement for women across all reported outcomes. 125 reviews were completed with 87% of women assessed noting improvement in progress in their outcomes overall. Reduction in risk is reflected in the significant increases in the areas of safety with 91% improvement, health & wellbeing 82%, and empowerment and self-esteem 78%.

87% 



People agreed to be at risk of harm and requiring a protection plan have one in place


End year 2021-22. All residents identified as at risk of harm by the HSCP have a bespoke protection plan in place.

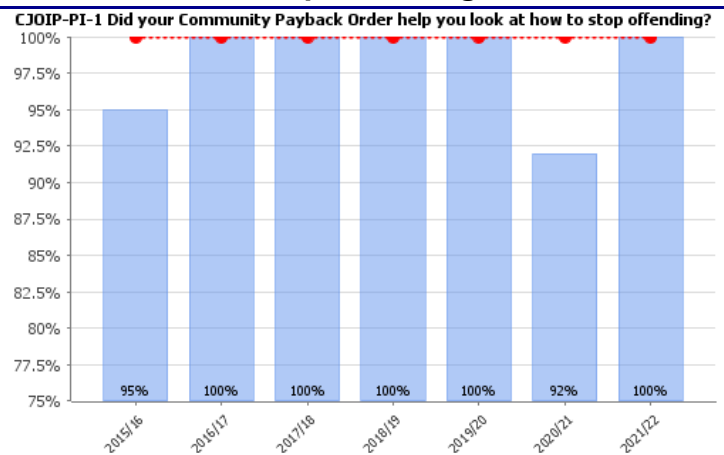
100% 



Did your Community Payback Order help you look at how to stop offending?

End year 2021-22. Due to the COVID-19 pandemic unpaid work continues to be significantly affected. As a result, just 55 Community Payback Orders were completed compared to 205 in 2019/20, though it is an improvement on last year's figure (44). Four survey forms were returned for those completing Community Payback Orders in 2021/22 with a 100% positive response.

100% 



ODP 5 Council Performance

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

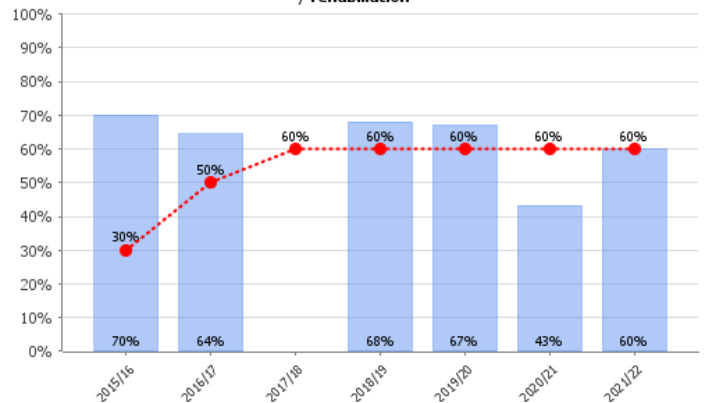


Percentage of those whose care need has reduced following re-ablement / rehabilitation

End year 2021-22. There were a total of 195 re-ablement clients this year, 39 remained open at end year. Of the completed cases, 94 were discharged with a reduced or no service; 43 were discharged with the same service and 2 were discharged with increased services (with a further 6 still waiting for services to start). Additionally 4 people were re-admitted to hospital, and a further 7 died. Performance in this regard has significantly increased on the 2020/21 (43%) outturn, and we are now reaching the performance target on this indicator.

60%

OD2CHCP6-0102 Percentage of those whose care need has reduced following re-ablement / rehabilitation

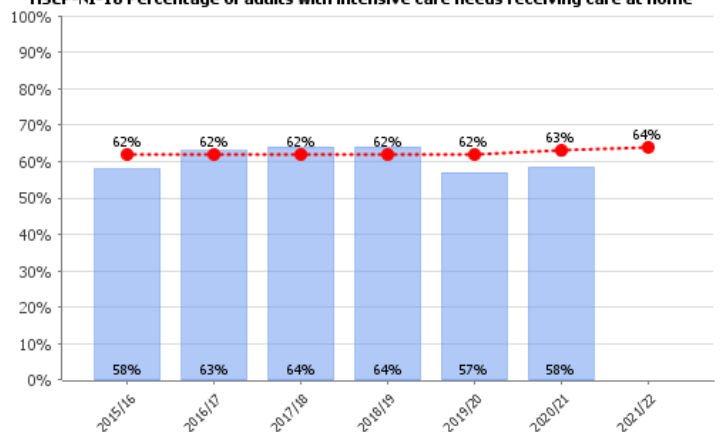


Percentage of adults with intensive care needs receiving care at home

Latest data 2020. Data relates to all adults receiving care at home against care home residents and those receiving continuing care in acute settings. In comparison Scotland figure for 2020 was 62.9%. A change in reporting for 2019/20 meant that reported care home residents increased impacting on performance for this indicator. We have also been delivering on our policy to prioritise support to our most vulnerable residents and reducing the number of clients with small care packages. In the reporting period we continued to work to minimise ongoing support needs for individuals, employing additional occupational therapist resource to strengthen our re-ablement approach. We continue to improve our internal data and closely monitor patterns of demand for care at home. Data published March 2022 (Source: Public Health Scotland).

58%

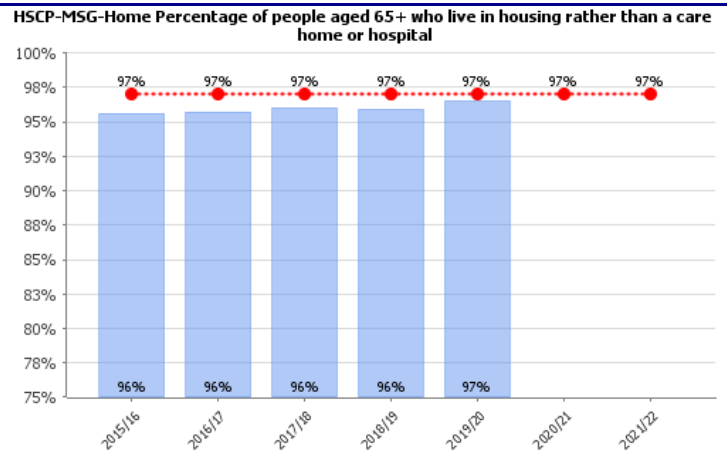
HSCP-NI-18 Percentage of adults with intensive care needs receiving care at home



Percentage of people aged 65+ who live in housing rather than a care home or hospital

Latest data 2019-20, released May 2022. Indicator is still under development by Scottish Government and may change in future. Due to different configurations of services, figures for the hospital/hospice categories may not be comparable across partnership areas. Figure comprises 91.6% of people living unsupported at home, with a further 4.9% being supported to live at home. (Source: Scottish Govt May 2022)

97%



People reporting 'living where you/as you want to live' needs met (%)

End year 2021/22. In 2021/22 of the 762 valid responses 676 reported their needs met. This year's figure is down on 2020/21 (91%).

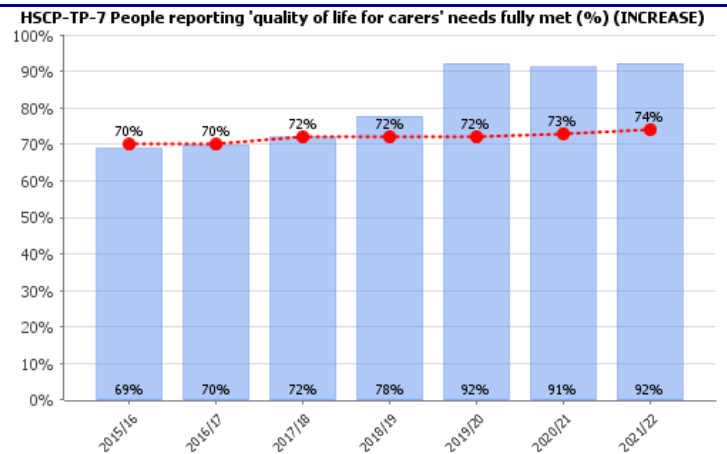
89%



People reporting 'quality of life for carers' needs fully met (%)


End year 2021/22. In 2021/22 of the 114 valid responses 107 reported their needs met. This year's figure is up on 2020/21 (91%).

92%

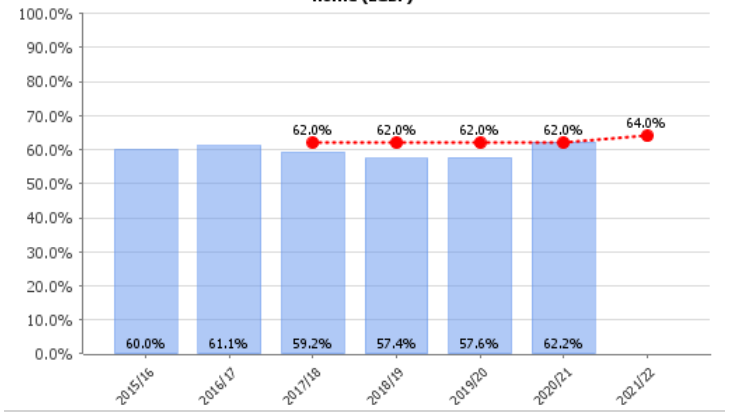


% of people aged 65 or over with long term care needs receiving personal care at home (LGBF)

Latest data 2020-21. The Local Government Benchmarking Framework data shows that our performance has improved slightly compared with the previous year (57.6%). This compares to a national average of 61.7%. The provision of quality care at home to support people to live independently and well in their own homes remains a key priority for the partnership and ongoing improvement of our care at home services continues. (Source: Improvement Service March 2022)

62.2% 

SW03a % of people aged 65 or over with long term care needs receiving personal care at home (LGBF)



Customer, Efficiency, People- Council Performance



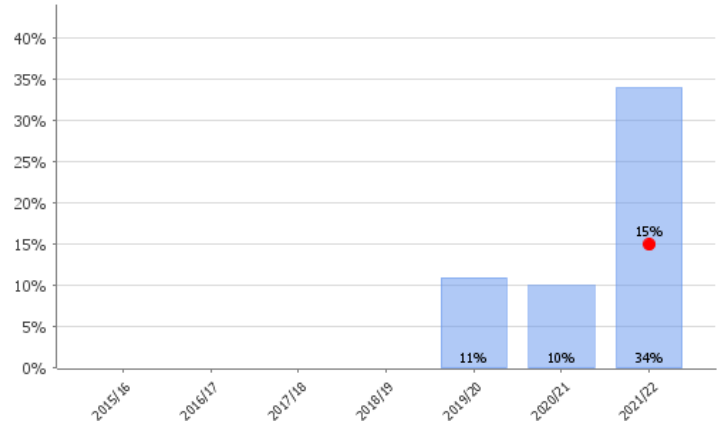
% of customer contact made online (excluding payments)

End Year 2021-22. There has been a significant increase in online usage. This is due to the transfer from Lagan to GOSS online forms, customer preferences changing, and new online services like garden waste permits and Housing Allocations bidding service. 84,208 transactions.

34%



OD CF 2020 5 % of customer contact made online (excluding payments)



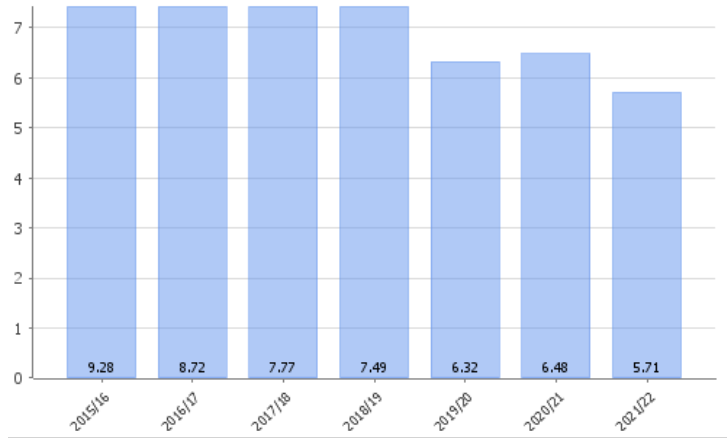
The gender pay gap

End Year 2021-22. The gender pay gap has reduced by 0.77% which is a positive result for the Council.

5.71%



SCORP03c The gender pay gap



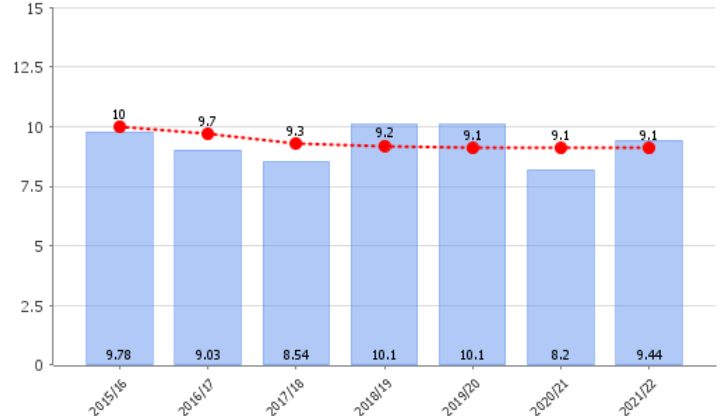
Sickness absence days per employee

End year 2021-22. Overall Council absence is 0.34 days per FTE over target. Quarterly absence reports continue to be discussed at CMT with the recommendation that managers should continue to prioritise absence management. This messaging will continue into 2022/23. A reminder will be sent to managers who use iTrent to remind them of the absence reports available to them through manager self-service so they can pro-actively manage absence in line with the maximising attendance policy.

9.44



SCORP06 Sickness absence days per employee

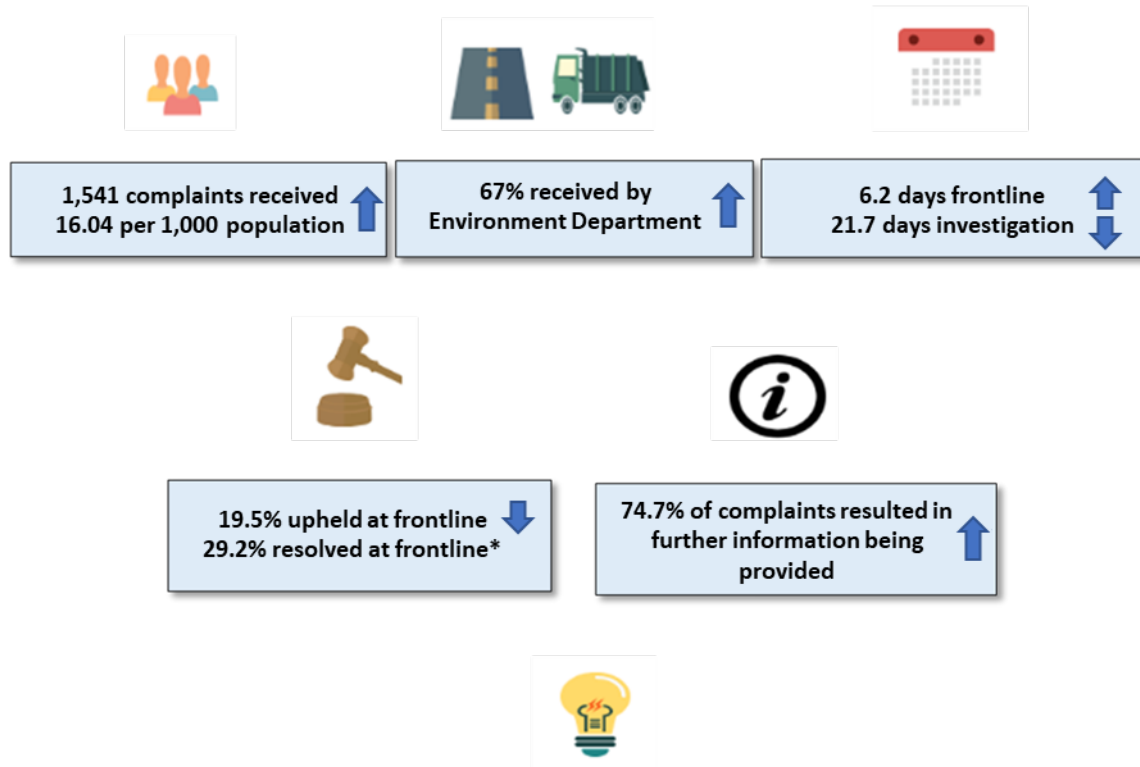


End-Year complaints 2021/2022

All Scottish councils are required to record and report on a suite of complaints performance indicators to meet Scottish Public Services Ombudsman (SPSO) requirements. During 2021/22 we received 1,541 complaints, which represented an increase of 39% on the previous end-year figure of 1,108. Overall, across all complaint stages, 43% of complaints were not upheld, 27% resolved, (a new category for complaints added this year by SPSO) 19% upheld and 11% partially upheld. Most complaints continue to be received by Environment Department, continuing to account for around two thirds of all complaints received (67%). The data shows that we have missed the 5-day target to respond to frontline complaints with an average time of 6.2 days taken to respond and this is an increase from 5.1 days in 2020/21. The average time to respond to direct investigation complaints was above the 20-day target at 21.7 days but has improved from the previous year's figure of 22.8 days. This increase in complaints received was concentrated in the first half of the year and the causes have been identified as the change to garden waste collection along with the introduction and embedding of the new council tax system. Complaints figures for Q3 and Q4 were lower than the average complaints received for the same periods in the prior 8 years. As a result of complaints monitoring over the year, several improvement actions have been implemented and additional resources have been put in place to help improve delivery across Council services.

Note – arrows indicate increase or decrease from 2020-21.

*This is a new category so no trend information is available.



Improvements





- The process to award Garden Waste Permits was improved significantly because of a number of complaints received around the delay of permits being granted. This has resulted in permits being processed more quickly along with a huge saving in staff time.
- The online form to request bulky uplifts has been amended to include free text boxes to specify what items need collected along with reducing the categories of the items to improve the users experience.

End Year Complaints Report 2021/22¹

Complaints Received per 1000 of the Population				
Description	2020/21	2021/22	Change	Notes
Number complaints received per 1,000 population.	11.6	16.04	+38.8	A total of 1,541 complaints were received in 2021/22

Complaints Closed at Stage one and Stage two			
Description	2020/21	2021/22	Change
Number complaints closed at stage one as % of all complaints	91.6% (1,135)	92.5% (1,361)	+0.9% pts
Number complaints closed at stage two as % of all complaints	6.1% (66)	4.9% (72)	-1.2% pts
Number complaints closed at stage two after escalation as % of all complaints	2.1% (23)	2.6% (39)	+0.5% pts

Complaints by Stage (Not Upheld/ Partially Upheld/Upheld/Resolved)			
Not Upheld			
Number complaints not upheld at stage one as % of complaints closed at stage one	49.8% (492)	41.5% (565)	-8.3% pts
Number complaints not upheld at stage two as % of complaints closed at stage two	54.5% (36)	58.3% (42)	+3.8% pts
Number escalated complaints not upheld at stage two as % of escalated complaints closed at stage two	65.2% (15)	71.8% (28)	+6.6% pts
Partially upheld			
Number of complaints partially upheld at stage one as % of complaints closed at stage one	13% (129)	9.8% (134)	-3.2% pts
Number complaints partially upheld at stage two as % of complaints closed at stage two	36.4% (24)	25% (18)	-11.4% pts
Number escalated complaints partially upheld at stage two as % of escalated complaints closed at stage two	21.7 (5)	17.9% (7)	-3.8% pts
Upheld			
Number of complaints upheld at stage one as % of all complaints closed at stage one	37% (365)	19.5% (265)	-17.5% pts
Number complaints upheld at stage two as % of complaints closed at stage two	9.1% (6)	8.3% (6)	-0.8% pts
Number escalated complaints upheld at stage two as % of escalated complaints closed at stage two	13% (3)	7.7% (3)	-5.3% pts
Resolved			
Number of complaints resolved at stage one as % of all complaints closed at stage one	N/A new category	29.2% (397)	N/A
Number complaints resolved at stage two as % of complaints closed at stage two	N/A new category	8.3% (6)	N/A
Number escalated complaints resolved at stage two as % of escalated complaints closed at stage two	N/A new category	2.6% (1)	N/A

The average time in working days for a full response to complaints at each stage					
Description	2020/21	2021/22	Change	SPSO Target	Status
Average time in working days to respond to complaints at stage one (frontline resolution)	5.1	6.2	+1.1	5	
Average time in working days to respond to complaints at stage two (investigation)	24.7	22.0	-2.7	20	
Average time in working days to respond to complaints after escalation (investigation)	17.2	21.0	+3.8	20	
Average time in working days to respond to complaints at investigation (stage 2 and esc combined)	22.8	21.7	-1.1	20	

1 - Data notes: Definitions: Stage 1 - complaints closed at stage 1 Frontline Resolution; Stage 2 (direct) - complaints that bypassed stage 1 and went directly to stage 2 Investigation (e.g. complex complaints); Escalated - complaints which were dealt with at stage 1 and subsequently escalated to stage 2 (e.g. because the customer remained dissatisfied); Investigation - stage 2 and escalated complaints combined. Resolved is: A complaint is resolved when both (the organisation) and the customer agree what action (if any) will be taken to provide full and final resolution for the customer, without making a decision about whether the complaint is upheld or not upheld

Complaints at each stage closed within set timescales

Description	2020/21	2021/22	Change
Number complaints closed at stage one within 5 working days as % of stage one complaints	76.4% (754)	69.7% (948)	-6.7% pts
Number complaints closed at stage two within 20 working days as % of stage two complaints	63.6% (42)	58.3% (42)	-5.3% pts
Number escalated complaints closed within 20 working days as % of escalated stage two complaints	82.6% (19)	36.2% (18)	-46.4% pts
Number investigation complaints closed within 20 working days as % of investigation complaints (stage 2 and esc combined)	68.5% (61)	54.1 (60)	-14.1% pts

Where extensions to the 5 or 20 working day timeline were authorised

Description	2020/21	2021/22	Change
% of complaints at stage one where extension was authorised	0.7% (7)	1.7% (23)	+1.0% pts
% of complaints at stage two where an extension was authorised	3% (2)	2.8% (2)	-0.2% pts
% of escalated complaints where extension was authorised	0 (0)	10.3% (4)	+10.3% pts

Model Complaint Handling Procedure - Core Performance Measures

The Local Authority Complaint Handlers Network, in collaboration with the Scottish Public Services Ombudsman (SPSO), have implemented a new set of standardised measures to gauge satisfaction of customers with the complaints process. There is continuing work to maximise the functionality available within the Goss complaints management system, implemented in June 2021. The coming year will provide data that is more comparable as the same system will have been used and also the figures will not have the caveat of being impacted by Covid-19.

Improvement Actions 2020/21

Complaints information is closely monitored to ensure we learn from complaints and make service improvements. In 2021/22, service improvement actions included the following:

- The process to award Garden Waste Permits was improved significantly because of several complaints received around the delay of permits being granted. This has resulted in permits being processed more quickly along with a huge saving in staff time.
- The online form to request bulky uplifts has been amended to include free text boxes to specify what items need collected along with reducing the categories of the items to improve the users' experience.

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East Renfrewshire Council
**Outcome
Delivery
Plan 2022–2023**
One year operational plan

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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 one year operational Outcome Delivery Plan (ODP) for 2022-2023 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 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 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, and 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.
- **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 has recently undergone 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 and 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.

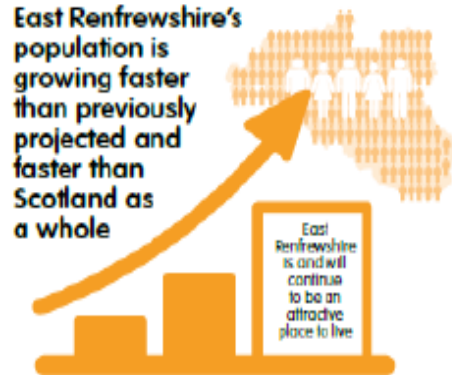
Our Outcome Delivery Plan

Our Outcome Delivery Plan outlines the key contributions Council departments will make to the delivery of the Community Plan and Fairer East Ren. It also 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. The 2017- 2021 progress report on Mainstreaming Equalities, Employment and Equalities Outcomes was approved in 2021 alongside a new set of equality outcomes for 2021-25 to enable the Council to fulfill its equality duties. There are also 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 continues to impact lives and present potential risks for some people. The strong partnership working in place across East Renfrewshire has formed an essential part of the response to COVID-19 to keep people safe and continue to provide essential services. As we continue to work on recovering from the pandemic, we will continue building resilience within and across communities. The future may bring ongoing challenges as we seek to continue the recovery and renewal of our services; 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



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 two age groups that will grow the most



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



More houses are being built for three reasons

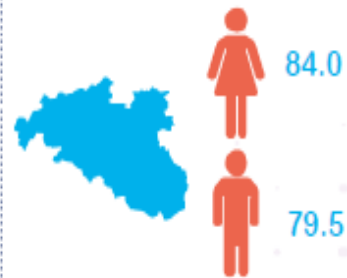
- More families are moving in
- Fewer people live in the average house
- People are living longer

Demand will increase for services

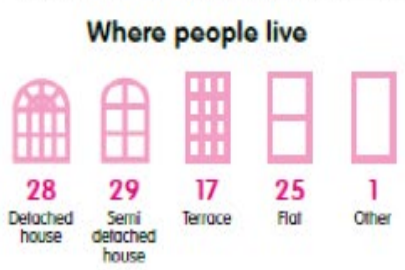
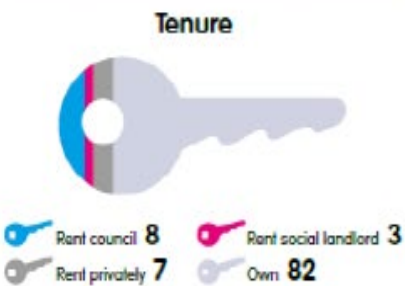
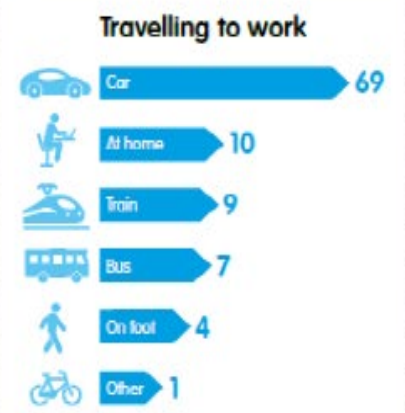
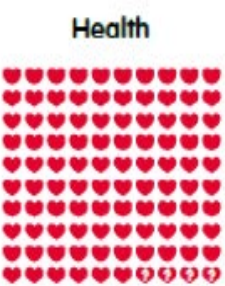
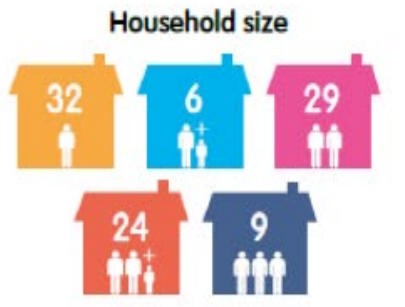
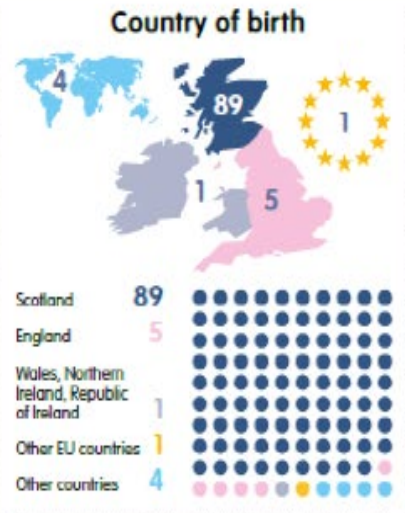
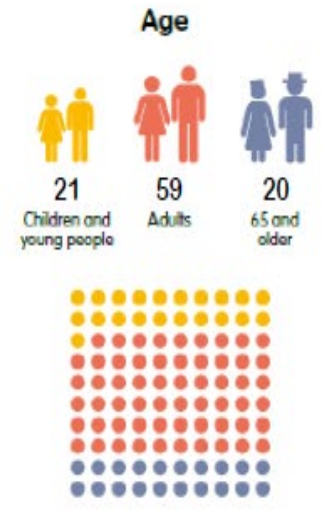
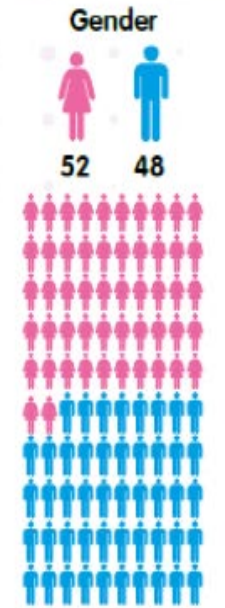
For older people, as well as general public services (such as health and care, leisure and environmental services)

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

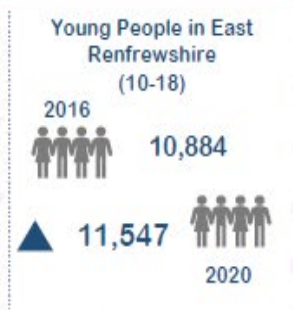
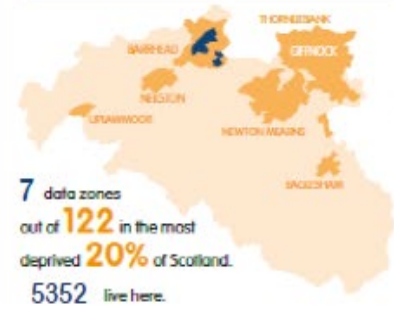
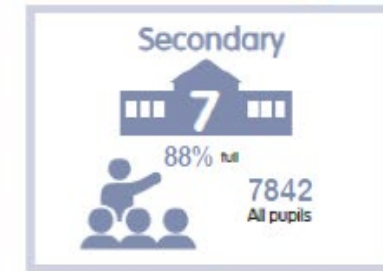
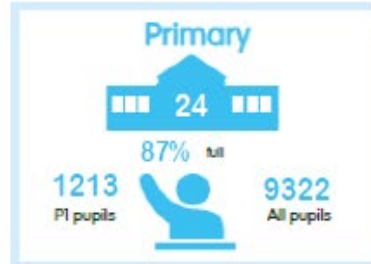
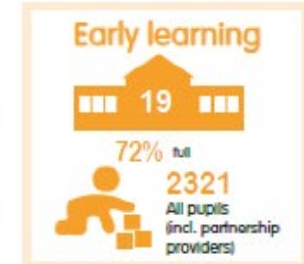
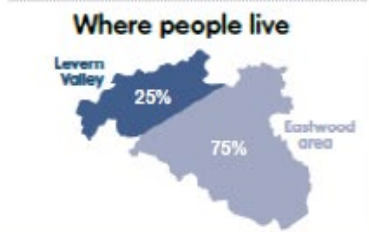
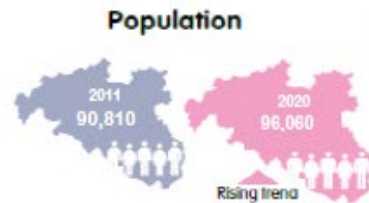
East Renfrewshire has the highest life expectancy at birth for females and the fourth highest for males



IF EAST RENFREWSHIRE HAD 100 PEOPLE



EAST RENFREWSHIRE FAST FACTS



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 2022-2023. In the latest mid-year 2020 estimates, the population of East Renfrewshire was 96,060, 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. Seven of the 122 data zones (population units) in East Renfrewshire are classed as being within the 20% most deprived in Scotland, this represents 7% of data zones in East Renfrewshire. They are located within Barrhead, Auchenback and Dunterlie, East Arthurlie and Dovecotehall. Two of the data zones are classed as being within the 10% most deprived in Scotland and one of these is classed as being within the 5% most deprived. Reducing inequalities arising from socioeconomic disadvantage is a corporate priority. The Council, along with partners across sectors, uses a 'locality' approach in these areas of East Renfrewshire. This means all those responsible for providing services and looking after assets there are thinking about the unique challenges; are taking a whole neighbourhood view; and are planning together, and with the people who live there to support inclusive growth and thriving places.

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. Our Vision for the Future seeks to continue an ongoing dialogue on the long-term ambitions for the work of East Renfrewshire Council. 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 original ambition had been to have a particular initial focus on the themes of the environment and building communities and this has widened to consider broader discussions around renewal. There is now potential for a review of Vision for the Future later in 2022 to shape and develop this vision for the next 10 years, alongside a review of our overall approach to strategic planning, including Community Planning.

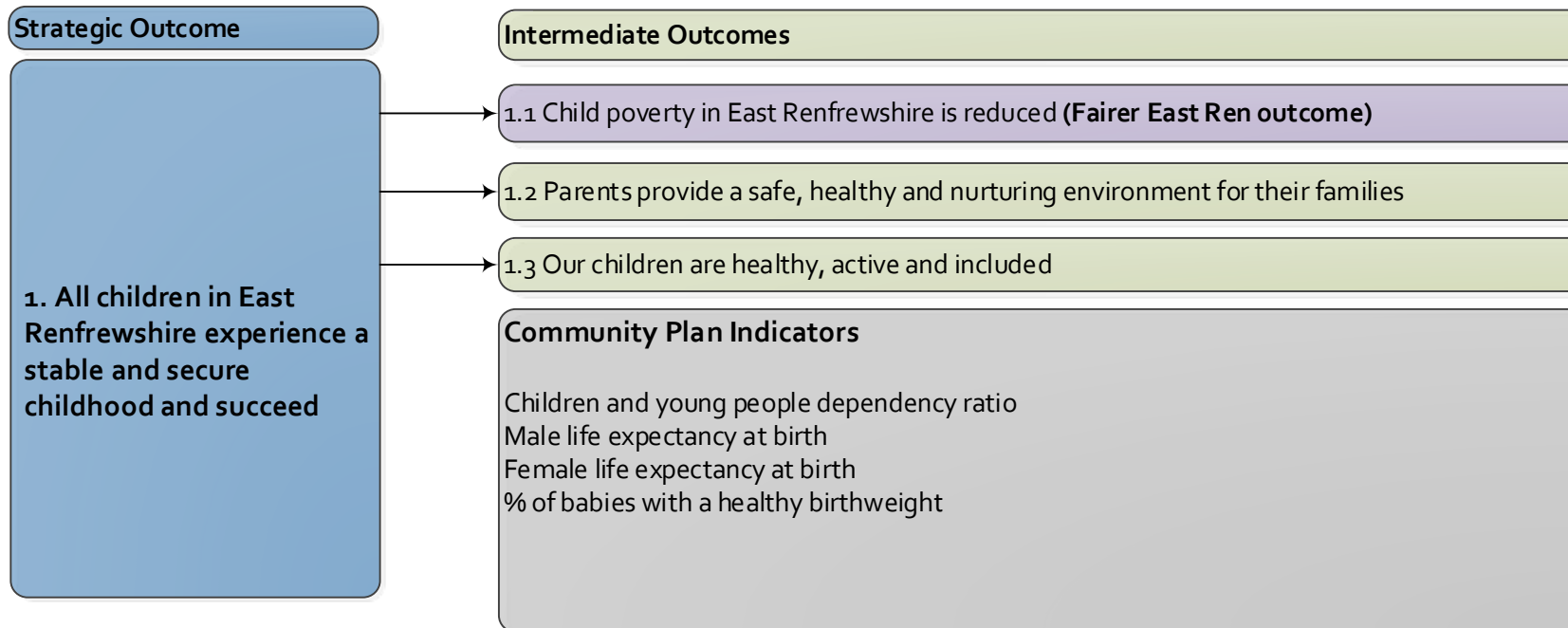
The shifting demographics of the area have many implications such as: changing housing needs, increased demand on care services, and a higher concentration of children entering education. East Renfrewshire is already one of the most ethnically and culturally diverse communities in the country and these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

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 pandemic and the subsequent focus on recovery, targets for indicators in the ODP were not included in the plan for the year 2020/21. Targets have been set for the one year period 2022-23 for the majority of indicators. The Education Department is currently working with schools and nurseries to develop performance targets. These will be finalised in advance of the school session 2022/23 and added to an update of the plan at a later date.

S1

SECTION 1

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





STRATEGIC OUTCOME 1

Early years and vulnerable young people

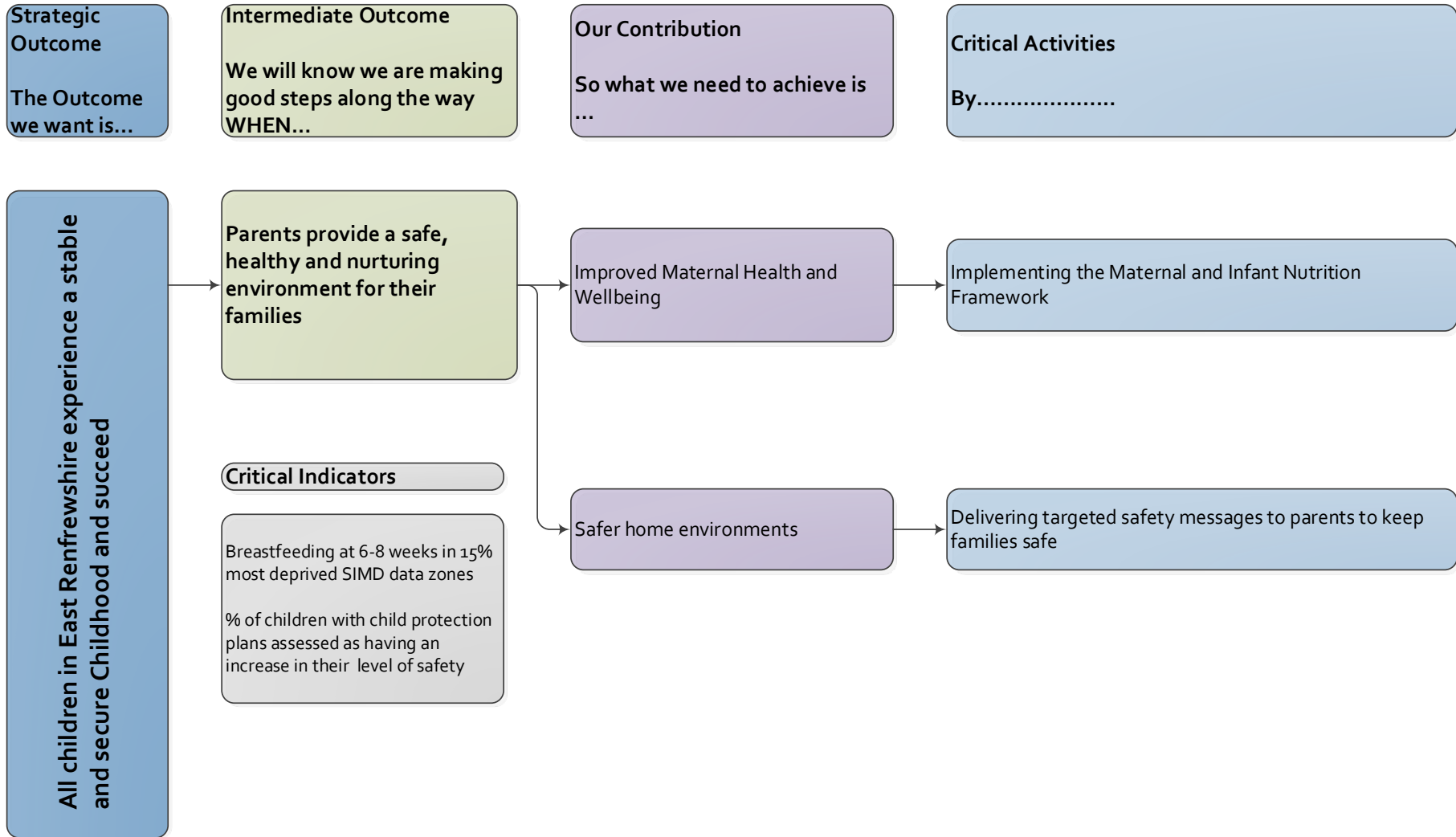
East Renfrewshire has an ambitious Early Years plan which focuses on prevention and early intervention. We know that the earliest stages of life are crucial to a child's development and life chances. Attainment, health, well-being and resilience are all strongly influenced by this. Action taken later 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 re-engage with their community and services.

We want 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.

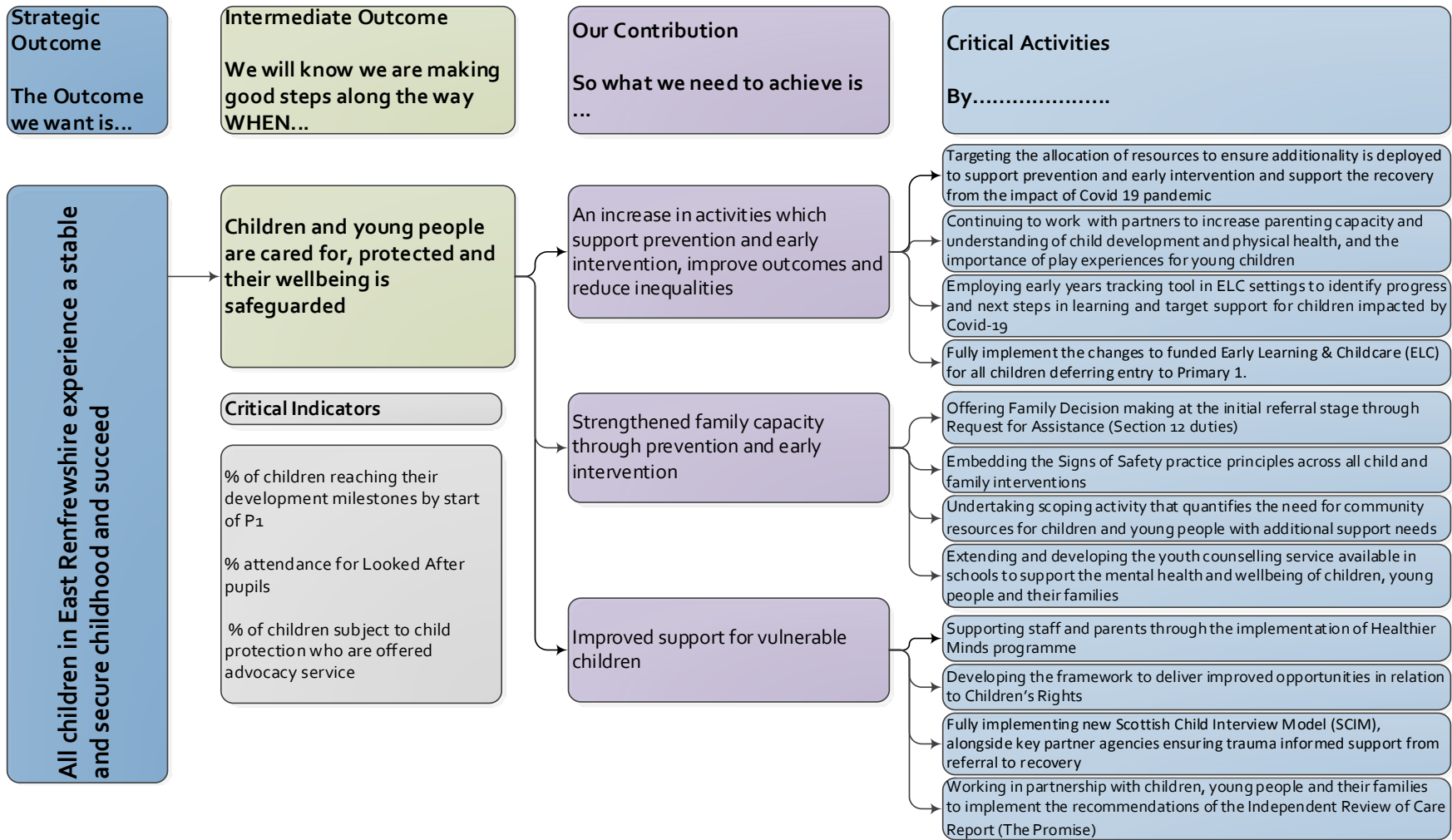
The Council is committed to ensuring that all children have the best start in education, with a strong focus on early learning and childcare, working with our partners to support intervention at the earliest stage. All eligible children are able to access 1,140 hours of funded provision in the provider of their choice, with a range of different settings and models available to access across East Renfrewshire. We continue to work with our partners to ensure those most in need get the support required. The provision of early learning and childcare continues to be reviewed to best meet the needs of families and we will be consulting later this year to inform our future approach.

1.2

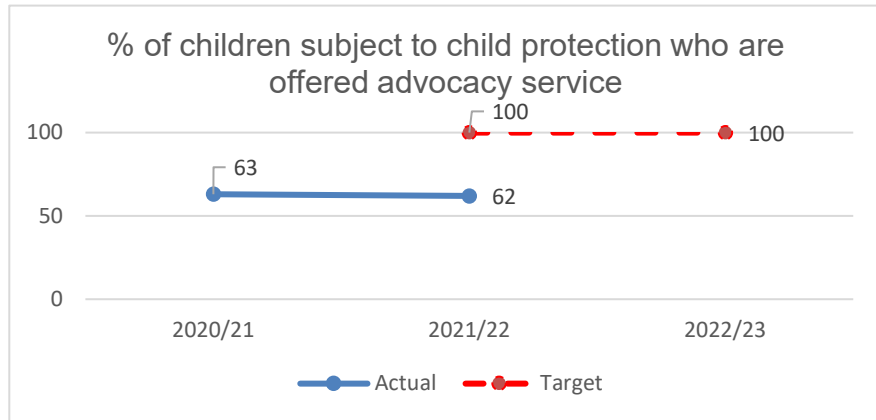
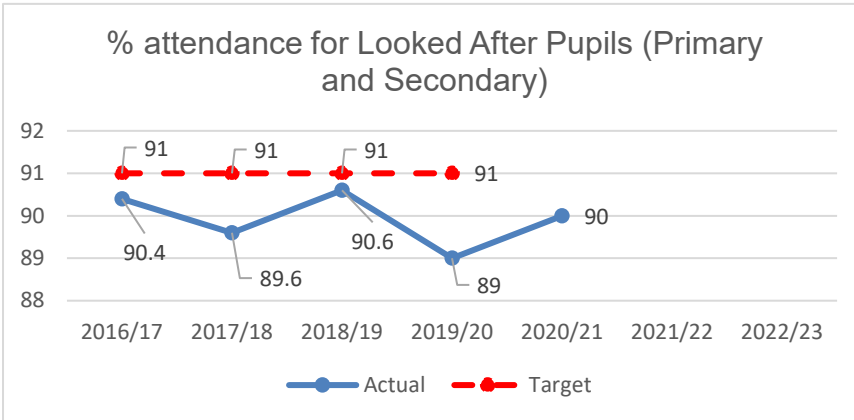
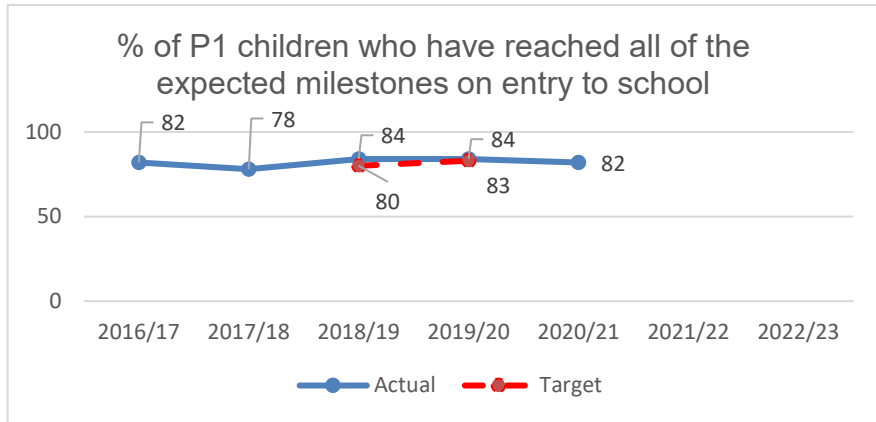
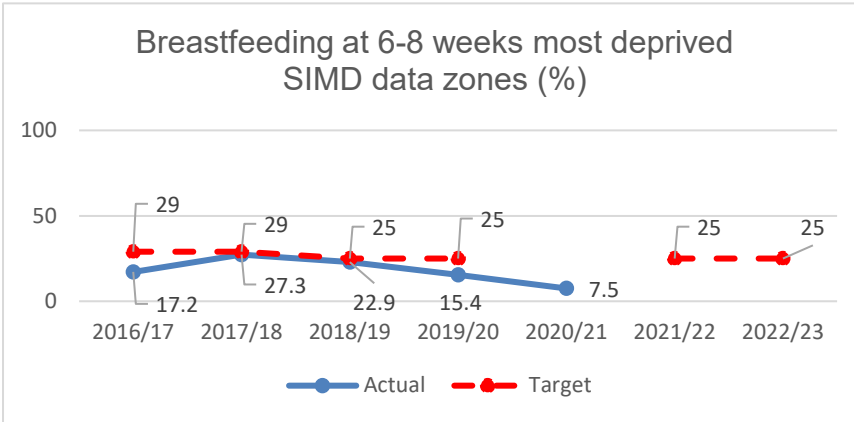
Parents provide a safe, healthy and nurturing environment for their families



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

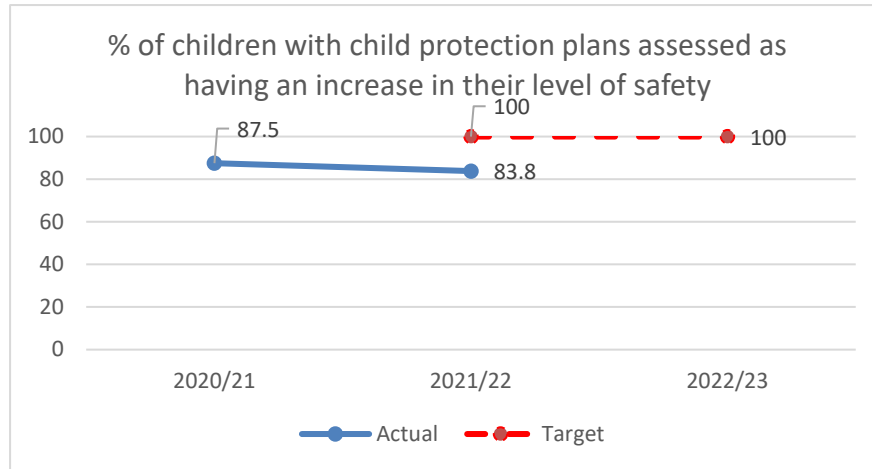


Outcome 1 indicators



Targets not set for 2020/21 due to COVID.

The Education Department is currently working with schools and nurseries to develop performance targets. These will be finalised in advance of the school session 2022/23.

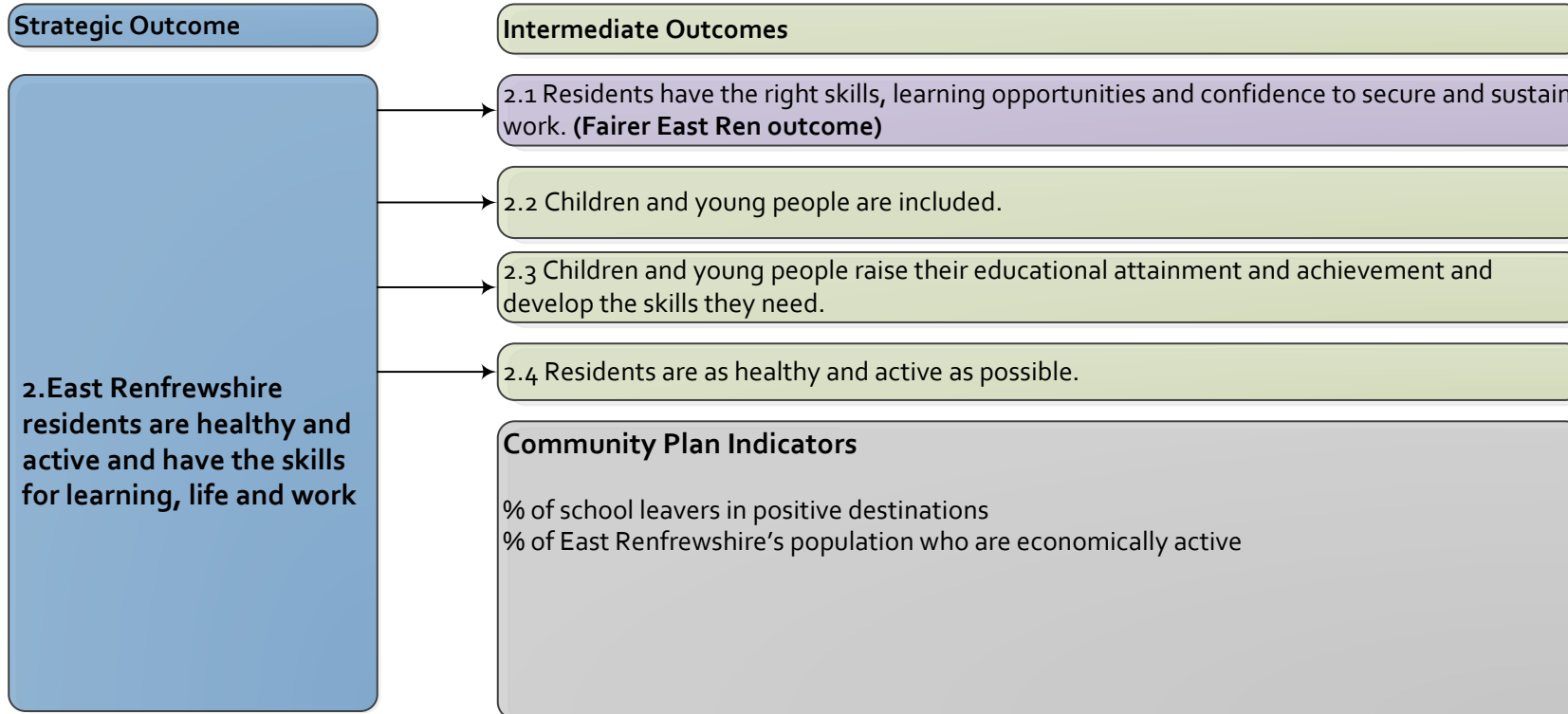


Targets not set for 2020/21 due to COVID.

S2

SECTION 2

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





STRATEGIC OUTCOME 2

Learning, life and work

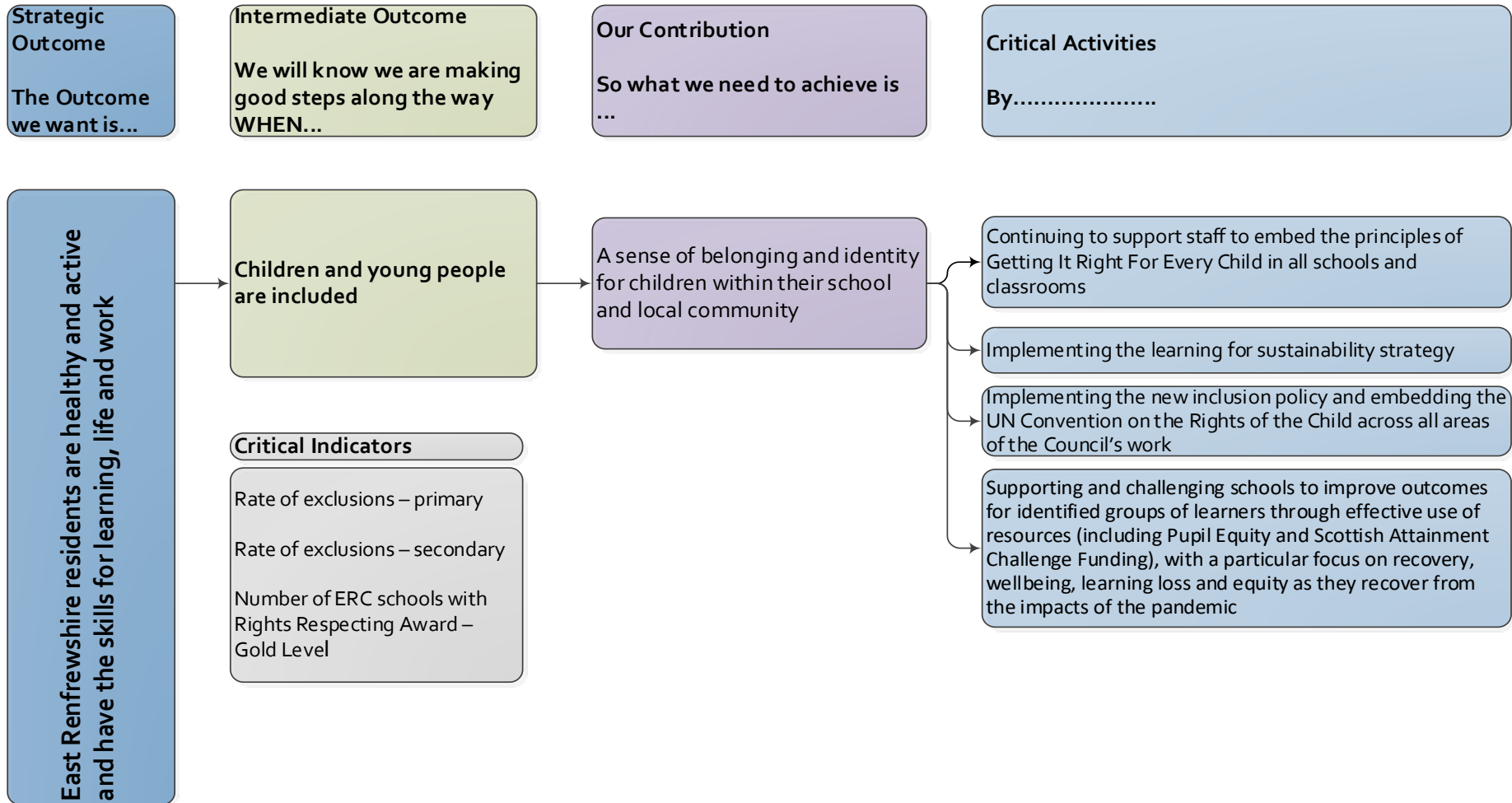
East Renfrewshire's vision for education is Everyone Attaining, Everyone Achieving through Excellent Experiences. Underpinning our vision is a clear focus on raising the bar for all groups of learners whilst closing the attainment gap between our most disadvantaged and most affluent young people. We have exceptional performance in terms of closing the gap, our young people from the most deprived areas regularly outperform their peers across Scotland. East Renfrewshire remains the highest attaining council area as measured across all LGBF indicators. 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 we recover from the impacts of the pandemic, we have supported schools through our Building Back Better and Fairer framework, ensuring our focus is on supporting all children and young people with the challenges they've experienced throughout Covid. In the next phase of our recovery, we will continue to focus on the needs of specific identified groups of learners, with a strong focus on early intervention approaches and reducing the attainment gap. Through the effective use of Pupil Equity Funding and new Strategic Equity Funding, schools will be able to take a specific focus on recovery and addressing the impacts of learning loss experienced through the pandemic.

Decisions about the most appropriate interventions and approaches will continue to be based on evidence from research, effective self-evaluation, including analysis of data and robust measures of impact and progress. We offer a range of awards through our youth work programmes, in the community and in schools, to recognise young people 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.

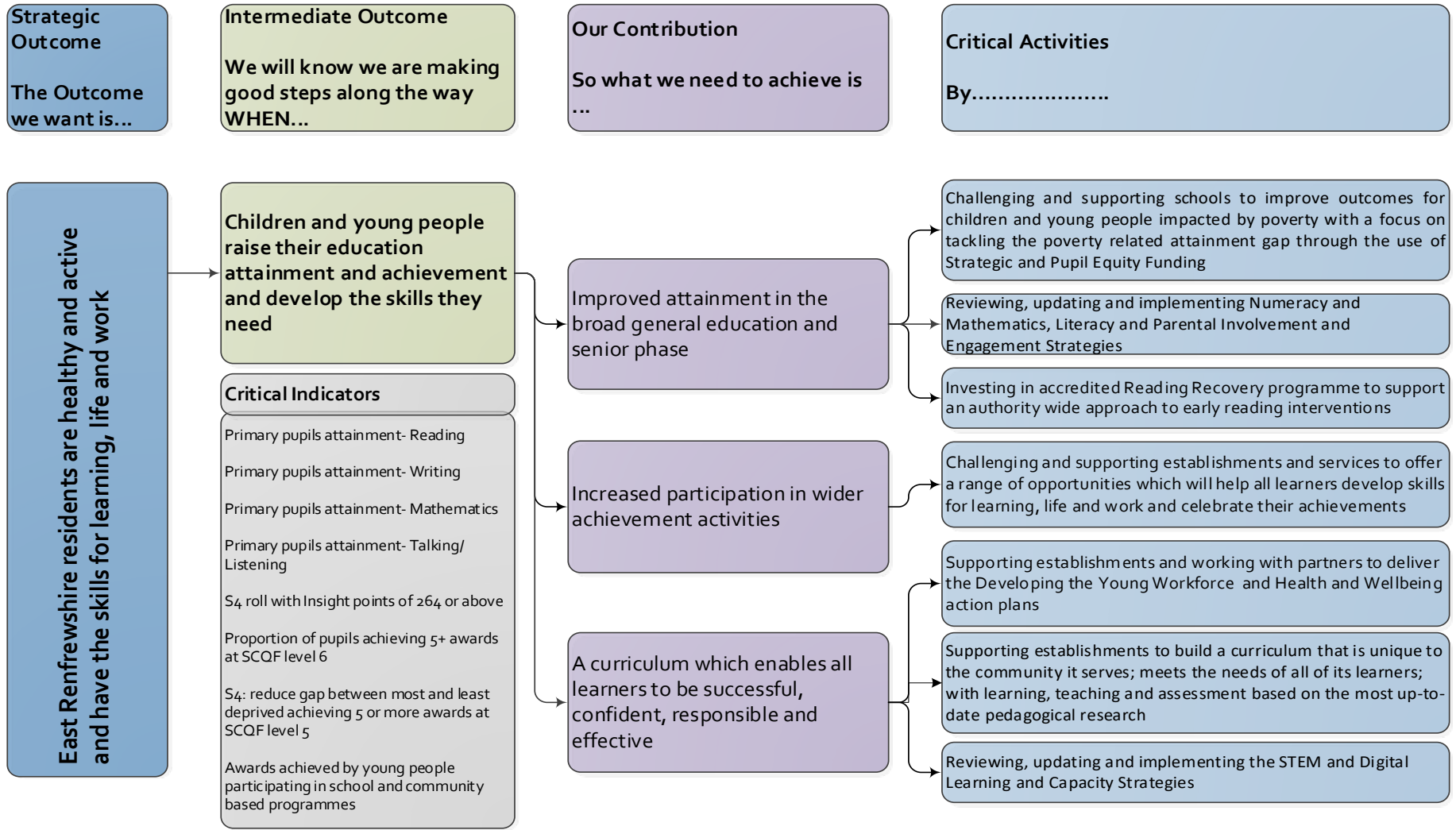
Our Work EastRen service helps residents to secure and sustain meaningful employment, training or education in conjunction with a range of partners. It is the vision of the service to have full employment and opportunities for all residents of East Renfrewshire and we use Community Benefits as an effective tool to assist our local residents into training and employment. We prepare our local residents to take advantage of upcoming employment opportunities coming from the Glasgow City Region programme and other local development opportunities. The team have achieved significant progress in creating sustainable employment opportunities for our local residents. 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 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. 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. We are also looking to include a library within the new Eastwood Leisure Centre which will inevitably increase both usage and levels of engagement.

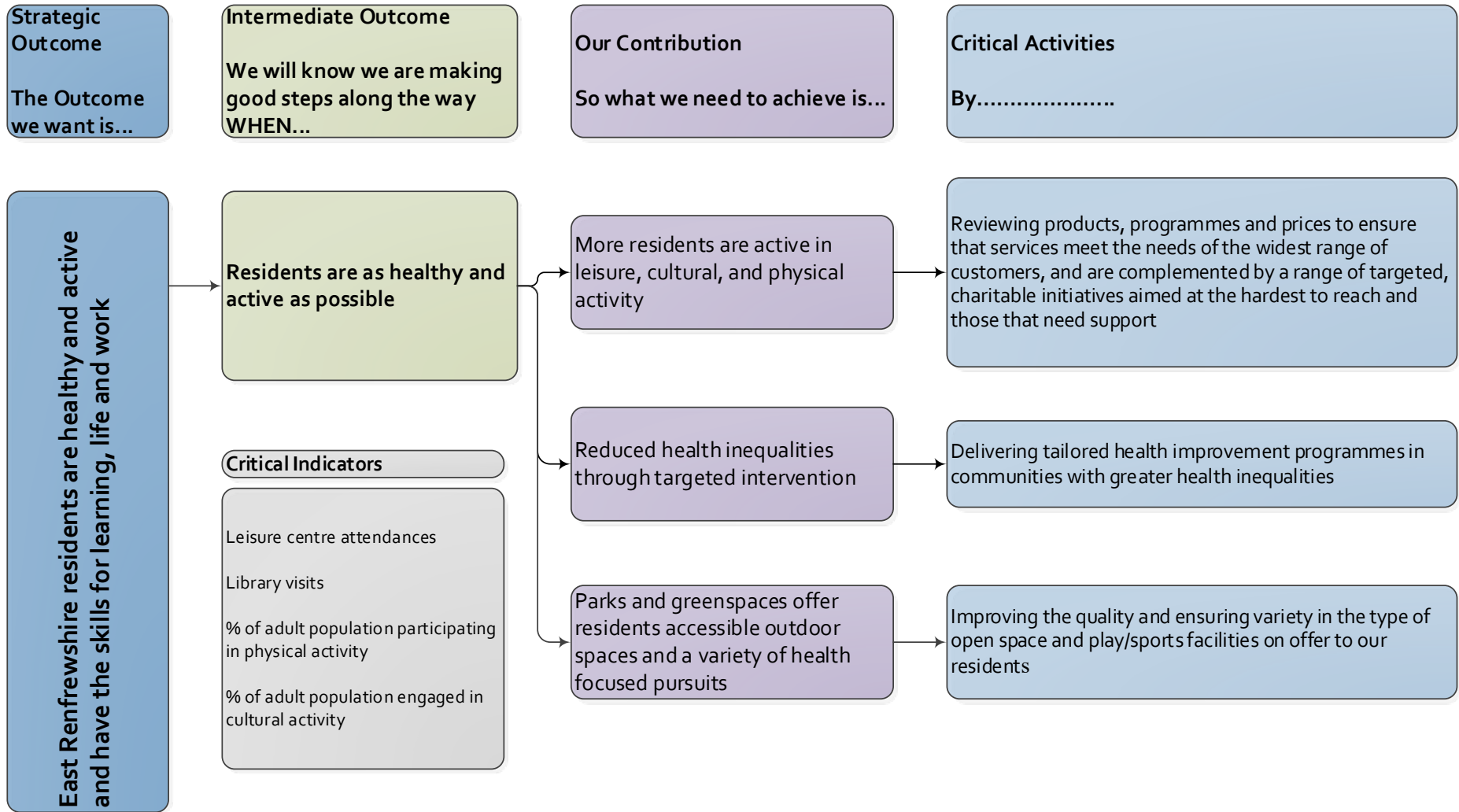
2.2 Children and young people are included



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

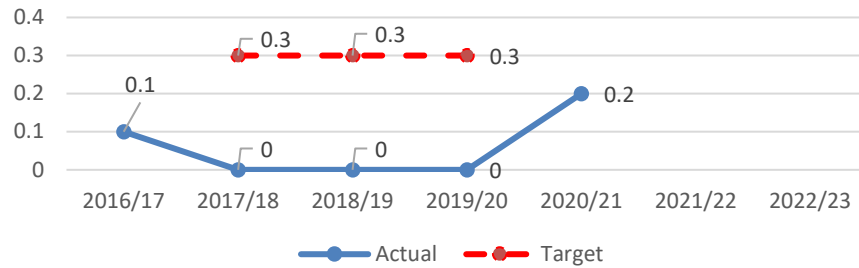


2.4 Residents are as healthy and active as possible

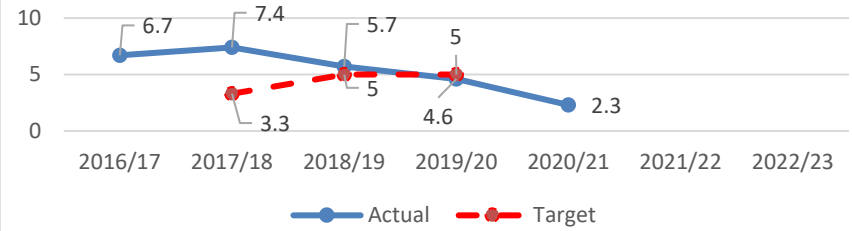


Outcome 2 indicators

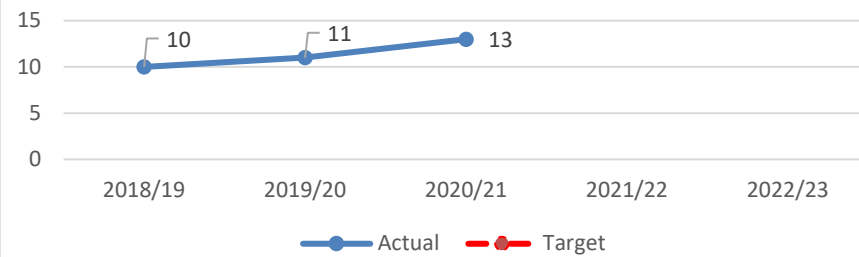
Number of exclusions per 1,000 pupils - Primary



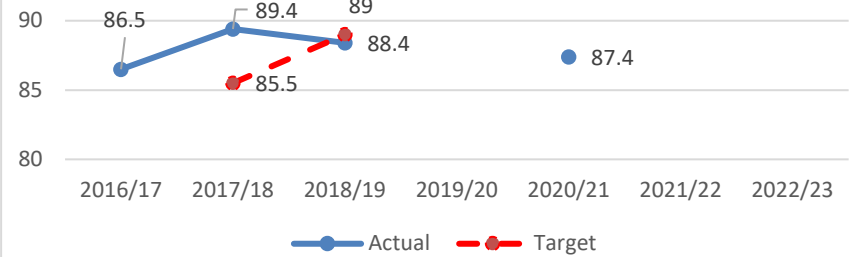
Number of exclusions per 1,000 pupils - Secondary



Number of ERC schools with Rights Respecting Award - Gold level

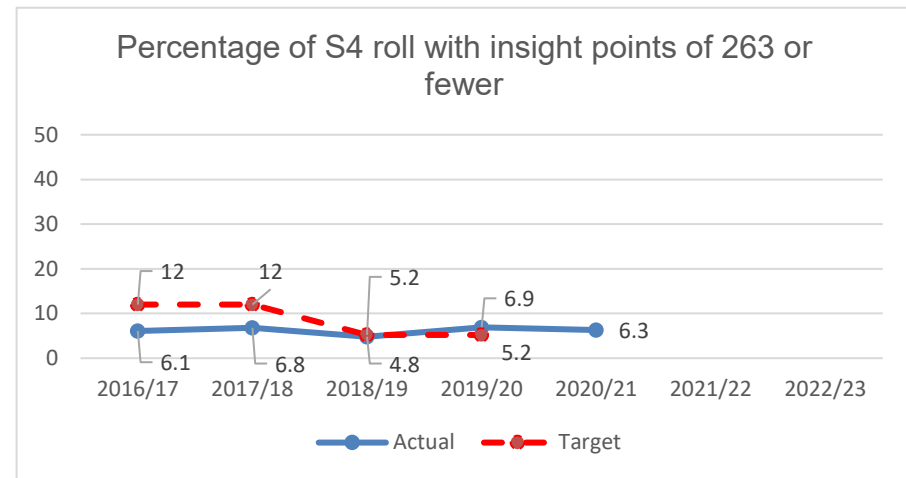
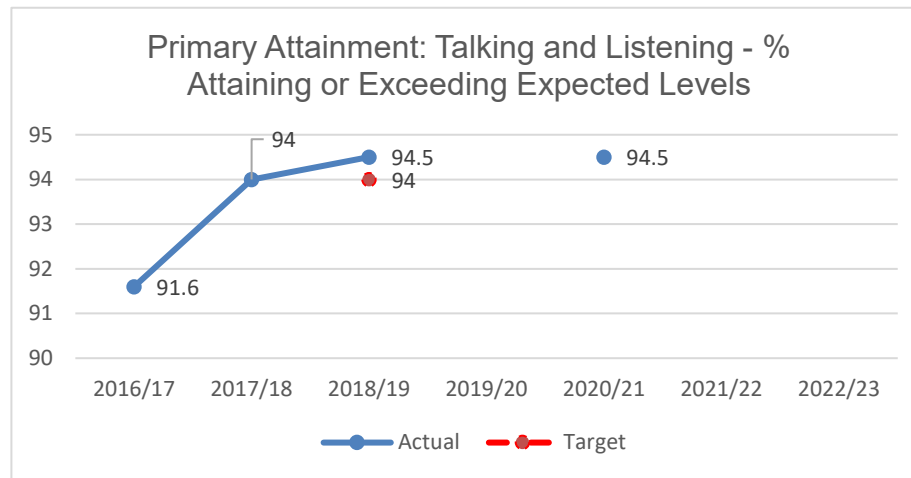
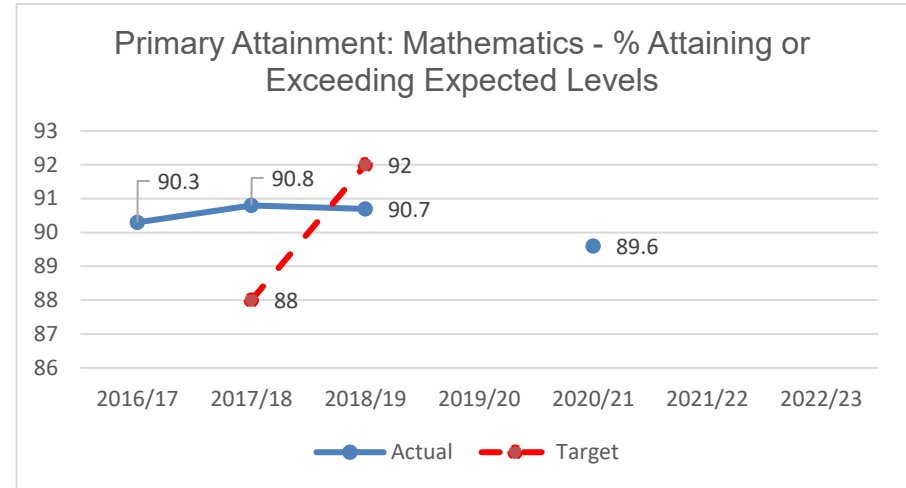
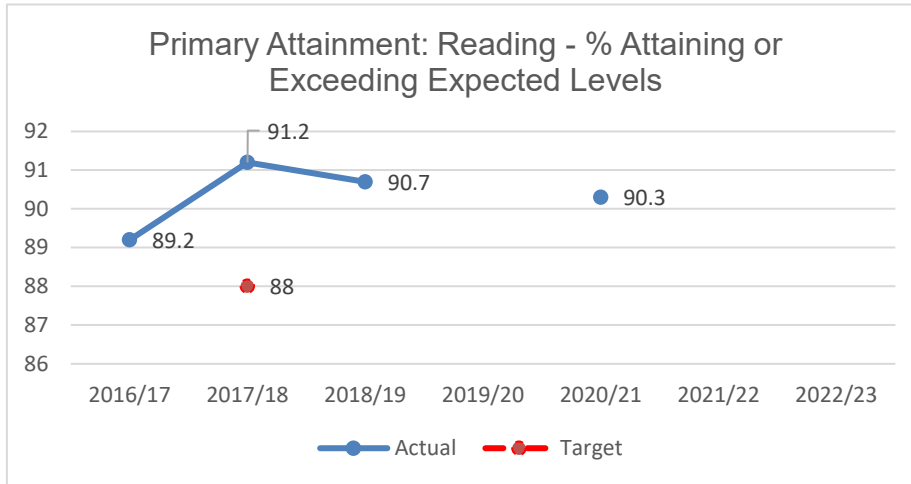


Primary Attainment: Writing - % Attaining or Exceeding Expected Levels



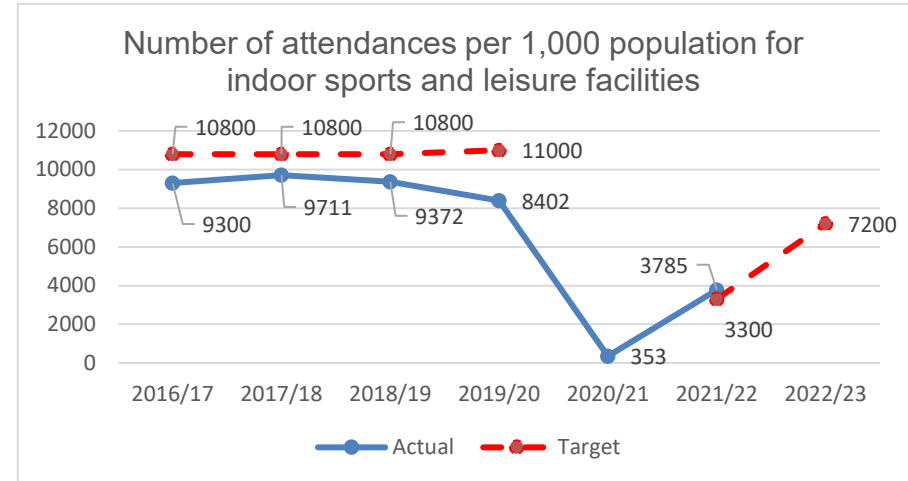
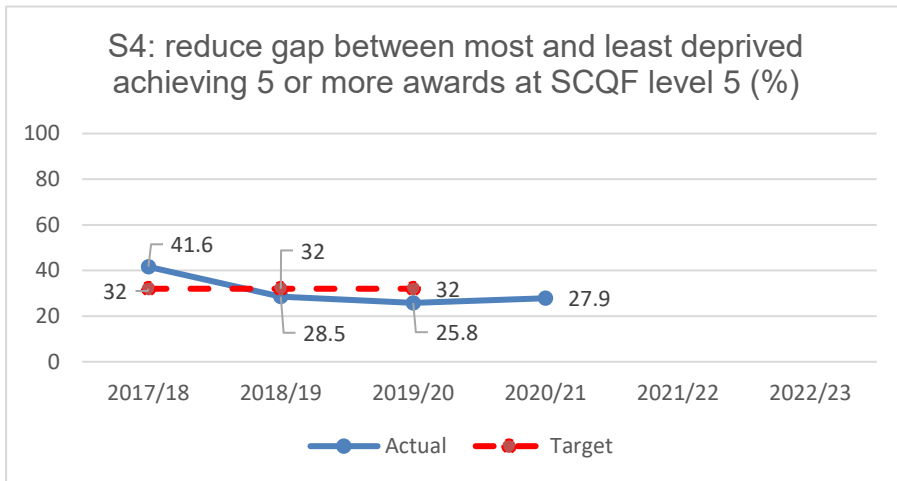
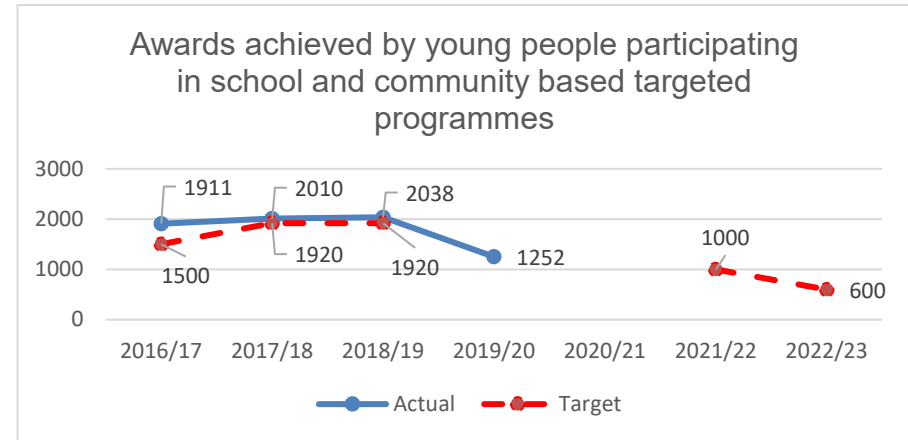
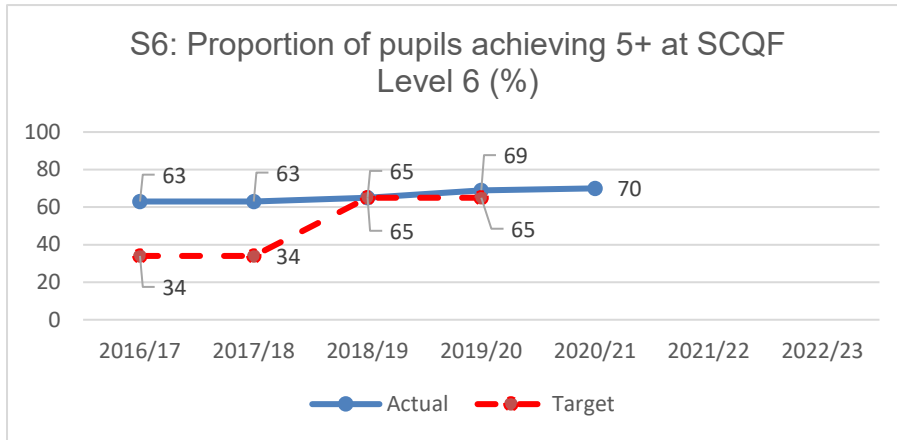
Targets not set for 2020/21 due to COVID.

The Education Department is currently working with schools and nurseries to develop performance targets. These will be finalised in advance of the school session 2022/23.



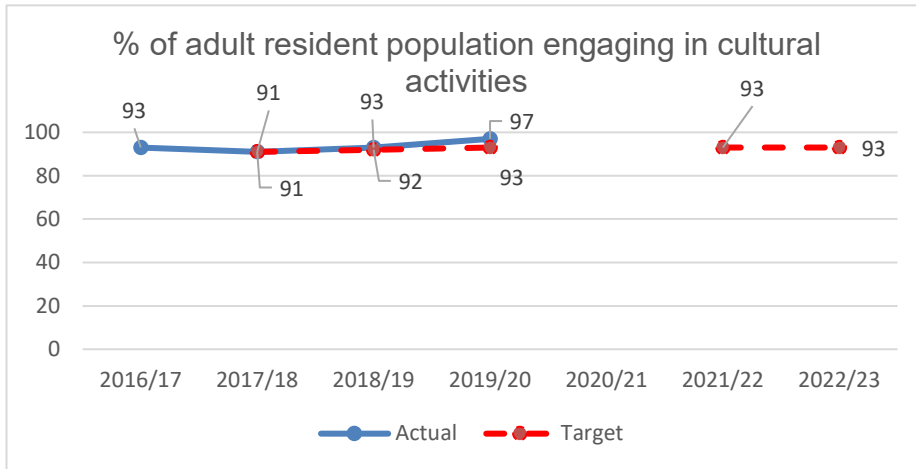
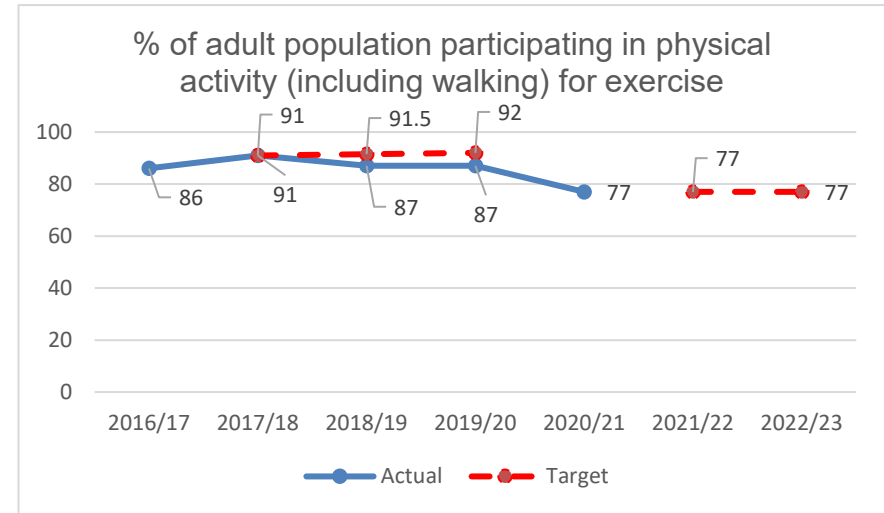
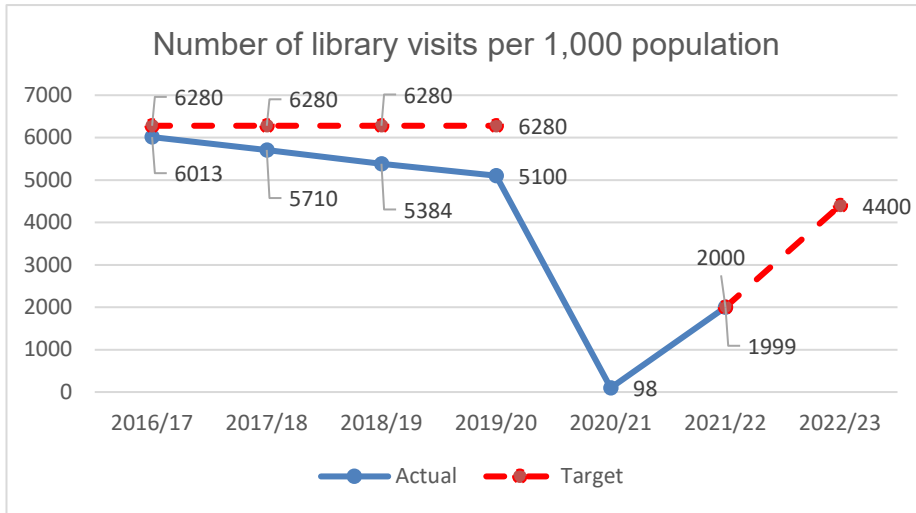
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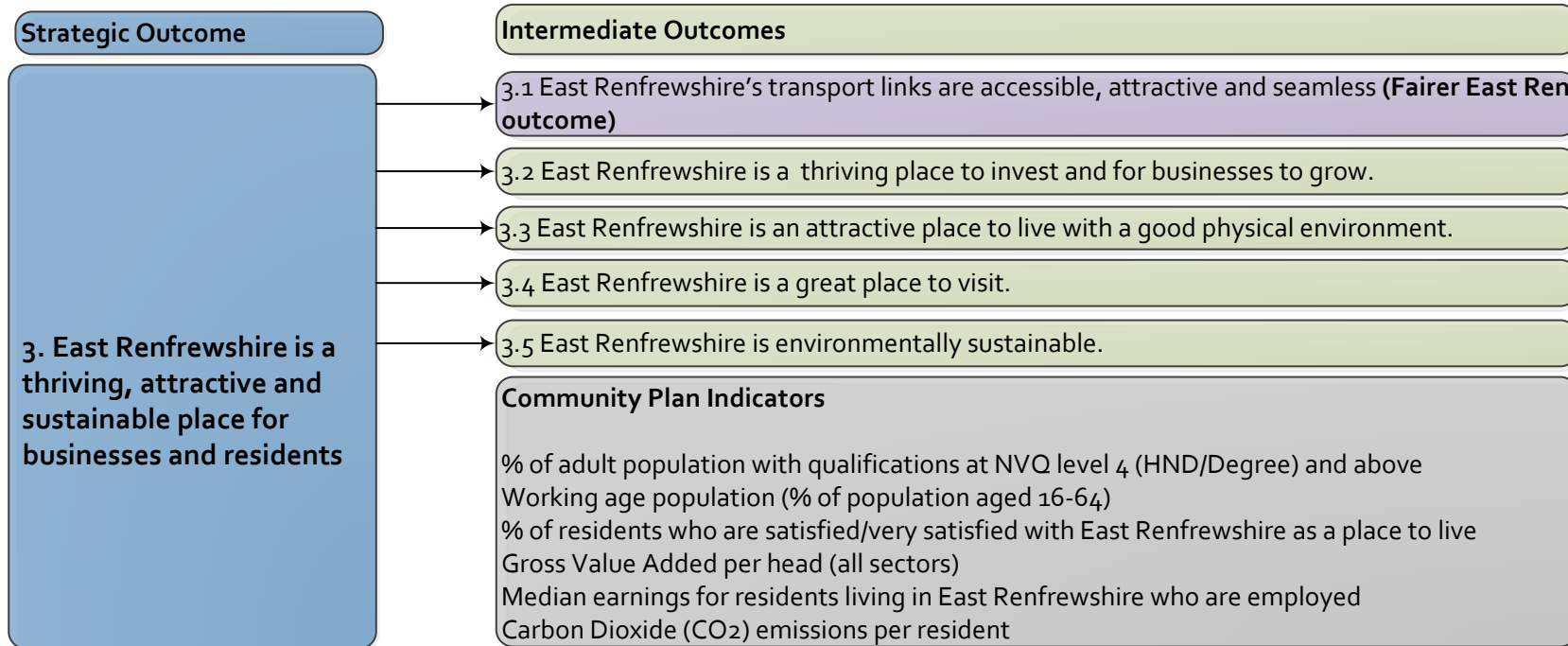


Targets not set for 2020/21 due to COVID.

S3

SECTION 3

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





STRATEGIC OUTCOME 3 Economy and environment

We are working to ensure a sustainable recovery from COVID-19 and to take the necessary steps to tackle climate change and its impacts. Our Local Development Plan 2 (LDP2) provides the Council with a development strategy that will guide the future sustainable growth of East Renfrewshire up to 2031 and beyond. Delivering a sufficient supply of high quality housing across all tenures is a key component of the Plan. We have robust planning policies in place to promote sustainable design and the move towards a net zero carbon place and economy; and to safeguard and promote the provision of greenspaces, green networks, biodiversity and habitat networks.

Our refreshed 5-year Local Housing Strategy (LHS) will drive ongoing critical investment in delivery of new high quality, affordable homes to meet significant local housing need. The LHS will also continue to drive local progress towards significant national targets linked to the improvement in the quality and energy efficiency of existing homes, across all housing tenures. Our commitment to tackling climate change extends to our council house building programme which will see tenants move into more environmentally friendly, lower carbon homes over the course of the build programme. The importance of having a home which can be maintained, as well as run and heated affordably, is in sharper focus through COVID-19 impacts and current economic challenges. Therefore, our focus on supporting households at most risk from financial exclusion and social harm, due to housing issues, will continue.

Our ongoing capital investment in improving roads and facilitating a shift towards more sustainable transport is also a priority for our residents. Appropriate transport connectivity for our localities and ensuring residents have good access to the 28,000 jobs to be created across the City Region is a key focus. Through our own City Deal ambitions we will deliver £44m worth of major infrastructure projects driving innovation and growth through the support of key sectors, with the objective of addressing challenges in the local labour market and increasing employment opportunities.

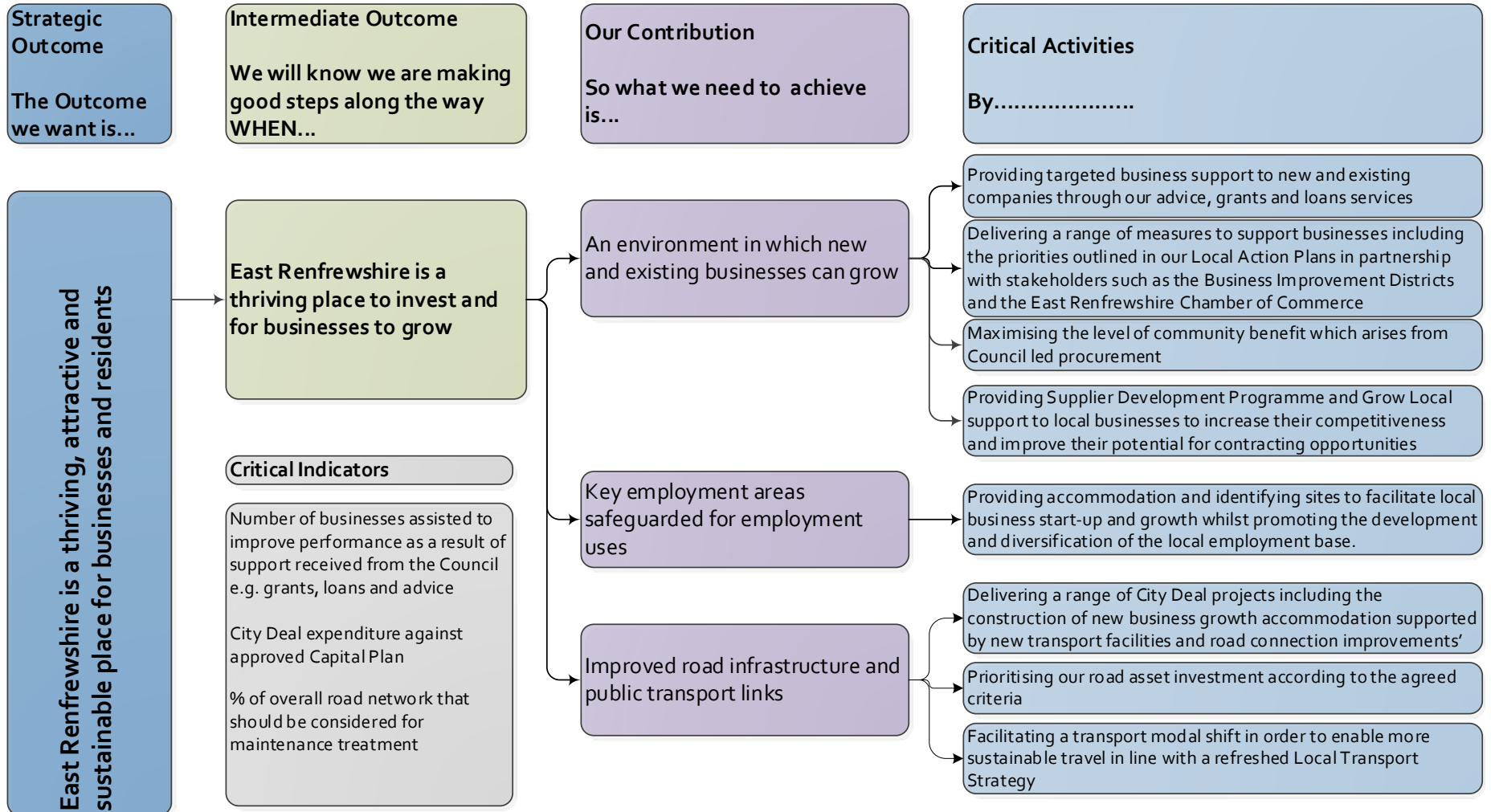
Our Economic Recovery Plan, developed as a response to the coronavirus pandemic and Brexit, sets out a number of objectives which include: helping local businesses combat the effects of COVID-19 through a series of already existing support mechanisms (such as Business Gateway and the Council's Grant and Loans Programme); encouraging business start-ups; and reconsideration of the purpose of the new Greenlaw Business Centre in order to ensure maximum positive impact on local employment and businesses. We are also working to promote increased footfall in our town centres and help local businesses and residents to adjust and recover from the impacts of Covid-19. Stakeholder engagement is underway to inform Local Action Plans which will identify transformational capital projects in our town centres and neighbourhoods to make them more vibrant, creative, enterprising and accessible, and another phase of the "Love Local" marketing campaign is in development. We continue to provide a wide range of support to our local businesses via our Business Growth and Business Gateway East Renfrewshire teams to help them grow and prosper. We will continue to actively promote business support and employability services to help ensure our targets are

achieved and contribute to the delivery and promotion of national employability and business growth agendas which recognise the scale of the challenge created by COVID-19 and Brexit.

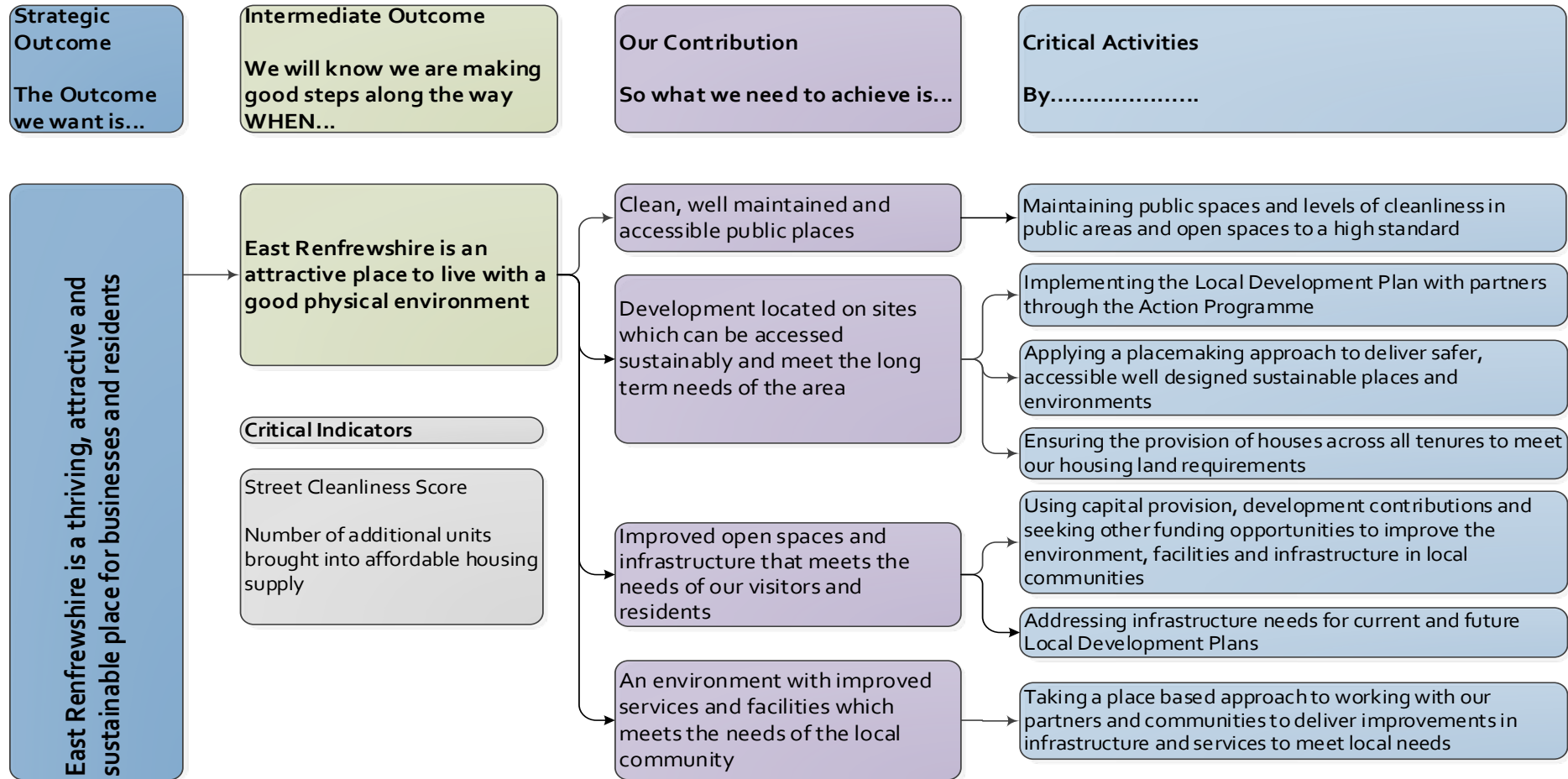
Residents in East Renfrewshire have continued to support the Council's recycling efforts, ensuring our recycling rates are the best in Scotland, however, the pandemic resulted in service disruption. Although this may negatively impact recycling figures in the short term, the Council has, through the Clyde Valley Partnership, positioned itself to meet the 2025 ban on residual waste going to landfill. Waste that would previously been sent to landfill is now being transformed into low carbon electricity.

Our ambitions around our critical activities over the period 2022-23 remain the same, however, the pandemic has delayed our progress in many of those areas and may well continue to do so. The priority until now has been to restore frontline services which have been adversely affected. Going forward, we will reassess our activities with renewed emphasis on rising to the challenge of a green economic recovery and climate change, with the Council's Get to Zero Action Plan currently under development.

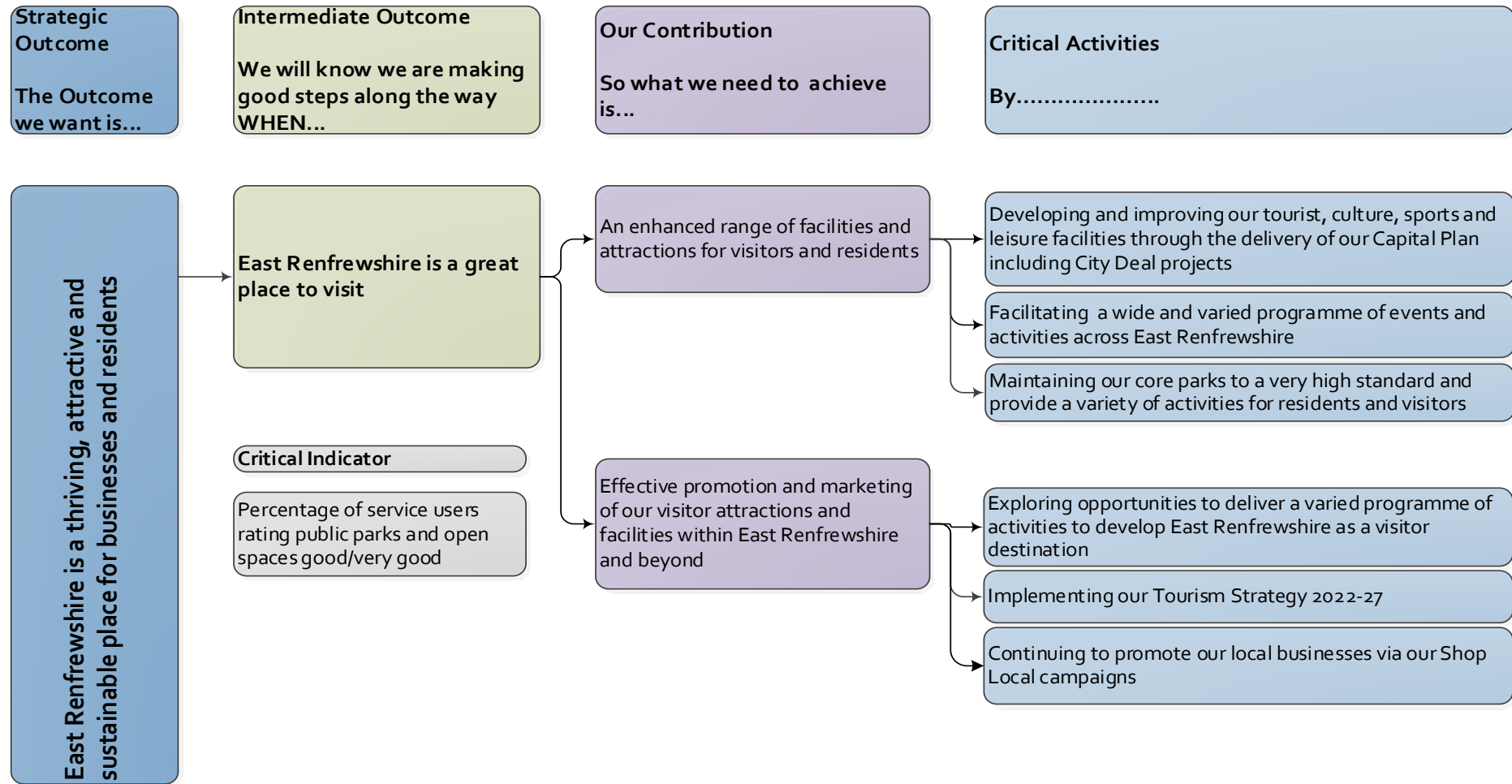
3.2 East Renfrewshire is a thriving place to invest and for businesses to grow



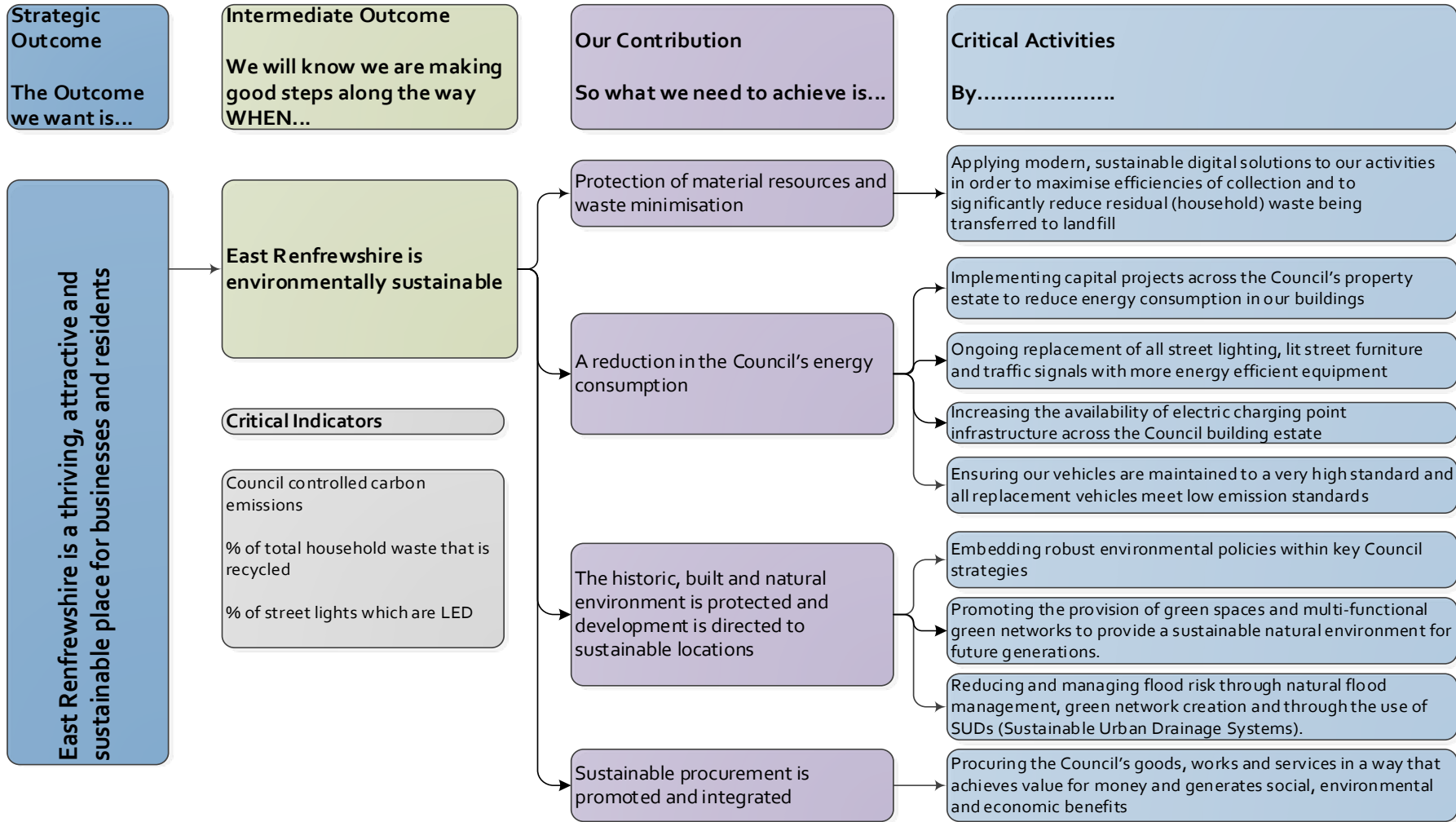
3.3 East Renfrewshire is an attractive place to live with a good physical environment



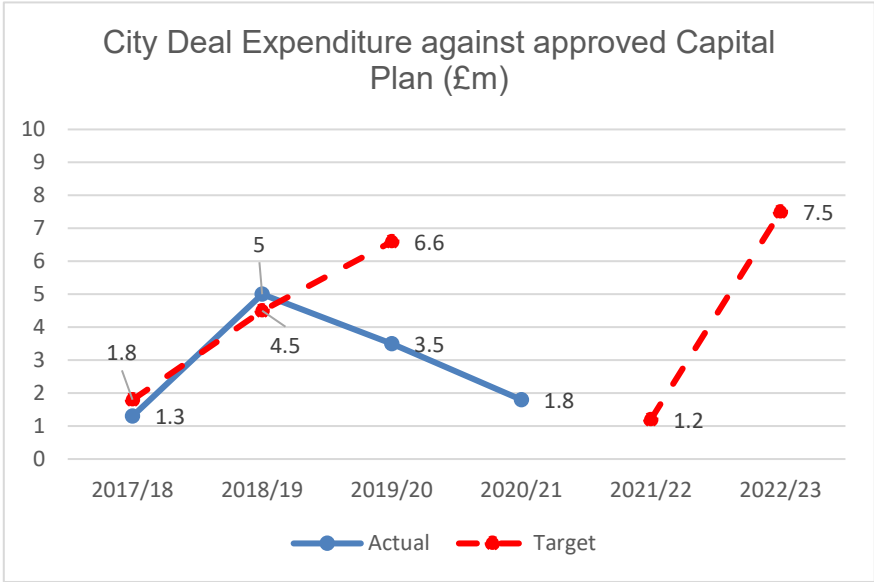
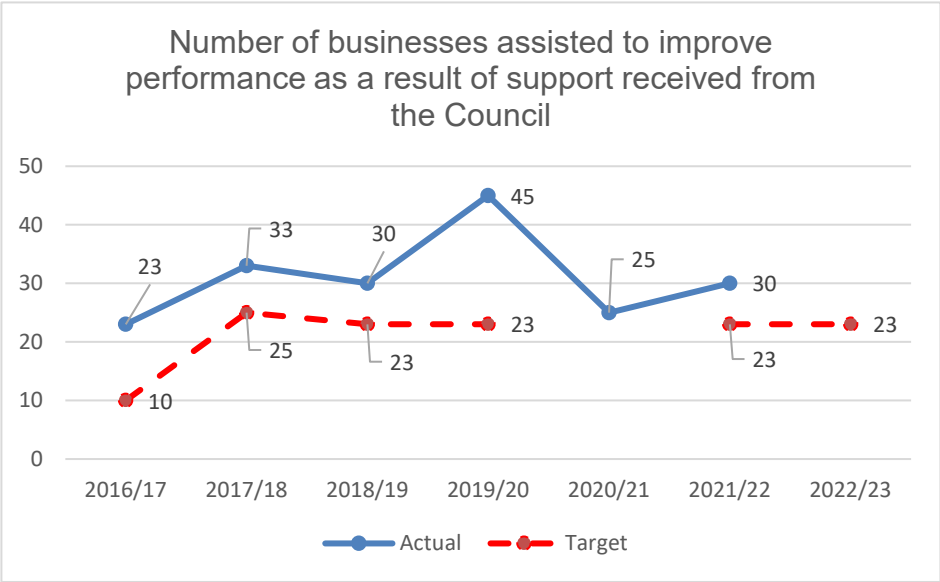
3.4 East Renfrewshire is a great place to visit



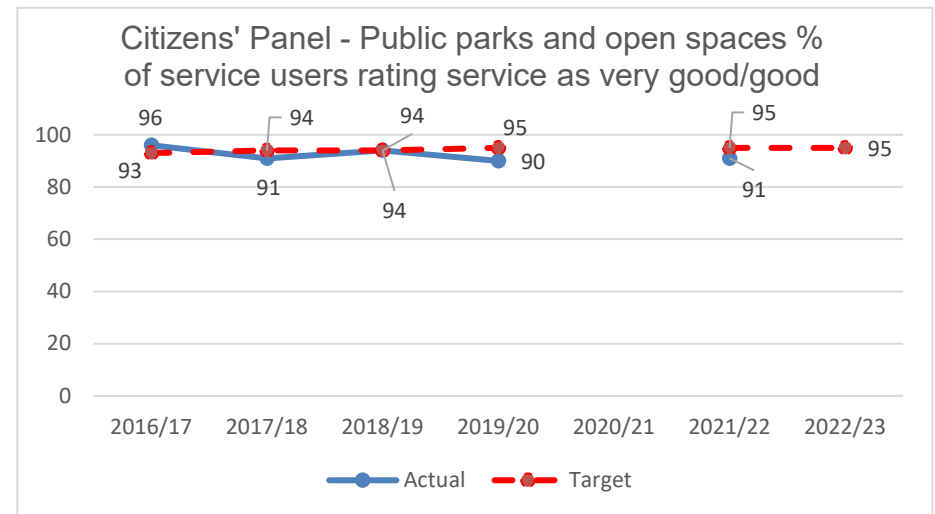
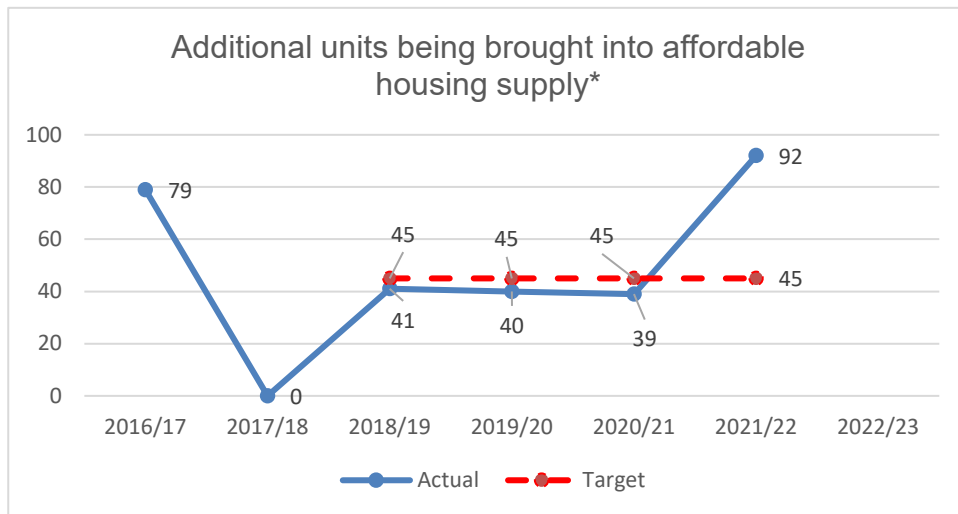
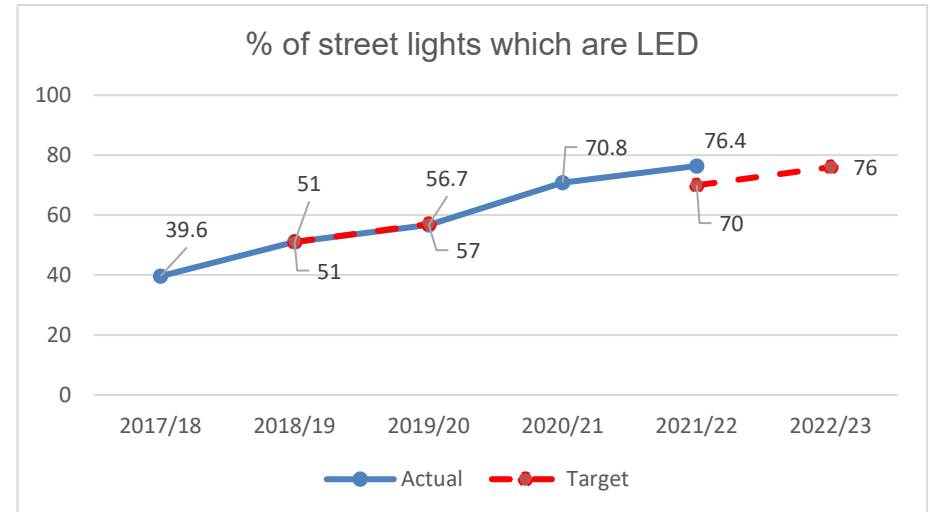
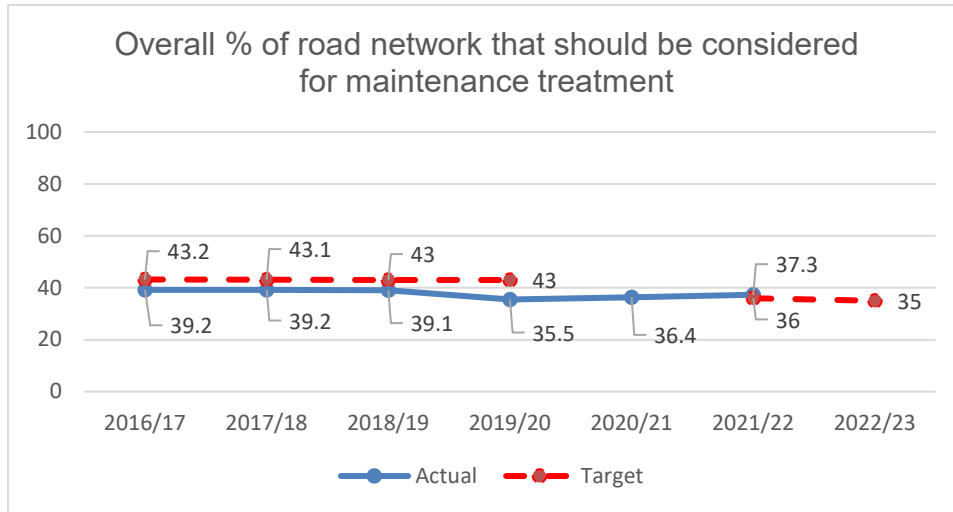
3.5 East Renfrewshire is environmentally sustainable



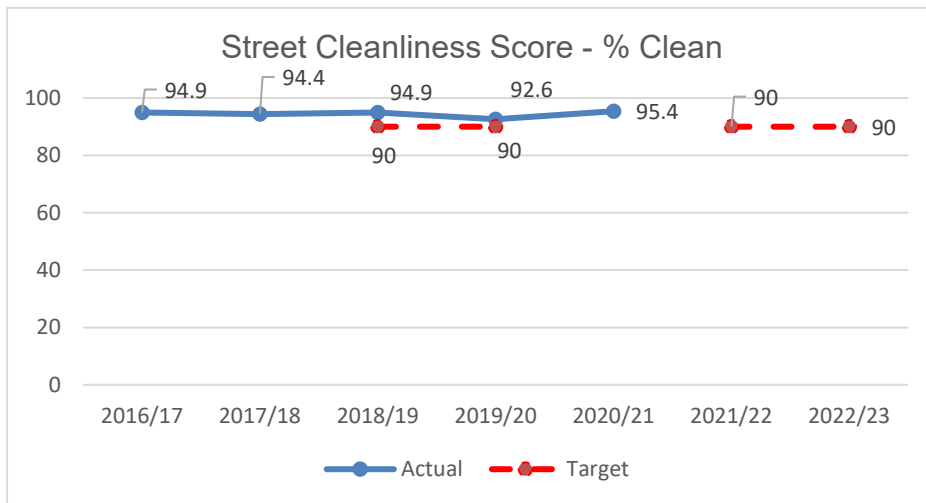
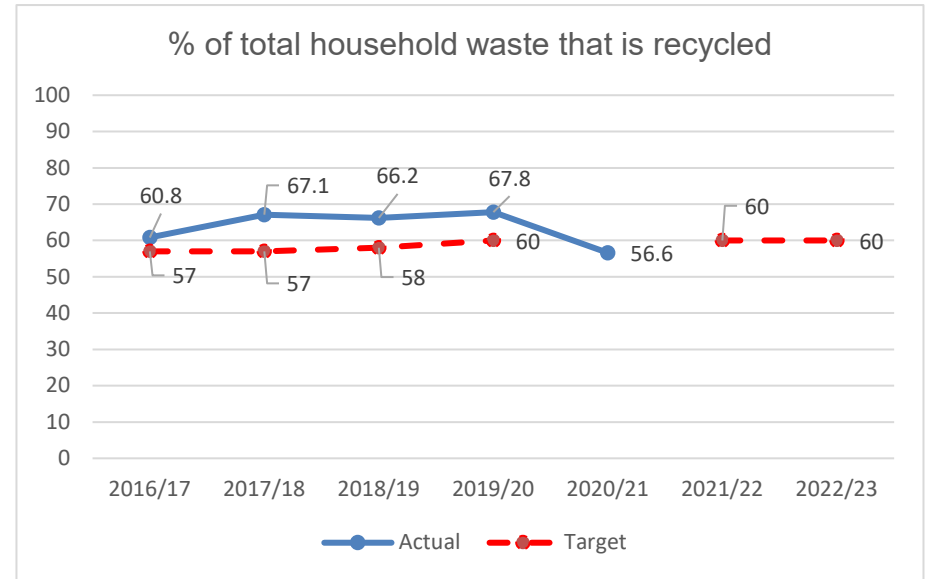
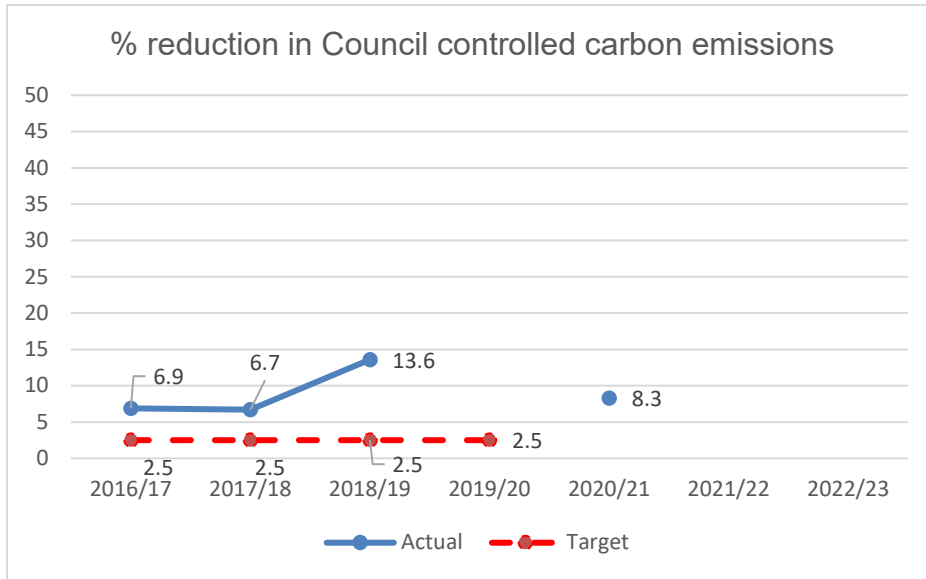
Outcome 3 indicators



Targets not set for 2020/21 due to COVID.



* The cumulative target is 225 units by 2022 (average of 45 per annum). Future targets will be approved via the Local Housing Strategy process later this year'. Other targets not set for 2020/21 due to COVID.



Targets not set for 2020/21 due to COVID.

S4

SECTION 4

East Renfrewshire residents are safe and live in supportive communities

Strategic Outcome

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

Intermediate Outcomes

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

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

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

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

4.5 Residents are protected from drug and alcohol related harm

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

Community Plan Indicators

Number of crimes per 10,000 population

Number of dwelling fires per 100,000 population

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

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



STRATEGIC OUTCOME 4

Safe, supportive communities

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 employees 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 and this continues in a renewal phase.

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 at the start 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. Over 2022-23 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 and opportunities for meaningful community engagement and participation. 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 order to progress work in this area we will be supporting employees across the Council to build their understanding, skills and develop our plan for progressing participatory budgeting going forward.

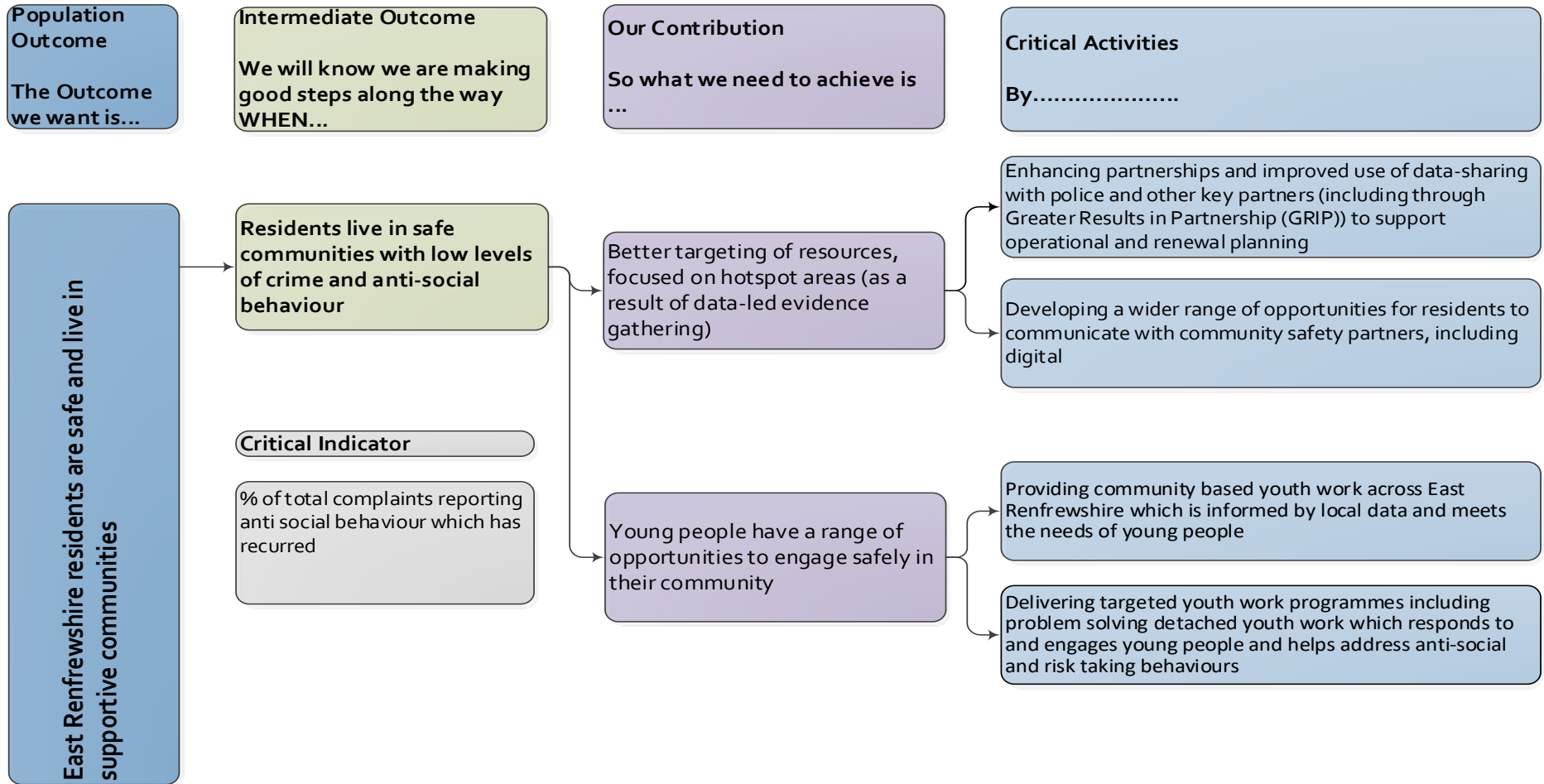
We have strong relationships and work closely with our partners to continue to reduce levels of crime and anti-social behaviour in East Renfrewshire. We help our residents feel safer in their neighbourhoods and homes through our community warden team, who deter incidences of crime and anti-social behaviour by their high visibility across the area. Our Community Safety Unit operates 24/7, 365 days per year providing Telecare alarm-receiving centre services, monitoring our CCTV network and out-of-hours call handling for homelessness, housing repairs and the Anti-Social Behaviour 'Ring and Report' Line. The Community Safety service also has responsibility for parking enforcement within East Renfrewshire to help make our roads safer.

We are focused on prevention and share data to drive intelligence led strategic planning with our partners through a new Safe East Ren partnership group. We are working 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 continues to work with schools to design new ways of working with all young people. The CLD Team also delivers targeted street work to engage with and divert young people towards more positive activities.

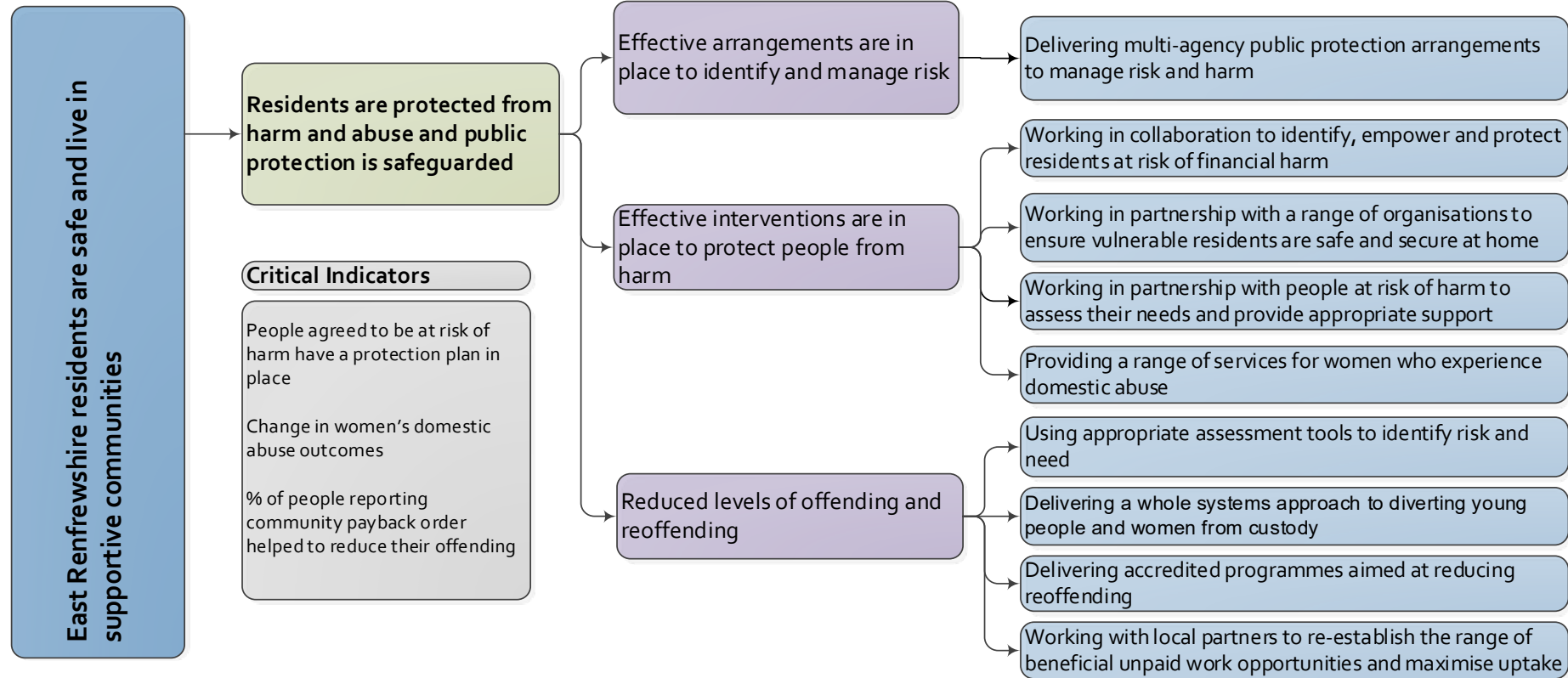
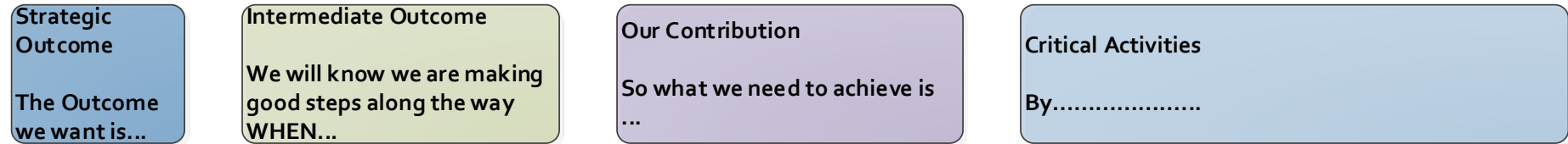
Our aim is to improve community safety and public protection through targeting our resources to reduce the risk of offending and harm in local communities. Protecting women, children and young people affected by domestic abuse and all forms of gender-based violence is a significant priority for East Renfrewshire Council. Evidence overwhelmingly indicates that domestic abuse is a widespread, chronic and damaging social problem. There is no doubt that the impact of the pandemic on women, children and young people who are victim-survivors of domestic abuse has been severe. We will continue to ensure robust processes and pathways are in place to identify, protect and respond effectively to women, children and young people affected by domestic abuse and all forms of gender-based violence and strengthen the capacity of our services and action to address the long-term effects of trauma and abuse.

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

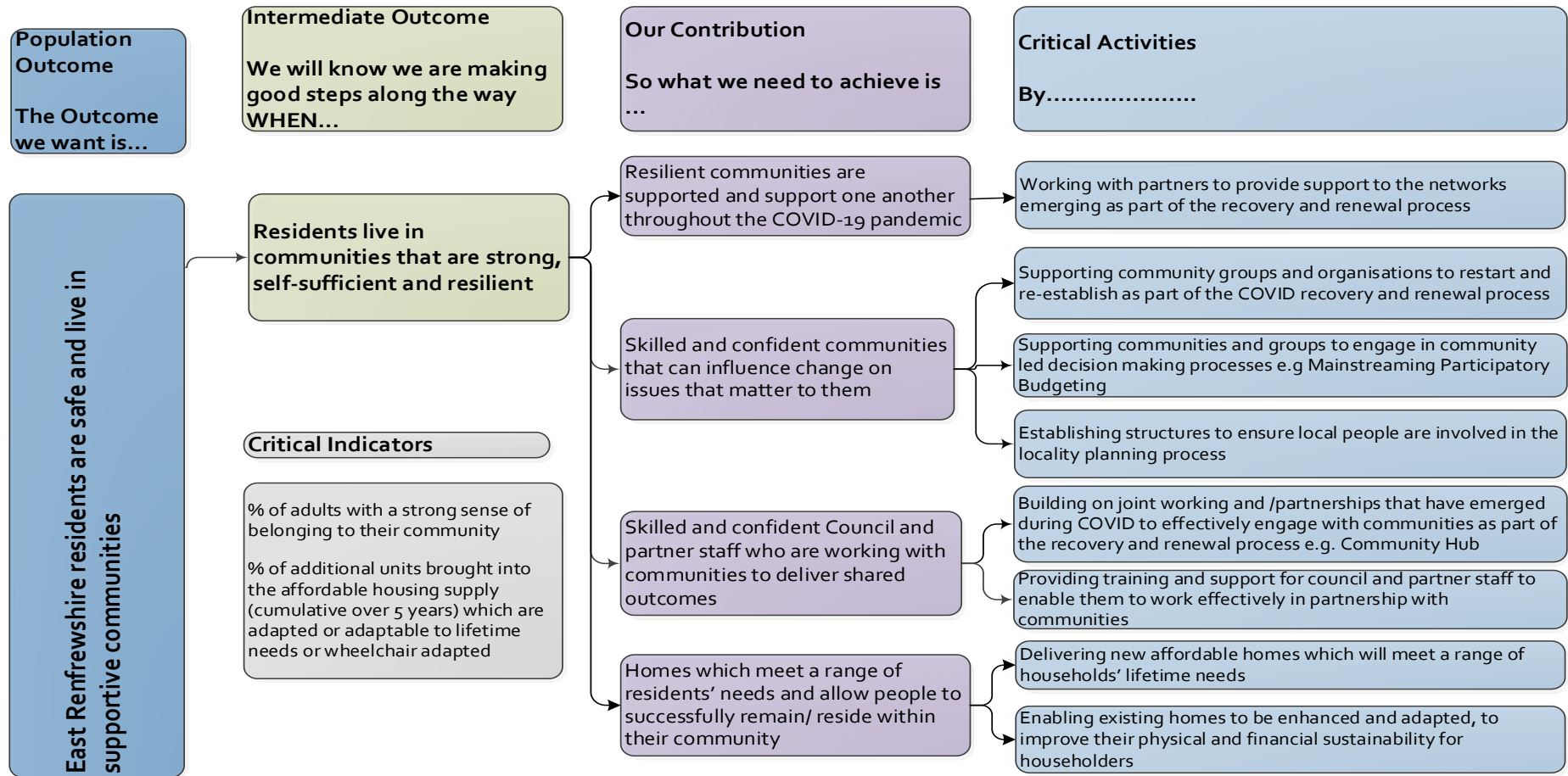
4.2 Residents live in safe communities with low levels of crime and anti-social behaviour



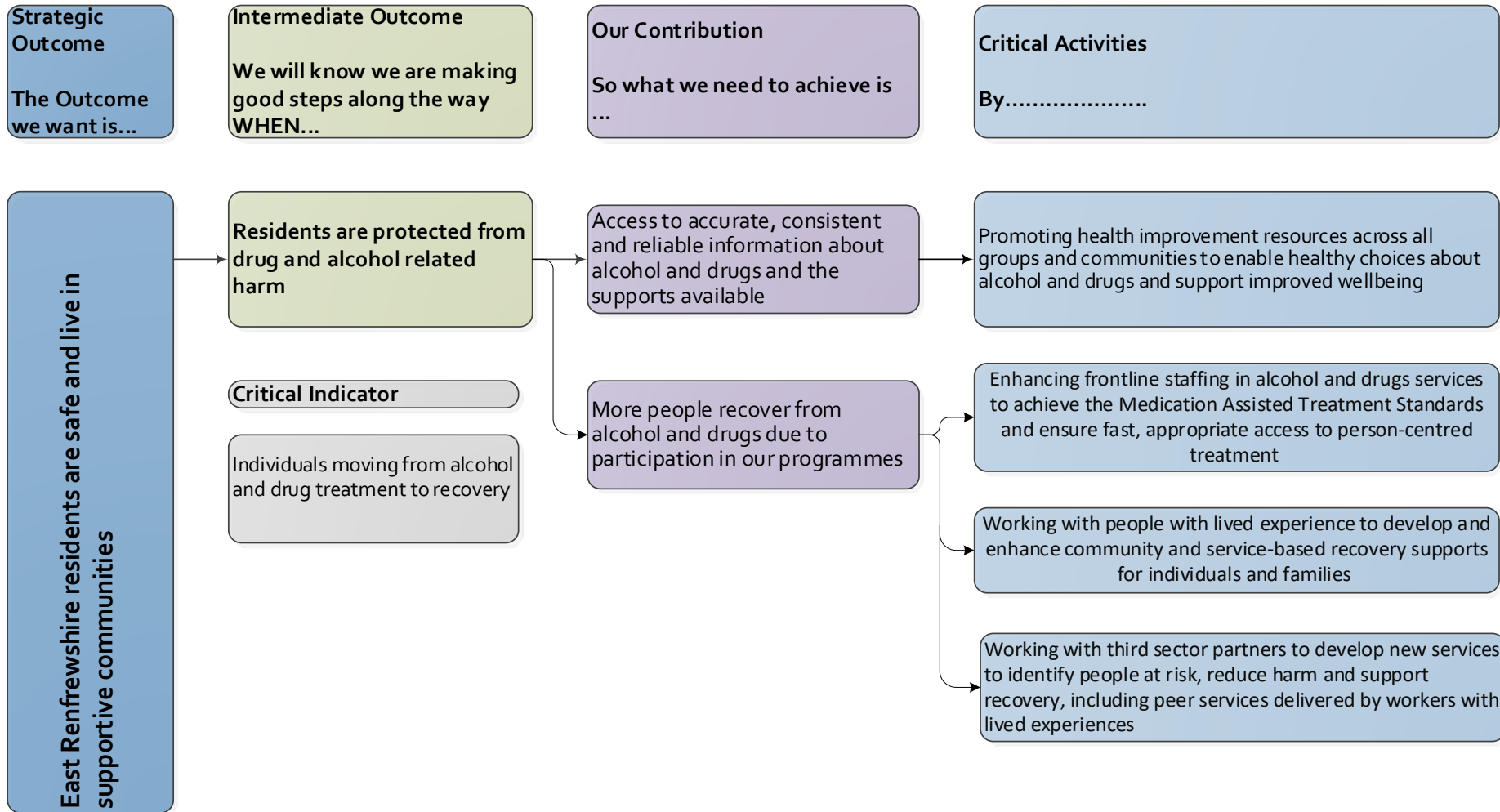
4.3 Residents are protected from harm and abuse and public protection is safeguarded



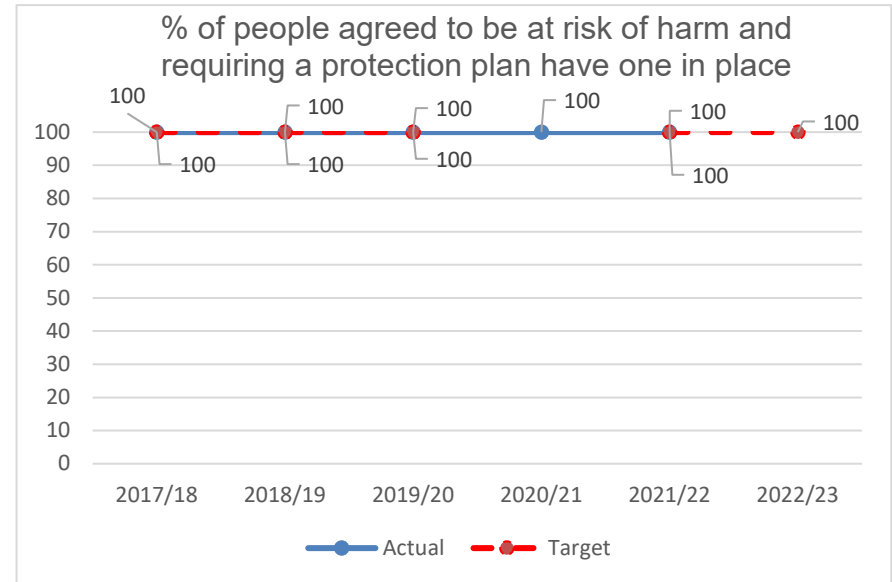
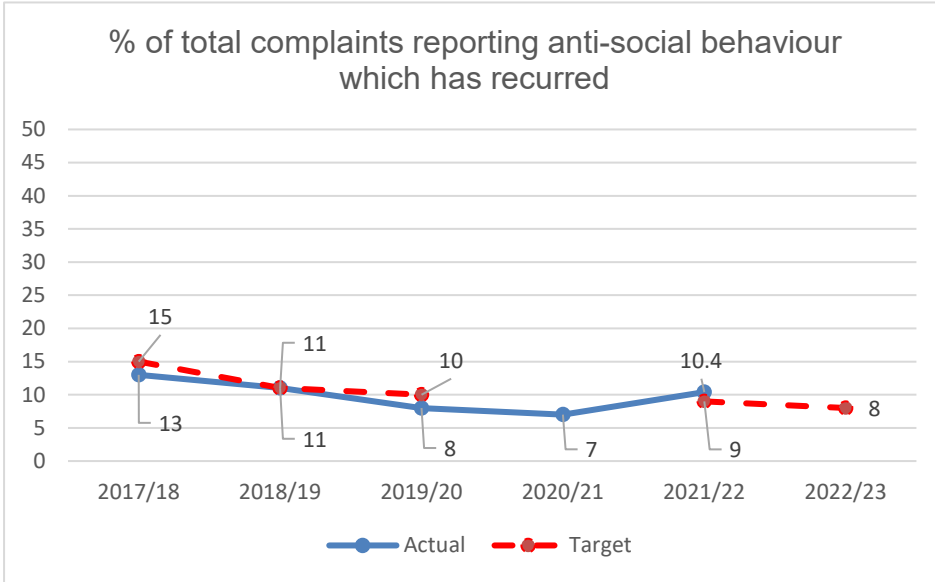
4.4 Residents live in communities that are strong, self-sufficient and resilient



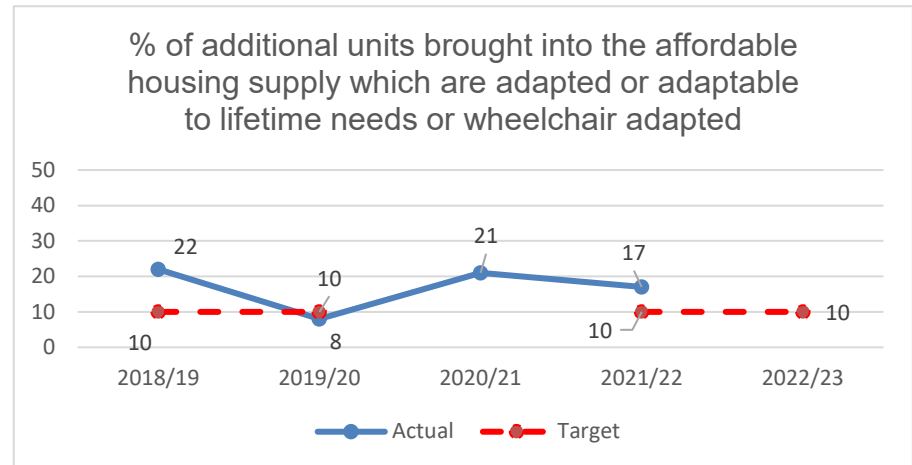
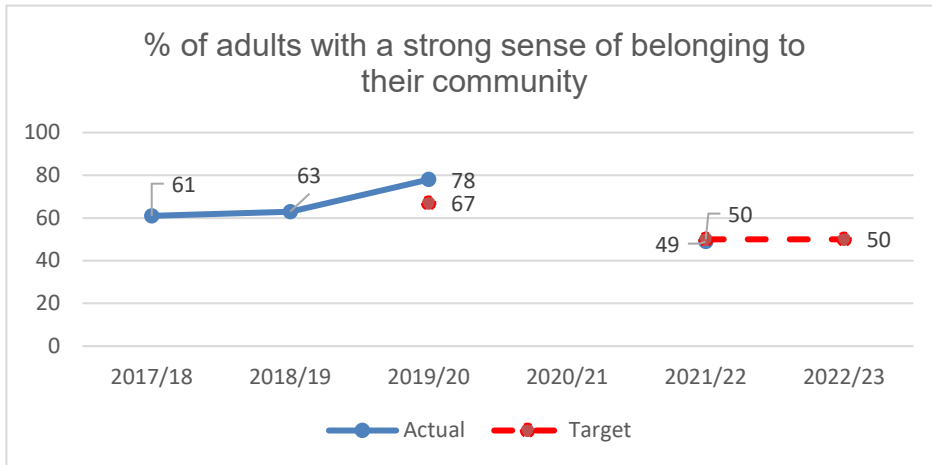
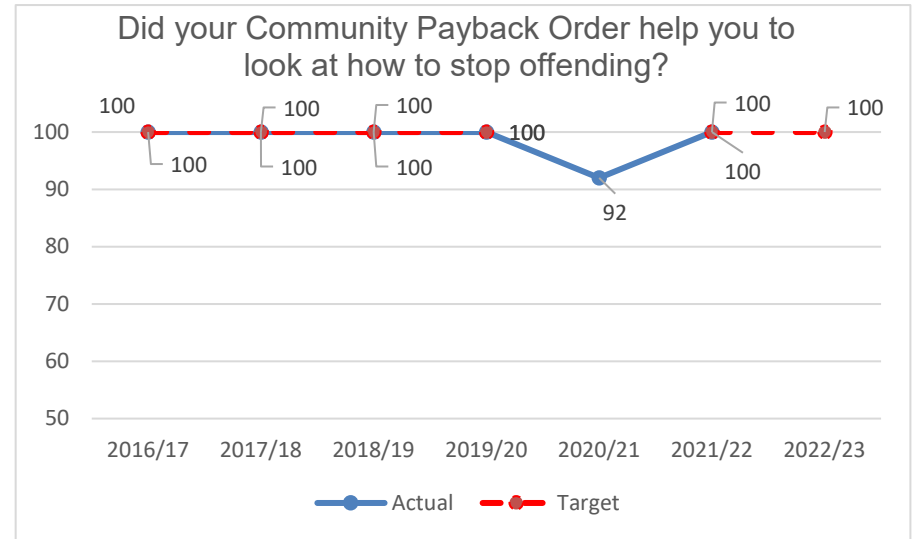
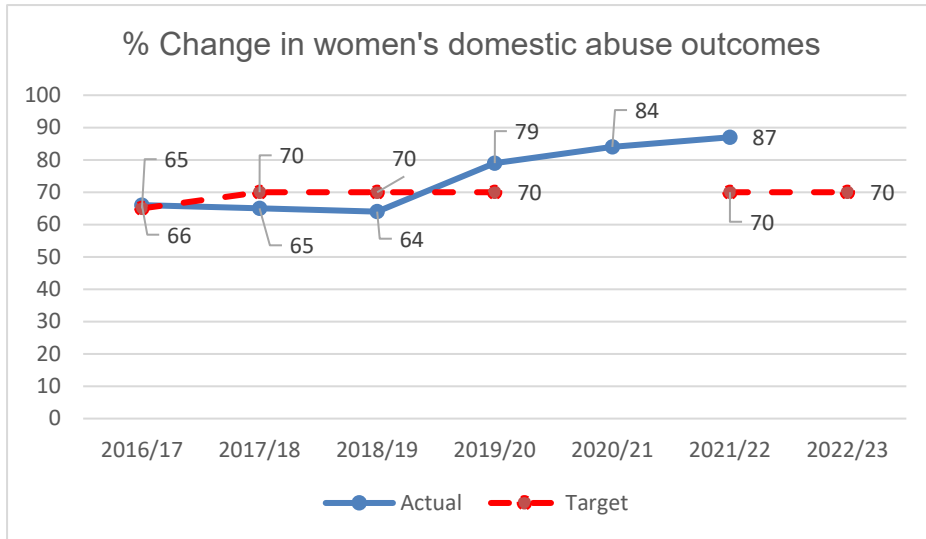
4.5 Residents are protected from drug and alcohol related harm



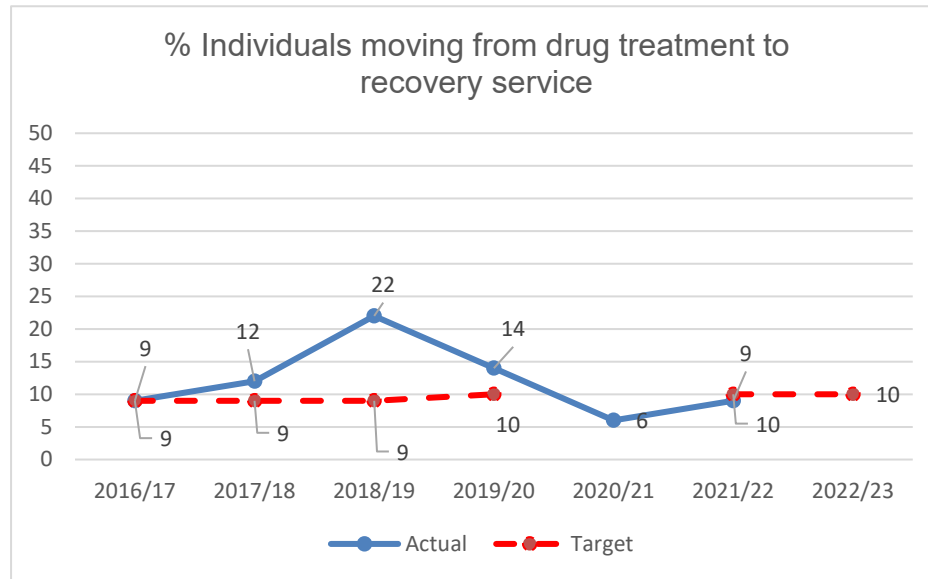
Outcome 4 indicators



Targets not set for 2020/21 due to COVID.



Targets not set for 2020/21 due to COVID.



Targets not set for 2020/21 due to COVID.

S5

SECTION 5

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

Strategic Outcome

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

Intermediate Outcomes

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

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

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

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

Community Plan Indicators

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



STRATEGIC OUTCOME 5 Older people and people with long term conditions

The new Health and Social Care Partnership (HSCP) Strategic Plan 2022-25 outlines our key strategic priorities to be taken forward during the next three years including: supporting older people and people with long-term conditions to maintain their independence at home and in their local community; ensuring people's healthcare needs are met; ensuring carers are able to exercise choice and control; supporting mental health and wellbeing; and supporting individuals and communities to tackle health inequalities and improve life chances.

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. We recently commissioned Humanitarian Research into the impact of the pandemic in East Renfrewshire focusing on four areas of harm- Direct Health Impacts; Indirect Health and Social Care Impacts; Societal, wellbeing and Quality of Life Impacts and Economic Impacts*. This report identifies priority areas and will help to inform future planning of the Council and Community Planning Partnership. We are aware that many older people, people with disabilities, residents who were required to shield during the pandemic and those who live alone have become more isolated and had less opportunities for leisure, exercise and social activities. At the same time, the response to the pandemic in East Renfrewshire has demonstrated the resilience of our community-based supports with teams of volunteers and staff keeping touch with the most vulnerable and isolated, notably through the Community Hub. We continue to work to minimise isolation and engage with those in need through approaches such as befriending, peer support and the work of our Kindness Collaborative and Talking Points, linking people to local supports. We will continue to build on this collaborative working going forward to increase the community supports and opportunities available.

The pandemic has tested everyone's emotional resilience and we know that some individuals, families and communities have found the past two years really tough. The COVID-19 Impact Report found that mental health was significantly negatively impacted as a result of the pandemic with 23% of residents reporting a fall in their happiness and 11% an increase in anxiety. We will ensure there continues to be a focus on good mental wellbeing, and on ensuring that the right help and support is available whenever it is needed.

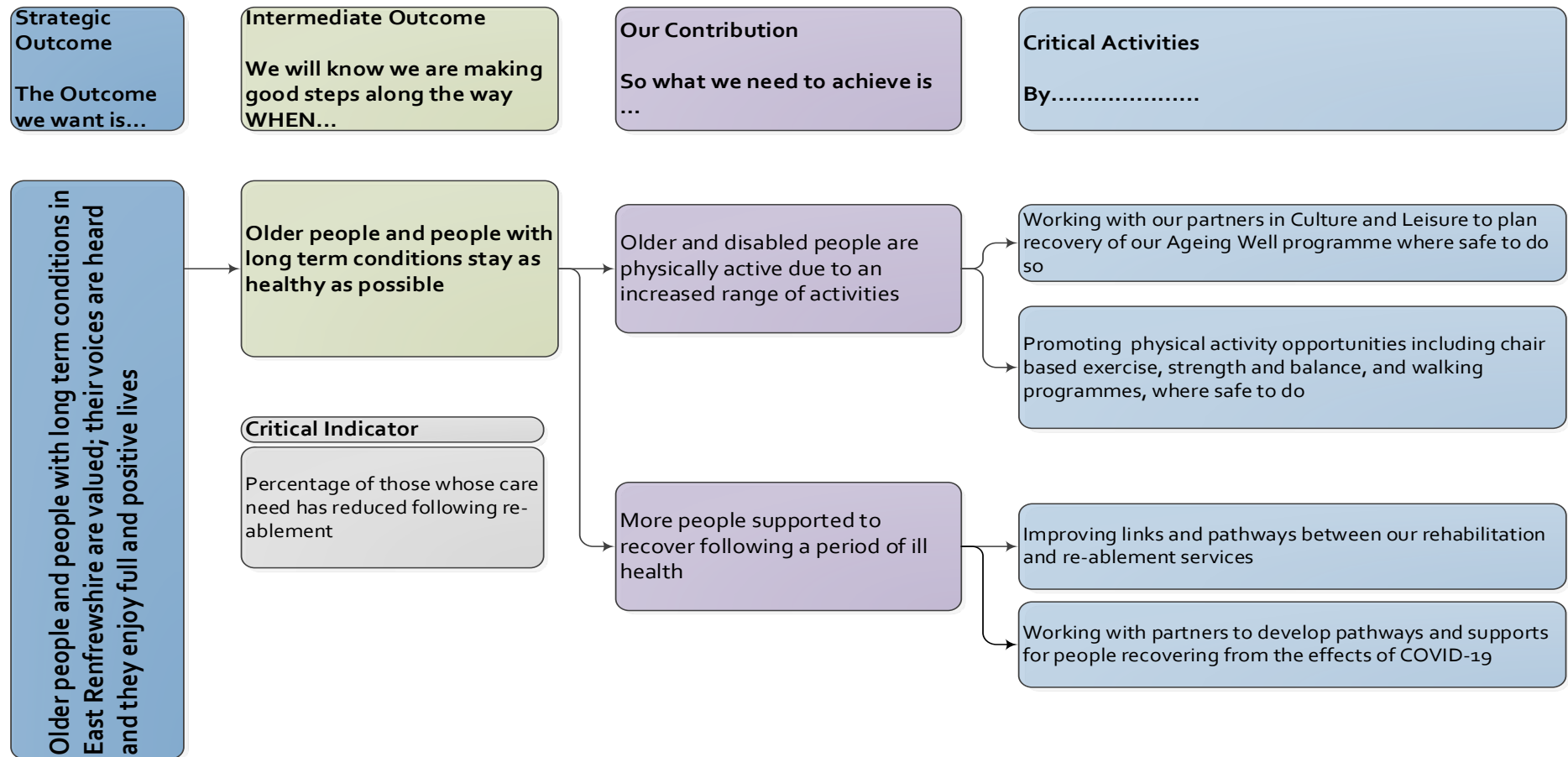
Our health and care services have been running throughout the pandemic period with a particular focus on those in greatest need, people experiencing severe symptoms of the virus, and at those greatest risk of admission to hospital. Despite continuing pressures on our Care at Home service following the pandemic, we continue to support people to live independently and well in their communities. We are focused on developing intermediate care options, minimising unplanned hospital stays and providing proactive support in the community.

*[Covid-19 Impact Report](#)

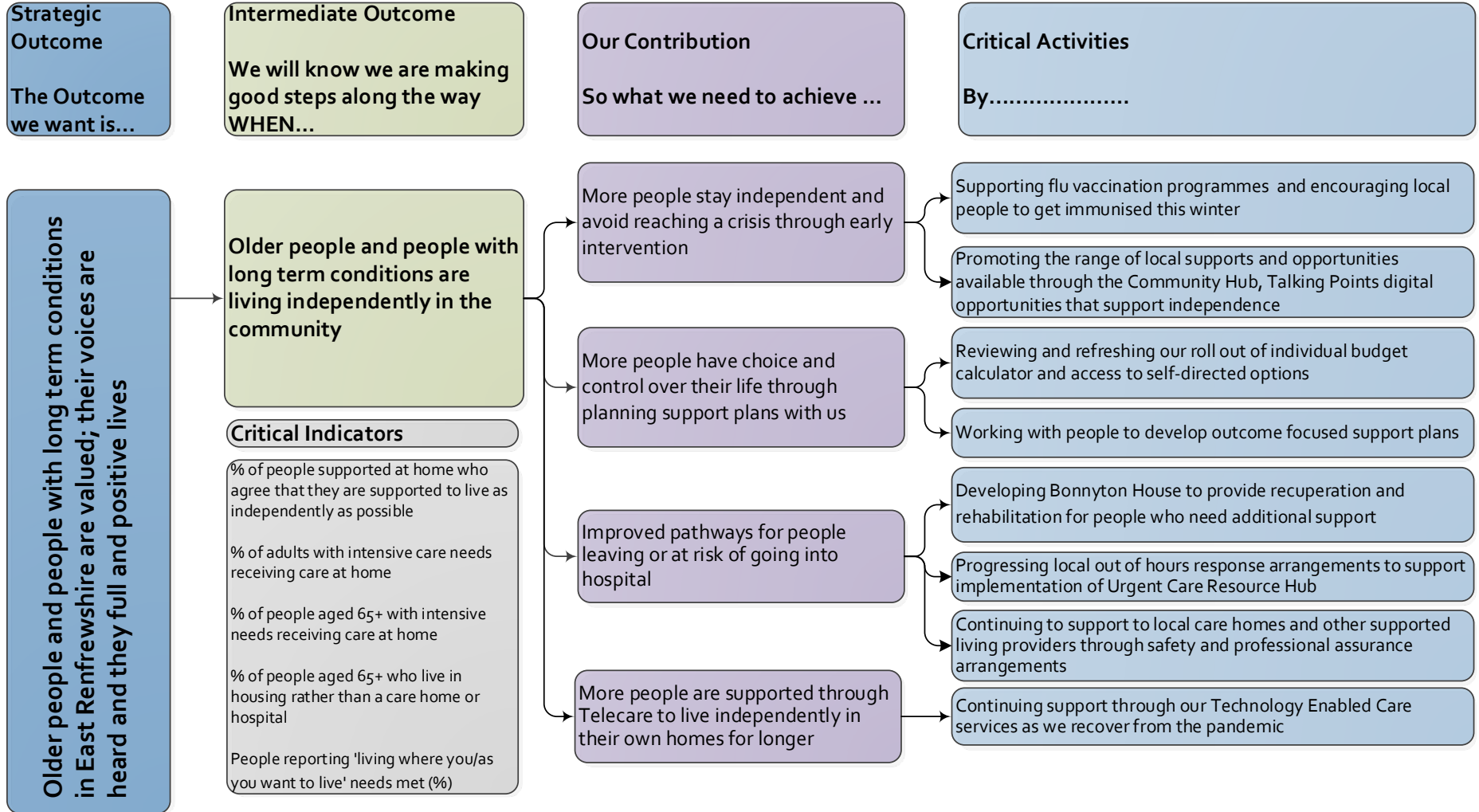
We are committed to increasing choice and control for people who require support and delivering the full potential of Self-Directed Support. We will continue to review and embed our outcome-focused assessment tool and our individual budget calculator and ensure that people who require support have as much choice and control as they wish in relation to their supports. We will work collaboratively to ensure that we have an effective delivery framework in relation to supporting individuals and enabling innovative approaches. We will support our partner providers and in-house services to develop their business/service plans to adapt to these new approaches. As we recover from the pandemic we will build on our strong local partnerships and social enterprise approach, encouraging innovation that supports people to live independently in the community and offers alternatives to residential care.

The contribution of unpaid carers to our social care system is beyond measure and the daily efforts of families and loved ones to those needing support is fully recognised by the partnership. Carers have been significantly impacted by the pandemic and changes to a range of supports available to those providing care. Unpaid carers have also taken on increased caring during this time and have faced additional pressures. As we move beyond the pandemic we will ensure that the right supports and services are in place for carers. We have committed to working together with East Renfrewshire Carers Centre to improve access to accurate, timely information. We will continue to encourage collaboration between support providers for advice, information and support for carers ensuring local provision that best meets carers' needs.

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

Strategic Outcome
The Outcome we want is...

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

Our Contribution
So what we need to achieve is ...

Critical Activities
By.....

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

Carers are valued and can maintain their own health and wellbeing

Critical Indicator

People reporting 'quality of life for carers' needs fully met (%)

Staff are able to identify carers and value them as equal partners

Every carer identified is being offered the opportunity to develop their own carer support plan including planning for emergencies

Carers can access accurate information about carers' rights, eligibility criteria and supports

Improved outcomes as a result of Implementation of Children and Young People's Act 2014 duties

Working in partnership with Carers Centre provide information and training to raise awareness of the impact of caring and requirements of Carers Act

Implementing a new carers' support plan including planning for emergencies with individual carers

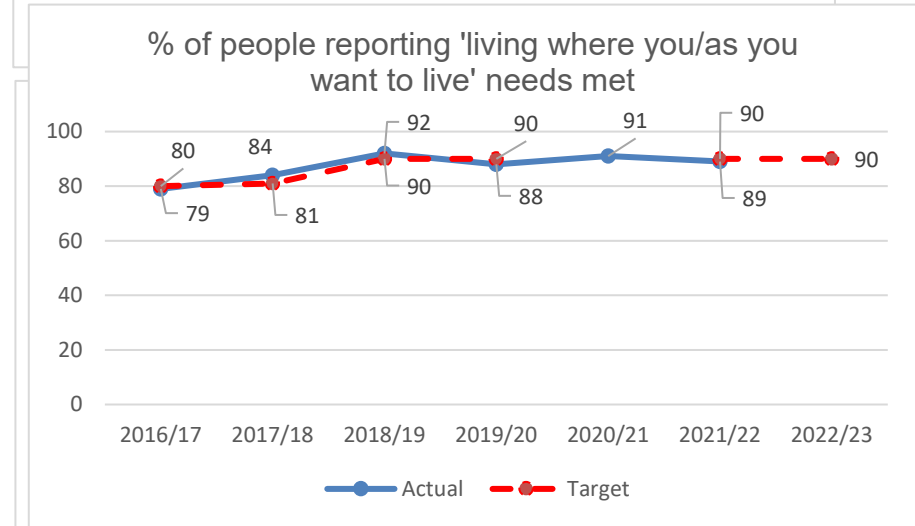
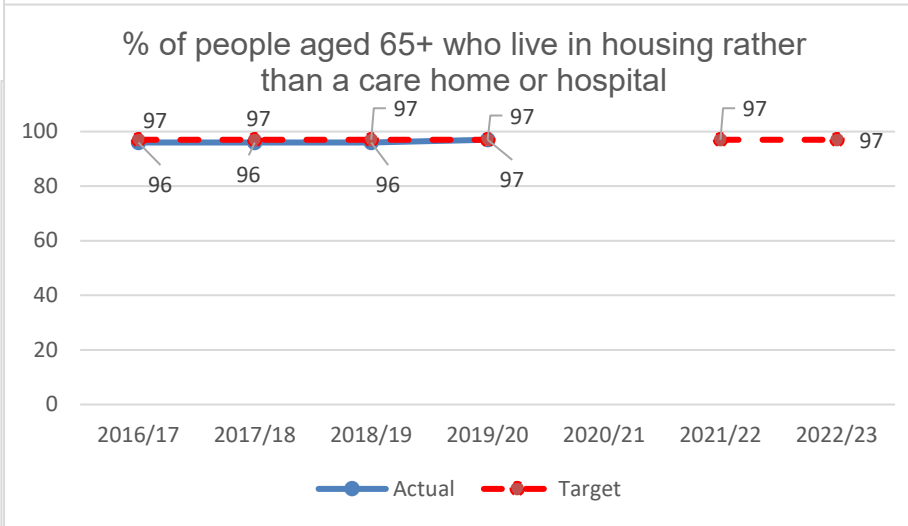
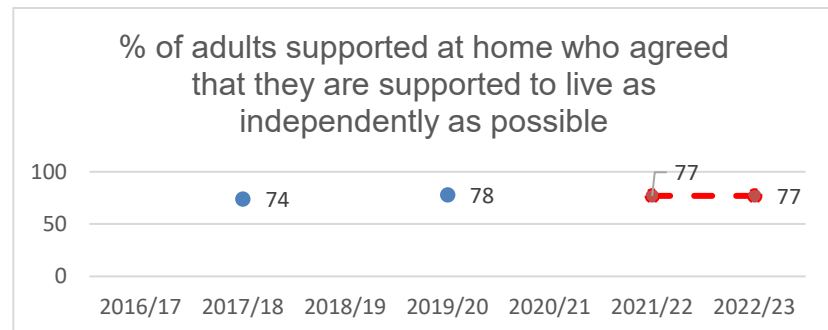
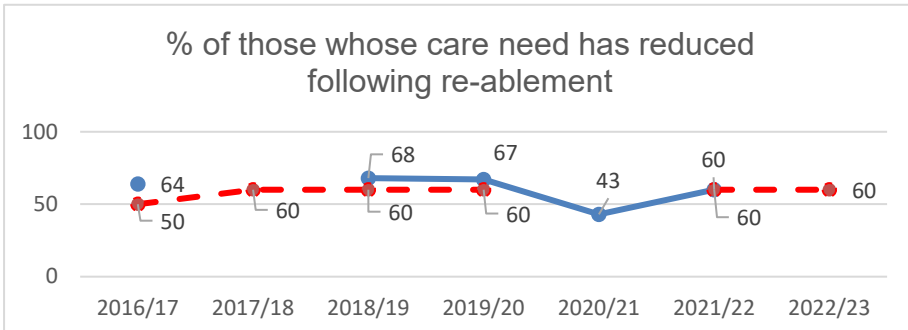
Training advisers in key partner organisations who can develop plans with and for carers

Publicising our clear prioritisation framework (eligibility criteria) for support and implement consistently

Ensuring that carers and support organisations are aware of the scope and different types of respite care and short-break provision available

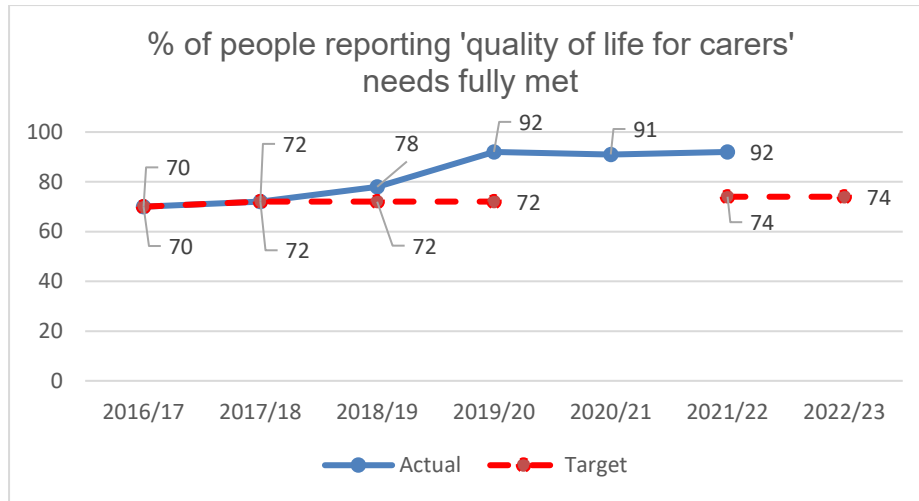
Developing and implementing Young Carer's Statements as set out in the Carers' (Scotland) Act 2016

Outcome 5 indicators

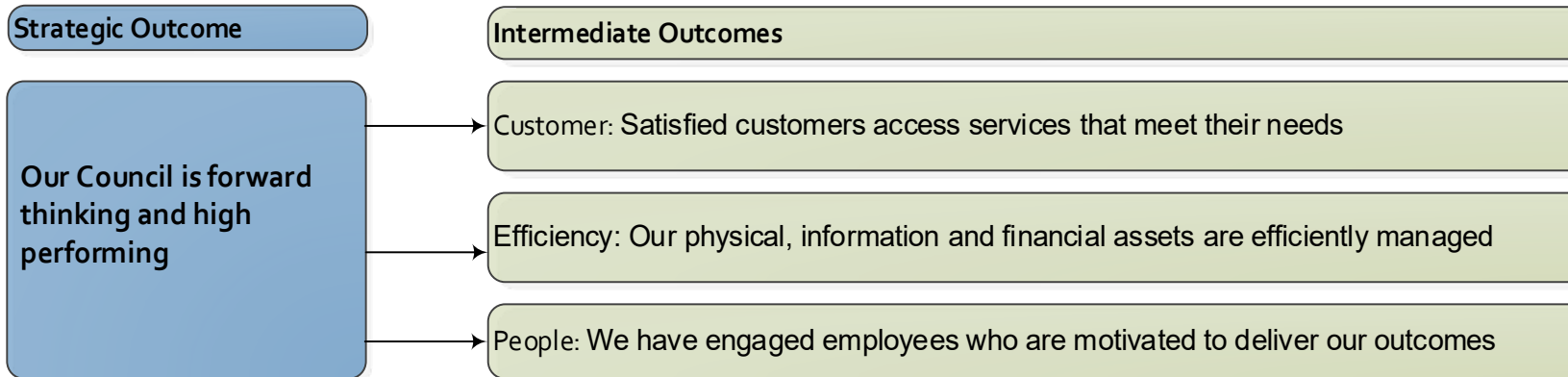


Targets not set for 2020/21 due to COVID.

Targets not set for 2020/21 due to COVID.



STRATEGIC OUTCOMES
Customer, Efficiency and People





CUSTOMER

Satisfied customers access services that meet their needs

As a Council our vision is to provide a consistent, efficient end to end customer experience designed with the user at the heart. We continue to develop our approach and our key principles are to have:

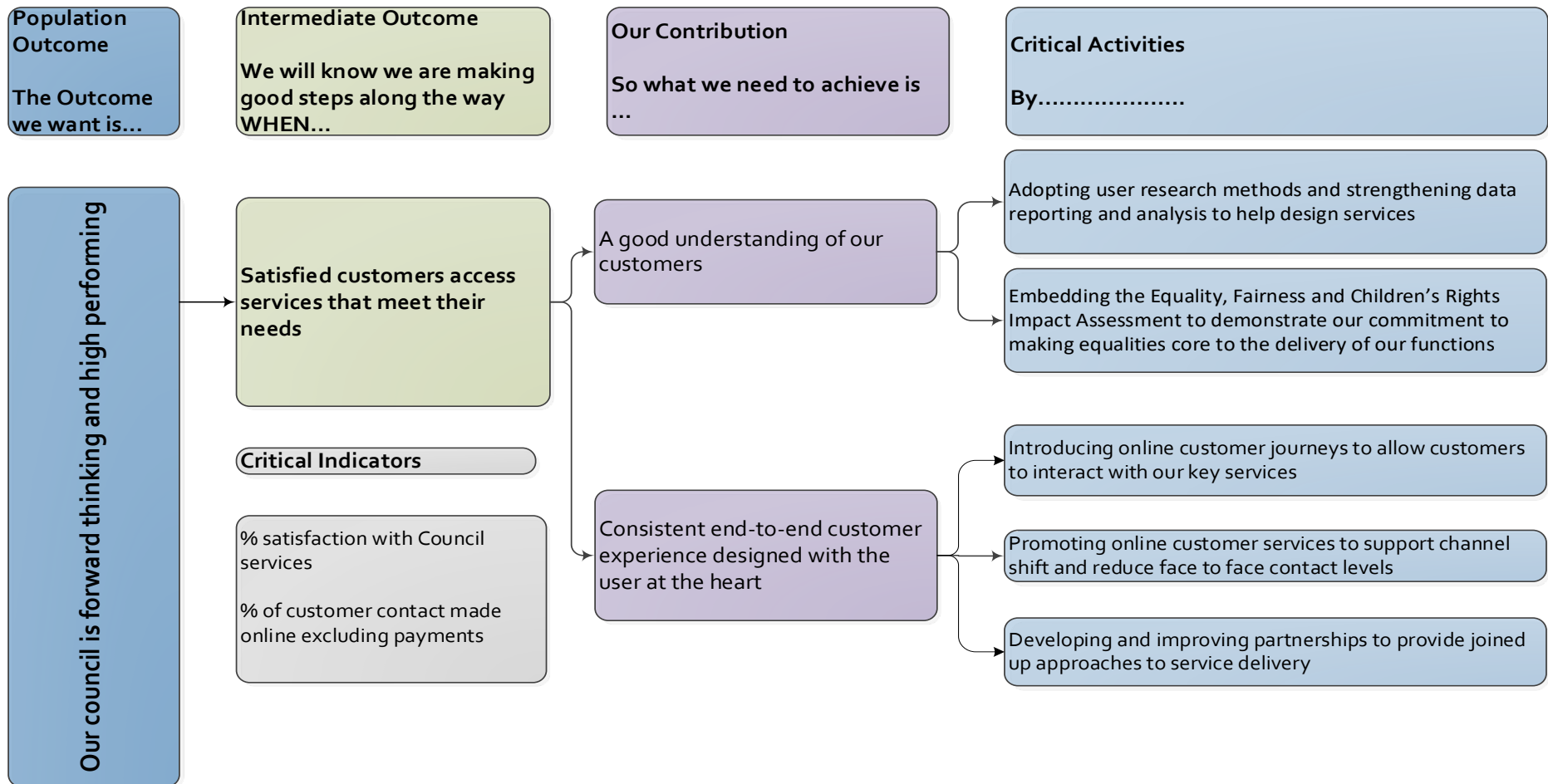
- Well designed, customer focused, end-to-end digital processes
- Streamlined digital processes including booking, scheduling and payments
- Customer insight at the core of any action
- Customer expectations managed with provision of regular updates on progress
- Processes designed in an inclusive way, providing support for those who need it
- Embedded the Scottish Approach to Service Design
- A One Council approach

We want to ensure that the services delivered are user friendly and meet the needs of both employees and customers. A high standard of customer experience will drive digital adoption, channel shift and improve perception. This will be achieved through user research and engagement with customers through various channels. 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 and those isolating. Whilst those services have now ceased nationally our services continue to experience rising demand as a result of the cost of living crisis.

Our focus on digital transformation is a huge part of our drive for efficiency and to provide a better customer experience. Implementation of a new Customer Experience Management platform saw the successful launch of the new Council website in 2020 and the transition to the new platform completed in early 2022. Our new customer online portal MyEastRen was launched in May 2022. The new portal gives residents access to a variety of services online these include Council Tax Online, Parentsportal, as well as reporting missed bin collections, road and lighting faults. Other services coming soon include Benefits Online and Housing Online.

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 89% of respondents reported they were satisfied with East Renfrewshire as a place to live. 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 and we aim to be digital by default wherever we can.

CUSTOMER
Satisfied customers access services that meet their needs





EFFICIENCY

Our physical, information and financial assets are efficiently managed

We are continually developing the way we work and have in place a digital transformation portfolio to ensure our resources are managed effectively and our services are efficiently meeting the needs of our customers and local residents. This particularly concentrates on the modernising, digital, and data capability of our vision. Our continuous aim is to drive up efficiencies wherever possible, by streamlining, integrating and automating processes. This has helped us meet ambitious savings targets and significantly lessened the impact on frontline services. This is however becoming harder to achieve year on year.

The pace and scale of change across the Council and HSCP remains significant. We have 3 programmes of digital transformation in place: business systems and processes; customer experience; and workforce productivity. Prioritisation, good governance and sound resource management, particularly of shared resources like ICT and HR, are key and we will be making use of agile project methodologies and the Scottish Approach to Service Design wherever suitable. Key areas for digital transformation will include:

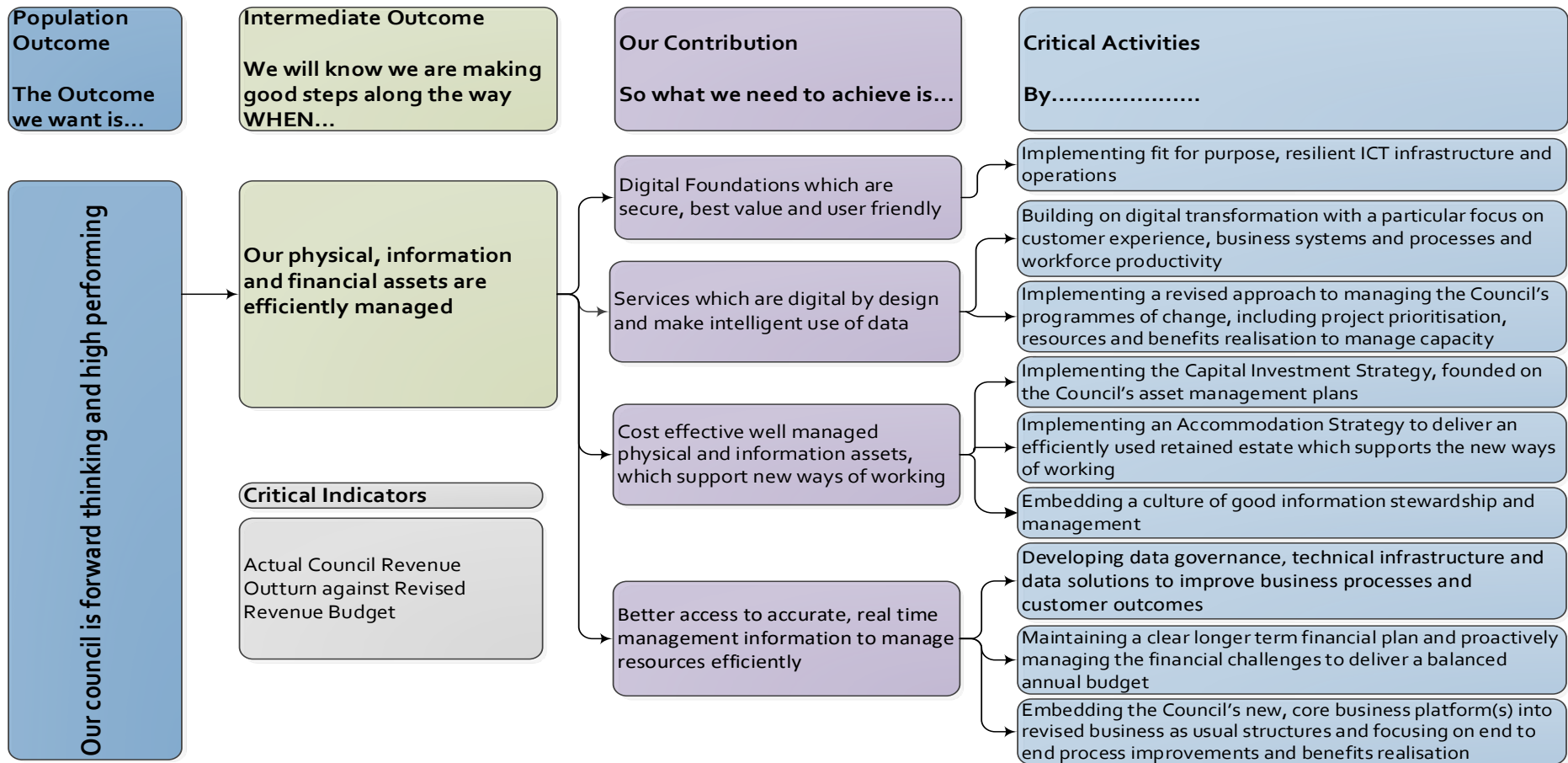
- Implementation of the new ICT Strategy and Customer Experience strategies
- Maximising the benefits from the new Finance/Procurement, HR/Payroll, Council Tax/Benefits and Housing systems
- Significant development of our HSCP infrastructure with replacement of its case management system; the analogue to digital telecare programme and a retendering of the Care at Home platform
- Transformation of education infrastructure through the replacement of SEEMIS with two new systems with the migration of approximately 20,000 pupil records and files
- Developing our Digital Planning processes as part of a national programme
- Shifting the profile of how we work, looking at our office buildings, our workforce cultures and the technologies we use, maximising the use of M365 capabilities
- Developing new approaches to data, insight, reporting and dash-boarding.

We continue to develop our financial systems with a view to making the most of staff time by automating processes as far as possible and providing online access to key reports. Financial performance is monitored throughout the year and the publication of the Scottish Resource Spending Review will assist us in our medium- and longer-term budget planning.

As part of the way we work changing as a consequence of COVID, the Council's accommodation related property is under review. The aim is to ensure that existing accommodation is both effective and efficient such as ensuring the internal layouts facilitate new ways of working through the creation of meeting rooms, team zones, collaboration zones and touchdown zones. In essence the proposal is to design spaces to enable smarter working in order to future proof buildings and to maximise flexibility. In addition, given financial pressures, rising energy costs and carbon reduction targets, the overall portfolio of main accommodation properties is under review. As part of that review it may be possible to reduce the number of main offices operated by the Council.

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. During the last two years COVID-19 has had a significant impact on our employees and our focus now is to continue our recovery and develop opportunities for renewal, building on what has worked well for us during the pandemic.

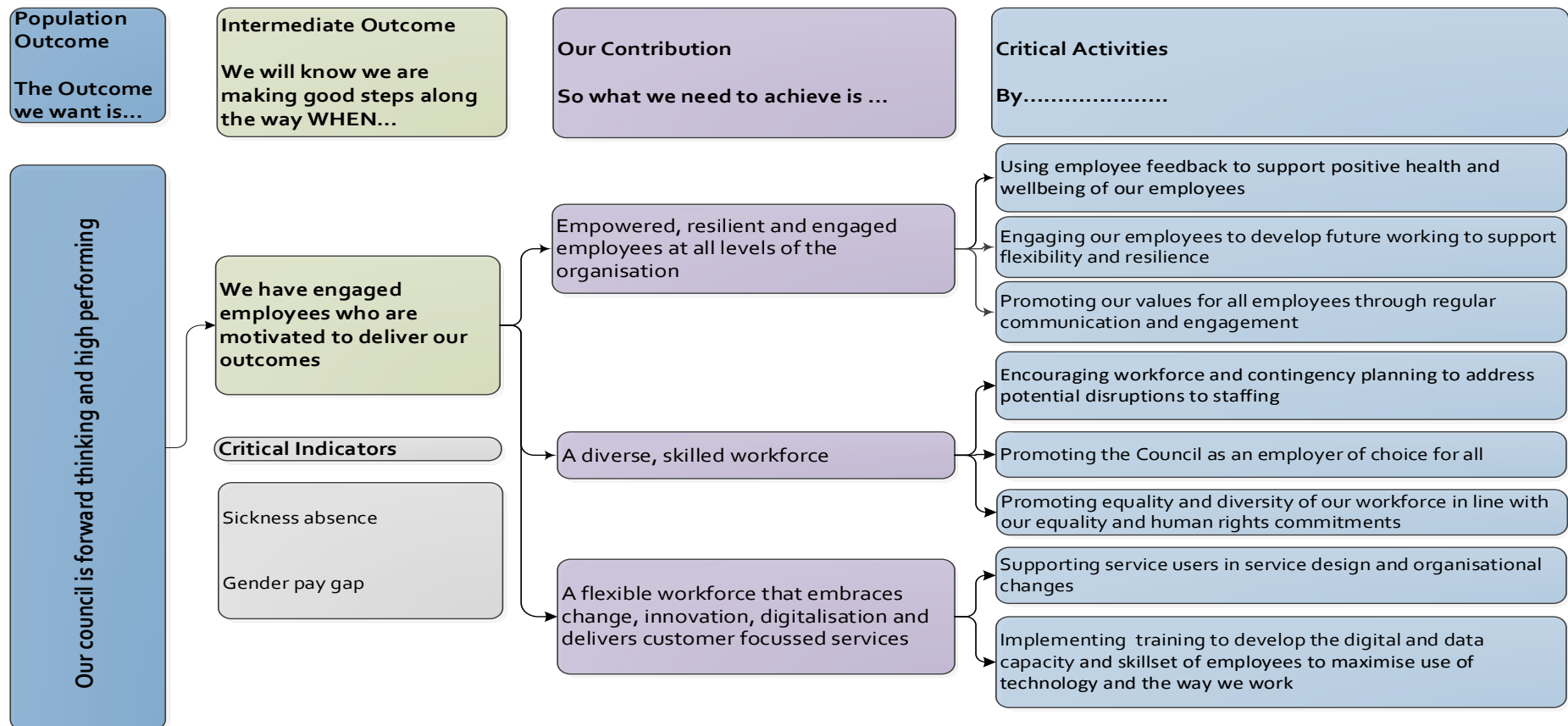
We are focused on developing our workforce planning arrangements, in particular our plans to make the most of technology. This will further enable us to provide a more efficient service to local residents and more effectively meet our outcomes for the local area. We are committed to supporting employees' 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. Our values underpin our behaviours within the organisation and these are promoted through regular communication and engagement. We will continue to engage with employees and ensure that they are able to communicate their views on key issues affecting them. We are looking at embedding new ways of working introducing work styles that fit with the needs of our customer and the business. 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 them.

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. We have successfully established Digital Champions across the council who now deliver training and coach employees in the use of M365 tools which improves the overall skillset within the council and helps deliver digital transformation.

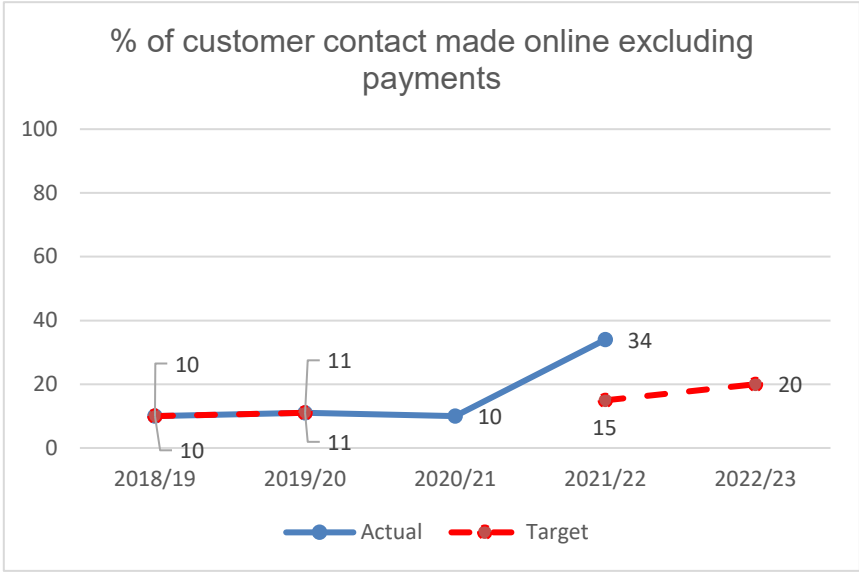
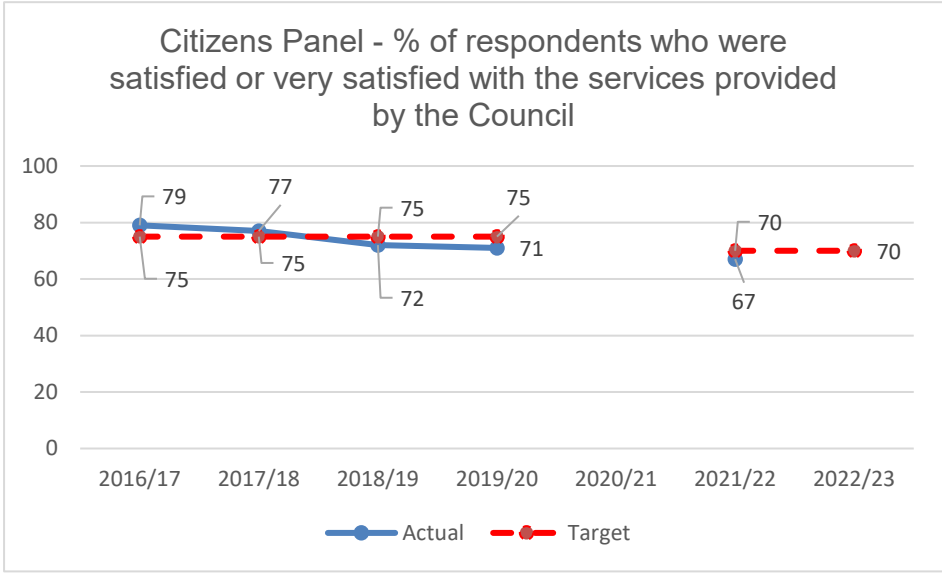
We value equality and the advancement of diversity and the Equality and Human Rights Mainstreaming report details the progressive actions and indicative measures of success that the Council is taking to achieve a diverse, skilled workforce. We wish to recognise, reward, and celebrate our employee's achievements and success. Our employee reward and recognition scheme and We Are East Ren awards continue to be well used with a virtual ceremony again held. An employee benefit scheme has been introduced which allows employees to receive discounts from local and national retailers, additional financial support and gives access to a car salary sacrifice scheme. 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.

PEOPLE

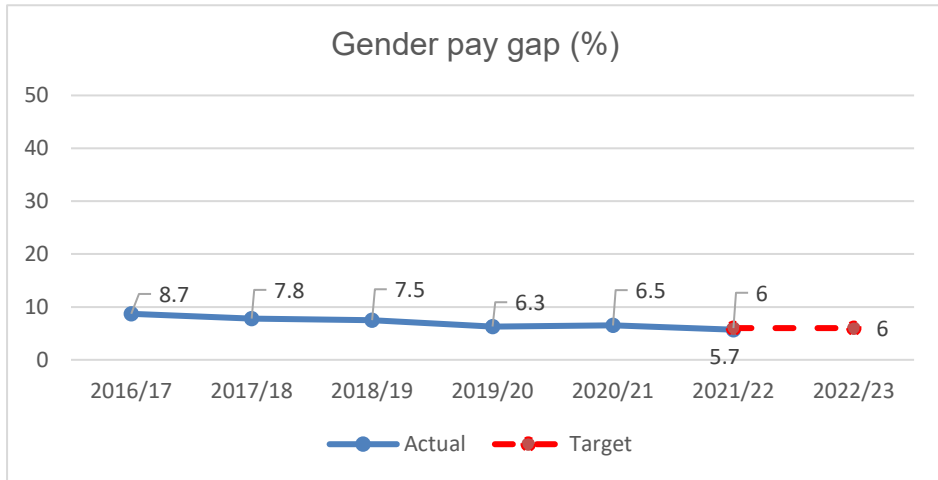
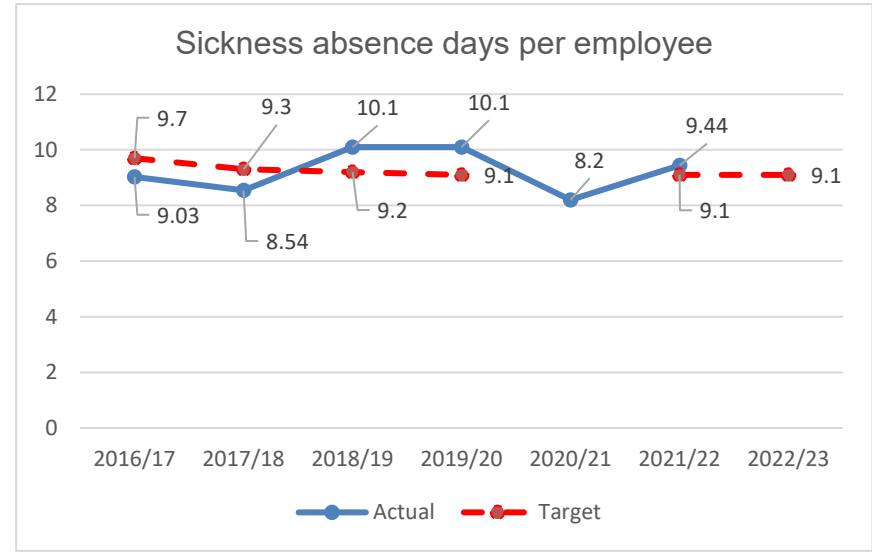
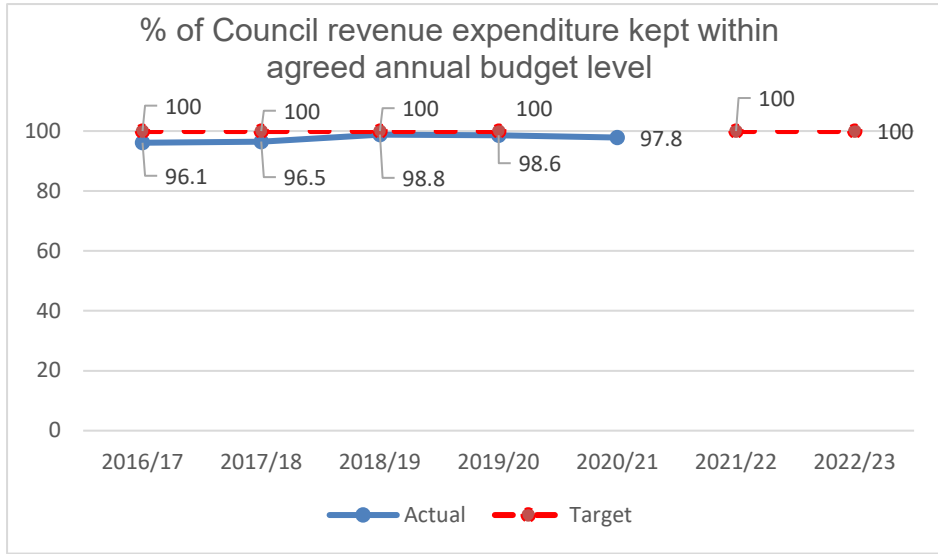
We have engaged employees who are motivated to deliver our outcomes



Customer, Efficiency and People indicators



Targets not set for 2020/21 due to COVID.



Targets not set for 2020/21 due to COVID.

Our finances

Department	2021/22	2022/23	2023/24	2024/25
	APPROVED	APPROVED	INDICATIVE	INDICATIVE
	BUDGET*	BUDGET*	BUDGET*	BUDGET*
	£'000	£'000	£'000	£'000
Education	152,519	160,728	161,815	165,547
Contribution to Integration Joint Board	54,319	60,755	60,755	60,755
Environment	26,258	26,770	23,662	23,330
Business Operations & Partnerships	12,436	11,608	10,856	10,885
Chief Executive's Office	65	764	845	995
Joint Board	2,359	2,352	2,352	2,352
Miscellaneous Services	2,775	3,238	1,942	1,888
Capital Financing Costs	8,863	8,966	11,223	10,670
Total	259,594	275,181	273,450	276,422
Chief Executive - Central Support	2,844	2,980	2,515	2,416
Business Operations & Partnerships- Central Support	10,543	9,771	8,452	8,323
Environment - Central Support	2,353	1,359	1,205	1,21
	15,740	14,110	12,172	11,951
Capital - General Services	41,286	68,711	76,434	30,886
Capital - Housing Revenue Account	18,499	16,790	4,524	39,980

*All budgets above excludes the impact of Covid-19

Finances

Budgets are constrained by available funding, comprising Scottish Government grants and Council Tax income. The Council's grant has only been confirmed for the period up to and including 2022/23. 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 Scottish Spending Review and the likely level of future years funding available.

Education

The budgets listed above in respect of the Education Department include the management fee along with further support costs for the East Renfrewshire Culture & Leisure Trust.

Joint Boards

The Council contributes, along with other local authorities, to the funding of joint boards providing public transport (including a concessionary travel scheme) and valuation and electoral services in the west of Scotland. The joint arrangements to which East Renfrewshire Council contributes are as follows:

Strathclyde Partnership for Transport

This joint body is responsible for the provision of public transport services in the west of Scotland.

Strathclyde Concessionary Travel Scheme Joint Committee

This body is responsible for determining the concessionary travel scheme for the west of Scotland. Strathclyde Partnership for Transport administers the scheme.

Renfrewshire Valuation Joint Board

This joint board is responsible for the provision of valuation and electoral registration services for East Renfrewshire, Renfrewshire and Inverclyde.

Miscellaneous Services

In addition to the services and spending plans allocated to each department, there are a number of miscellaneous services where spending is not allocated to service departments. 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

Fairer East Ren is the Local Outcome Improvement Plan for East Renfrewshire Community Planning Partnership. It identifies how partners will work together to reduce socio-economic inequality and this is set out in a number of themed delivery plans. In 2022, the partners reviewed these plans to consider the impact of COVID-19. The relevant thematic groups have considered the strategic and intermediate outcomes, progress indicators and critical activities from our previous plans and developed an interim plan for 2022/2023. A set of the driver diagrams for Fairer East Ren (our LOIP) have been annexed.

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. 2021/22 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

Targets have been set for the one year period 2022/23 for the majority of indicators. The Education Department is currently working with schools and nurseries to develop performance targets. These will be finalised in advance of the school session 2022/23 and added to an update of the plan at a later date.

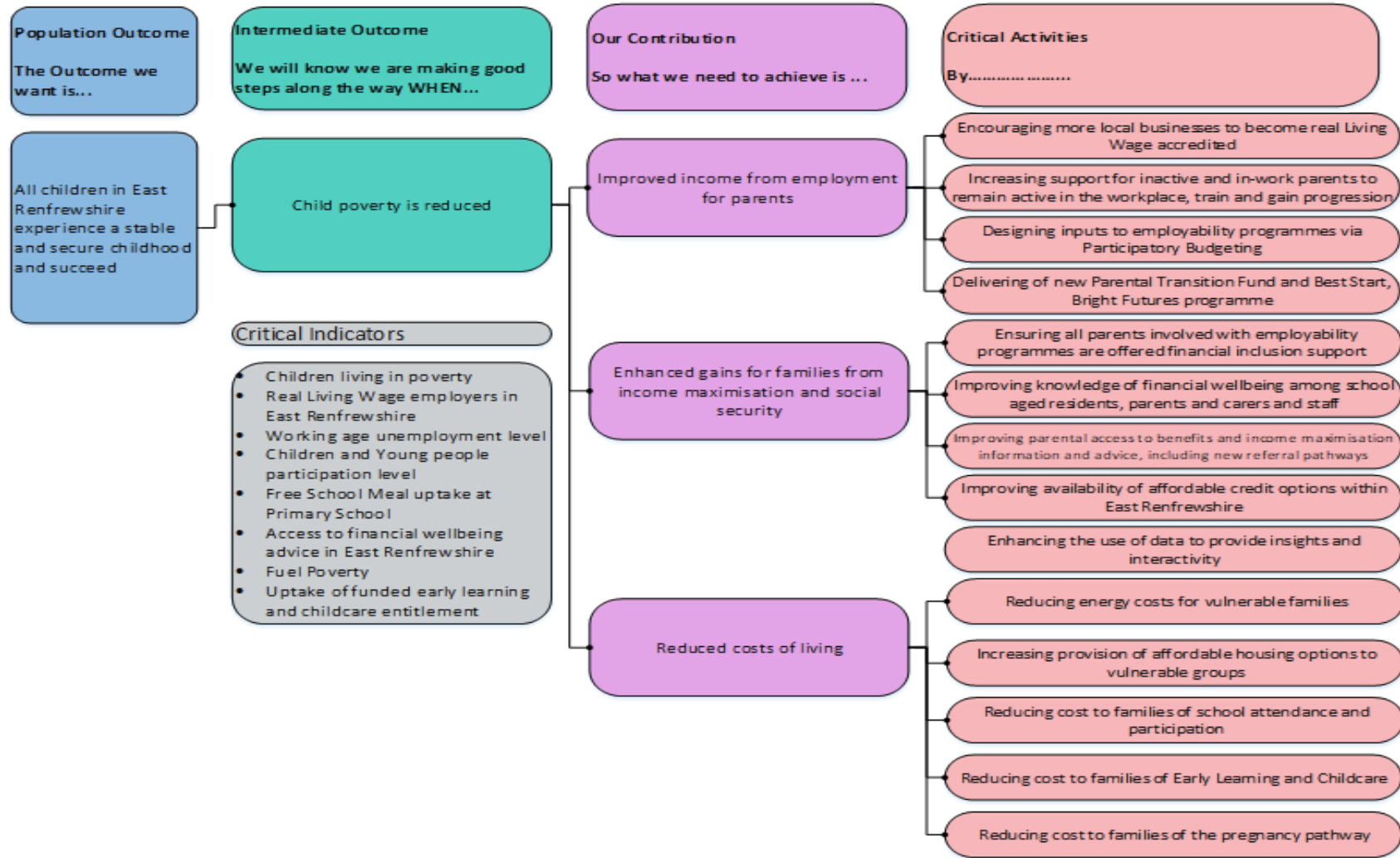
Community Plan					
	1- Childhood	2 - Learning, life and Work	3 - Economy and Environment	4 - Safe, supportive communities	5 - Older People and people with long term conditions
Community Plan Strategic Outcomes	All children in East Renfrewshire experience a stable and secure childhood and succeed.	East 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 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

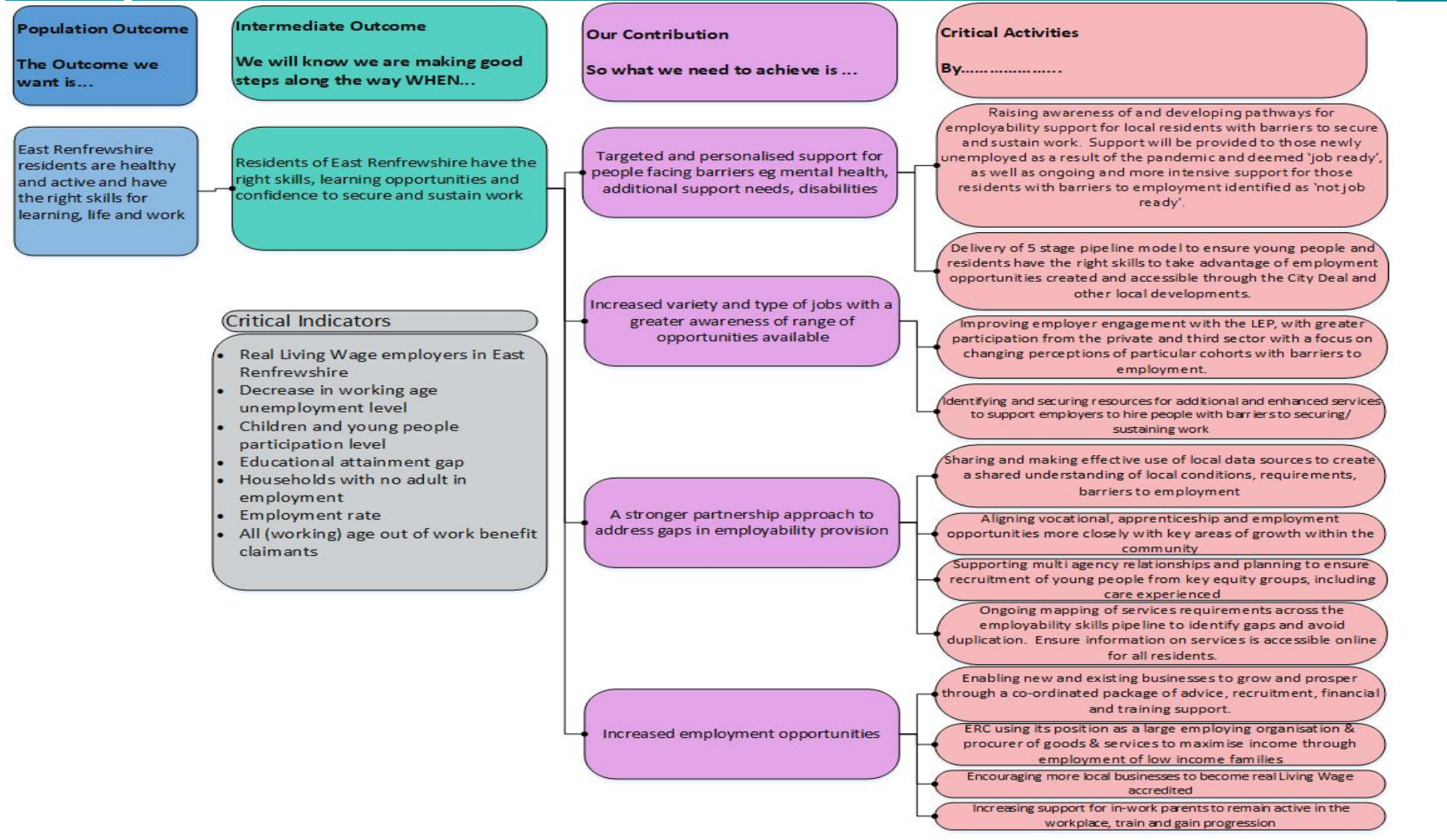
Outcome Delivery Plan Customer, Efficiency , People
Our council is forward thinking and high performing
<p>Customer: Satisfied customers access services that meet their needs</p> <p>Efficiency: Our physical, information and financial assets are efficiently managed</p> <p>People: We have engaged employees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

1.1

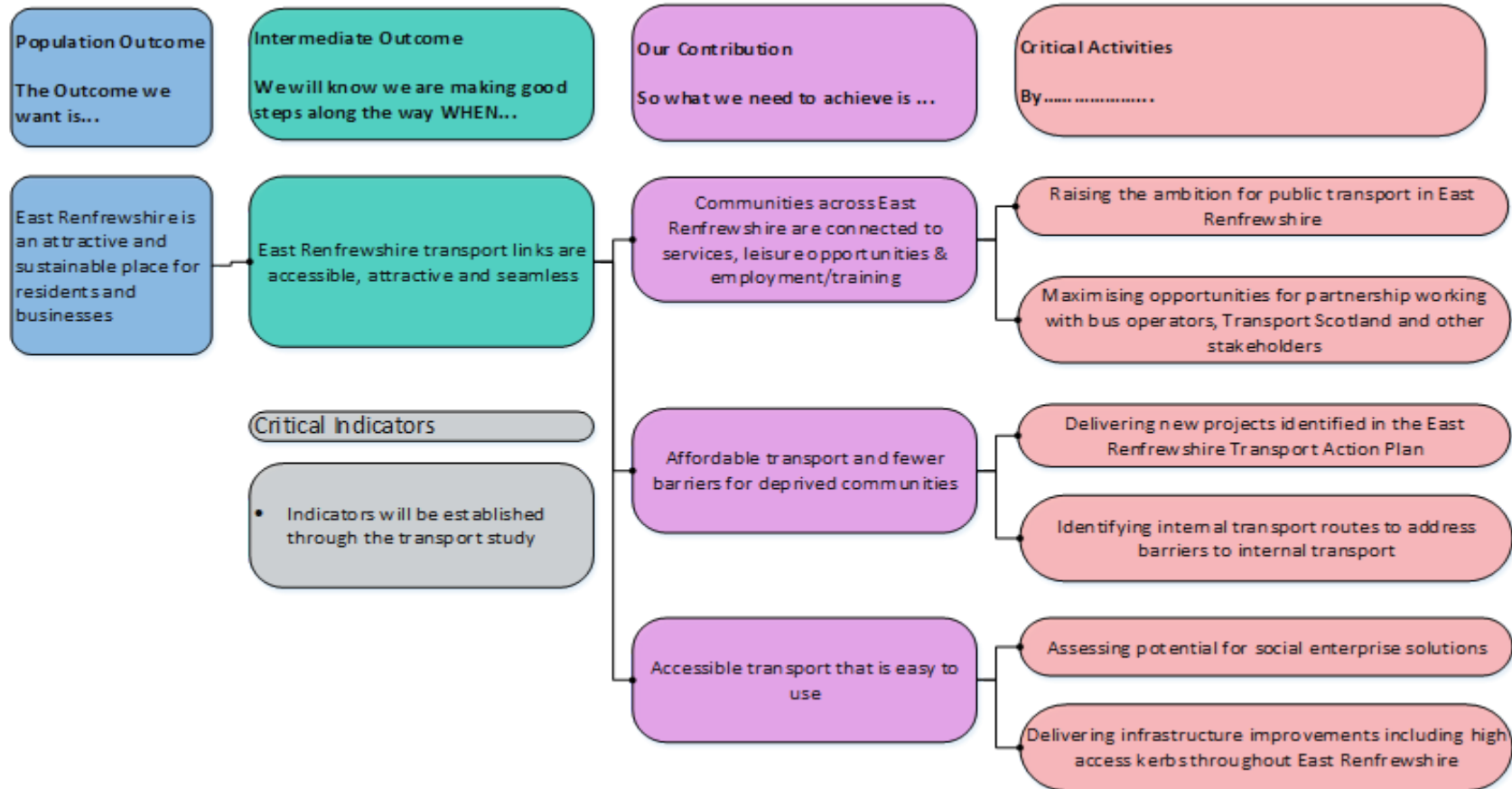
The impact of child poverty is reduced



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

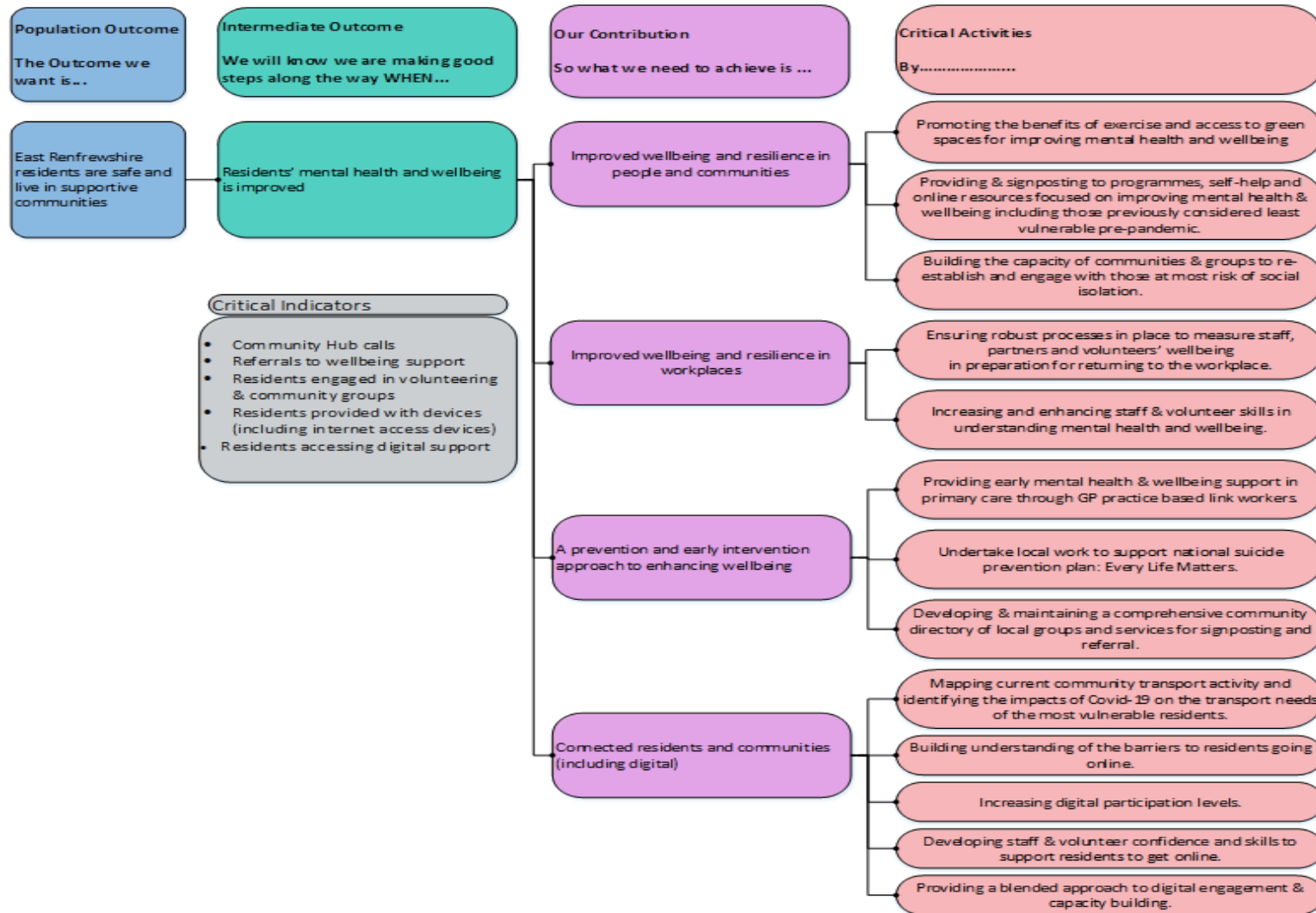


3.1 East Renfrewshire's transport links are accessible, attractive and seamless

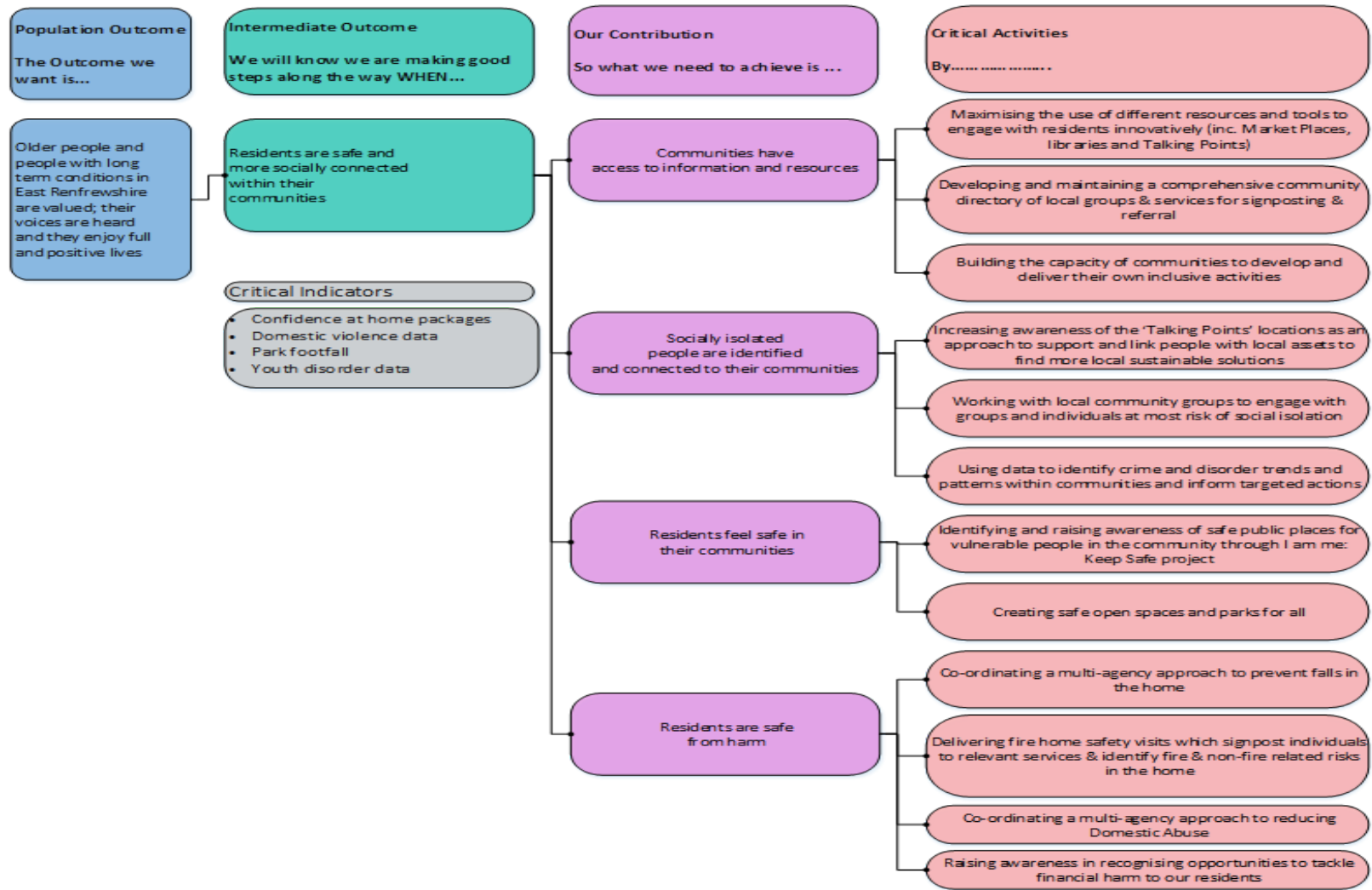


4.1

Residents' mental health and wellbeing is improved



5.1 Residents are safe and more socially connected within their communities



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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

