

**Chief Executive's Service**

**Service Improvement Plan 2022-2025**

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## **1. Introduction**

- 1.1 This Service Improvement Plan for the Chief Executive's Service covers the period from 2022/23 to 2024/25. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 1.2 In 2021/22, in recognition of the considerable impact of the pandemic, services produced single-year delivery plans, which were focused on actions required to manage the response to and recovery from the coronavirus. The country is now moving into the next phase of the pandemic, with restrictions easing. The Council, like other organisations, is now working towards a 'new normal' and continuing to support and promote recovery from the impact of the pandemic whilst also driving forward its strategic objectives.
- 1.3 Council services continue to operate in a challenging context. The ongoing recovery from the pandemic and its effects continue to be felt by individuals, businesses, communities and the public sector. The inequalities that existed prior to the pandemic have continued to be exacerbated by the pandemic and the emerging cost of living crisis. There are numerous legislative requirements relating to that work which are being progressed, including duties in relation to child poverty, the public sector equality duty and community empowerment.
- 1.4 External events, such as the UK's departure from the EU and the war in Ukraine, are also exacerbating supply chain issues and inflationary pressures and there is an ongoing requirement to monitor any impacts in relation to the Council's key strategic projects. Councils are also navigating an increasingly complex funding landscape resulting from increased demands and increasing costs but also arising from the introduction of new funding streams such as the UK Shared Prosperity Fund and Levelling Up scheme.
- 1.5 The Service Improvement Plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 1.6 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. A new Council Plan is developed every five years, aligned with the cycle of local government elections. Renfrewshire's new Council Plan is currently being developed and will be presented to Elected Members later this year. It will set out the high-level strategic outcomes the Council intends to achieve and detail the

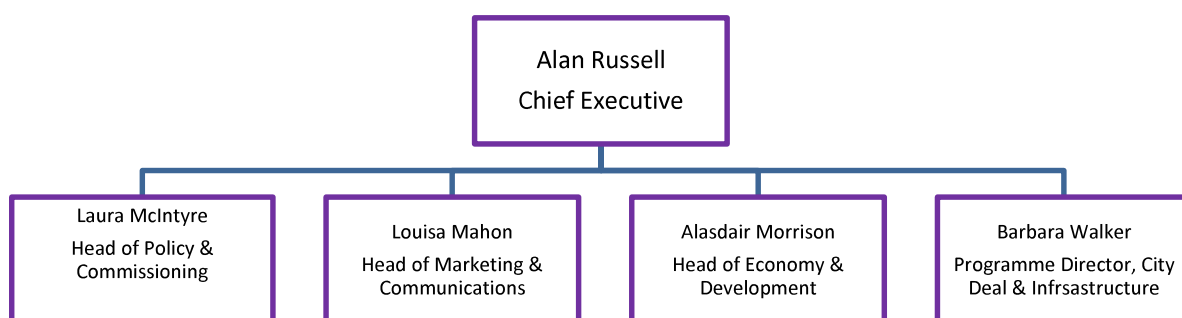
steps needed to delivery on these. Future Service Improvement Plans will align to those high-level outcomes; for now, key actions are grouped under four themes:

- Place
- People
- Sustainability
- Living Our Values

- 1.7 The Community Plan is a ten-year plan, and the current Renfrewshire Plan runs from 2017 to 2027. It is good practice to review these plans regularly to ensure they remain ambitious and fit for purpose. The Renfrewshire Community Plan is currently being reviewed and this will involve engagement with key stakeholders. A revised Community Plan will also be presented to Elected Members and the Community Planning Partnership later this year. The Partnerships and Inequalities Team within the Chief Executive’s Service leads on community planning work for the Council.
- 1.8 Service Improvement Plans inform each service’s Workforce Plan and Risk Register and are the overarching documents which sets the programme of development and improvement activity within the service as well as providing context for budget decisions. The Chief Executive’s Service also leads on the partnership Economic Recovery Plan, Social Renewal Plan, strategic elements of the Local Housing Strategy, the Local Development Plan and the forthcoming Plan for Net Zero.
- 1.9 A mid-year progress update on the Service Improvement Plan will be presented to board in autumn 2022, and an outturn report in May 2023. Early in 2023, the Chief Executive’s Service will review this plan and produce a revised version to reflect both progress and any changing priorities.

## 2. What we do

2.1 The Chief Executive's service is responsible for setting the strategic direction of the organisation and for delivering cross-cutting services. It also manages the public profile and reputation of the Council and leads on collaboration with national organisations and partnerships across the public, private and third sectors. The service has four main areas of work: Policy and Commissioning; Marketing and Communications; Economy and Development; City Deal and Infrastructure.



The Policy & Commissioning Team covers three areas – Partnerships & Inequalities; Strategic & Commercial Procurement; and Strategy, Policy & Insight. The team is responsible for:

- Providing strategic policy support to senior officers, Elected Members and the Corporate Management Team;
- Supporting improved corporate and service level performance and public reporting through robust performance management and effective scrutiny;
- Working closely with community groups and organisations to strengthen relationships and promote community empowerment;
- Co-ordinating the Council's approach, working with partners, to tackle inequalities which exist across Renfrewshire's communities, for example through the Tackling Poverty, Alcohol and Drugs and Social Renewal programmes;
- Leading the Council's procurement activity to deliver best value, improved environmental sustainability and wider Council and community benefits;
- Leading the Council's corporate and community planning processes;
- Providing a corporate data analytics and research service to support sound knowledge management and evidence-based decision making across the Council; and

- Leading on the development of major initiatives such as the establishment of an Alcohol and Drugs Commission and the Climate Emergency.

The Communications and Marketing team have five sections – Communications; Marketing; Events; Future Paisley Cultural Regeneration and Fundraising. They are responsible for:

- Managing the Council’s reputation and brand and placing meaningful communication with local people, partners and the media at the heart of its day-to-day business;
- Supporting employee engagement through effective recognition of achievements and the promotion of our shared organisational values;
- Delivering high quality marketing campaigns to position Renfrewshire positively in digital and traditional media, raise awareness of Council services and policy changes and promote positive behavioural change leading to improved lives;
- Delivering an annual programme of major events that attract visitors, deliver positive economic impact, create volunteering opportunities and increase cultural participation;
- Promoting Renfrewshire’s story to local, UK and international audiences and promote Renfrewshire UK-wide as a place to live, work, invest and visit;
- Delivering the fundraising strategy and capital appeal to develop Paisley Museum; and
- Leading on Future Paisley, a wide-ranging programme of activity and investment which seeks to build on Paisley’s cultural heritage as a tool for regeneration and strengthening communities.

The Economy and Development Team cover two main service areas – Planning and Development, and Economy and Regeneration. The team is responsible for:

- Leading on the Local Development Plan;
- Providing a planning and building and development standards service to local residents;
- Leading on employability for Renfrewshire and supporting unemployed people into work;
- Delivering a programme of support to Renfrewshire’s business community to support economic growth and an increase in local jobs;
- Supporting new business start-ups across Renfrewshire and promoting enterprise; and
- Supporting delivery of the Renfrewshire economic strategy and action plan with assistance from the Renfrewshire economic leadership panel Representing the

Council on various groups leading on transport, economy, enterprise and skills at Glasgow City Region and national level.

The City Deal and Infrastructure Team are responsible for delivering a number of large-scale projects across Renfrewshire, including those which are part of the Glasgow City Region City Deal programme. The team is responsible for:

- Leading on the delivery of the Glasgow Airport Investment Area (GAIA) and the Clyde Waterfront and Renfrew Riverside project, both of which will improve transport links and support economic regeneration in Renfrewshire;
- Leading on the delivery of the Advanced Manufacturing Innovation District Scotland (AMIDS) and the AMIDS South development;
- Delivering the Cultural Infrastructure Programme which includes major capital investments at Paisley Museum (with One Ren), Paisley Town Hall, Paisley Arts Centre, the new Paisley Learning and Cultural Hub on High Street; and
- Delivering a range of town centre and heritage-led regeneration projects across Renfrewshire, including the Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project.

### **3. Overview of Achievements 2021/22**

3.1 As part of the Council's approach to managing the pandemic response, Council services each produced a one-year Service Delivery Plan in 2021. These focused on the actions necessary to manage the response and the recovery from the pandemic. A full outturn report details the achievements of the Chief Executive's service during 2021/22 and sets out progress against actions and performance targets.

3.2 As well as continuing to deliver core services throughout 2021/22, the Chief Executive's service responded flexibly to additional responsibilities arising from the pandemic and continued to deliver on major strategic projects. Progress to highlight includes:

- Significant progress on the delivery of large infrastructure projects, such as the AMIDS site at Inchinnan, Paisley Museum and Paisley Town Hall;
- Working with partners on regeneration and investment programmes across Renfrewshire, such as the refurbishment of Johnstone Police Station;
- Progressing the Council's ambitions to be Net Zero by 2030, carrying out a climate survey and establishing Renfrewshire Climate Panel;
- Implementing the recommendations of Renfrewshire's Alcohol and Drugs Commission, an action plan for which is now being progressed;
- Supporting 486 registered clients and an estimated 200 unregistered people into employment;
- Delivering destination marketing and a successful local and visitor events programme generating 789 participation opportunities and attracting 63,630 attendees;
- Supporting communities through Neighbourhood Hubs and through delivery of our Social Renewal Plan, delivering actions which focused on supporting people experiencing financial insecurity, particularly in relation to food and fuel insecurity; and
- Working with businesses to manage the supply chain challenges arising from external factors.



## **4. Our Strategic Context**

### **National policy context**

- 4.1 The Council has adapted the way services are delivered over the last two years and will continue to respond to national guidance as the pandemic recovery continues. The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The operating environment has changed frequently and often at short notice and the Council has had to be flexible and adaptable to manage this change and adjust services accordingly. The recovery phase is likely to continue for some time and Council activity will reflect this. This recovery is guided by the National COVID Recovery Strategy. As the recovery progresses, the Council will work with employees, residents and partners to identify new ways of working which best meet the needs of our people and our communities.
- 4.2 The impact of the UK leaving the EU in 2020 is not yet fully apparent, given the impact that the coronavirus has had on the economy and on day-to-day life. A main driver of how Renfrewshire is impacted will be in the operation of the UK Shared Prosperity Fund, which is in a 'pre-launch' phase. This fund is intended as a replacement for previous EU funding and will be allocated to local authorities according to a funding formula. More detail on this is expected over the next few months.
- 4.3 One of our approaches to tackling poverty has been to support people into employment. From April 2022, employability partnerships will implement the next phase of No-One Left Behind, the national framework focused on putting inclusiveness and equalities at the heart of employability, and tackling the impact of Covid-19 on Scotland's economy.
- 4.4 The provisions of the Planning (Scotland) Act 2019 and the associated draft National Planning Framework 4 create a single set of policies and guidance to govern planning policies and procedures. This includes a new spatial strategy for Scotland which encompasses climate change, biodiversity, building a wellbeing economy and creating sustainable places.
- 4.5 The Scottish Government has set one of the most ambitious Net Zero targets globally, to have net zero emissions of all greenhouse gases by 2045. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets this legally binding

target, as well as amending the interim targets, requiring a 75% reduction by 2030 and 90% reduction by 2040.

- 4.6 The service also leads on community planning, community asset transfers and participatory budgeting, all key strands of the Community Empowerment (Scotland) Act 2015. The Community Empowerment Fund supports groups with developing capacity to apply for a community asset transfer and progress these applications. The seven Local Partnerships are another mechanism by which the council supports partnerships between services and local communities. During the next year, we will be progressing our participatory budgeting (PB) programme to deliver on the target of allocating 1% of council revenue expenditure via PB.
- 4.7 The Chief Executive's service leads on issues relating to poverty and produces the statutory annual child poverty report. The service has led the Council's Tackling Poverty programme and will now develop this into the Fairer Renfrewshire programme, bringing together work under the Social Renewal Programme and the Alcohol and Drugs Commission under one banner or umbrella of activity. A key area of focus currently is the cost of living crisis and on continuing to work with partners in the public and third sectors to address food and fuel poverty.
- 4.8 COSLA and the Scottish Government are working in partnership with Councils and other public bodies to develop a trauma-informed and trauma-responsive workforce. The aim is to ensure that services are delivered in ways that prevent further harm to those who have already experienced psychological trauma and/or adversity in their lives. The Chief Executive's Service leads this for Renfrewshire Council and the role of trauma champions is to promote a consistent and joined-up multi-agency local approach to responding to trauma.
- 4.9 UK-wide resettlement activity impacts on all Councils in Scotland and there are multiple strands to this. All Councils are part of a National Transfer Scheme that supports unaccompanied asylum-seeking children and many, including Renfrewshire, also participate in refugee schemes. More recently, the war in Ukraine has resulted in many UK residents offering their homes to people fleeing that conflict. As well as supporting refugees, local authorities have specific duties in relation to vulnerable people such as unaccompanied children or those who have been trafficked. The UK Government has recently announced that it will be widening its asylum dispersal programme across the UK and that may have future implications.

## Local policy context

- 4.10 In December 2020, Council approved an Economic Recovery Plan for Renfrewshire. It sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond. The plan acknowledges the significant impact of the pandemic on the local and national economy, and what that means for the people, business and communities of Renfrewshire.
- 4.11 The pandemic exacerbated existing inequalities and as part of the Council's work to determine appropriate responses, a community impact assessment was undertaken. That resulted in the production of a Social Renewal Plan which sets out joint plans (with our partners) to address the inequalities which exist in Renfrewshire, and which were made worse by the pandemic. The Council continues to seek views on these issues through consultation exercises and our Public Services Panel and will revise the assessment to ensure a clear understanding of how residents are impacted and that actions continue to meet current needs. Rising prices, particularly for food and fuel, may lead to more households experiencing absolute or relative poverty, and lead to increased demand for the supports and services the public and third sectors can offer.
- 4.12 Renfrewshire Council is one of the eight Glasgow City Region councils and part of the Glasgow City Deal programme. Renfrewshire leads on two major infrastructure projects – the Glasgow Airport Investment Area and the Clyde Waterfront and Renfrew Riverside programme.
- 4.13 The Future Paisley programme, paused at the start of the pandemic, is entering its fifth year, drawing on the rich heritage and cultural strengths of Paisley and wider Renfrewshire for social and economic change. It combines targeted, sustainable investment in cultural infrastructure and activity with the embedding of culture in public policy and across council services from health and social care to education and housing. It aims to increase community prosperity and wellbeing, create a vibrant town centre and help build a sustainable cultural sector. It is also radically changing Paisley's image. Over 30 projects, activities, partnerships and events are helping local people to access cultural experiences that can positively change their lives.
- 4.14 Renfrewshire Council declared a climate emergency in 2019 and set a target of achieving net zero carbon emissions in Renfrewshire by 2030. Work continues to progress towards this, with a Plan for Net Zero currently being developed which will map out the journey for the organisation and the area to achieve this

challenging target. As well as Council-led projects to help tackle climate issues, a Community Climate Fund allows local groups to bid for up to £3000 for localised initiatives which meet their community's needs and align to the Council's drive towards net zero.

- 4.15 Renfrewshire's population is predicted to grow by 2.1% by 2030, a higher rate of growth than the Scottish average. In common with the rest of Scotland, Renfrewshire has an ageing population due to the combined impact of a falling birth rate and increasing life expectancy. There has been positive net migration into Renfrewshire in recent years, both from within Scotland and from overseas. The job creation resulting from infrastructure projects and economic regeneration, coupled with new house building, may contribute to an increase in the working age population in the medium and long-term. Deprivation does remain a challenge in Renfrewshire, however, and this has considerable implications for council services in terms of meeting current and future needs but also in undertaking work with partners to lift people out of poverty.
- 4.16 The Council's transformation programme was paused at the start of the pandemic and whilst some service changes already agreed were able to be implemented, new phases of transformation will start during 2022.
- 4.17 All local authorities in Scotland are subject to a Best Value Audit inspection at least once in every Council term (i.e. every five years). Renfrewshire's last inspection was in 2017 and resulted in 7 key recommendations being made. These help determine improvement actions within the council and each year, Audit Scotland publish an overview report detailing progress against the audit as well as scrutiny of council finances. Audit Scotland will produce an updated approach to these audits later this year, and this is likely to reflect the significant change in the operating environment of councils.
- 4.18 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Actions related to corporate and strategic risks, where senior officers in the Chief Executive's service are owners or joint owners of the risks are shown below.

Risks	Evaluations
<b>Our strategic risks</b>	
Economy	Very High
Unemployment	Very High
Reducing Inequalities in Renfrewshire	Very High
Climate, Sustainability and Adaptability	High

- 4.19 Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. The Equality Act 2010 protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups. A national consultation on the Public Sector Equality Duty is currently underway.
- 4.20 In 2020, Council approved a new Internal Communication and Engagement Strategy and a new People Strategy. Combining to focus on three priority areas – health and wellbeing, new ways of working, and staff communication and engagement. The Council’s workforce has shown considerable resilience over the last two years and no service was left unchanged during the pandemic. Our staff adapted quickly to the necessary changes, whether it was a change in how frontline delivery was handled, adopting new ways of communicating with our customers, or switching to full-time working from home. As the country emerges from the pandemic, the Council, like other organisations, will seek to build on the new ways of working and find an approach which delivers the best possible service for residents whilst promoting a healthy work-life balance for staff.
- 4.21 Workforce planning is a challenge within the Chief Executive’s Service due to nationwide issues with recruitment and retention in specific sectors, particularly in planning and development services and procurement. The service is currently reviewing the approach to workforce planning and skills development in these areas in order to attract and retain staff to relevant roles.
- 4.22 The Council has a set of values which shape the way our staff interact with colleagues, with local communities, with partner organisations and with all stakeholders. The organisational changes which will be delivered as part of this Service Improvement Plan (see Section 5.5) are aligned to one of the four values, which are:

- We are **fair**, we treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.
- We are **helpful**, we care about getting things right and are always approachable.
- We are great **collaborators**; we work as one team and with people who care about this place.
- We value **learning** to help us innovate, improve and deliver better services.

4.23 Partnership working across the Council and beyond is vital to the delivery of services to Renfrewshire's communities. The Chief Executive chairs Renfrewshire's Community Planning Executive Group. The Chief Executive's Service works with many different partners across the public, private and third sectors including: Engage Renfrewshire, West College Scotland, the University of the West of Scotland, local Credit Unions, Renfrewshire Chamber of Commerce, Scottish Enterprise, Scottish Government, Skills Development Scotland, and Visit Scotland. The Chief Executive's Service also leads on developing Strategic Partnership Agreements with key third sector organisations delivering major projects in the area.

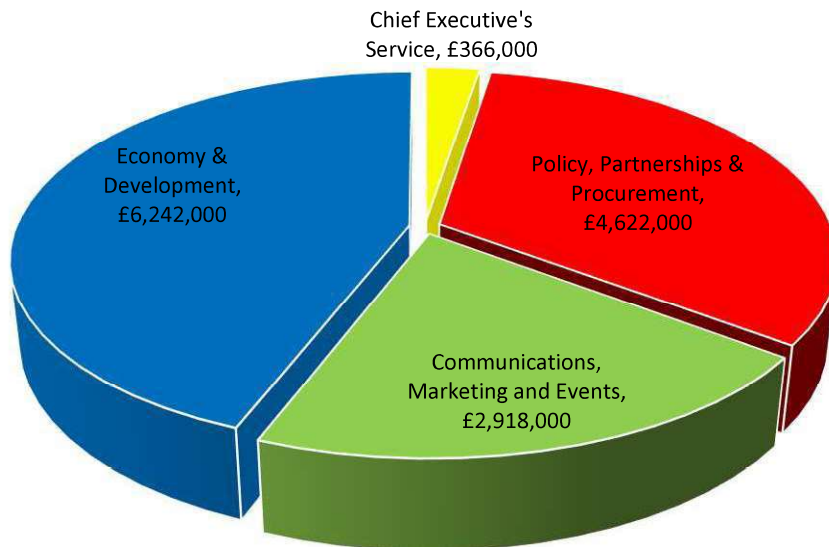
## **Our Finances**

- 4.24 All local authorities in Scotland have experienced a hugely challenging and complex set of circumstances over the last two years and it is recognised that the financial impact on Councils from COVID-19 will continue for some time. This includes the impact on service costs, service demands and income streams, as well as the cost of unavoidable delays to some transformation programmes. Councils are also impacted by the rising costs of goods and services caused by inflationary pressures and global supply chain issues. Renfrewshire Council actively manages these pressures through its short- and medium-term financial planning and is acknowledged by Audit Scotland to have sound financial arrangements in place.
- 4.25 However, the Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 3 March 2022 suggests that Renfrewshire Council will experience a funding deficit in the range of £18m-£50m in the three years following 2022/23, unless mitigating action is taken.
- 4.26 Budgets are approved each year for both Capital and Revenue purposes. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. For 2022/23, the Revenue budget approved

for General Services on 3 March 2022 was £486m, and for the Housing Revenue Account £55m.

4.27 Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget approved for General Services on 3 March 2022 was £437m for the period 2022/23 to 2026/27, and for the Housing Revenue Account £267m for the period 2022/23 to 2027/28.

Gross budget, by service area, 2022/23



## **5. Our Strategic Priorities**

5.1 As noted in the introduction to this plan, Service Improvement Plans align to the Council and Community Plans. Actions and performance indicators are each grouped according to the strategic outcomes set out in the Council Plan. As that Plan has yet to be approved, actions and indicators in this SIP are set out under four broad themes.

- Place: what we do to support our economy, our infrastructure, our assets;
- People: what we do to support our communities and individual residents;
- Sustainability: what we do to address climate issues and promote sustainable services and communities;
- Living our Values: what we do in terms of our organisational behaviours and approaches.






## 5.2 Strategic Priority: Place






What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	Engaging with key partners in the public, academic and private sectors to continue progress on delivery of a high-quality advanced manufacturing innovation district (AMIDS) which aims to deliver thousands of new jobs.  Establish a JV Partnership with a development company to aid financial and physical delivery of AMIDS.	Programme Director - City Deal and Infrastructure	31 March 2023
Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements and Medicine Manufacturing Innovation Centre (MMIC) delivery.	Engaging with key partners in the public and academic sectors to ensure NMIS and MMIC are established and operational timeously	Programme Director - City Deal and Infrastructure	31 March 2023
Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	Benefits will include new jobs and training and upskilling opportunities for Renfrewshire residents	Programme Director - City Deal and Infrastructure	31 March 2025
Participate in and Monitor progression of the Clyde Metro in partnership with GCC, TS and other stakeholders.	Sustainable links to AMIDS, Glasgow Airport, Gilmour Street Train Station, Renfrew and Braehead will enhance economic potential and reduce carbon.	Programme Director - City Deal and Infrastructure	31 March 2025
Progressing the AMIDS South project to maintain the programme requirements of the UK Government Levelling Up Fund award.	Social and economic regeneration improvements within Paisley North Area and improved enabling infrastructure	Programme Director - City Deal and Infrastructure	31 December 2023
Establish a programme of engagement work with communities on the Community Benefits that might be derived from the Council's procurement activity.	This approach will ensure that Community Benefits delivered under the category of "Community	Strategic Procurement Manager	31 March 2023

	Engagement” are meaningful, accessible and fair to all community groups. Local community groups can set out what Community Benefits their communities would like to be delivered.		
Actively engage with Renfrewshire suppliers to increase the percentage of procurement spend	Increasing local procurement spend supports local job creation and the sustainability of local businesses. It contributes to community wealth building and post-pandemic economic recovery.	Strategic Procurement Manager	31 March 2024
Maximise funding for regeneration of Renfrewshire’s places through grant submissions to external sources including UK and Scottish Governments.	Significant funding is currently available to deliver and/or add value to regeneration projects. Accessing external funds is essential to the delivery of our capital programmes.	Regeneration Manager	31 March 2023
Develop a Strategic Property Review of Council operational, non-operational and surplus assets	Optimal and productive use of property for the operational purposes of the Council and for the economic and community development of Renfrewshire’s places is key to the efficiency of the Council delivering its services and for local development.	Principal Assets and Estates Surveyor	31 March 2023
Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre through the Paisley Town Centre Action Plan 20162026.	Deliver changes within the identified key areas Outline a clear vision for the future of the town centres	Regeneration and Place Manager	31 March 2023
Proactively work with property owners to bring some of the area’s most valued assets back into use	This work will link with the town centre strategies to protect, enhance and return to use key assets	Regeneration and Place Manager	31 March 2023
Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate	There is increasing, evidence that walking and cycling can play a very significant role in	Regeneration and Place Manager	31 March 2025

benefits to biodiversity, air quality and access	optimising the contribution of transport to economic performance, including areas such as reducing congestion, quality of life and retail vitality, and reduced absenteeism as a result of a		
Carry out evaluation of Future Paisley and prepare a transition plan for the mainstreaming/external funding of projects beyond April 2024.	We will evidence the impact of the Future Paisley programme in achieving our 15 strategic outcomes and 5 step changes, so that future funding decisions can be informed on the basis of projects delivering greatest positive impact for local people and the cultural sector.	Head of Marketing and Communications	31 March 2024
Expand destination marketing to promote Renfrewshire as a visitor and investment destination, maximising audience and product intelligence and ensuring brand relevance for all of Renfrewshire.	Visitor marketing will be aligned with the new tourism strategy, incorporating rural and urban attractions. We will increase visitors to Renfrewshire and attract investment to the area, promoting local and regional economic growth, supporting regeneration and generating jobs for local people.	Marketing Manager	31 December 2023
Lead development of a new event strategy for Renfrewshire, expanding programming across Renfrewshire and undertaking work to understand the social impact of events for Renfrewshire communities.	Our annual events programme will take place across Renfrewshire and will continue to support sector restart, promote local and regional economic growth and help address visitor seasonality. In addition, we will examine the impact of events on civic pride, community cohesion and wellness.	Events Manager	31 December 2023
Successfully delivery the Capital Appeal for Paisley Museum Reimagined Ltd.	We will raise 3.5m to support the transformation of Paisley Museum.	Fundraising Manager	31 March 2024

Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate	Apprenticeships offer the opportunity to enhance Renfrewshire's work-based learning system and reduce unemployment.	Economic Development Manager	31 March 2023
Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain	Support with supply chain development opportunities can enable larger contractors to reduce costs in finding appropriate, high quality and local suppliers.	Head of Economy and Development	31 December 2023







Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	22/23 Target	23/24 Target	24/25 Target
Number of new business start-ups in Renfrewshire with Business Gateway support	Quarterly and Annual	2021/22	272	320		320	320	320
Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team	Quarterly and Annual	New for 2022/23; baseline to be established.						
Number of local businesses registered on Public Contracts Scotland	Annual	New for 2022/23; baseline to be established.						
Number of local businesses bidding for work on Public Contracts Scotland	Annual	New for 2022/23; baseline to be established.						
Number of Social Enterprises supported to grow / develop / income generate with Council support	Quarterly and Annual	New for 2022/23; baseline to be established.						
Number of properties on Buildings at Risk Register	Quarterly and Annual	2021/22	27	42		27	25	23
Amount of land brought forward for re-use and	Annual	2021/22	28	20		20	20	20

development contributing to economic activity and enhancing the built and natural environment								
Fundraising Income Target	Annual	2021/22	185,000	500,000		500,000	500,000	500,000
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	Quarterly and Annual	2021/22	371,061,673	125,000,000		200,000,000	200,000,000	200,000,000
Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley is destination brand	Quarterly and Annual	2021/22	314,041,621	240,000,000		280,000,000	280,000,000	280,000,000
Affordable housing completions	Annual	2021/22	170	243		Target will be confirmed and reported on in mid-year report.		
Private housing completions	Annual	2020/21	751	500		Target will be confirmed and reported on in mid-year report.		
Percentage of first reports (Building Standards) issued within 20 days	Quarterly	2021/22	53.4	95		95	95	95
The proportion of operational accommodation in satisfactory condition.	Annual	2020/21	N/A	94%		94%	95%	95%
The proportion of operational accommodation that is suitable for its current use.	Annual	2020/21	N/A	96%		96%	95%	95%
% of procurement spend spent on local enterprises	Annual	2020/21	19.3%	Target will be developed and reported on in mid-year report.				



### 5.3 Strategic Priority: People

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement the new Fairer Renfrewshire programme	A co-ordinated programme of activities is in place which targets action where it is needed most to reduce inequalities.	Strategic Partnerships and Inequalities Manager	31 March 2025
Develop and implement the action plan for the Trauma-Informed and Responsive Renfrewshire Programme.	Alcohol and drug use can have major consequences for individuals and communities. A recovery-led approach which recognises the trauma caused by alcohol and drug use can be effective in reducing individual and societal harms.	Head of Policy and Commissioning	31 March 2024
Deliver the Stigma/Language Matters campaign in Renfrewshire	Tackling the stigma surrounding harmful alcohol and drug use can support recovery.	Head of Policy and Commissioning / Head of Marketing and Communications	31 March 2024
Progress the next phase of Local Partnerships development	Communities are supported to feel empowered and able to contribute to local decision-making.	Strategic Partnerships and Inequalities Manager	31 March 2023
Deliver a framework that ensures that 1% of council spend is now determined through participatory budgeting.	Communities will feel more empowered and involved. A proportion of council spend directly reflects the priorities identified by local community members.	Strategic Partnerships and Inequalities Manager	31 March 2023
Develop and implement targeted interventions to supporting communities through the cost of living crisis, with a particular focus on food and fuel insecurity	People most impacted by rising prices will be supported to access affordable products, to maximise their incomes, and to improve their wellbeing.	Strategic Partnerships and Inequalities Manager	31 March 2023
Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area.	Policies will be developed in partnership with those directly affected, and therefore be designed with	Strategic Partnerships and Inequalities Manager	31 March 2024

	a greater understanding of individual experiences.		
Undertake a recommissioning exercise for the provision of independent advice services in Renfrewshire.	Access to high-quality advice services (including money advice) helps build resilience in communities and widens access to specialist information and advice.	Strategic Partnerships and Inequalities Manager	31 March 2023
Carry out an evaluation of the Tackling Poverty programme and develop a transition plan for mainstreaming this work.	Poverty has a persistent and pervasive impact on communities and individuals and it is important to understand the impact of policies to tackle poverty and use that learning to inform future policy, so that the maximum number of people can be helped.	Strategic Partnerships and Inequalities Manager	30 September 2023
Support local strategic activities which facilitate the integration refugees and asylum seekers across Renfrewshire.	Renfrewshire is a more diverse and inclusive area. New Scots feel welcome.	Head of Policy and Commissioning	31 March 2023
Develop a refreshed employability programme for Renfrewshire (utilising Youth Guarantee and Kickstart funding) to reduce unemployment among young people (18-24 yrs.) and to support local businesses	The employability of those currently unemployed or who potentially face unemployment is addressed through reskilling and retraining, and improved access to opportunities.	Economic Development Manager	31 March 2023
Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power.	Employment is one means of tackling poverty which in turn supports better health and wellbeing.	Economic Development Manager	31 March 2024
Launch a new council website – Renfrewshire.gov.uk – and implement the digital experience strategy, transforming how citizens interact with the council across digital platforms.	We will build trust with local people and improve our responsiveness. Services will be easier to access, people will feel more connected to the council and will have a greater understanding of our functions, priorities and the services we deliver.	Communications and Public Affairs Manager	31 October 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	22/23 Target	23/24 Target	24/25 Target
Number of trainee type posts created for unemployed people at Renfrewshire Council	Quarterly and Annual	New for 2022/23; baseline to be established.						
Number of unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)	Quarterly and Annual	2021/22	859	1,100		1,100	1,100	1,100
Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme (INVEST)	Quarterly and Annual	New for 2022/23; baseline to be established.						
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme (INVEST)	Quarterly and Annual	2021/22	686	350		350	370	400
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)	Annual	2021/22	221	180		180	200	220
Asset Management Transfer - number of months from receipt of an application to a determination being issued from the Council	Annual	2021/22	0	6		6	6	6
Measure of civic pride relating to events	Annual	New for 2022/23 – baseline to be established						
Number of people participating in the events programme, digitally or in person	Quarterly and Annual	2021/22	789	300		300	1500	1500
Number of people performing in the events programme, digital or live performance	Quarterly and Annual	2021/22	307	100		150	250	250



Number of volunteers supporting the development and delivery of the events	Quarterly and Annual	2021/22	8	15		15	350	350
Number of people viewing or attending the events programme	Quarterly and Annual	2021/22	63,630	65,000		65,000	85,000	85,000

#### 5.4: Strategic Priority: Sustainability

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Complete the District Heating Network at AMIDS, with supplies to NMIS and MMIC.	This will contribute to Renfrewshire's Net Zero ambitions and will also act as a demonstrator site to show the value of sustainable energy projects.	Programme Director - City Deal and Infrastructure	31 March 2023
Develop the first stage of Renfrewshire's Plan for Net Zero	Working together with communities and partner organisations we can support the transition to a net zero society, ensuring we contribute to reducing and mitigating the impact of climate change. As a large public sector organisation, the council has a duty to lead by example and to influence others.	Strategy, Policy & Insight Manager	31 December 2022
Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions.	Working together with other services we can support the reduction of emissions, waste and consumption by challenging usage, taking an innovative approach to specification, better utilising technological solutions and promoting the circular economy.	Strategic Procurement Manager	31 March 2025
Implement a plan for managing supply chain disruption arising from external events	The council will have greater resilience.	Strategic Procurement Manager	31 March 2023



Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
Number of local businesses working with the Council to progress the Net Zero agenda (NEW)	Quarterly and Annual							









Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants (NEW)	Quarterly and Annual	New for 2022/23; baseline to be established.
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## 5.5: Strategic Priority: Living our Values

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Undertake a corporate self-assessment exercise in line with revised best value audit methodology	Key aspects of governance are strengthened, and an improvement focus remains central to the plans and strategies of the council. We collaborate.	Strategy, Policy & Insight Manager	31 March 2023
Review and refresh the Council's performance management framework	Robust performance mgmt. arrangements in place which support effective scrutiny and decision making. We value learning.	Strategy, Policy & Insight Manager	31 March 2023
Lead implementation of the council brand, prioritising tone of voice, inclusive communications and audience insights	Citizen's trust and value the council and we are able to attract and retain talent. We are fair.	Head of Marketing and Communications	31 March 2025
Deliver the Digital Experience Project, transforming the council's public presence across all platforms.	Services become easier to access, people feel more connected to the council and have a greater understanding of its functions, its priorities and what it delivers.	Head of Marketing and Communications	31 March 2025
Lead implementation of strategic communications to support the council's financial strategy	Local people, communities and partners are aware of the financial challenges facing public services and understand how the council is planning for the future. We are helpful.	Head of Marketing and Communications	31 March 2023
Undertake a workforce planning exercise across procurement to address challenges in recruitment and retention	This will build capacity and resilience and support us being an employer of choice in this profession. We value learning.	Strategic Procurement Manager	31 March 2023
Undertake CIPS self-assessment activity.	This provides assurance that the team continues to deliver a high-quality service and retains a focus on continuous improvement. We value learning.	Strategic Procurement Manager	31 March 2023

Ensure a service-wide focus on absence - supporting managers with training, embedding policies and supporting the health and wellbeing of employees.	We are working with our colleagues in HR and OD to develop and implement further measures to proactively manage absences and support staff health and wellbeing as part of the new People Strategy. We are fair.	Senior Management Team	31 December 2023
Implement the Council's People Strategy across the service, with a particular focus on employee wellbeing.	Staff are one of the council's most valuable assets. Supporting them not only makes Renfrewshire Council a good place to work, it helps build resilience and support future planning. We are fair.	Senior Management Team	31 December 2022
Enhance staff engagement through internal communications, providing equity of access to information and developing communication as a core management skill.	Employees easily access information important to their working lives. Our people are 'first to know' about changes at work. Employee benefits are well understood, and staff know how to access wellbeing services and support. Managers at all levels are supported to confident communicators. This contributes to an engaged workforce. We are fair.	Corporate Communications and Public Affairs Manager	31 March 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	22/23 Target	23/24 Target	24/25 Target
% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly and Annual	2021/22	77%	100%		85%	85%	85%
% of frontline resolution complaints responded	Quarterly and Annual	2021/22	46%	100%		85%	85%	85%

to within timescales agreed with customer (Chief Executive's)								
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Quarterly and Annual	2021/22	4.26	6.5		6.5	6.5	6.5
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Quarterly and Annual	2021/22	93.5%	100%		100%	100%	100%
Time to issue a building warrant or amendment to warrant from receipt of application (days)*	Quarterly and Annual	2021/22	101.2	60		60	60	60
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly and Annual	2021/22	60.1	90		90	90	90
Average Time for processing Planning Applications (Householder)	Quarterly and Annual	Q2 2021/22	6.7	8		8	8	8
Number of people engaging with the Council's digital channels (not including website).	Quarterly and Annual	2021/22	64,822	56,800		60,000	62,000	63,000
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	Quarterly and Annual	2021/22	371,061,673	125,000,000		200,000,000	210,000,000	220,000,000
% of staff who feel that the information they receive from internal communications is helpful	Annual	2021/22	85%	85%		85%	85%	85%

## 5.6 Additional Management Information

As well as actions and performance measures, the Chief Executive’s Service will monitor data trends for some operational elements of the service, including some which are part of the Local Government Benchmarking Framework (LGBF).

<b>Performance Indicator</b>	<b>Frequency</b>	<b>Last update</b>	<b>Current Value</b>
Percentage of respondents who agree that they can influence decisions about public services and other issues of public interest	Annual	December 2020	21.2%
Percentage of respondents who have felt lonely some, all or most of the time	Annual	December 2020	47%
Percentage of respondents who agree that this is a neighbourhood where local people take action to help improve the neighbourhood	Annual	December 2020	49%
Percentage of respondents who agree this is a neighbourhood where people are kind to each other	Annual	December 2020	72%
Application Approval Rate	Biannual	Q2 2021/22	97.1%
Percentage of applications dealt with under delegated authority	Biannual	Q2 2021/22	98.5%
Cost of Economic Development & Tourism per 1,000 population (LGBF)	Annual	2020/21	£109,426
Proportion of people earning less than the living wage (LGBF)	Annual	2020/21	21.60%
Proportion of properties receiving superfast broadband (LGBF)	Annual	2020/21	96.50%
Town Vacancy Rates (LGBF)	Annual	2020/21	11.72%
Gross Value Added (GVA) per capita (LGBF)	Annual	2020/21	n/a
Claimant Count as a % of Working Age Population (LGBF)	Annual	2020/21	6.30%
Claimant Count as a % of 16-24 Population (LGBF)	Annual	2020/21	7.77%
Cost per planning application (LGBF)	Annual	2020/21	£5,278
Average time per business and industry planning application (weeks) (LGBF)	Annual	2020/21	9.88
Number of business gateway start-ups per 10,000 population (LGBF)	Annual	2020/21	4.91
Immediately available employment land as a % of total land allocated for employment purposes in the local development plan (LGBF)	Annual	2020/21	98.05%
CO2 emissions area wide per capita	Annual	2019/20	4.84

CO2 emissions are wide: emissions within scope of LA per capita	Annual	2019/20	4.09
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