

EAST RENFREWSHIRE COUNCIL23 April 2025Report by Director of Business Operations & Partnerships'A PLACE TO GROW' UPDATE AND YEAR 1 DELIVERY PLAN**PURPOSE OF REPORT**

1. The purpose of this paper is to ask Council to agree the first-year delivery plan (2025/26) for 'A Place to Grow', the Council and Community Planning Partnership's vision for East Renfrewshire by 2040, and to set out how this will progress further over the coming months.

**RECOMMENDATIONS**

2. Council is asked to:
- Note the progress to share 'A Place to Grow' with stakeholders and develop a delivery plan in line with its vision and ambition;
  - Agree the year-one delivery plan and measurement framework attached at Annex 1 and 2, replacing the previous 'Outcome Delivery Plan' (ODP) and introducing a new "Organisational Healthcheck" section, noting that these will continue to evolve over the coming year and beyond; and
  - Note that work is ongoing to develop Community Planning Partnership (CPP) leadership and governance structures to oversee delivery of the plan.

**BACKGROUND & RECENT PROGRESS**

3. The Council approved the new 15-year strategic vision, 'A Place to Grow' in September 2024. This serves as East Renfrewshire's Community Plan, having been shaped by broad-based community engagement and developed alongside our community planning partners. It was approved by the Community Planning Partnership (CPP) Board in October 2024.

4. This report sets out the start of the 15-year journey to deliver 'A Place to Grow'. Our approach will iterate and evolve over the coming months and years. The approach set out below should be seen as the start of that journey.

5. The vision document is built on three pillars, a future where:

- Our Children and Young People Flourish
- Our Communities and Places Thrive
- We all Live Well

6. Since the plan was approved, work has been ongoing to share and promote 'A Place to Grow' with a range of stakeholders, including our employees, pupils, parent councils and various community stakeholders.

7. The next stage of this engagement work will be a Community Conference in Carlibar Primary School on Saturday 26 April 2025 at 11:00 a.m.

8. 'A Place to Grow' has been well received. A launch video was produced and has received over 1,200 views since the plan was publicly launched in December. The plan was also cited as a strength in the Council's recent, very positive, Best Value Audit report by the Accounts Commission.

9. The plan is built around East Renfrewshire's key attributes, opportunities and challenges. Each pillar outlines our ambitions for the area and has sections referred to as 'lifting' that represent our partnership commitment to tackling inequalities and reducing the barriers that some of our residents experience so that there is equity for all. The 'Lifting' sections serve as the statutory Local Outcome Improvement Plan required by the Community Empowerment Act, 2015. This will enable East Renfrewshire to fulfil its statutory duties while also streamlining and simplifying the reporting landscape.

## **RATIONALISATION OF PLANS & STREAMLINING OF REPORTING**

10. 'A Place to Grow' is a long-term strategic vision, not a target-based document nor detailed costed-plan. It will be a live document that remains relevant by being periodically reviewed and updated in response to local, national and global developments and events. 'A Place to Grow' replaces and combines the Community Planning Partnership's previous Community Plan and the statutory Local Outcome Improvement Plan (LOIP), called FairER. It also replaces the Council's previous vision called 'Vision for the Future'.

11. While 'A Place to Grow' is not a target-based document it will be underpinned by a new delivery plan and measurement framework that will replace the Council's 'Outcome Delivery Plan' (ODP) as well as the Community Plan and LOIP as set out above. There have been several partnership workshops and significant interaction with Council departments/services and community planning partners since 'A Place to Grow' was approved, to develop the key activities and measures that will form the initial delivery plan. This has identified the need for new measures, some of which, do not currently exist. Considering the radical change from the previous planning framework to 'A Place to Grow' it has become clear that today's iteration of the delivery plan is about laying the foundation for future success by exploring further targeted insights, developing new ways of working and creating new ways to measure what matters.

12. The previous reporting arrangements meant that multiple similar reports were put before members to meet statutory reporting arrangements or to draw a clear distinction between partnership activities, targets and measures and Council-specific activities, targets and measures.

13. To streamline this complex reporting landscape, future iterations of the new delivery plan will have a marker to indicate whether the action or target is 'partnership' or 'ERC-only'.

14. In this version, activities and measures have a 'U' or 'L' marker. The **U** is for 'Universal', intended or expected have a broad-based benefit for all people of East Renfrewshire. The **L** indicates it is part of the 'lifting' or equity activities, measures and targets. Our 'Lifting' activities and measures are where we will be working in partnership to tackle the inequalities and barriers that some people face. This may be due to poverty or trauma or living with a disability or long-term condition. This reduces the need for elected members or communities to digest and scrutinise numerous, very similar reports, covering similar activities and measures towards the same outcomes.

## **Measuring and telling the story of our progress**

15. 'A Place to Grow' requires changes to the way that individual measures are reported. Previously, measures were reported individually, each with its own update and treated in isolation. Individual measures often do not tell the whole story, especially for a vision as broad-

based as 'A Place to Grow' which has a 15-year horizon. Measures can provide different 'signals' and can sometimes miss the impact of the qualitative experience and, when taken on their own, fail to convey the nuanced picture.

16. Measuring the impact of 'A Place to Grow' is intended to be more holistic and will iterate over time. This means grouping measures together and utilising qualitative data and case studies to tell the story in a rounded, meaningful way. Measures will be grouped into families that, taken together, with appropriate case studies, give a more balanced, richer picture tied to our shared strategic ambitions. New measures and ways of measuring progress are expected to emerge, and some traditional measures may become less useful and no longer be reported. The timing of reporting progress across a 15-year period may mean that some aspects are not suited to 6 or 12-monthly reporting and may require longer reporting cycles. This will be addressed on a case-by-case basis.

17. Overall, the measures framework will utilise four categories:

Tracking Measures	These are high-level measures that are very useful for providing an overview of what is happening across East Renfrewshire and can signal where there is local need. These are often not in our direct control, and we have little or no influence over them.
Outcome Measures	These are measures that tell us the difference being made to communities. We may not have full control of them but have some levers to influence them. We may seek to give a direction of travel on these e.g. increase or decrease.
Target measures	These are measures we can influence and utilise Specific Measurable Achievable Realistic and Time-bound (SMART) targets.
Qualitative Measures	These are case studies or user stories that go beyond the numeric reporting and tell the richer more nuanced story of the work that the Council and partners are doing and its impact on local people, places, businesses and communities.

18. This first iteration of the delivery plan has focussed on the initial tracking and outcome measures. These will give elected members a flavour of what to expect in update reports but will be refined further over the coming months as we seek to balance the volume of measures, quality of insights they provide and the requirements of statutory duties.

19. For example, a useful illustration of possible family measures around safety would not be limited to, but may include crime-rates per 100,000 people, local authority ranking and 'fear of crime'. The measures would be evaluated in-the-round using case studies and qualitative feedback and be reported with a broad self-evaluative statement on how we are doing against the 'A Place to Grow' priorities (listed below) and giving potential areas for improvement activity.

20. Today's draft delivery plan is a 1-year transitional plan. It is organised around the three pillars. The new delivery plan has actions and measures organised around the priorities of the three pillars listed below.

<b>Our children and young people flourish</b>	<b>Our communities and places thrive</b>	<b>We all live well</b>
Our children and young people will experience love, safety, happiness, good physical and emotional health, have friends and adults they trust, and hope for the future.	We will have well-designed and sustainable housing options, with more affordable homes.	Our communities will be stronger, more connected and collaborative and will be leading on solutions to support people to live well.
Achievement will continue to improve in all our establishments, with every child and young person in East Renfrewshire learning successfully and being well prepared for their future.	We will have strong, diverse local businesses, encouraging investment, developing skills and providing a wide range of fair work opportunities.	Health inequalities will have significantly reduced, and residents will have routes out of poverty.

Children and young people facing challenges and disadvantage will be supported as early as possible in a compassionate and aspirational way that builds on their strengths.	We will have attractive places that encourage wellbeing and strong community bonds.	Our older population will be supported to live healthy, active lives and have opportunities to participate, contribute and thrive.
The voice of every child and young person will be heard and their rights recognised, respected and nurtured	We will have a modern digital infrastructure to keep our residents, communities and businesses connected, able to innovate and make the most of new technological advances.	Our residents will be enabled and empowered to make healthier choices and have access to high-quality sport and physical activities and facilities.
	We will have a network of accessible and connected active travel routes and public transport, providing easy access to work, services, leisure and play.	Our residents will have access to creative and vibrant cultural experience and have opportunities to celebrate their diversity of heritage.
	We will be working together to achieve net zero carbon emissions, protect our natural spaces, encourage biodiversity and be well prepared for climate challenges	Life-long learning will be valued and available to all

21. Each Pillar has a section with the priority outcomes and the initial actions that will help us deliver the outcomes - ***“What we will do”***. Below that is a section with the measures we will use to “know we are making progress”. These include population-level tracking or outcomes measures such as life expectancy or child poverty, which we may not be able to directly impact, however with the sum of all our partnership efforts and activity, we would hope to see improvement over the long-term. We also have measures on how we are performing as a Community Planning Partnership to ensure the best outcomes for our people, and measures to help understand how people feel about living in East Renfrewshire and the services they receive.

22. ‘A Place to Grow’ has a strong long-term focus on prevention and early intervention. This plan is being delivered in a time of financial challenge and uncertainty. In recent years there has been pressure to focus only on what are seen as essential or critical services. However, evidence shows that by focusing resources on preventative measures and early intervention that we can deliver better health and wellbeing outcomes for all people and ultimately reduce demand on the frontline services that people require when they face crisis.

23. Strong cross-party, partnership and community support has been essential to developing the ambitions and priorities of ‘A Place to Grow’. The priorities set out have been shaped in genuine partnership, however they require continued commitment from all stakeholders and parties to realise them. It is crucial that this is not solely seen as a Council plan. As we continue to further develop the delivery plan, the next stage of work, over the coming months, will involve establishing strong leadership and governance structures within the CPP to maintain the integrity of the core ambitions and deliver this vision.

## COUNCIL - CUSTOMER & ORGANISATIONAL HEALTH CHECK

24. As set out above, the new delivery plan is replacing the previous Outcome Delivery Plan (ODP). The ODP was the Council’s contribution to the Community Plan and the LOIP. It also served to report the Council’s annual performance as it related to our own customers, people (employees) and efficiency (finance and governance). This is now being replaced by a new ‘Organisational Health Check’ section.

25. The Organisational Health Check is about what kind of organisation the Council needs to be to deliver ‘A Place to Grow’ and tracking our progress on that journey. The section is comprised of Customer, People, Transformation, and Finance and Corporate Governance themes.

26. Each of the areas within the Organisational Health Check follows the same design-principles as the rest of the delivery plan. Each component has a high-level outcome statement, key activities and family of qualitative and quantitative measures.

27. This approach ensures we maintain a strong 'golden thread' across plans and strategies. Customers will capture how well we are delivering for our residents; what their customer experience looks like and how they are contacting us across a range of methods (including via online services). The People component allows us to report progress on our People Strategy, which is about the Council's employees and our drive towards becoming a learning organisation. Transformation will link to the new Transformation Strategy which is currently in development and will link to the outcomes of this year's Best Value thematic focus by external auditors. Finally, the Finance and Corporate Governance component of the Organisational Healthcheck will help to ensure that our physical, information and financial assets are efficiently managed.

## **GOVERNANCE**

28. The new delivery plan will shape the type of organisational culture, service objectives, employee skills and capabilities and activities we need to successfully deliver 'A Place to Grow'. As set out above, this links strongly to the new People Strategy, the Council's three values (ambition, kindness and trust) and capabilities (prevention, empowering communities and digital change), leadership and digital transformation plans and help to ensure the Council meets its statutory best value requirements.

## **FINANCE AND EFFICIENCY**

29. 'A Place to Grow' strategic vision is not a detailed costed plan therefore does not have any financial costs attached to it. It will however be integral to the Council's and Community Planning Partners' financial planning going forward with Council budget and capital commitments clearly aligning to the three strategic pillars.

## **CONSULTATION & PARTNERSHIP WORKING**

30. 'A Place to Grow' has been developed through an extensive consultation and engagement process and the development of the delivery plan has been shaped by partners and Council services. The community conference planned for Saturday 26 April will further help us shape and develop delivery plans and measures for future years and will be the first of a series of engagement events over the lifetime of the document.

## **IMPLICATIONS OF THE PROPOSALS**

31. An Equality, Fairness and Rights Impact assessments has been completed and [published](#), as required, for the Place to Grow Delivery Plan. This has identified positive impacts on protected characteristic groups, socioeconomic disadvantage and the Rights of the Child (UNCRC).

## **RECOMMENDATIONS**

32. Council is asked to:

- a) Note the progress to share 'A Place to Grow' with stakeholders and develop a delivery plan in line with its vision and ambition;

- b) Agree the year-one delivery plan and measurement framework attached at Annex 1 and 2, replacing the previous 'Outcome Delivery Plan' (ODP) and introducing a new "Organisational Healthcheck" section, noting that these will continue to evolve over the coming year and beyond; and
- c) Note that work is ongoing to develop Community Planning Partnership (CPP) leadership and governance structures to oversee delivery of the plan.

Director of Business Operations & Partnerships  
April 2025

## **REPORT AUTHORS**

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## **BACKGROUND PAPERS**

- [A Place to Grow Strategic Vision & Community Plan, Council, 11 September 2024](#)
- [Vision for the Future, Council, 13 December 2023](#)
- [Vision for the Future, Council, 28 June 2023](#)

# EAST RENFREWSHIRE A PLACE TO GROW

## Delivery Plan 2025/26

our vision for East Renfrewshire is a place where . . .

our children  
and young people  
flourish

our communities  
and places  
thrive

we all  
live well



# Introduction

This is the delivery plan for the Place to Grow vision which sets out our shared hopes and aspirations between now and 2040 so that in East Renfrewshire:

- **children and young people flourish**
- **communities and places thrive; and**
- **we all live well.**

Under these three pillars we have a set of outcome priorities to help us achieve our vision. This delivery plan presents key partnership and strategic actions against each priority outcome that will help us bring about meaningful change for our communities. We have also developed a family of measures that will tell us if we are making progress towards our priority outcomes. Measuring the impact of 'A Place to Grow' is intended to be more holistic and will evolve over time. This means grouping measures together and using qualitative data and case studies to tell the story in a more rounded, meaningful way.

It is crucial that this plan is delivered in partnership so that we can pool resources, expertise and knowledge to have maximum impact. We will work in genuine collaboration and partnership with our communities, public sector partners and the voluntary and business sectors to create solutions together, and this will involve collective commitment and accountability.

## How the plan is laid out

The plan is structured under each pillar however it is important to emphasise the strong synergy and interdependence between the three pillars. Where an action or measure is placed in one pillar it does not mean it will not influence or impact another.

## Pillar 1

focuses on creating a community where all children and young people can flourish through our schools, services, community groups, sports, culture and leisure centres and most importantly within their own family home or with those who are caring for them.

## Pillar 2

is about ensuring we can all live in a place that supports our wellbeing. It is about having the right homes, a healthy local economy, good transport links and an environment that people are proud to live in and take care of.

## Pillar 3

is the ambition that we can all live and age well in East Renfrewshire. It is about ensuring our communities and third sector partners are empowered to lead on solutions for change and good health and we work together to reduce health inequity and poverty. It is about celebrating the diversity of East Renfrewshire.





Under each pillar there is a section with the priority outcomes and the actions that will help us deliver the outcomes - ***“What we will do”***

Below that is a section with the measures we will use to ***“know we are making progress”***. These include population-level measures such as life expectancy or child poverty which we may not be able to directly impact, however with the sum of all our partnership efforts and activity, we would hope to see improve over the long-term. We also have measures on how we are performing as a Community Planning Partnership to ensure the best outcomes for our people, and measures to help understand how people feel about living in East Renfrewshire and the services they receive.

Measures will be grouped into families that, when taken together, with descriptive case studies, provide a more balanced, richer picture tied to our shared strategic ambitions. New measures and ways of measuring progress are expected to emerge, and some traditional measures may become less useful and no longer be reported. Some of the population-level measures may show little change in the short-term so we may not report on them as frequently.

Each activity and measure has a letter **U** or **L** beside it.

**U** is for **Universal** and  
**L** is for **Lifting**.

If it is **‘Universal’** it is for everyone living and working in East Renfrewshire.

Our **‘Lifting’** activities and measures are where we will be working in partnership to tackle the inequalities and barriers that some people face. This may be due to poverty or trauma or living with a disability or long-term condition. The ‘Lifting’ activities and measures are our Local Outcome Improvement Plan required by the Community Empowerment Act, 2015.



## Pillar 1

Our ambition for East Renfrewshire is that **every child and young person**, regardless of background or circumstance, will **fully flourish** on their journey to adulthood.



### Key Leads and partnerships

Improving Outcomes for Children and Young People Partnership, CLD Partnership, East Renfrewshire Council (ERC), HSCP and Voluntary Action East Renfrewshire (VAER), Barrhead Housing Association, Local Employability Partnership.

### Outcome Priority

### What we will do (Universal- U, Lifting- L)

Our children and young people will experience <b>love, safety, happiness, good physical and emotional health</b> , have friends and adults they trust, and hope for the future.	Create a better understanding of how children and young people are experiencing love/happiness through developing an outcome measure tool.	<b>U</b>
	Develop a Multi-Agency Parenting Strategy to support families around key child development needs and milestones that includes a specific focus on supporting parents of children with Additional Support Needs and neurodiverse children and young people.	<b>U/L</b>
	Create a baseline of child health and wellbeing measures for target groups.	<b>L</b>
<b>Achievement</b> will continue to improve in all our establishments, with every child and young person in East Renfrewshire <b>learning successfully</b> and being <b>well prepared for their future</b> .	Support our children and young people to know themselves as learners, equipping them with the skills for learning, life and work.	<b>U</b>
	Design a curriculum in partnership, that is based on the needs of our community and ensures all children and young people can flourish.	<b>U</b>
	Ensure equity of access to wider achievement opportunities for targeted groups in community settings.	<b>L</b>
	Strengthen our whole family support for families with children and young people with additional support needs by empowering families and third sector organisations.	<b>L</b>
	Direct and target support to young people at risk of not achieving a positive or sustainable post school destination.	<b>L</b>

## Outcome Priority

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## What we will do (Universal- U, Lifting- L)

<p>Children and young people facing <b>challenges and disadvantage</b> will be supported as early as possible in a compassionate and <b>aspirational</b> way that <b>builds on their strengths</b>.</p>	<p>Ensure that all partners understand and deliver key responsibilities linked to The Promise including:</p> <ul style="list-style-type: none"> <li>tracking of experience and outcomes for care experienced children and young people;</li> <li>providing opportunities for engagement and participation;</li> <li>early intervention of whole family support; and</li> <li>providing a secure home and community connections to care experienced young people helping them to live successfully in their community.</li> </ul>	<b>U</b>
	<p>Work in partnership to respond to the needs of children and young people, particularly those at risk from harmful behaviours, through targeted prevention and early intervention programmes that support their wellbeing, sense of belonging and responsibility to their local community.</p>	<b>L</b>
	<p>Strengthen our strategic focus to reducing child poverty through using data to understand the multiple factors of poverty and target interventions.</p>	<b>L</b>
	<p>Ensure access to high quality support networks and facilitate community-based resources for families of children with complex needs through strengthening community groups and the third sector.</p>	<b>L</b>
<p>The <b>voice</b> of every child and young person will be heard and their <b>rights recognised, respected and nurtured</b></p>	<p>Strengthen and embed approaches to ensure that we work in partnership with and actively involve children and young people in decisions that may affect them and have effective systems in place to collate and share this information.</p>	<b>U</b>
	<p>Strengthen our capacity and expertise to create a consistent approach to child friendly communications across the Council and wider partnership.</p>	<b>U</b>
	<p>Deliver training to equip our workforce to engage with children and young people from key equity groups e.g. children with additional support needs and care experienced children and young people.</p>	<b>L</b>
	<p>Enhance our technology and tools to support child friendly communication in different forms.</p>	<b>L</b>

## We will know we are making progress by:

Outcome Priority	Indicator Universal or Lifting (U/L)	Aim to
Our children and young people will experience <b>love, safety, happiness, good physical and emotional health</b> , have friends and adults they trust, and hope for the future.	% of children meeting their developmental milestones by start of P1 by SIMD area.	<b>U/L</b> Increase
	Child healthy weight in primary 1 by SIMD area.	<b>L</b> Track
	Exclusive breastfeeding at 6-8 weeks in 15% most deprived SIMD data zones.	<b>L</b> Increase
	% of children with child protection plans assessed as having increase in their level of safety.	<b>L</b> Increase
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>	
	% of homes with child play spaces within 5-minute walk (via GIS)	<b>U</b> Tracking
	Happiness measure	<b>U</b> Tracking
	BeWell Survey - wellbeing/resilience/connectedness	<b>U/L</b> Tracking
	Whole Family Wellbeing Scale (Parents/carers accessing holistic family support indicate improvement in wellbeing)	<b>L</b> Increase
	Active Schools participation rate by SIMD schools and for key equity groups	<b>L</b> Increase
	% participation and impact of parenting programme	<b>L</b> Tracking

Outcome Priority	141 Indicator Universal or Lifting (U/L)	Aim to
<b>Achievement</b> will continue to improve in all our establishments, with every child and young person in East Renfrewshire <b>learning successfully</b> and being <b>well prepared for their future</b> .	% of P1, P4 and P7 pupils combined achieving expected CFE level in literacy.	<b>U</b> Increase
	% of P1, P4 and P7 pupils combined achieving expected CFE level in numeracy.	<b>U</b> Increase
	Annual Participation Measure: 16-19-year-olds participating in education, employment or training.	<b>U</b> Increase
	Number of awards achieved by YP through school and community and number of C&YP achieving awards.	<b>U</b> Increase
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage.</i></b>	
	Number of volunteer placements for young people.	<b>U</b> Increase
	% of vulnerable children and young people (poverty, ASN and care experienced) accessing sport and physical activities holiday camps / activities.	<b>L</b> Increase
Children and young people facing <b>challenges and disadvantage</b> will be supported as early as possible in a compassionate and <b>aspirational way that builds on their strengths</b> .	Literacy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils.	<b>L</b> Decrease
	Numeracy attainment gap (P1,4,7 combined) - percentage point gap between the least deprived and most deprived pupils.	<b>L</b> Decrease
	% of children living in poverty.	<b>L</b> Decrease
	% of Looked-After children being looked after at home.	<b>L</b> Increase
The <b>voice</b> of every child and young person will be heard and their <b>rights recognised, respected and nurtured</b> .	% of pupils indicating their voice is heard.	<b>U</b> Increase
	Case studies that demonstrate care-experienced voice and where young people have had led or influenced.	<b>U</b> Tracking

## Pillar 2

We will be an **inclusive, connected and green place**, with a **fair, sustainable and healthy local economy**, that our residents are proud to call home.



### Key Leads and partnerships

ERC, Barrhead Housing Association, Local Housing Steering Group, Homelessness Prevention Partnership, Glasgow City Region, Skills Development Scotland, Scottish Enterprise, Chamber of Commerce, BIDS (Clarkston, Giffnock and Barrhead), Business Gateway, East Renfrewshire Culture and Leisure Trust (ERCL), Local Employability Partnership.

### Outcome Priority

### What we will do (Universal- U, Lifting- L)

We will have <b>well-designed</b> and <b>sustainable</b> housing options, with more <b>affordable</b> homes	Work in partnership with social housing providers to create a deeper understanding around what is important to residents in terms of their housing needs and homes designed for the future.	<b>U</b>
	Increase the range of housing supply including smaller homes for first time buyers and downsizers as well as family homes, within the land supply available.	<b>U</b>
	Develop approaches to creating more movement in the housing system through: <ul style="list-style-type: none"> <li>increasing temporary accommodation;</li> <li>implementing an empty home strategy;</li> <li>right-size housing; and</li> <li>revision of housing allocation policy.</li> </ul>	<b>L</b>
	Explore and target homelessness prevention.	<b>L</b>
We will have <b>strong, diverse local businesses</b> , encouraging <b>investment</b> , developing skills and providing a wide range of <b>fair work</b> opportunities.	Develop and deepen our relationships with local businesses to ensure that new start and existing businesses can flourish.	<b>U</b>
	Work with Glasgow City Region to secure future investment aligned to the strategic priorities of a Place to Grow.	<b>U</b>
	Increase commitment and opportunities for Fair Work principles to be embedded by local employers, businesses and the Council's procurement supply chain.	<b>L</b>

**Outcome  
Priority**

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**What we will do  
(Universal- U, Lifting- L)**

We will have <b>attractive places</b> that encourage <b>wellbeing</b> and strong <b>community bonds</b> .	Develop our approach to how new developments and places will be built, taking account of the needs, identity and character of a local area to ensure wellbeing and strong community connections.	<b>U</b>
	Supporting the development of our land and buildings to maximise economic, social and environmental benefits for local communities.	<b>U</b>
	Align findings and priorities from engagement with our communities to target investment for regeneration and work together to explore funding opportunities for strategic partnership commitments. e.g. Brighter Barrhead, Locality Plans, Local Action Plans, BHA tenant surveys etc.	<b>U</b>
	Use data from police data/dashboards to allow us to identify heat-spots and areas of concern in terms of anti-social behaviour and higher crime rates to provide evidence for targeting resources.	<b>U</b>
We will have a <b>modern digital infrastructure</b> to keep our residents, communities and businesses <b>connected</b> , able to <b>innovate</b> and make the most of new technological advances.	Support and enhance digital inclusion and economic development through mapping of fibre and 5G coverage across East Renfrewshire.	<b>U</b>
	Strengthen our work and learnings from the Smart and Connected Spaces Programme to support the use and development of digital infrastructure.	<b>L</b>
We will have a network of <b>accessible and connected active travel routes</b> and <b>public transport</b> , providing easy access to work, services, leisure and play.	Strengthen our local and inter-regional transport network options and services to enable our communities to connect, work and play sustainably.	<b>U</b>
	Engage with community and regional transport partners to ensure that our transport network is inclusive for all communities, addressing identified areas with poor transport connections.	<b>L</b>



## Outcome Priority

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## What we will do (Universal- U, Lifting- L)

We will be working together to <b>achieve net zero carbon emissions</b> , protect our natural spaces, encourage biodiversity and be well prepared for climate challenges.	Participate in national networks to make a case for realistic and sustainable funding to deliver Net Zero and support retrofitting initiatives.	U
	Progress delivery of Get to Zero Action Plan.	U
	Create a Biodiversity Action Plan for East Renfrewshire to protect our local species and habitats.	U
	Work with Climate Ready Clyde partners in the delivery of our shared vision and Glasgow City Region Climate Adaptation Action Plan.	U
	Work together to strengthen and sustain East Renfrewshire's Climate Action Hub to tackle and prepare for climate change in our communities.	L
	Enhance our knowledge and application of engineering solutions, new standards and technology that deliver heat decarbonisation and energy efficiency in our homes and buildings.	L



## We will know we are making progress by:

Outcome Priority	Indicator Universal or Lifting (U/L)	Aim to
We will have <b>well-designed</b> and <b>sustainable housing options</b> , with more <b>affordable homes</b> .	Housing Affordability Ratio (Average House Price / Gross Disposable Household Income per head)	<b>U/L</b> Tracking
	Number of dwellings per hectare (SHCS) (in new developments only and long-term indicator)	<b>U</b> Tracking
	Average length of time in temporary accommodation	<b>L</b> Decrease
We will have <b>strong, diverse local businesses</b> , encouraging <b>investment</b> , developing skills and providing a wide range of <b>fair work</b> opportunities.	Total Gross Value Added (GVA)	<b>U</b> Increase
	% of Procurement spend spent on local enterprises	<b>U</b> Increase
	% Employment in low paid sector/adults earning less than the Real Living Wage	<b>L</b> Decrease
	Differentiation between average earnings per week of people who live in East Renfrewshire against people who work in East Renfrewshire	<b>L</b> Decrease
	% of people unemployed	<b>L</b> Decrease
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>	
	<i>Number of local businesses and employers paying the Real Living Wage</i>	<b>L</b> Increase
	<i>A measure of income spent locally</i>	<b>U</b> Tracking

Outcome Priority	146 Indicator Universal or Lifting (U/L)	Aim to
We will have <b>attractive places</b> that encourage <b>wellbeing</b> and strong <b>community bonds</b> .	% of residents who are satisfied or very satisfied with East Renfrewshire as a place to live- Citizens Panel	<b>U/L</b> Increase
	% of residents who strongly agree or agree they have a strong sense of belonging to their community- Citizens Panel	<b>U/L</b> Increase
	% of adults who agree/strongly agree that there are places to meet up and socialise in their neighbourhood- SHS	<b>U</b> Increase
	Total vacant and derelict land	<b>U</b> Decrease
	% of homes within 10-minute walk of good quality greenspace (by neighbourhood)	<b>U/L</b> Increase
	Number of crimes per 10,000 population	<b>U</b> Decrease
	Perceptions of Local Crime Rate- (SHS)	<b>U</b> Decrease
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>	
	<i>Local-living mapping/property rating via GIS -very broad and need to identify specifics</i>	<b>U</b> Tracking
	<i>Use of public parks, leisure centres and open spaces</i>	<b>U</b> Tracking
We will have a <b>modern digital infrastructure</b> to keep our <b>residents, communities and businesses connected</b> , able to innovate and make the most of new technological advances.	% of 5G and fibre coverage across East Renfrewshire	<b>U</b> Increase
	% premises without available Ultra-fast broadband connection	<b>L</b> Decrease
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>	
	<i>Case studies on business utilization around digital connectivity</i>	

Outcome Priority	147 Indicator Universal or Lifting (U/L)	Aim to
We will have a <b>network of accessible and connected active travel routes and public transport</b> , providing easy access to work, services, leisure and play.	% of adults using active and sustainable travel for work	<b>U</b> Increase
	% of children cycling or walking to school and nursery (HUSS)	<b>U</b> Increase
	Annual Traffic by vehicle type on local roads (All motors/cars & taxis)	<b>U</b> Decrease
	Public transport time to access key services (SIMD)	<b>L</b> Tracking
	Satisfaction with local public transport- Transport Scotland/SHS	<b>U</b> Increase
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>	
	% of people who have concessionary cards issued to disabled people, adults aged over 60 and free bus travel cards issued to young people aged 5 to 22	<b>L</b> Increase
We will be working together to achieve <b>net zero carbon emissions</b> , protect our <b>natural spaces</b> , encourage <b>biodiversity</b> and be well <b>prepared for climate challenges</b> .	Co2 emissions per capita (area-wide)	<b>U</b> Decrease
	Condition of biodiversity on council owned land (DEFRA metric by value/ Biodiversity Net Gain)	<b>U</b> Tracking
	% of energy efficiency programmes grant allocated (EES:ABS)	<b>L</b> Increase
	% of social housing meeting energy efficient standards	<b>L</b> Increase
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>	
	Installation of clean heating systems for homes and buildings (LHESS)	<b>U</b> Increase
	Insulation across homes and buildings (LHEES)	<b>U</b> Increase
	% of homes indicated as 'at risk of climate change impact' being supported to take adaptation measures/Climate Ready Clyde Vulnerability mapping	<b>U</b> Decrease
	Community led action initiatives/hub measures	<b>U</b> Tracking
	Tree coverage by area	<b>U</b> Increase

## Pillar 3

Our ambition for East Renfrewshire is that everyone **can live well at all stages of life** and communities will be taking the lead in driving change for **good health and wellbeing**.



### Key Leads and partnerships

ERC, CLD Partnership, Child Poverty Oversight Group, Safer ER partnership including Police and Fire and Rescue, HSCP, VAER, East Renfrewshire Culture and Leisure Trust (ERCL), Barrhead Housing Association, ER Alcohol and Drug Partnership, Local Employability Partnership, Digital Inclusion Partnership.

### Outcome Priority

### What we will do (Universal- U, Lifting- L)

Our <b>communities</b> will be <b>stronger, more connected and collaborative</b> and will be leading on solutions to support people to live well.	Build strategic capacity, sustainability and capability of our third sector.	<b>U</b>
	Baseline the state of the third sector to inform targeting of community capacity building supports and create opportunity for co-design and community-led solutions.	<b>U</b>
	Explore creation of a partnership volunteer portal for East Renfrewshire to increase awareness of activities and opportunities and capture hours volunteered, impact and social value.	<b>U</b>
	Ensure grant-making Participatory Budgeting for community groups with lower SIMD areas is strategically aligned to vision.	<b>L</b>
<b>Health inequalities</b> will have significantly <b>reduced</b> , and residents will have <b>routes out of poverty</b> .	Participate in national and regional digital initiatives to impact health and poverty, including Smart and Connected Social Places programme, to ensure East Renfrewshire benefits from emerging technological approaches and solutions.	<b>U</b>
	Explore a social value framework that captures the value of sport, culture, exercise, volunteering and community learning and development, self-management and peer support.	<b>U</b>
	Use data to help us predict future needs of residents with complex health conditions, and those most at risk of experiencing poor health outcomes to target prevention and early intervention responses.	<b>L</b>

<b>Health inequalities</b> will have significantly <b>reduced</b> , and residents will have <b>routes out of poverty</b> .	Develop tailored health improvement programmes and activities to target communities with greater health inequalities.	<b>L</b>
	Strengthen a strategic partnership approach to reduce poverty with a focus on sharing data and targeting of shared resources where they will have the most impact.	<b>L</b>
	Design data systems to better understand cost-of-living pressures, support an increase in benefit uptake and income maximisation to residents and families at risk of and experiencing poverty.	<b>L</b>
	Strengthen pathways into meaningful work, particularly for those facing barriers to employment and identify opportunities for upskilling and retraining activity.	<b>L</b>
Our <b>older population</b> will be supported to live <b>healthy, active lives</b> and have opportunities to participate, contribute and thrive.	Build and enable a positive-ageing approach that values and recognises the contribution of our older population in particular around volunteering, childcare and intergenerational activities.	<b>U/L</b>
	Increase public and employee awareness on the benefits of physical and wellbeing action to prevent frailty and loneliness and promote opportunities to increase older people's access and participation in physical and social activity, including Ageing Well programmes (In-person & digital).	<b>U</b>
	Provide high-quality care that is person-centred and ensures people's voices are embedded in the decisions we make.	<b>U</b>
	Identify opportunities for sharing resources and expertise for interventions to reduce financial harm and vulnerability, support independence and safety in the home.	<b>L</b>
Our residents will be <b>enabled and empowered</b> to make <b>healthier choices</b> and have <b>access to high-quality sport and physical activities and facilities</b> .	Provide residents with access to inclusive, accurate and trusted information to encourage them to live healthy lives.	<b>U</b>
	Use partnership resources to deliver targeted interventions and support for life-limiting conditions to enable residents to live healthy lives.	<b>U</b>
	Increase awareness and understanding of how Planning and Licensing criteria can support reducing health inequalities in local areas e.g. alcohol/fast-food/gambling.	<b>L</b>
	Increase participation in sport and physical activity programmes and events and support fair access for all ensuring where there are affordability or accessibility barriers initiatives are undertaken to remove them.	<b>U/L</b>

**Outcome  
Priority**

**150**

**What we will do  
(Universal- U, Lifting- L)**

<p>Our residents will have access to <b>creative and vibrant cultural experience</b> and have opportunities to celebrate their <b>diversity of heritage</b>.</p>	<p>Support the development of independent arts and cultural activities and venues as part of wider place-making and development of a vibrant night-time economy.</p>	<p><b>U</b></p>
	<p>Work with local communities to co-design a diverse cultural offer celebrating local and national heritage, reflecting East Renfrewshire's changing population and encouraging community-led experiences.</p>	<p><b>U</b></p>
	<p>Strengthen community cohesion and ensure equality groups have their diverse voices heard, feel safe and included.</p>	<p><b>U</b></p>
	<p>Ensure intergenerational experiences and support is part of our approach to reduce social isolation, promote wellbeing and independent living.</p>	<p><b>L</b></p>
	<p>Identify and create opportunities for residents who face barriers to access relevant cultural experiences and events.</p>	<p><b>L</b></p>
<p><b>Life-long learning</b> will be <b>valued</b> and available to all.</p>	<p>Provide lifelong learning opportunities for residents to achieve their learning needs, goals and aspirations and, where appropriate, access wider accreditation and progression opportunities.</p>	<p><b>U</b></p>
	<p>Provide opportunities to meet the employability-related learning needs of residents including skills development, accreditation and volunteering.</p>	<p><b>U</b></p>
	<p>Provide a programme of support to increase digital inclusion for all.</p>	<p><b>L</b></p>
	<p>Deliver a strategic review of local Further Education/Lifelong Learning needs and how well these are being met.</p>	<p><b>U</b></p>

## We will know we are making progress by:

Outcome Priority	Indicator Universal or Lifting (U/L)	Aim to
Our <b>communities</b> will be <b>stronger, more connected and collaborative</b> and will be <b>leading on solutions</b> to support people to live well.	% of adults with a strong sense of belonging to their community (by locality planning area) (Citizens Panel)	<b>U/L</b> Increase
	% of residents who have people they can rely on in their local area (by locality planning area) (Citizens Panel)	<b>U/L</b> Increase
	% Residents engaged in volunteering & community groups (GGC NHS survey)	<b>U</b> Increase
	Social Enterprise per 10,000 population	<b>U</b> Increase
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>	
	Number of third sector providers	<b>U</b> Increase
	Number of active community-led groups/activities	<b>U</b> Increase
	Number of active volunteers	<b>U</b> Increase
<b>Health inequalities</b> will have significantly reduced, and residents will have <b>routes out of poverty</b> .	Gaps in healthy life expectancy across SIMD areas	<b>L</b> Tracking
	Alcohol-related hospital admissions by SIMD area	<b>L</b> Decrease
	Population prescribed drugs for anxiety/depression/psychosis	<b>U</b> Decrease
	% Difficulty Meeting the Cost of Food and/or Energy by Age, Gender, Deprivation and Limiting Conditions (GGCNHS Survey)	<b>L</b> Decrease
	% of households in Relative low income After Housing Costs (living in households with income below 60% of the median in that year)	<b>L</b> Decrease
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>	
	CAB/MART income maximisation figures	<b>L</b> Increase



Outcome Priority	152 Indicator Universal or Lifting (U/L)	Aim to
	<i>Uptake of benefits</i> <i>Employment pathways for targeted groups</i> <i>Change in women's domestic abuse outcomes</i> <i>Percentage of people with alcohol and/or drug problems accessing recovery-focused treatment within three weeks.</i> <i>Number of self-managed/peer-recovery groups sustained 1+ years</i>	<i>L</i> Increase <i>L</i> Increase <i>L</i> Increase <i>L</i> Increase <i>L</i> Increase
Our older population will be supported to live healthy, active lives and have opportunities to participate, contribute and thrive.	Health Life expectancy at 65 (male/female) Proportion aged 65+ Belonging to Social Clubs, Associations, Church Groups or Similar (GGC NHS Survey) % of 65+ who meet the Target of 150 Minutes of Exercise Per Week (GGCNHS Survey) Level of satisfaction with life for over 65s (Citizens Panel) % of people reporting 'living where you / as you want to live' needs met % of over 65s who are victim of financial crime	U Tracking U Increase U Increase U Increase L Increase L Decrease
Our residents will be enabled and empowered to make healthier choices and have access to high-quality sport and physical activities and facilities.	% who meet the Target of 150 Minutes of Exercise Per Week by Deprivation and Limiting Conditions Alcohol consumption: % of Harmful/hazardous drinking (AUDIT score 8+) Smoking attributable hospital admissions by areas % consuming five or more portions of fruit/vegetables per day by area Adults assessing their general health as good or very good <b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b> <i>Proximity of access to sport, leisure, cultural and community facilities.</i>	L Increase U Decrease L Decrease L Increase U Increase U Tracking



## Outcome Priority

## 153 Indicator Universal or Lifting (U/L)

## Aim to

Our residents will have access to creative and vibrant cultural experience and have opportunities to celebrate their diversity of heritage.	% of adults satisfied with leisure facilities	U	Increase
	% of adults satisfied with libraries	U	Increase
	% that feel a sense of belonging to community (Citizens Panel)	L	Increase
	% who feel people from different backgrounds get on well (Citizens Panel)	L	Increase
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>		
	% of adult population (by demographic) engaged in <ul style="list-style-type: none"> <li>cultural activity</li> <li>Leisure centre attendances</li> <li>Library visits</li> </ul>	U	Increase
Life-long learning will be valued and available to all.	% of working age adults with qualification by area	L	Increase
	% of adults participating in evening classes or new learning opportunity in past 12 months (Citizens Panel)	U	Increase
	<b><i>These are potential measures that we can develop over time as part of a family of measures. Included for indicative purposes only at this stage</i></b>		
	% of Unemployed People Assisted into Work from Funded Employability Programmes	L	Increase
	Numbers accessing digital learning courses/Digital inclusion	U	Increase

# EAST RENFREWSHIRE A PLACE TO GROW

COMMUNITY PLANNING PARTNERSHIP



SCOTTISH  
FIRE AND RESCUE SERVICE  
Working together for a safer Scotland



east renfrewshire  
CULTURE  
and LEISURE





CUSTOMER PEOPLE TRANSFORMATION FINANCE AND CORPORATE GOVERNANCE

East Renfrewshire Council

# Organisational Healthcheck

## THREE YEAR PLAN

This 'Organisational HealthCheck' is about what kind of organisation the Council needs to be to deliver 'A Place to Grow' and will track our progress on that journey. The plan has four sections comprised of;

- **Customer;**
- **People;**
- **Transformation; and**
- **Finance and Corporate Governance themes.**

The **Customer** section will capture how well we are delivering for our residents; what their customer experience looks like and how they are contacting us across a range of methods (including via online services). The **People** section allows us to report progress on our People Strategy, which is about the Council's employees and our drive towards becoming a learning organisation. **Transformation** will link to the new Transformation Strategy which is currently in development and will link to the outcomes of this year's Best Value thematic focus by external auditors. Finally, the **Finance and Corporate Governance** section of the 'Organisational Healthcheck' will help to ensure that our physical, information and financial assets are efficiently managed.

**We will achieve this by excelling in our three Capabilities**



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



## How the plan is laid out

Each section within the Organisational Health Check follows the same structure as the Place to Grow Delivery Plan. There is a high-level outcome statement, key activities and family of qualitative and quantitative measures. This approach ensures we maintain a strong 'golden thread' across plans and strategies.

Under each section there is a list of key activities that will help us deliver the outcome - **"What we will do"**. Below that is a section with a family of measures we will use to **"know we are making progress"**. Some of these measures are for tracking progress over time, and others are outcome measures that will show whether we are improving in the shorter-term. There are also perception measures to understand how satisfied our residents and employees are with Council services and supports. Measures may evolve overtime as we understand what is most useful to understand and tell the story of our progress.

## Outcome - we have satisfied customers accessing services that meet their needs

### We will do this by:

- Developing our business intelligence and management insights for customers, helping us to plan and improve services.
- Improving customer end-to-end experience and expand access to 24/7 online self-service.
- Expanding automation for high volume customer services to improve efficiency & free-up employee time for customers that need it most.
- Increasing focus on user engagement in service design and more community empowerment to provide services which put customers at the heart of provision.
- Ensuring we make our communications inclusive and accessible to customers that may experience barriers, so they have equal access to information when they need it.

### We will know we are making progress by:

Indicators	Source	Aim to:
Satisfaction rate with East Renfrewshire Council services	Citizens Panel	Increase
Percentage of stage 1 and stage 2 complaints responded to within national targets.	Complaints dashboard	Track
Detail on complaints - numbers; response time; type.	Complaints dashboard	Track
Number of complaints reported to & upheld by SPSO.	SPSO data	Decrease
Customer interactions by channel (e.g. phone, face to face, online etc)	Customer Interactions Dashboard	Track
Case study information on customers involved in service design.	Digital transformation programme	Track
% residents that feel Council services are accessible to them.	Citizens Panel	Increase

## Outcome - we have engaged employees who are motivated to deliver quality services for our customers

### We will do this by:

Building on the investment in our employees to realise our commitment to being a learning organisation with a skilled workforce and effective leaders at all levels.

Developing our business intelligence and management insights for employees to improve health and wellbeing and inform workforce planning and future skills.

Developing and delivering leadership training to support the ambition to become a learning organisation that is equal, diverse and inclusive.

Embedding employee engagement by increasing frequency, type and medium of communications.

Streamlining and automating high volume employee processes to increase efficiency and reduce risk and manual tasks.

### We will know we are making progress by:

Indicators	Source	Aim to:
Employee satisfaction score	Employee survey	Increase
Sickness absence days per teacher	LGBF	Decrease
Sickness absence days per employee (local government)	LGBF	Decrease
Employee turnover	HR data	Track
Extent to which Council employees represent Council values / attributes	Citizens Panel	Increase
Gender pay gap	LGBF	Decrease
% minority ethnic employees	Workforce profile dashboard	Track
% Disabled employees	Workforce profile dashboard	Track

**Outcome – we embrace digital technology, data and change to improve efficiency, customer service and outcomes**

**We will do this by:**

Maximising the value of our investment in digital infrastructure to enable it to be sustainable, secure, reliable and provide the foundation for ongoing modernisation and transformation.

Refreshing the Digital Strategy to set out the Council's approach to the appropriate use of artificial intelligence, process automation, and the use of data and business intelligence to improve performance, efficiency, outcomes and identify opportunities for early intervention and prevention.

Evolving our one-council approach to prioritising projects and resources; and capturing and reporting benefits to maximise strategic value and return on investment.

Investigating opportunities for national and regional collaboration that will support and drive digital transformation opportunities and leverage external investment where possible.

**We will know we are making progress by:**

Indicators	Source	Aim to:
Detail on digital transformation projects, incl. Financial and non-financial benefits including case studies.	Programme Management Office	Track
Digital process scores for departments	Programme Management Office	Increase

## Outcome – Our physical, information and financial assets are efficiently managed

### We will do this by:

- Further developing financial strategies and plans to ensuring that budgets and investments align with, and support delivery of, the Council's strategic priorities.
- Delivering training and providing resource and process-change to further strengthen a culture of consistent, supportive and accountable financial management in East Renfrewshire Council.
- Continual analysis of spend data ensuring informed decisions on how procurement activity within the organisation can be improved and any non-compliant spend identified and action taken.
- Optimising investment-in and utilisation-of our assets based on alignment with strategic priorities and up-to-date data on condition and future requirements.

### We will know we are making progress by:

Indicators	Source	Aim to:
% council revenue expenditure kept within agreed annual budget level	LGBF	Track
Uncommitted general fund reserves as a % of net revenue spend	Accounts	Not go below 2%
Rating of value for money of East Renfrewshire Council services	Citizens Panel	Increase
Capital financing requirement as % of net revenue budget	Treasury Management Strategy	Target under 10%
% savings defined as efficiency	Budget process	Track
% of income due from Council tax received at year end	LGBF	Increase
% Non-domestic rate collection	Revenues	Increase
Gross rent arrears as a % of rent due for the year	LGBF	Decrease



We will know we are making progress by:

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Indicators	Source	Aim to:
% invoices paid within 30 days	LGBF	Increase
Number of data breaches reported to the ICO	DPO	Decrease
Number of data breaches deemed by ICO to be serious	DPO	Decrease
Number of contracts with community benefit clauses	Procurement	Increase
% contract spend within local area	Procurement	Increase
FOI response time / Number of FOIs	CE's Business Unit	Decrease
Subject Access request response time / Number of SARs	CE's Business Unit	Decrease

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