

East Renfrewshire

Single Outcome Agreement

2008-2011

Final Draft Submission June 2008

Contents

Page 3	Our Purpose
Page 4	Our Scope
Page 5	Working With Our Partners
Page 6	Our Context
Page 14	Our Outcomes
Page 17	Outcome Templates
Page 38	Our Commitment to Delivery
Page 40	Contact for Further Information

Our Purpose

East Renfrewshire Council is a forward looking organisation with a significant programme of transformation already well underway. This programme is focused on positioning East Renfrewshire Council to meet the new challenges of public sector reform, efficiency and shared services.

We aim to deliver excellent public services which are focused on the delivery of outcomes for our customers, putting the customer at the heart of everything we do. East Renfrewshire Council's Single Outcome Agreement (SOA) is a key demonstration of our commitment to this, our focus on the delivery of outcomes and our openness to the reform agenda.

The East Renfrewshire SOA sets out the key outcomes and targets that the Council and its Partners are committed to achieving. These outcomes reflect the most important priorities of our residents. East Renfrewshire Council and its Partners have delivered a pledge to local people to deliver on the outcomes that matter to them through the Corporate Statement and Community Plan.

Now, through the Single Outcome Agreement, we provide a commitment to Scottish Government to make a contribution to the outcomes they want to see delivered for Scotland as a whole.

The SOA is the cornerstone of the new relationship between Scottish and local government. Scottish Government has delivered on its promise of reducing ring-fencing and monitoring reporting requirements around specific funding streams. This now gives East Renfrewshire Council, and all local authorities, a key opportunity to use this flexibility to achieve better outcomes for local people in East Renfrewshire, focus on working in partnership to meet cross-cutting objectives and contribute to meeting the Scottish Government's national outcomes. In meeting these aims, the Partnership will fulfil duties placed on it of community planning, best value, equalities and sustainable development.

During 2008-2009 the SOA will continue to develop to ensure that it is as effective as possible in delivering local and national outcomes.

Our Scope

The East Renfrewshire Community Planning Partnership developed East Renfrewshire's new Community Plan during 2007, and this has just been published. The Community Plan development was based on a robust process of community consultation to identify the most important issues for local people and these were translated into the twelve outcomes of the Plan. This process and the results are outlined in the East Renfrewshire Community Plan Update which can be found at www.eastrenfrewshire.gov.uk/communityplanning. These outcomes form the basis of our SOA and as a result it is strongly rooted in the needs of East Renfrewshire communities.

In developing the Community Plan the Partnership was keenly aware of the national developments regarding outcome agreements and the national performance framework and it was always the intention that the East Renfrewshire Community Plan and SOA would be closely aligned. Both documents are based on the same outcomes and while the Community Plan sets out how the partners will deliver on the outcomes, the SOA provides the performance management framework for monitoring progress through robust outcome measures and targets. The SOA and Community Plan should be considered together as the combined strategic approach to delivering on these outcomes.

East Renfrewshire Council and its community planning partners are committed to responding to the needs of local people and through our SOA we will provide the evidence of the outcomes delivered for our residents over the long term.

Working with Our Partners

The East Renfrewshire Community Planning Partnership has been established since 1999 and has just completed the process of developing the latest Community Plan. From an early stage in the development of East Renfrewshire's SOA there has been an ongoing dialogue with Community Planning Partners. During our involvement in the Scottish pathfinder the CHCP in particular was fully engaged in that process.

For the 2008-2009 SOA we have gained the commitment of several of our statutory community planning partners, including:

- NHS Greater Glasgow and Clyde and the East Renfrewshire Community Health and Care Partnership
- Voluntary Action East Renfrewshire
- Strathclyde Police
- Strathclyde Fire and Rescue and;
- Strathclyde Partnership for Transport

These partners are committed to working in partnership to deliver on the local and national outcomes in the SOA and working towards the jointly agreed outcome targets.

SPT in particular have prepared an outcomes paper for the East Renfrewshire SOA outlining delivery plans for 2008-2011.

We plan to build on this during 2008-2009 to ensure we have a full partnership SOA before April 2009. In particular we will build on previous partnership arrangements and recent engagement with Scottish Enterprise and Skills Development Scotland to agree their respective roles in delivering the East Renfrewshire SOA. At an operational level Skills Development Scotland are already making a strong contribution to the development and implementation of the East Renfrewshire Employability Strategy. In addition both agencies will be represented on the East Renfrewshire CPP Board in future.

East Renfrewshire Council also engages in a range of partnership working across local authority boundaries, for example, in the areas of employability, business development and in joint studies such as Value Chain Analysis.

Our Context

The East Renfrewshire context for each of the national outcomes has been analysed in this section. The aim of this analysis is to identify the level of importance of each national outcome for East Renfrewshire. We recognise that each individual national outcome has wide ranging and complex issues within it therefore the analysis also highlights which particular elements of the national outcome are important locally and where East Renfrewshire CPP can make the strongest contribution. The strategic nature of the SOA means that only the top priorities for improvement related to the national outcomes are included, and while not all elements of each national outcome are referenced specifically in the SOA, this does not mean that the issue is not being addressed locally. Further analysis of these outcome areas is provided in the templates on pages 18 to 28.

- 1. We live in a Scotland that is the most attractive place for doing business in Europe.**
- 2. We realise our full economic potential with more and better employment opportunities for our people.**

One of the key outcomes of the new East Renfrewshire Community Plan is to “strengthen the local economy to improve the competitiveness of the local economy and increase employment opportunities for all”. The main vehicle for delivering on this priority is the new East Renfrewshire Economic Development Strategy, which will have a focus on:

- Business Diversification and Growth
- Competitive locations, Transportation and Sustainability
- Skills, Enterprise, Education and Employability
- Tourism and Leisure and;
- Marketing and Promotion

This new strategy aims to address recent economic impacts, such as the closure of major employers (Shanks, Nestle and Volvo) with the loss of around 1,500 jobs, and develop long-term policies to attract businesses and inward investment back to the area. There is a window of opportunity in the next few years to capitalise on major developments in the Barrhead Regeneration Masterplan, Greenlaw Park and Dams to Darnley Country Park.

Key statistics related to this outcome tell us that:

- East Renfrewshire has 2,060 registered businesses, employing 13,000 people, although the number of registered businesses in East Renfrewshire has been falling in recent years.
- 92% of the businesses in East Renfrewshire are classed as small.
- The number of jobs in East Renfrewshire is projected to grow by 2,000 jobs by 2016.
- At present 70% of the working population travel outwith the authority to work.
(Source: East Renfrewshire Economic Development Strategy 2007-2012)
- In East Renfrewshire as a whole the unemployment rate is below the Scottish average, however there are also a significant number of people on benefits such as Incapacity Benefit and Severe Disablement Allowance and who are not in work. 2.5% of the economically active population are classed as unemployed, comparing favourably to the Scottish average of 4%. (Source: Scottish Neighbourhood Statistics)

- Unemployment rates differ on a geographical basis across East Renfrewshire and tend to be higher in the Barrhead area of the authority. There are 5,730 claiming benefits, including Job Seeker's Allowance, Incapacity Benefit and other income related benefits. (Source: DWP Tabulation Tool)

More information is contained in the Economic Development Strategy at www.eastrenfrewshire.gov.uk/business/economic_development_strategy.htm

- 3. We are better educated, more skilled and more successful, renowned for our research and innovation.**
- 4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.**
- 5. Our children have the best start in life and are ready to succeed.**

East Renfrewshire has a strong reputation in educational attainment and seeks to improve continuously in this area, particularly for lower performing pupils and those at risk of not entering education, employment or training. The More Choices More Chances Strategy seeks to address this through early intervention activities for children and young people at risk of entering a negative destination later in life while also focusing on those currently not in education, employment or training.

The development of an Employability Strategy for East Renfrewshire will contribute to this outcome and a number of others. There is a commitment across a range of partners, including the Council, CHCP and local employability service providers, to develop a joined-up approach to helping people to access and sustain employment through the Strategy and the new Fairer Scotland Fund.

We also recognise the contribution that leisure and cultural activities and resources make to creating a vibrant, confident community. We will take forward proposals to improve and develop these during the life of the agreement.

The following key statistics present a profile of East Renfrewshire in terms of these national outcomes:

- In East Renfrewshire, 1,323 pupils left school in 2005-2006. Of these 67% went into full time higher or further education, 4% went into training and 22% went into employment. The remaining 7% of school leavers went into unemployment or an "unknown" destination – this represents a year-on-year reduction since 2003-2004 (when the figure was 20%). This is lower than the Scottish average of 15%¹. (Source: Destinations of Leavers from Scottish Schools: 2005-2006, Scottish Executive National Statistics)
- Analysis shows the disparity in attainment in regeneration priority areas, compared to East Renfrewshire as a whole, in terms of reading, writing and maths, and tariff scores. A full analysis can be found at www.eastrenfrewshire.gov.uk/communityplanning within the East Renfrewshire socio-economic profile and the Regeneration Plan baseline report and subsequent annual reports.

¹ It should be noted that due to the recording technique used this has the potential to include young people in a "gap" year e.g. travelling abroad and therefore the figure of young people not in employment, education or training may in reality be lower.

6. We live longer, healthier lives.

8. We have improved the life chances for children, young people and families at risk.

The East Renfrewshire CHCP Development Plan is the key mechanism for contributing to this national outcome and the local outcomes in the Development Plan and Community Plan. It should be noted that the Development Plan is currently being reviewed, as are a number of the supporting strategies such as commissioning strategies, the Children's Services Plan, Mental Health Strategy, Physical Activity and Health Promotion Strategy and others. The development of these will take account of the new Single Outcome Agreement approach.

An analysis of health issues and inequalities in East Renfrewshire has been undertaken within the CHCP Development Plan which can be found at http://www.eastrenfrewshire.gov.uk/chcp_plan_07-10.pdf

The key issues emerging under this national outcome from the CHCP Development Plan are:

- Variations in life expectancy between geographical areas in East Renfrewshire and between men and women.
- Marked differences in health deprivation in key priority areas including Barrhead, Neilston, Thornliebank and Mearns, compared to the rest of East Renfrewshire.
- There will be a rapid increase in older age groups over the next two decades with a relative increase in the number of older men, although the absolute number of older women will remain higher. The health needs of this ageing population are being considered in the CHCP Development Plan.
- Evidence shows that the incidence of limiting long-term illness among the population increases with age and is also higher among Pakistani and other South Asian communities.
- The number of alcohol related hospital admissions has increased in East Renfrewshire between 2000 and 2005, in particular in Eastwood there has been an increase in admissions of 114%. The highest rate of admissions per head is in the Levern Valley area.
- There are significant variations in the rates of teenage pregnancy across East Renfrewshire – from very low rates in areas such as Clarkston to rates significantly above the East Renfrewshire average in the East of Barrhead.

Analysis of locally relevant and measurable national indicators

- The Scottish Government has a target that 60% of Primary 1 children will have no signs of dental disease by 2010. The Scottish figure was 54% in 2006. The most recent health board data that is directly comparable to the Scottish figure covers the previous Argyll and Clyde and Greater Glasgow health board areas. Greater Glasgow had the lowest proportion of children with no dental decay in 2006 at 47% while 52% of the Primary 1 population had no decay in Argyll and Clyde (Source: National Dental Inspection Programme of Scotland, 2006).
- In Scotland as a whole 25% of the adult population smoke (16+), according to the Scottish Household Survey (SHS) in 2006. This has reduced from 30% in 1999. 2006 data for East Renfrewshire has not been published yet however analysis of SHS data from 1999 to 2004 shows an increase in the percentage of adults smoking in East Renfrewshire from 18.6% in 1999 to 21.4% in 2003-2004. (Source: Scottish Household Survey Results 1999-2006).

Further analysis of local indicators is presented in the Outcome Templates section.

7. We have tackled the significant inequalities in Scottish society.

The East Renfrewshire ROA has been in place since 2005 and a programme of work has been delivered to meet the specified outcomes. These programmes are currently being evaluated. The Fairer Scotland Fund will be utilised to build on the work of the last three years however with a tighter focus on employability and early intervention to tackle the causes of poverty. Again the employability strategy is integral to this approach, to provide individuals with a permanent route out of poverty. Our initial proposal for the Fairer Scotland Fund is attached in Annex 1.

East Renfrewshire Council has a corporate Single Equality Scheme in place covering race, disability and gender. In addition Equality and Diversity Impact Assessments, which consider all of the equality strands including age, gender, ethnicity and disability, are undertaken for new services and policies to ensure the needs of different individuals and communities are met.

Tackling inequalities is at the heart of the majority of the outcomes in the SOA. In 2005 East Renfrewshire CPP prepared a small area level socio-economic analysis to inform geographic targeting of regeneration services and the Scottish Government published the Scottish Index of Multiple Deprivation. Both of these analyses have been used by Council services and partner agencies to target services appropriately.

The following key results for East Renfrewshire shown in the SIMD 2006 give a profile of the area under this outcome:

Overall Results

- The **number of data zones in East Renfrewshire that are in the 15% most deprived nationally has fallen** from five in 2004, to three in 2006. The three most deprived data zone areas are the Centenary Park area of Barrhead, Aurs Road area of Auchenback and the Stewart Street area of Dunterlie in Barrhead.
- The **population living in the 15% most deprived areas has fallen by 48%**, from 3,759 in 2004, to 1,905 in 2006.

Key Issues for 15% Most Deprived Data Zones

- The **Stewart Street area of Dunterlie is East Renfrewshire's most deprived area**, ranking at number 78 nationally (with data zone number 1 being the most deprived and number 6505 the least deprived). In 2004 the area ranked 284 in the Index, therefore its relative position has worsened. 53% of the population are identified as suffering from income deprivation, while 35% of the population suffer from employment deprivation (i.e. claiming out of work benefits). This area is the only data zone within East Renfrewshire which is within the 15% most deprived in terms of education, skills and training.
- In the **Centenary Park area**, while there have been improvements in income and employment, the area has declined in terms of health and education. The data zone is the most deprived within East Renfrewshire in terms of crime deprivation. 27% of the total population are classed as income deprived and 25% of the working age population are employment deprived.
- In **Aurs Road**, there have been no significant changes between 2004 and 2006 in any of

the domains. 27% of the total population are income deprived while 25% of the working age population are employment deprived.

Individual Income Deprivation

- The new SIMD takes into account individual deprivation as well as area deprivation (i.e. that individuals who are deprived may not live in 15% areas). The SIMD shows that a total of 6,685 people across East Renfrewshire are income deprived (i.e. dependent on benefits). This equates to 7.5% of the population.
- **Only 10% (680) of those who are classed as income deprived actually live within one of the 15% most deprived areas.** A further 6,000 people in East Renfrewshire are income deprived who do not live in a targeted regeneration area.
- East Renfrewshire compares well to Scotland as a whole, where 14% of the population are income deprived. In Glasgow City the level of income deprivation is 25%; in East Dunbartonshire, the level is similar at 7.3% and in Renfrewshire 15% of the population are classed as income deprived.
- Median income in East Renfrewshire is £552 per week (Source: Scottish Neighbourhood Statistics), which is 25% greater than the Scottish median. Although data at smaller geography levels is not available, other deprivation evidence tells us that median income will be significantly lower in some areas of East Renfrewshire and below the Scottish average.

Work is currently ongoing to build on existing knowledge about our communities and analyse further information on equalities groups.

9. We live our lives safe from crime, disorder and danger.

11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.

East Renfrewshire Council and its partners, through the East Renfrewshire Community Safety Partnership, place a high priority on making local communities stronger and safer. Ensuring local people are safer in their neighbourhoods and their homes is a key outcome in the Community Plan and this links closely to the Scottish Government's national priority. The actions to support that priority will be delivered through the new Community Safety Strategy, which is about to be published. A Strategic Assessment of Community Safety in East Renfrewshire is also being carried out.

The Community Safety Strategy is based on robust evidence from analysis of 2006-2007 crime data, views from local residents obtained through the Community Safety Audit 2006 and East Renfrewshire Citizens' Panel Survey. It sets out the community safety priorities to be addressed in the next three years. The Strategy will be shortly be available on the East Renfrewshire Council website www.eastrenfrewshire.gov.uk

Crime and fear of crime can have a significant influence on quality of life. Reported crime in East Renfrewshire is lower than the national average however the Citizens' Panel and other surveys have show a disparity between levels of fear of crime and actual incidence of crime. In 2004 the Scottish Parliament introduced the Anti-Social Behaviour etc. (Scotland) Act 2004 to give local authorities more powers to tackle anti-social behaviour. In East Renfrewshire a number of initiatives have been launched to tackle anti social behaviour. These include:

- The Ring and Report line, launched in October 2005. Residents can Ring and Report 24 hours a day about issues such as loud music, noisy neighbours, graffiti, flytipping etc. that affect their quality of life.
- Community wardens, appointed in June 2004, who have been working within designated areas in Barrhead, Neilston and Thornliebank. Additional funding was secured to develop flexible deployment of wardens which is evidence led and time limited.
- The Anti-Social Behaviour Investigation Team set up in March 2004 in order to deal with referrals from the police and other agencies and co-ordinate work in relation to Anti-Social Behaviour Orders.
- Programmes of youth diversion activity are in place and will be extended in 2008-2009 to provide additional opportunities for participation by young people in positive sports and cultural activities.

Further local contextual information is provided in the template on page 30.

10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.

12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.

14. We reduce the local and global environmental impact of our consumption and production.

East Renfrewshire Council and its Community Planning Partners place a high priority on protecting the local environment. Local Citizens' Panel surveys and focus group research have shown that local residents value the high quality environment in East Renfrewshire and that access to green open spaces are one of the main assets that make East Renfrewshire a good place to live and provide a good quality of life. In the Community Plan for East Renfrewshire the Partnership has committed to maintaining and building on this and promoting sustainability is a key principle at the heart of the Community Plan.

East Renfrewshire Council is committed to promoting sustainability and protecting the environment for future generations. Part of this commitment includes the current development of a Sustainable Development Strategy which is based around the five national strategic objectives. The East Renfrewshire Council Sustainable Development Strategy 2008-2011 – *doing the right thing* will support the delivery of Our Vision and the Corporate Objectives. The Strategic Objectives set out in this strategy will strive to create an East Renfrewshire that is:

- Wealthier & Fairer
- Healthier
- Safer & Stronger
- Smarter
- Greener

Through successful implementation of this strategy, this Council aims to *do the right thing* for our community - both now and for future generations to come. The corporate/cross-cutting approach to sustainable development currently practised by East Renfrewshire Council, and reinforced by this strategy, is designed to coordinate the Council's approach to sustainability and provide opportunities for employees and services to work together to achieve their goals more efficiently – thus enabling us to deliver real benefits for the residents and businesses of East Renfrewshire.

East Renfrewshire has shown its commitment to the climate change agenda by becoming one of the first signatories of Scotland's Climate Change Declaration. A new East Renfrewshire Climate Change Partnership, Go Greener, aimed at involving the community in reducing their carbon footprint, has just been launched.

The Council is also in the process of developing a Strategy and Implementation Plan for a local authority carbon management programme. East Renfrewshire Council has clearly stated a corporate objective to "improve East Renfrewshire's natural and built environment, promote sustainable development and reduce the Council's carbon emissions."

Further context is detailed in the template on page 32.

13. We take pride in a strong, fair and inclusive national identity.

15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Both of these outcomes have been considered together as in East Renfrewshire we see these as cross-cutting outcomes that inform all of our service areas, policies and strategies.

East Renfrewshire Council's Corporate Statement – Working For You identifies five guiding principles:

- Focus on outcomes for the customer
- Simplified cost-effective services
- Promoting equality and sustainability
- Accountable
- Open to Change

These guiding principles demonstrate our commitment to being an inclusive organisation, open to change through the transformation of services to be cost-effective and meet the needs of customers. The Community Planning Partnership's new Community Plan mirrors these principles. The council's culture of continuous improvement is promoted through our transformation programme which contains a wide range of projects which aim to change the way the organisation works and improve services.

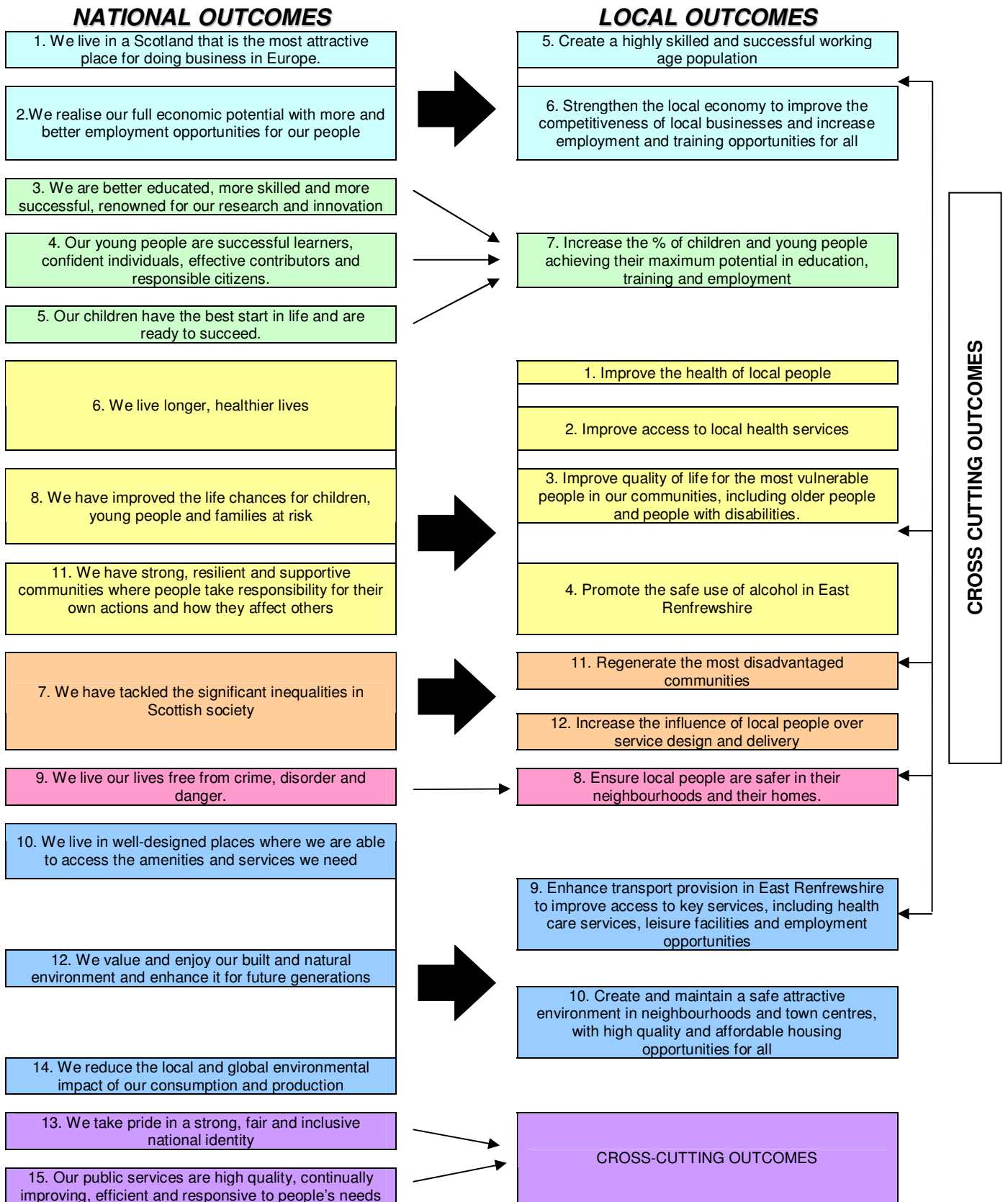
Further context on these outcomes is included in the Outcome Templates on pages 35-37.

Our Outcomes

The East Renfrewshire SOA is based on the twelve outcomes of our Community Plan. These reflect strongly the Scottish Government's national outcomes, as shown in Diagram 1.

Diagram 1 also illustrates that, as well as local outcomes matching and making a contribution to national outcomes, there are strong inter-linkages between outcomes. For example, delivery on the local outcome around enhancing transport provision has a strong impact on the delivery of health, employment and economy outcomes.

Diagram 1:



The following templates further demonstrate the links between the fifteen national outcomes and the twelve East Renfrewshire Community Plan outcomes and set the context for how East Renfrewshire Council and its partners will deliver on these. Finally the menu of local indicators has been used to show how we will monitor progress on these outcomes.

Our Target-Setting Process and Methodology

East Renfrewshire Community Planning Partnership places a high priority on strong performance management frameworks to monitor progress, and to provide a sound evidence base for reporting to the Scottish Government and to our local residents.

In developing the East Renfrewshire Community Plan it was envisaged from the outset that that SOA would provide the mechanism for monitoring progress towards the outcomes that are important to local people.

In East Renfrewshire the local menu of indicators, developed by the Improvement Service in consultation with local and Scottish Government has been used to provide the performance measurement framework for the outcomes in the SOA. Locally developed indicators have also been included, where relevant.

The targets that underpin the SOA must be meaningful, and therefore realistic, articulations of how performance will improve and by how much. A robust analysis of all local indicators has been undertaken to identify targets that are based on past trends, comparisons with peer authorities, and take into account service challenges and risks. As such these targets are considered to demonstrate sufficient stretch in performance while ensuring that there are realistic assumptions behind the targets.

<p>National Outcome</p> <p>1. We live in a Scotland that is the most attractive place for doing business in Europe</p> <p>2. We realise our full economic potential with more and better employment opportunities for our people</p>	<p>Local Context</p> <p>Employment: In May 2007 there were 5,730 claimants of unemployment related benefits in East Renfrewshire, which equates to 108 per 1,000 population. More than half of these claimants are on Incapacity Benefit. Trend data from 2001-2007 shows there has been a steady decline in the number of claimants and the figures for East Renfrewshire are consistently below levels for Scotland and the UK as a whole. The number of claimants has decreased by 18% over this period (from 6,920 to 5,730). Evidence from other analyses shows that there are significant disparities across East Renfrewshire in benefit claim levels, with higher concentrations in priority areas for regeneration – Barrhead, Neilston, Thornliebank and Mearns. In 2005, priority areas, which contained one tenth of the total East Renfrewshire population, accounted for one third of all benefit claimants in the area. In order to achieve an overall reduction in the number of benefit claimants the approach must be focused on closing the gap between areas within East Renfrewshire. This will be a major focus of the East Renfrewshire employability strategy. The proposed target takes into account the challenges around the delivery of employability support to a wide range of clients with differing levels of need. Some clients will have been in receipt of benefits for a significant period of time and therefore will require a substantial level of support.</p> <p>Earnings growth is healthy in East Renfrewshire, however again there are disparities across geographical areas and particular groups (e.g. older people, lone parent families etc.) The overall earnings indicator will be used as a “general health indicator” for the East Renfrewshire economy. Methods of analysing earnings at sub-authority level or within different groups will be reviewed.</p> <p>Business start-up growth in East Renfrewshire was -1% from 2000-2003 and raised to 4.3% over the period 2003-2007. The target set (which equates to a net 5% increase in the business base over the three years 2008-2011) reflects this past trend and the fact that VAT-based measures tend to under-report business start-ups in East Renfrewshire.</p> <p>Road network and transport: Promoting the use of alternative modes of transport to the car and improving the road network are key priorities outlined in East Renfrewshire’s Community Plan and the Council’s Corporate Statement and are recognised as integral to strengthening the local economy. In addition, as part of its approach to service transformation and efficiencies, East Renfrewshire Council has conducted a lean systems service redesign in the Roads and Transportation Service which focused on roads maintenance. This includes improving reactive repair times and developing a more robust system for prioritising roads and footway resurfacing projects, with improved project management. Appropriate indicators and targets related to road condition will be developed for East Renfrewshire’s SOA in 2009-2010.</p>				
		Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
	<p>Local Outcome</p> <p>East Renfrewshire Community Plan Outcome: Strengthen the local economy to improve the competitiveness of local businesses and increase employment and training opportunities for all.</p> <p>Local Outcome</p>	<p>5. Number of claimants in receipt of unemployment related benefits. (FSF 1)²</p>	<p>Quarterly / DWP</p>	<p>108 per 1,000 population</p>	<p>By 2011 achieve a net reduction in the number of claimants by 5% per annum, to 92 per 1,000 population (the actual number of claimants will reduce from 5,730 to 4,912), with a significant element of this reduction within the most deprived areas</p>

² The FSF references next to a number of indicators indicate that these are the primary indicators for monitoring progress on the Fairer Scotland Fund approach to employability, early intervention for vulnerable individuals and families, and community capacity building.

	East Renfrewshire Community Plan Outcome: Create a highly skilled and successful working age population by increasing opportunities for education and lifelong learning for all.	4. Median earnings in £s for residents living in the local authority area who are employed.	Annually / NOMIS Labour Market Statistics	£552 per week	Maintain position above the Scottish average
		1. Net number of new businesses formed in a local authority area on an annual basis	Annually / Department of Business Enterprise and Regulatory Reform	Net increase during 2006-2007 was 35 (total number of businesses in Jan 2007 was 1,810)	Achieve a net increase of 90 in the number of businesses in East Renfrewshire to 1,900 by 2011 (which equates to a 5% increase over 2008-2011)
	Required Actions/commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Development of an integrated employability strategy for East Renfrewshire • Implementation of East Renfrewshire Business Development Strategy • Delivery of the Local Transport Strategy • Joint working between East Renfrewshire Council, SPT and other relevant partners to deliver agreed transport priorities including: <ul style="list-style-type: none"> ○ Transport for Barrhead regeneration ○ M77 Junction 4 southbound slip-road proposal ○ Streamline corridor enhancements 			
Scottish Government required action/commitment to support delivery of local outcome	<p>The East Renfrewshire CPP seeks to work with the Scottish Government on the potential for:</p> <ul style="list-style-type: none"> • Transitional support from Scottish Government and the Workforce Plus team to develop and launch employability strategy locally. This could be in the form of professional expertise, sharing of good practice across areas and other support to complement the financial support through the Fairer Scotland Fund. As part of this some discussion around the role of Job Centre Plus and the resources they can bring to employability partnerships would be welcomed. 				

National Outcome

3. We are better educated, more skilled and more successful, renowned for our research and innovation.

4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.

5. Our children have the best start in life and are ready to succeed.

Local Context

School leavers: In 2006-2007 93% of East Renfrewshire school leavers went into positive destinations, compared to an average of 88% across peer authorities and 86% across Scotland as a whole. The percentage of school leavers entering employment, education or training has grown steadily over recent years. The target to be achieved by the end of the 2008-2011 period represents an improvement on the rate of increase achieved from 2004-2007 (an increase from 91.6% to 93.4%). This reflects the additional resources invested since 2006, and is based on the planned continuation of investment in this area.

Attainment: There are significant changes in the curriculum and the assessment system currently being considered, and as a result, some of these measures may no longer apply, or will change, making longitudinal comparison inappropriate. The target below reflects this uncertainty, but will remain valid through any likely change.

Lifelong learning: Increasing opportunities for education and lifelong learning for all residents is a key priority in East Renfrewshire. The adult and family learning, community support, young person's services, arts, sports services and libraries teams also promote and facilitate a wide range of learning opportunities for local people, including literacies training, confidence building, IT training and many others. Much of this work is coordinated by the Community Learning and Development and Adult Learning Partnerships and a new Community Learning and Development Strategy is about to be published.

In East Renfrewshire, planning for the development of a new East Renfrewshire college centre, a key component of the Barrhead Regeneration Strategy, is well underway. This is highlighted in the Community Plan as the key area of joint work to deliver on this priority and will present a model for developing community learning and further education, incorporating a community library. The new college centre will encourage and support a wide range of citizens of East Renfrewshire to engage in lifelong learning, and aims to attract a wide variety of users, from lone parents to school pupils with an interest in vocational studies to employees of local businesses. In order to achieve this, the plans for the college also incorporate a fully inclusive design which makes the college accessible to all, ensuring that the environment, products, services and interfaces within the college work for people of all ages and abilities.

	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Local Outcome	2. The percentage of school leavers going into employment, education or training. (FSF 2)	Annually / Scottish Government	93%	By 2011 increase the % of school leavers going into employment, education or training to 100%.
East Renfrewshire Community Plan Outcome: Increase the percentage of children and young people achieving their maximum potential in education, training and employment.	10. Cumulative attainment of National Qualifications by all pupils in publicly funded secondary schools for S4 (% of S4 roll achieving 5 or more qualifications at SCQF level 5 or better. (SCQF level 5 is equivalent to a Standard Grade Credit pass or a pass (A-C) at National Qualification at Intermediate 2)	Annually / Scottish Government	End of S4 5 or more passes at SCQF level 5 or better - 57.9%	East Renfrewshire target is to remain the highest performing mainland council area.
East Renfrewshire Community Plan Outcome: Create a highly skilled and successful working age population by increasing opportunities for education and lifelong learning for all.				

	11. Cumulative attainment of National Qualifications by all pupils in publicly funded secondary schools for S5 and S6 (indicator shows the proportion of the original S4 roll which achieves qualifications at various SCQF levels. SCQF level 6 is equivalent to a Higher grade pass (A-C), with SCQF level 7 being equivalent to a pass at Advanced Higher (A-C).	Annually / Scottish Government	<p>End of S5 - 3 or more passes at SCQF level 6 or better - 41.9%</p> <p>5 or more passes at SCQF level 6 or better -22.8%</p> <p>End of S6 – 5 or more passes at SCQF level 5 or better – 71.6% 3 or more passes at SCQF level 6 or better – 52.4%</p> <p>5 or more passes at SCQF level 6 or better – 38.9%</p> <p>1 or more at SCQF level 7 or better – 22.4%</p>
	12. Proportion of pre-school centres receiving positive inspection reports	Ongoing / Locally collected data	East Renfrewshire Council Education collects baseline data on these indicators; however future updates will not be comparable to current baseline data due to future planned changes to HMI inspection approach. Work is ongoing to look at how these measures could be used within the SOA.
	13. Proportion of schools receiving positive inspection reports	Ongoing / Locally collected data	
Required Actions/commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Implementation of East Renfrewshire’s More Choices More Chances Strategy, including early identification and intervention work, the implementation of vocational courses as options for S5 and S6 students, and continuing work to improve attainment and achievement. • Support from employers to work in partnership with schools to ensure positive destinations for school leavers • Improve facilities and activities for young people in East Renfrewshire • Implement <i>A Curriculum for Excellence</i> in all schools and centres • Ensure East Renfrewshire schools get a proportionate share of school/college partnership funds 		
Scottish Government required action/commitment to support delivery of local outcome	<p>East Renfrewshire Council seeks to work with the Scottish Government on the following issues:</p> <ul style="list-style-type: none"> * To allow young people to reach their potential, resolve the inconsistencies between the Standards and Scotland’s Schools, etc. Act 2000 and The Additional Support for Learning Act 2004 with regard to placing requests and extended transitions. Whilst this is a concern 		

		<p>for ERC with the number of placing requests it receives, especially for those with additional support needs, the tension between the 2 Acts is not an issue only for ERC. One Act states that we should arrange extended transitions (in some cases up to one year ahead of the actual transition from one sector to the next) for those youngsters who have additional support needs; the Standards in Scotland's Schools Act does not allow for this since the process for making a placing request starts in the January of each year and the outcome of such should be completed by 30 April prior to the child moving to their new school. Therefore, the timelines of each of the 2 Acts do not sit well together.</p> <ul style="list-style-type: none"> * To allow the authority to move towards a maximum class size of 18 in primaries 1-3 where resources allow. It should be noted East Renfrewshire Councils continues to need flexibility and more resources to be able to deliver on this. * As per the recommendations of the Crerar Review and where the available intelligence suggests that authorities have robust measures of performance and self-evaluation, the Scottish Government should consider developing a more proportionate approach to the programme of external scrutiny of schools, pre-5 centres and authorities. * Take steps to ensure that those children entitled to free school meals have access to such 52 weeks of the year, rather than free school meals for all during term time. * Split funding for school-college partnerships between FE and LEA partners. Currently, all funding for school -college partnerships goes to FE colleges and none to LEAs, who have to negotiate with colleges to get funded places, or pay for places, and in some cases fund transport for pupils to vocational placements. This is a major issue for LEAs due to the expansion of vocational learning.
--	--	-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>National Outcome</p> <p>6. We live longer, healthier lives.</p> <p>8. We have improved the life chances for children, young people and families at risk.</p> <p>11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others</p>	<p>Local Context</p> <p>Many of the health indicators show East Renfrewshire as a whole comparing well to Scotland. However the key priority for the East Renfrewshire CPP and CHCP is to reduce inequalities in health between geographical areas and between particular groups within East Renfrewshire. This requires intensive, targeted work to reverse long-standing historic trends in inequality and there are complex challenges to be met in achieving this related to resources, capacity and the range of complex determinants of health and well-being. It is important to recognise the SOA health outcomes may take considerably longer to achieve than the three year duration of the SOA.</p> <p>The targets set reflect national targets where appropriate and incorporate closing the gap and equality aims where relevant³. There are a number of risk assumptions underpinning particular targets to ensure they demonstrate some performance stretch while remaining realistic and meaningful.</p> <p>Life expectancy: Currently life expectancy in East Renfrewshire is second highest in Scotland. However small area analysis shows that life expectancy in deprived areas (Dunfermlie, East Arthurlie and Dovecot Hall) has actually decreased over recent years, while life expectancy in East Renfrewshire as a whole has consistently increased. The proposed target for East Renfrewshire as a whole is based on narrowing the gap in life expectancy at birth between the most deprived areas and the East Renfrewshire average. It should be noted that achieving this target depends on reversing a strong historic trend of decreasing life expectancy in the most deprived areas which is very difficult to reverse. The challenges in this indicator are mirrored when looking at deaths from Coronary Heart Disease, where there are again significant disparities within the East Renfrewshire area.</p> <p>Teenage pregnancy: Again overall levels in East Renfrewshire are comparatively low however there are inequalities across the area. In setting a target the CHCP has considered that, due to the small numbers involved, there is potential for significant fluctuations over short periods of time.</p> <p>Smoking: 26% of deaths were smoking related over the period 2000-2004. The target set against this indicator relates to the HEAT target for individual CHCP contributions to the smoking quit rate. The challenge for East Renfrewshire is, with relatively low levels of smoking, that the target client group will be harder to reach and therefore achieve high levels of impact.</p> <p>Hospital Admissions, older people: East Renfrewshire contributes 1.5% to multiple hospital admissions of older people Scotland-wide. Over the short-term East Renfrewshire has managed to reduce admissions through innovative practice in community services and despite an ageing population and increasing frailty. However the number of emergency admissions has increased in 2006-2007 although bed days for multiple admissions have continued to reduce. Achieving improvements on this outcome measure is challenging in East Renfrewshire given the increase in the 80+ population and the capacity of community based services to deliver on reduction in emergency admissions.</p> <p>Access to health services: Improving access to health services is a key priority for the CPP and CHCP. Two key areas of work that are supporting the delivery of this outcome are the development of the new Barrhead Health and Care Centre, which is bringing together a whole range of health services into a single location and will promote enhanced access to services, and development work around community transport. It is difficult to identify robust quantitative measures and therefore delivery of these commitments will be monitored and reported on locally as part of measuring progress towards this outcome.</p> <p>Vulnerable children: East Renfrewshire Child Protection Committee (CPC) has a robust partnership approach to child protection and supporting vulnerable children, which links to other strategic partnerships both locally and at national level. In March 2007, Child</p>
-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

³ In the SOA the East Renfrewshire CPP has sought to achieve alignment between the local menu of indicators and the NHS HEAT framework. In some cases this results in a baseline set using a local menu indicator, although the target is drawn from the HEAT framework. For many of the HEAT targets, baselines and individual CHCP contributions to targets will be set by June 2008 and can then be incorporated into the East Renfrewshire SOA.

Protection procedures were launched for use by the voluntary, private and community sector in East Renfrewshire, which link to East Renfrewshire Child Protection Committee inter agency procedures. In promoting a robust partnership approach, all staff from the statutory and voluntary sector have access to a range of training provided by the CPC. A Corporate Parenting Policy for looked after children was approved by East Renfrewshire Council's Cabinet in September 2007 and a child protection website for children is currently being developed. The HMle inspection of Child Protection in East Renfrewshire was one of the best inspection reports in Scotland receiving grades of excellent, very good and good.

Further information is available on request from the full baseline analysis conducted by the East Renfrewshire CPP to support the SOA targets.

	Relevant Indicators	Frequency / Type / Source	Baseline (as specified)	Local Targets & Timescales
<p>Local Outcome</p> <p>East Renfrewshire Community Plan outcomes:</p> <p>1. Improve the health of local people</p> <p>2. Improve access to local health services</p> <p>3. Improve quality of life for the most vulnerable people in our communities including older people and people with disabilities.</p> <p>4. Promote the safe use of alcohol in East Renfrewshire</p>	<p>8. Life expectancy at birth; life expectancy at age 65. (FSF 3)</p>	<p>Annual / GROS</p>	<p>(a) Life expectancy at birth: Male – <u>77.2</u> Female – <u>81.9</u></p> <p>(b) Life expectancy at age 65: <u>18.8</u> (equates to overall life expectancy of 83.8) (2004-2006)</p>	<p>By 2011, continue to increase the life expectancy of East Renfrewshire residents achieving a life expectancy at birth of 78.1 for men and 82.3 for women by 2011.</p> <p>To level up the life expectancy of Dunterlie, East Arthurlie and Dovecothall residents by reducing the difference between this community and the East Renfrewshire average from 7.5 to 6.2 years for women and from 9.6 to 9 years for men by 2011.</p>
	<p>14. Deaths per 100,000 population from coronary heart disease (CHD) and all cancers (FSF 4)</p>	<p>Annual / GROS</p>	<p>(i) CHD deaths, under-75s, standardised rate per 100,000: <u>55.4</u></p> <p>(ii) Deaths from all cancers, under-75s, standardised rate per 100,000: <u>119.2</u> (2001-2005)</p>	<p>In line with the national target, by 2010, we will work to reduce the annual rate of death from CHD among under 75 year olds by 60 per cent (from the 1995 baseline of 76 deaths)</p>

		15. Deaths from coronary heart disease among the under 75s in deprived areas (FSF 5)	Annual / GROS	(i) CHD deaths, under-75s, standardised rate per 100,000 Dunterlie, East Arthurlie and Dovecothall: <u>105.3</u> Auchenback – <u>154.6</u> (2001-2005)	HEAT target: reduce mortality rate from CHD among the under 75s in deprived areas
		20: Proportion of obese children in primary 1 / HEAT target: achieve locally agreed completion rates for child healthy weight intervention programme by 2011 (FSF 6)		Baseline to be established linked to intervention	By 2011 we will achieve locally agreed completion rates for child healthy weight intervention programme
		22. Number of people per head of 10,000 population being prescribed drugs for anxiety, depression or psychosis	Annual / ISD Scotland	<u>883.6</u> per 10,000 population (2004)	By 2010, we will reduce the rate of growth in the number of people prescribed antidepressants to zero. Put in place support systems to achieve a 10 per cent reduction in the course of subsequent years.
		21. Mental health admissions (as a rate per 1,000 population) / HEAT target: reduce readmissions	Annual / ISD Scotland	<u>3.13</u> admissions per 1,000 population (equates to 280 admissions) (2004-2005)	In line with the national HEAT target we will aim to reduce the number of readmissions (within one year) for those that have had a psychiatric hospital admission of over seven days by 10% (from 280 to 252) by the end of 2009

		17. People aged 65 and over admitted for any reason two or more times in a year as an emergency to acute specialties per 100,000 population	ISD Scotland	East Renfrewshire average multiple admissions among older people 2004-2005 is 552	By 2011 we will aim to reduce multiple admissions by 20% from the 2004-2005 baseline (from 552 to 442) and bed days by 10% in line with HEAT targets
		18. Pregnancies among 13-15 year olds per 1,000 population (FSF 7)	Annual / ISD Scotland	1.8 pregnancies (13-15-year-olds) per 1,000 female population (2001-2003) NB absolute numbers are too small to be included due to data confidentiality issues	By 2011, to contribute to the national target of reducing teenage pregnancies by achieving less than 6 conceptions among teenage girls aged 13-15 per annum across East Renfrewshire. Ensuring that communities with higher rates of teenage pregnancy receive targeted intervention to tackle inequalities
		23. Number of suicides per 10,000 population	Annual / GROS	Average 8.7 deaths per year, age-sex standardised rate per 100,000 (2001-2005) NB as above	By 2013, average 7.0 deaths per year (age-sex standardised rate per 100,000) (in line with national target to reduce by 20% from 2002 baseline by 2013)
		26. % deaths caused by smoking related diseases / HEAT: Through smoking cessation services, support 8% of your Board's smoking population in successfully quitting (at one month post quit) over the period 2008/9 - 2010/11.	Smoking Atlas	26% of all deaths 2000-2004 smoking attributable (HEAT baseline currently being developed)	By 2011 support 8% of the smoking population to successfully quit at one month post-quit.
		19. Number and percentage of children with dental caries / HEAT: 80% of all three to five year old children to be registered with an NHS dentist by 2010/11.		2006 Eastwood – 71% of children without dental caries; Clyde area – 51.7% without dental caries	By 2010-2011, in line with the HEAT target, 80% of all five year old children to be registered with an NHS dentist

		24. Deaths per 100,000 population (age-sex standardised rate) due to alcohol related diseases / HEAT Target Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/11.	Annual / GROS	20.1 deaths per 100,000 population (2001-2005)	By 2011, achieve the agreed number of screenings in line with SIGN 74 guidelines
		25. Alcohol related hospital admissions / HEAT Target Achieve agreed number of screenings using the setting-appropriate screening tool and appropriate alcohol brief intervention, in line with SIGN 74 guidelines by 2010/11.	Annual / ISD	598.4 patients admitted per 100,000 population (age-sex standardised rate per 100,000 population (2004-2006)	As above
		Substance Misuse 1: Proportion of people with substance misuse problems offered a treatment appointment within 14 days of their care plan.	Local CHCP indicator / Quarterly	70% offered appointment within 14 days	Continue to ensure 70 per cent of people with substance misuse problems offered treatment within 14 days of their care plan.
		27. % of older people with intensive care needs receiving services at home	Quarterly / CHCP	34% of older people 65+ with care needs receiving care at home (235 older people receiving 10+ hours of care at home; 450 in care homes) (2004-2005)	<u>National target to be determined</u>

		29. Increase the proportion of people needing care or support who are able to sustain an independent quality of life as part of the community, through effective joint working	Annually / PIOD	<u>Baseline to be confirmed</u>	<u>Target to be confirmed</u>
	Required Actions/commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Ensure that the delivery of universal and targeted services to meet the needs of vulnerable children and young people are better integrated to meet the health, social care and support needs in our communities. • Work with Oral Health Directorate as a key partner in dental registrations. • Work with NHS Greater Glasgow and Clyde-wide Tobacco Planning and Implementation Group to deliver smoking cessation targets. • Develop health improvement and well-being agenda developed to meet the needs of a diverse community and build on existing good practice. • Provision of health information to enable residents to make informed decisions about their own health. • Development and delivery of CHCP Mental Health Strategy and local approach to Towards a Mentally Flourishing Scotland. • Delivery of Corporate Parenting programme and Integrated Assessment Framework for children and young people. • Delivery of brief interventions to address alcohol issues. • Strengthen engagement of the voluntary and community sector to increase capacity to influence, shape and reshape services. • Work with Acute Division Rehabilitation and Assessment Directorate to deliver reduction in multiple admissions. • Develop joint working between CHCP Health Improvement Team, Council services (including Education, Environment, Chief Executive's) and Sportscotland to meet childhood obesity screening intervention targets, implementation of a healthy weight strategy for children and young people and wider development of physical activity strategy. • Improving access to GP services through the Primary Care Collaborative • Establishment of Barrhead Health and Care Centre • Work to focus on health improvement for older people and improve the mental health and wellbeing of local people. • Integration of services for older people and people with disabilities • Development and implementation of an East Renfrewshire Alcohol Action Plan with CHCP Addiction Planning and Implementation Group a key lead on this process. 			
	Scottish Government required action/commitment to support delivery of local outcome	<p>The East Renfrewshire CPP seeks to work with the Scottish Government on the potential for:</p> <ul style="list-style-type: none"> • Improved alignment between SOA performance management framework and health performance frameworks such as HEAT targets and national community care outcomes framework. 			

National Outcome

7. We have tackled the significant inequalities in Scottish society

Local Context

East Renfrewshire CPP recognises inequalities dimensions within the majority of the national and local outcomes and service delivery will take account of the variety of needs – for example, in relation to gender, age, sexual orientation, ethnicity, disability and religion.

In this section the CPP has a particular focus on tackling the high concentrations of deprivation within the most disadvantaged communities as identified by the SIMD and local socio-economic research. It is also recognised that residents within these communities may experience further inequalities in relation to age, gender, ethnicity or disability for example.

Income deprivation across East Renfrewshire affects 7.5% of the population, according to the SIMD. This is as high as 53% in the 15% most deprived areas. The East Renfrewshire-wide figure compares well to the Scottish average and also to peer authorities. Therefore the target is more appropriately focused on closing the gap in income between communities, through targeted regeneration approaches, in particular employability.

In East Renfrewshire 29% of children were living in low income households, which is an increase from the 2005-2006 figure of 28%. East Renfrewshire compares well to the Scottish average. The lack of a longer time series of data on low income, and absence of data below local authority geography level, makes it difficult to set a target however the overall aim is to reduce the proportion of children living in low income households and reduce inequalities between areas.

In addition the flexibility offered by the new Fairer Scotland Fund (with the removal of geographical restrictions around investment of the fund) will allow the Community Planning Partnership to tackle inequality across the whole of East Renfrewshire. East Renfrewshire has a strong approach to recognising the diversity within local communities and this is outlined in more detail under national outcome 13.

Building on community engagement through the ROA process, future work will focus on increasing the influence of local people over service design and delivery in disadvantaged and communities and across the wider East Renfrewshire area.

	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Local Outcome				
East Renfrewshire Community Plan outcome: 11. Regenerate the most disadvantaged communities.	7. % of people who are income deprived, according to SIMD (FSF 8)	Next SIMD update due 2009	7.5% across East Renfrewshire / up to 53% in most deprived areas	Close the gap between most deprived areas and the rest of East Renfrewshire.
East Renfrewshire Community Plan outcome: 12. Increase the influence of local people over service design and delivery.	6. Proportion of children living in households dependent on out of work benefits or Child Tax Credit more than the family element (FSF 9)	Annual / HMRC	29%	Reduce the proportion of children living in low income households and achieve a reduction in inequalities between communities. Numerical target to be identified once further data becomes available.
Required Actions/commitment by	<ul style="list-style-type: none"> Promotion of regeneration and community wellbeing in Dunterlie, East Renfrewshire most deprived area, according to the SIMD 2006. 			

	local partners for these outcomes	<ul style="list-style-type: none"> • Implementation of an estate renewal plan for Dunterlie • Strategic investment of the Fairer Scotland Fund by the East Renfrewshire CPP to tackle the symptoms of poverty. • Delivery of East Renfrewshire Community Learning and Development Strategy
	Scottish Government required action/commitment to support delivery of local outcome	<p>The East Renfrewshire CPP seeks to work with the Scottish Government:</p> <ul style="list-style-type: none"> • To continue to ensure that the commitment to integrating the approach to regeneration into the SOA framework is delivered, through the Fairer Scotland Fund, and associated performance monitoring requirements are proportionate to the level of resource received.

National Outcome
9. We live our lives safe from crime, disorder and danger.

Local Context

Crime rates: Overall, crime levels have fallen over the past two years in East Renfrewshire (a longer time series of comparable data was not available) and levels compare favourably to neighbouring authorities– in terms of housebreaking, vandalism and violent crime. Violent crime is particularly low. It is recognised that the incidence of crime differs across the authority area and the Community Safety Partnership, using crime analysis at beat level and community safety audit information have identified “hotspots”. In working towards the targets identified we would expect to see a narrowing of the gap in crime incidence between areas within East Renfrewshire.

At present, services such as the CCTV control room and response unit, local police, community wardens team and anti-social behaviour investigation team provide an integrated approach to tackling crime and anti-social behaviour in East Renfrewshire. Meeting the proposed targets depends on the continuation of current levels of resources. The options for continuing to fund services including the CCTV police response unit are still being considered.

One area where levels of reported crime have increased is domestic abuse over the analysis period, as a result of work to increase confidence in reporting by victims of domestic abuse. The target set for this area therefore reflects that reported incidents are expected to continue to increase before beginning to demonstrate decline during 2010-2011.

Given the very low level of persistent young offenders in East Renfrewshire, no numerical target has been set. Levels will continue to be reviewed to pick up on any worsening trend. The Partnership will work with organisations such as the North Strathclyde Community Justice Authority, who have a remit to reduce re-offending and improve the management of offenders.

Neighbourhood satisfaction: East Renfrewshire is characterised by high levels of satisfaction with the local area. Two main factors – extent to which this can continue to rise, and that survey based results can be influenced by factors outwith the control of local agencies – have been taken into account in setting a target for this indicator.

	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Local Outcome	30. The % residents stating they are satisfied with their neighbourhood. (FSF 10)	Annual / Survey / East Renfrewshire Citizens' Panel	92%	By 2011 maintain or improve high levels of satisfaction
East Renfrewshire Community Plan Outcome:	31. The volume and rate of domestic housebreaking per 10,000 population.	Annual / Police Statistic / Scottish Government Crime Publications	36	Reduce the number of housebreakings by 10% per year from 36 per 10,000 population (or 323 total housebreakings) to 26 per 10,000 population (234) by 2011.
Ensure that local people are safer in their neighbourhoods and their homes	32. Volume and rate of vandalism per 10,000 population	Annual / Police Statistic / Scottish Government Crime Publications	166	Reduce the rate of vandalism incidents by 7% per year from 166 per 10,000 population (or 1,484 total incidents) to 133 per 10,000 population (or 1,196 incidents).

	33. Volume and rate of violent crimes, including sexual crimes, per 10,000 population	Annual / Police Statistic / Scottish Government Crime Publications	19	By 2011 the levels of this type of crime should remain at the current level or reduce
	35. Number of persistent young offenders per 10,000 relevant population	Annual / Police Statistic / Scottish Government Crime Publications	The total PYOs in East Renfrewshire is less than 5	This should be continually monitored to ensure no significant worsening in performance.
	36. Rates of domestic abuse incidents per 100,000 population	Annual / Police Statistic / Scottish Government Crime Publications	450 (equates to 402 incidents) (2005-2006)	By 2009, increased confidence in reporting will result in an increase in the rate of incidents. By 2011 reduce the rate of domestic abuse incidents per 100,000 population from 450 to 430 (or 384 total incidents).
	38. Number of people killed or seriously injured (KSI) in road accidents	Annual / Police Statistic / Scottish Government Crime Publications	25 (2002-2006 baseline)	By 2010, we will reduce the number of people killed or seriously injured in road accidents by more than the national target of 40% from the 1994 - 1998 baseline (which was 48). We will continue to improve on the 2002-2006 average.
Required Actions/commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Implementation of East Renfrewshire Community Safety Strategy including: <ul style="list-style-type: none"> ○ Adoption of problem-solving approaches to tackle anti-social behaviour in hotspot areas ○ Youth outreach and diversionary work. • CCTV monitoring and response services (subject to funding) 			
Scottish Government required action/commitment to support delivery of local outcome	<p>The East Renfrewshire CPP seeks to work with the Scottish Government on the potential for:</p> <ul style="list-style-type: none"> • Improved recognition of the role of prevention of crime/anti-social behaviour in promoting safer communities. Along with this, national work on developing better systems for measuring outcomes related to prevention, for future inclusion in the menu of local indicators would be welcomed 			

<p>National Outcome</p> <p>10. We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p> <p>12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.</p> <p>14. We reduce the local and global environmental impact of our consumption and production</p>	<p>Local Context</p> <p>Housing: Affordable housing and homelessness are key priorities at national level and within East Renfrewshire and targets have been set to reflect priorities in this area. It should be noted that current work is ongoing to identify appropriate benchmarking indicators of housing quality, led by the Scottish Housing Best Value Network, as well as work on appropriate affordable housing measures. Both of these pieces of work will be completed during the course of 2008-2009 and relevant indicators emerging from this work should be incorporated into the SOA.</p> <p>East Renfrewshire Council remains committed to meeting the Scottish Housing Quality Standard by the target date of 2015. Our current investment plans have been prioritised towards the requirements of the SHQS, and these plans remain on target. Over the next 5 years, we have committed to a housing capital investment programme totalling almost £25,000,000, most of which is being directed towards achieving the SHQS. We have in place a robust performance management framework and are developing new asset management arrangements, principally to ensure our SHQS plans remain on track</p> <p>Transport: Enhancing transport provision is a key outcome for East Renfrewshire, set out within the Community Plan and the Local Transport Strategy. It is difficult to identify outcome focused indicators that reflect this wide ranging outcome and are measurable. Qualitative methods will also need to be used in future to measure progress towards this outcome. The Scottish Household Survey is currently being used to measure usage of public transport by employees traveling to work. In addition the proportion of school pupils walking or cycling to school is being measured. (It should be noted the East Renfrewshire sample size in the SHS is relatively small). Currently 16% of employees traveling to work use bus or rail (compared to 13.4% across peer authorities). The average across peer authorities of children and young people walking/cycling to school is 50.5%, while in East Renfrewshire the figure is 44%. The targets set reflect that there are a wide number of factors outwith the control of public service agencies that influence people's travel decisions. High levels of car ownership in East Renfrewshire have an influence on the extent to which individuals will use other models of transport.</p> <p>The environment: East Renfrewshire compares favourably with peer authorities in terms of the tonnage of waste collected per 1,000 households and amount collected has declined between 2005-2007. The target for this area is in line with the aim in the National Waste Plan to have 0% waste growth beyond 2010. There is a strong focus on promoting recycling and composting within the community in East Renfrewshire. East Renfrewshire landfills the highest proportion of waste when compared to its peer group of authorities of similar size and socio-economic profile and performs slightly worse than the national average. The proportion of municipal waste recycled has remained static over the past two years. The target is based on the national target in place through the National Waste Strategy. The ongoing project at national level to measure the ecological footprint of local authority areas is welcomed.</p> <p>East Renfrewshire Council is committed to reducing carbon emissions from council controlled building and activities over the next five years. In 2006-2007, East Renfrewshire Council's emissions of CO2 equated to 19,550 tonnes. The Local Authority Carbon Management Strategy and Implementation Plan (SIP), developed in conjunction with the Carbon Trust, builds on the wide range of energy efficiency and improvement projects and identifies the most suitable projects for future consideration.</p> <p>East Renfrewshire Council is supporting a new Go Greener Partnership, bringing together representatives from the local community and the local private sector, to work together to reduce their carbon footprint.</p>
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

		Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Local Outcome East Renfrewshire Community Plan outcome: Create and maintain a safe, attractive environment in neighbourhoods and town centres, with high quality and affordable housing opportunities for all.	43. Number of unintentionally homeless households in settled accommodation	Annually / SPIs	68% of (205) unintentionally homeless households in priority need were placed in permanent accommodation in 2006/07.	An increase of 1% annually in the proportion of homeless households in priority need who secure permanent accommodation to 72% by 2010-2011	
	41. Number of affordable homes	Annual / House completions data supplied by RSLs and local authorities to Housing Statistics Branch in Scottish Government and published in Housing Statistics for Scotland	Baseline to be established	Delivery, by March 2012, of 316 additional socially rented units and 30 low cost home ownerships units	
Local Outcome East Renfrewshire Community Plan Principle: Promoting Equality and Sustainability.	44. Tonnage of biodegradable municipal waste (BMW) landfilled per 1,000 population	Annually / SPI	24,427 tonnes of BMW to landfill Equates to 271.41 tonnes of BMW per 1,000 population (2006-2007)	By 2009-2010 reduce tonnage of BMW landfilled to 22,023 (245 tonnes per 1,000 population) which represents a 65% reduction from 1995 baseline	
	46. Proportion of municipal waste recycled per 1,000 population	Annually / SPI	18.2%	Increase the % waste recycled or composted to 43.3% by 2011.	
	47. Tonnage of municipal waste collected per 1,000 population	Annually / SPI	640.3 tonnes per 1,000 population	0% waste growth beyond 2010	
	Env 1: East Renfrewshire Council's annual emissions of CO2	Annually / Local PI / calculated from annual energy fuel costs and usage	19,550 tonnes (2006-2007)	Reduce carbon emissions by 25% by 2012-2013 to 14,663 tonnes.	

	Local Outcome Enhance transport provision in East Renfrewshire to improve access to key services, including health care services, leisure facilities and employment opportunities.	Transport 1: The percentage of employed adults not working from home whose usual method of travel to work is by Public Transport (Bus or Rail).	Every two years / Scottish Household Survey	16% of employed adults who do not work from home travelled to work by public transport in 2005/06.	By 2009-2010, 17% of employed adults in East Renfrewshire will be using public transport to get to work.
		Transport 2: Percentage of pupils in full-time education at school, whose usual main method of travel to school is by walking or cycling.	Every two years / Scottish Household Survey	44% of pupils in full-time education travelled to school by walking or cycling in 2005/06.	By 2009-2010 45% of children will walk or cycle to school.
	Required actions / commitment by local partners for these outcomes	<ul style="list-style-type: none"> • We will work in partnership to identify the scale of transport problems and identify a range of solutions • Delivery of the Local Transport Strategy • SPT delivery of Regional Transport Strategy • Joint working between East Renfrewshire Council, SPT and other relevant partners to deliver agreed transport priorities including: <ul style="list-style-type: none"> ○ Transport for Barrhead regeneration ○ Springfield Public Transport Improvements ○ Whitecraigs station car park enhancements ○ Patterton Interchange Park and Ride Development 			
	Scottish Government required action/commitment to support delivery of local outcome	<p>East Renfrewshire Council would like to discuss the following commitments requested from Scottish Government:</p> <ul style="list-style-type: none"> • Commitment to a discussion with local authorities about how the housing policy agenda and associated strategic planning and performance monitoring is being integrated into and aligned with the SOA framework. • Housing and homelessness indicators in the local menu require to take account of current work ongoing at a national level to identify outcome based measures of housing policy priorities. Commitment required from Scottish Government to facilitate this work. 			

National Outcome

13. We take pride in a strong, fair and inclusive national identity.

Local Context

Population: East Renfrewshire has a population of approximately 89,290 that is projected to grow to 94,851 by 2018. 60% of the population are of working age (16-64) as shown in the chart below, 20% of the population are under 16 and 20% are over 65. The population is one of the most ethnically diverse in Scotland, with 4% of the population from a non-white background. Of this proportion more than half are from a Pakistani background and 20% are of Indian ethnic origin. There is also a significant Jewish and Muslim community; half of the Jewish population in Scotland live in East Renfrewshire. East Renfrewshire Council is currently supporting and facilitating the Jewish community in the potential development of a Holocaust Project in East Renfrewshire to tell the story of the holocaust, its impact on Scotland in particular, and to draw links between it and other genocides, highlighting the consequences of intolerance and discrimination.

Equalities Approach: The Council has a proactive approach to equality with a Corporate Equality Unit in place and a Single Equality Scheme covering gender, disability and race. East Renfrewshire Council supports, promotes and facilitates community events in East Renfrewshire, including celebrations of key religious and faith festivals. East Renfrewshire Council is committed to working with the community locally to look at how the particular needs of different faith communities can best be met.

The East Renfrewshire CPP conducted an equality and diversity impact assessment of the Community Plan to ensure that the proposed outcomes meet the needs of the diverse community in East Renfrewshire. This is available on the East Renfrewshire Council website www.eastrenfrewshire.gov.uk

Culture: There is research (Marketing Study of Arts Provision for East Renfrewshire Council 2001-2002) which suggests that local residents in East Renfrewshire engage with and benefit from cultural services to a lesser extent than elsewhere in Scotland. This appears to be due to a mix of barriers to participation to participation and pressures upon their time. The study indicates that high quality, accessible services are the key to increasing levels of engagement. This is the thrust of Active Minds, Active Bodies – East Renfrewshire’s cultural strategy.

However East Renfrewshire Council recognises wider aspects of culture and supports this in a number of ways. The East Renfrewshire Community Plan has made a specific recognition of how culture can support the delivery of a number of the key Community Plan and SOA outcomes, such as improving health through the provision of health information in innovative ways, supporting learning through digital inclusion, and using the arts to promote confidence and build capacity.

East Renfrewshire will launch its Tourism Strategy on 3 April as part of Tartan Day celebrations. The strategy and detailed action plan and work with public and private sector partners will make sure that East Renfrewshire’s profile is raised across Scotland and in the wider tourism markets. A recent study undertaken by VisitScotland has highlighted the tourism potential in our area which currently generates around £20 million to the local economy and supports over 450 jobs. We want to maximise this potential through our tourism strategy. East Renfrewshire Council wants to develop its existing and emerging tourism products in the area to maximise economic benefits arising from Scotland’s newest Country Park at Dams to Darnley - Europe’s largest on land wind farm with its associated educational visitor centre at Whitelee and the truly unique Urban Sports Village proposal at Pollok Ryat, Newton Mearns, linking opportunity to the Commonwealth Games in 2014. There are also existing locations such as Rouken Glen Park, Eaglesham conservation village, old Mearnskirk and Neilston Pad which can all contribute to a wider tourism agenda.

		Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
	Local Outcome	Tourism revenues (STEAM statistics)	Frequency TBC / STEAM statistics	£19.94 million (2006)	Increase tourism revenues by 2015.
	Required Actions/commitment by local partners for these outcomes	<ul style="list-style-type: none"> • Delivery of East Renfrewshire Tourism Strategy • Delivery and review of East Renfrewshire's cultural strategy 			
	Scottish Government required action/commitment to support delivery of local outcome				

National Outcome
15. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

Local Context

A major component of East Renfrewshire's contribution to this key national outcome is through the Council's programme of transformation, currently underway. East Renfrewshire Council is recognised as one of the best performing councils in Scotland. We want to maintain that position. We set high standards for our services and we want to maintain these despite ever-increasing financial constraints and efficiency targets. The Council produces an annual efficiency statement and the statement for 2006-2007 is available at http://www.eastrenfrewshire.gov.uk/council/reports_minutes_agendas.htm (Cabinet meeting 21 August 2007). This sets out the progress that has been made over the last 12 months to develop and enhance the Council's position on this challenging agenda. We also have an ambitious programme of transformation which supports a culture of continuous improvement. This programme supports our drive to put the customer at the heart of everything we do, simplify the way we work and get our costs down.

East Renfrewshire is one of the few areas to have a fully integrated CHCP with a joint management team, reporting to both the Chief Executive of East Renfrewshire Council and the Chief Executive of NHS Greater Glasgow and Clyde. A joint organisational performance review between the NHS and the Council is currently underway which will promote innovative performance management.

	Relevant Indicators	Frequency / Type / Source	Baseline (2006/07)	Local Targets & Timescales
Local Outcome	Level of efficiency savings	Annual / local efficiency measures	£4,475,000	To be confirmed
East Renfrewshire Council Corporate Statement outcome:				
8. To build on our position as one of the best councils in Scotland, driving change, efficiency and innovation - transforming your services to meet your needs now and plan for the future	30. The % residents stating they are satisfied with their neighbourhood. (FSF 10)	Annual / Survey / East Renfrewshire Citizens' Panel	92%	By 2011 maintain or improve high levels of satisfaction
	Satisfaction 1: Level of satisfaction with services provided by East Renfrewshire Council	Annual / Survey / East Renfrewshire Citizens' Panel	67% satisfied or very satisfied (June 2007)	By 2011 maintain or improve levels of satisfaction with services
Required Actions/commitment by local partners for these outcomes	<ul style="list-style-type: none"> Delivery of transformation agenda 			
Scottish Government required action/commitment to support delivery of local outcome				

Our Commitment to Delivery

East Renfrewshire Council can provide a strong assurance that we are working closely towards the delivery of the outcomes and targets we have set out in our SOA. This assurance is underpinned by the fact that our SOA and new Community Plan are fully aligned.

The Council has a number of mechanisms in place to ensure the services we deliver are effectively contributing to the agreed outcomes and that we can account for our performance to our residents and Scottish Government. We will do this through systems related to:

- **Our Governance**
- **Managing Our Performance**
- **Reporting on Our Performance**

Our Governance

- East Renfrewshire's Cabinet and Audit Committee sit at the heart of our effective governance structures, developing and scrutinising policy and performance across all Council services and ensuring that policies fit with Council objectives.
- The East Renfrewshire **Code of Corporate Governance** sets out the structures and processes that govern internal policy-making, community leadership and partnership working and mechanisms to ensure proper control and accountability.

Managing Our Performance

- Performance management has been fundamental to the sound decision-making of the Council since its inception in 1996. A review of current **corporate performance management arrangements** is currently underway to keep pace with a rapidly changing national and local policy agenda. The new Single Outcome Agreement framework has implications for the way we manage performance internally to ensure we deliver on outcomes. The review is taking these issues into account to deliver arrangements for managing performance that are robust, fit for purpose and outcome-focused.
- The Council operates the **Covalent performance management system** to record and monitor our performance on key plans and strategies and support corporate performance management. Covalent will be used to track progress towards the outcomes and targets in our SOA. It will also be used to manage and monitor information on the delivery of the Community and the operational strategies that contribute to the national and local outcomes in our SOA.
- The Council's ongoing **business improvement projects, Best Value Service Reviews and efficiency and transformation programmes** ensure continuous improvement in services.
- A **Risk Management Strategy and Risk Registers** are in place to manage risk across all areas of Council business. In developing the SOA, and in particular the

targets, the potential risks and challenges for relevant services – in terms of funding, policy changes or demographic/socio-economic issues affecting our population – have been considered to ensure our targets, while demonstrating sufficient stretch, are also achievable under current conditions.

- Arrangements will be in place for the CPP to review performance and progress towards SOA outcomes by producing a mid-year position statement on progress towards the SOA and Community Plan outcomes to ensure that the CPP is on track to deliver on its commitments.

Reporting on Our Performance

- Accountability and openness are at the heart of everything the Council and the CPP does. We are committed to the provision of **balanced reporting** on our performance and progress and, in meeting the requirement to produce an Annual Report on the SOA, we will adopt the same approach and the SOA Annual Report will be integrated into our existing arrangements for public performance reporting. Our performance reporting approach will include updates on SOA indicators but we recognise that, for our local residents, numerical outcome measures only tell part of the story. We will provide balanced reporting on service development and delivery and any programmes of work that contribute to outcomes that are important to local people.
- Our current arrangements for public performance reporting within the Council are centred on the key elements as shown in Diagram 2.

Diagram 2: Annual Programme of Corporate Performance Reporting*

Jan	Apr	Jun	Oct	Dec
<ul style="list-style-type: none"> • Annual Accounts (incl. SPIs) • Annual accounts summary leaflet 	<ul style="list-style-type: none"> • 3 year Policy and Financial Plan (updated annually) • Key Financial Facts and Figures 	<ul style="list-style-type: none"> • Departmental Performance Statements (published on website) 	<ul style="list-style-type: none"> • Annual Council Performance Overview Report • er magazine – feature on PPR plans & SPIs performance 	<ul style="list-style-type: none"> • er magazine – feature on Council Service Standards performance.
Individual services report on performance, as appropriate throughout the year				
Council website regularly updated.				
News releases issued on Council performance, as required throughout the year				
Annual Citizens’ Panel – core questions on PPR				
Departmental performance profiles				

*Please note these arrangements may change for reporting on performance for 2008/09 to reflect the re changes arising as a result of the review of the Corporate Performance Management Framework.

There is an equal commitment at a Partnership level to report on progress on our current Regeneration Plan, any future regeneration approaches, and Community Plan and this will continue to be done through **performance reports and leaflets**. We will work with our Partners over the course of 2008-2009 to look at our joint arrangements for governance, performance management and reporting.

Contact for Further Information

Tracy Butler

Single Outcome Agreement Co-ordinator

Telephone: 0141 577 3167

Email: tracy.butler@eastrenfrewshire.gov.uk