



**We are
determined
to make a
difference.**

**Renfrewshire Council Plan
2008 – 2012**
Transforming Renfrewshire



Questions?

If you have any questions that you would like to ask us about the Council Plan, or if you need any additional copies, please call us on 0141 840 3530 or email chiefexec@renfrewshire.gov.uk

This document can be made available in Braille, large print or audio.

我們可提供本文檔的繁體中文拷貝。若需此拷貝，請致電 0141 840 3281 與首席執行官辦公室的 Graeme McLatchie 聯繫。

ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਇਸ ਬੋਲੀ ਵਿਚ ਉਪਲਬਧ ਹੋ ਸਕਦੀ ਹੈ। ਇਸਦੀ ਕਾਪੀ ਲੈਣ ਲਈ ਮੇਹਰਬਾਨੀ ਕਰਕੇ ਚੀਫ਼ ਅੱਕਜ਼ੈਕਟਿਵ ਡਿਪਾਰਟਮੈਂਟ ਦੇ ਗ੍ਰੇਮ ਮਕਲੈਟਚੀ ਨੂੰ 0141 840 3281 ਫੋਨ ਨੰਬਰ ਤੇ ਫੋਨ ਕਰੋ।

ما تزويدكم بنسخة من هذه الوثيقة بهذه اللغة. ولطلبها يرجى الاتصال بالسيد جرمي مكلتشي لدى قسم راسة الهيئة ذية على الهاتف رقم 0141 840 3281.

اس دستاویز کی کاپی اس زبان میں فراہم کی جاسکتی ہے۔ اس کی کاپی طلب کرنے کے لیے ”چیف ایگزیکٹو“ کے ڈیپارٹمنٹ میں ”گراہم میک لٹیچی (Graeme McLatchie) سے ٹیلیفون نمبر 0141 840 3281 پر رابطہ کریں۔

Istnieje możliwość otrzymania egzemplarza tego dokumentu w tym języku.
W celu uzyskania takowego, proszę skontaktować się Graeme McLatchie w Wydziale Prezesa Rady Miasta (Chief Executive's Department) pod numerem 0141 840 3281.

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**We are ambitious
for Renfrewshire.**



Foreword

Welcome to the Renfrewshire Council Plan for 2008-2012.

We are ambitious for Renfrewshire. We want Renfrewshire to make a significant contribution to a modern and prosperous Scotland.

We will play a key role in providing opportunities for local people; opportunities that will help our communities to become safer and stronger, wealthier and fairer, greener, healthier and smarter. We will also work to build confidence in communities, help our citizens to realise their potential, and aim to be an organisation that is well regarded by businesses, customers and the people that work for it.

In recent years the Council has worked hard to capitalise on the potential of the area and its people, undertaking significant capital investment and service improvement. We have celebrated the opening of many new and improved school facilities. We have built two new residential care homes at Foxbar and Hunterhill and started building another at Cockels Loan. We have made substantial improvements to leisure and recreational facilities. We are working with partner organisations on ambitious plans to regenerate our local town centres. We have also recognised the need to bring the Council closer to the people who use our services, by creating five new local area committees and a public petitions facility.

Our Council Plan for 2008-2012 sets out what we will do over the next four years to achieve our ambitions for Renfrewshire. Our plans are closely linked to the important role that the Council will play in delivering Renfrewshire's Community Plan, and the Single Outcome Agreement which has been jointly adopted by the Council and the Scottish Government.

We have listened to local people and taken on board their views to develop our priorities. We are focusing our resources on the areas that they have told us are important to them. Our goals are ambitious and achieving them will be a challenge. However, the enthusiasm and professionalism of our employees, and close partnership working will ensure that the Council delivers on the commitments made in this plan.



Derek Mackay
Leader of the Council



David Martin
Chief Executive



The focus of our plan is on the need to work creatively and efficiently to meet community aspirations and provide valued, personalised services.



Introduction

The Council Plan is an important document which sets out for our employees, local people, businesses, public sector organisations and voluntary organisations, exactly what this Council is aiming to achieve between 2008-2012.

The focus of our plan is on the need to work creatively and efficiently to meet community aspirations and provide valued, personalised services. Issues such as an ageing and static local population, limited resources, the varied needs and expectations of customers, and the importance of sustainable development all represent both new and significant challenges for the Council. The Council Plan sets out how we will respond to these challenges, and outlines the key role that our employees will play in realising our aims for Renfrewshire.

The plan also includes information on many of the key projects and initiatives that the Council will deliver — often in partnership with other organisations in the public, private and voluntary sectors, to improve the quality of life of local people.

The work that the Council will undertake over the next four years of this Plan is closely linked to the priorities that the Council is committed to tackling with partners, which have been identified within the Renfrewshire Community Plan and Single Outcome Agreement. Although partners each play a different role in achieving certain identified outcomes for local people and communities, these plans will help to ensure that the overarching vision and objectives for Renfrewshire are well understood and shared. Most of all, the Council Plan is concerned with delivery, and it sets out an ambitious agenda for achievement by 2012.

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Renfrewshire has a rich cultural history which largely stems from the area's textile heritage.

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Our Community

Our area

Almost 170,000 people live in Renfrewshire's towns and villages, across an area covering some 270 square kilometres, spread across several towns and countryside areas. Each of these towns and villages has its own distinct character, from the 18th century settlement of Johnstone to the 1960's new town of Erskine.

Renfrewshire has a rich cultural history which largely stems from the area's textile heritage. It is also known as the birthplace of William Wallace and it boasts a number of popular tourist attractions of national significance including Paisley Museum and Art Gallery, the Coats Observatory, Paisley Abbey, and Sma' Shot Cottages in Paisley. There are many excellent sporting and outdoor activities available at the RSPB Nature Reserve at Lochwinnoch and at Clyde Muirshiel — one of the west coast's most magnificent country parks.

Our people

65% of the local population are young and middle-aged adults, 16% are older people and over 18% are children. The area has a small ethnic minority community which consists of around 1% of the total population. In recent years, there has also been an increase in the number of people from eastern European countries such as Poland moving to the area and accessing Council services.

Based on analysis of earnings and benefits claims, 14.9% of the local population is defined as being income deprived.

Our economy

There are over 5,000 workplaces in Renfrewshire, and an overall employment rate of 76%. The largest sectors of employment are within public administration, education and health bodies, distribution and restaurants, and the financial industry. Manufacturing is also well represented locally and wider Renfrewshire is Scotland's main exporting base with established strong links to both national and international markets.

The Renfrewshire area itself has much to offer and is an ideal business location. Scotland's largest business park is located at Hillington, and the whole area benefits from its close proximity to Glasgow International Airport, to the M8 motorway link and to Paisley Gilmour Street Station which is the fourth busiest railway station in Scotland. The station will soon have a direct link to the airport on completion of the Glasgow Airport Rail Link.

Finally, the Renfrew Riverside development brings together Braehead Shopping Centre and Retail Park, the 4,000-seat Braehead Arena, fantastic leisure facilities and Scotland's only indoor ski-run at Xscape and 900,000 sq ft of business space alongside new build apartments and town houses.

Our Community

Our education and health

Educational attainment in Renfrewshire's schools is consistently above the Scottish average, and a very high percentage of local pupils go on to undertake further or higher education courses. The main campus of the University of the West of Scotland is located in Paisley, as is Reid Kerr College.

Life expectancy for local residents is slightly lower than the national average, and significant health issues have arisen as a result of relatively high levels of alcohol and drug abuse, obesity and smoking, particularly within our most deprived areas. The area's main hospital is the Royal Alexandra Hospital in Paisley.

Our safety

Recorded crime figures for 2006–2007 show that Renfrewshire is above the Scottish average for all crimes and has the seventh highest rate in Scotland. The Council is part of a Community Safety Partnership involving other organisations such as the Police and Fire and Rescue Service, which has implemented targeted approaches to tackling issues of crime, antisocial behaviour and community safety across Renfrewshire including fire, home and road safety.



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Our challenges

Renfrewshire Council has undergone significant change since local government reorganisation in 1996, and will continue to develop and adapt as change is required. The Council has identified a number of challenges that it will face over the next four years and which it will address as a matter of priority. The variety of these challenges reflects the Council's community leadership and regulatory role, as well as the wide range of services that are provided across the area:

Responding to population change — The total population of Renfrewshire is projected to decrease from 170,000 in 2008 to 168,000 in 2018. With a shrinking and ageing population and an expected increase in single-person households, the Council will have to actively adapt services and absorb the associated increased costs to meet the changing needs of local people within restricted resources. The Council will take action to stem the population decline by encouraging people and businesses to stay or move to the Renfrewshire area, through the policies in the Structure Plan and Local Plan.

Regenerating local areas and promoting economic development — Renfrewshire's town centres act as important economic drivers, and the Council will work with partners to regenerate these areas and to attract public and private sector funding for residential, business, retail and leisure developments. The Council will take advantage of all opportunities for regeneration which arise as a result of the construction of the Glasgow Airport Rail Link, and will work with public and private sector partners to develop the wider Renfrewshire economy by implementing the recommendations of the recent Economic Development Inquiry.

Tackling worklessness and promoting achievement — The decline in traditional industries locally has left a legacy of problems across Renfrewshire: the area has one of the highest levels of worklessness in Scotland. This has been exacerbated by the recent downturn in the economy. This is a key priority within Renfrewshire's Single Outcome Agreement, and the Council will work with partners to provide better employment and training opportunities for local people, and to tackle inequalities that may arise as a result of unemployment.

The Council will continue to provide high quality education services and seek to improve attainment and levels of achievement of all young people in local schools, whilst adapting to significant changes in the curriculum and qualifications framework.

Support for vulnerable people — Renfrewshire's child protection services, which the Council plays a key role in delivering, were scrutinised by HMIE during early 2008. An overarching inspection of Social Work services by the Social Work Inspection Agency will take place in late 2008. The improvement actions arising from these inspections, as well as the requirement to provide enhanced support to carers and vulnerable individuals and to work with partners to provide the most effective and appropriate package of support, will place increased demands on the care services provided by the Council. Particular focus will be on helping local people to live independently within their own home or within the wider community and to extend the range of information and support available to enable carers to maintain their caring role.

Tackling drug and alcohol misuse and improving health — Renfrewshire has the fourth highest rate in the UK for male alcohol-related deaths, and this coupled with increasing problems of drug and alcohol misuse will have a significant impact on the Council's resources. Support will continue to be developed for affected families and individuals, ranging from care requirements to services for the homeless, and action will be taken to tackle wider issues of antisocial behaviour and community safety which arise as a result of drug and alcohol misuse. The Council will work jointly with partners to tackle these issues, and undertake wider health improvement activities across Renfrewshire as a matter of priority, particularly in relation to young people.

Our challenges

Community infrastructure — Changing customer needs, demographics and the growing number of private housing developments will place increased demand on local infrastructure and facilities. The Council will continue to manage and develop its programme of significant investment in the school estate, town centres, leisure facilities and arts and cultural venues. It will also play a key role in improving transport links which, in turn, will promote business growth particularly as a result of improvements to the road network and bridges.

Provision of good quality housing — The Council will work with the Scottish Government to agree and implement a plan which ensures that all council housing meets the Scottish Housing Quality Standard by 2015. Work will also continue with partners to assess and meet housing needs across all tenures, making best use of available resources. We will also improve standards in older, private sector housing and private rented accommodation.

Sustainability and waste — The Council will play a key role locally to promote sustainable and greener approaches to dealing with waste and waste treatment, energy consumption, carbon management and the remediation of contaminated land. We will also work closely with neighbouring authorities to improve local biodiversity. Meeting national recycling targets will be an important area of Council activity, as there may be financial implications should the Council fail to meet European Landfill Directive targets and those set as part of the new National Waste Policy.

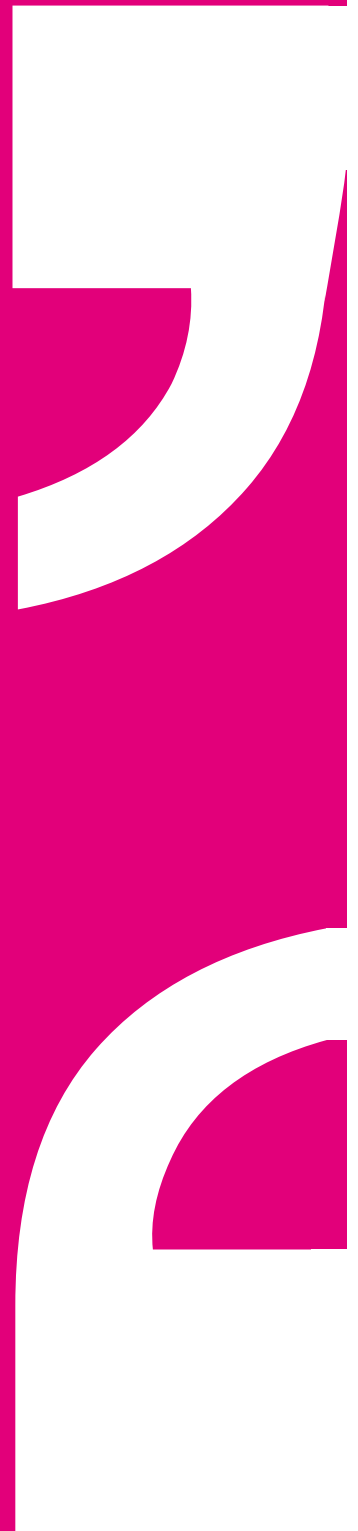
Community safety — Tackling antisocial behaviour and making local areas safer places in which to live, will continue to be a key priority for the Council over the next three years. The new Community Safety Strategy 2008-2011 sets out how we will work with partners to address these issues in the most effective and innovative way.

Modernisation and efficiency — The Council will continue to develop its services to ensure that they are highly efficient and effective, innovative and embrace technology to ensure that they are modern and fit for purpose. This will include the need to implement opportunities identified in the diagnostic review of council services undertaken with the support of the Scottish Government in 2008. We will also support shared services initiatives with other local authorities where appropriate.

Partnership working — Customers increasingly expect public sector organisations to work together to ensure that services are joined up and the Council and its partners will work to ensure that a seamless, high-quality service is provided wherever possible. This will involve working more closely with our community planning partners (and in particular with the voluntary sector) to deliver services to local people in the most appropriate way.

Strengthening accountability and customer focus — The Council will continue to put local people at the heart of service design and delivery, aim to personalise public services and ensure that the performance of services is continuously assessed and reported on in an open and transparent manner.

Our vision for Renfrewshire Council reflects our role as a community leader, particularly in terms of delivering the key aims of the Community Plan and the priorities set out in Renfrewshire's Single Outcome Agreement.



Our Vision and Aims

The Council shares its vision for Renfrewshire with our partners; a vision which has been developed through Renfrewshire's Community Plan 2008-2017.

In 2017, Renfrewshire thrives with learning, business and opportunity. Its people are fitter, healthier, more confident and productive and vulnerable people are supported and cared for. The area thrives due to its safe environment, rich heritage, wealth of cultural events and eco-friendly towns and villages.

Renfrewshire Community Plan Vision 2008-2017

Our Vision for the Organisation

Our vision for Renfrewshire Council reflects our role as a community leader, particularly in terms of delivering the key aims of the Community Plan and the priorities set out in Renfrewshire's Single Outcome Agreement.

Renfrewshire Council is an organisation which:

- Is committed to excellence and innovation.
- Is customer-led and efficient.
- Is trusted by our community and partners.
- Values and invests in our employees.
- Is determined to make a difference.

Our Aims

We will achieve this vision by:

- Ensuring that customers and citizens are treated with respect and as valued partners in everything the Council does.
- Acting corporately and promoting a single performance culture.
- Encouraging services and employees to be innovative, flexible and increasingly responsive to the needs of customers in the pursuit of best value and achieving results.
- Recognising the important role that our employees play in delivering services to the public, by nurturing their skills and valuing their contribution and involvement in the development of the Council.
- Leading by example in the local community by promoting both individual and collective rights and responsibilities. Recognising our social responsibility to citizens and to our employees, in terms of their health, wellbeing and quality of life.
- Listening and recognising that when something is not working well, it needs to be changed.



The Council has specifically linked its agenda for change for 2008–12 to the national priorities of the Scottish Government which aim to make Scotland safer and stronger, wealthier and fairer, greener, smarter, and healthier.

Key themes

The Council's agenda for change is driven by both local and national priorities and is centred around six key themes. These are:

Safer and Stronger — We will support local people to participate in their own communities and in wider society, and we will ensure that local areas are safe and pleasant to live in.

Wealthier and Fairer — We will successfully promote and develop Renfrewshire as a desirable area in which to live and work.

Greener — We will improve Renfrewshire's natural and built environment and the sustainable use of natural resources.

Smarter — We will promote learning and encourage all citizens and employees to fulfil their individual potential, and ensure that the Council delivers high-quality services in the most effective and efficient way to meet the needs of local people.

Healthier — We will improve the physical and emotional wellbeing of local people through improved access to relevant services and opportunities.

Developing our organisation — We will play our role in making things happen in Renfrewshire by being a modern, innovative and ambitious organisation which champions the local area.

The Council has specifically linked its agenda for change for 2008–2012 to the national priorities of the Scottish Government which aim to make Scotland safer and stronger, wealthier and fairer, greener, smarter, and healthier. It also reflects the Council's role in delivering Renfrewshire's Single Outcome Agreement, which sets out how the organisation will work with its community planning partners and the community to achieve a number of specific outcomes.

Importantly, at a local level, this agenda has been developed through the Council's strategic planning and performance management framework, and has been set according to the priorities of local communities through consultation and engagement with citizens and elected members. It has also been informed by the regulatory framework in which the Council must operate, which places responsibility on the Council to provide a number of services by law.

The Council's services, initiatives and projects are underpinned by a sound budgeting and resource management process which recognises that future financial settlements from the Scottish Government may remain relatively static. The Council will, however, seek to maximise external funding and other income sources, and operate in a manner which is efficient, effective and sustainable.

Much of the work that the Council undertakes is strategically linked to that of partner organisations, and many of the projects and initiatives that are detailed in this plan will feed in to Renfrewshire's Community Plan. The Community Plan's key priorities are also aligned to the national objectives and outcomes set out in the Single Outcome Agreement.

Key themes

Planning and Performance Management Framework

The Council's planning and performance management framework is illustrated in the diagram below.

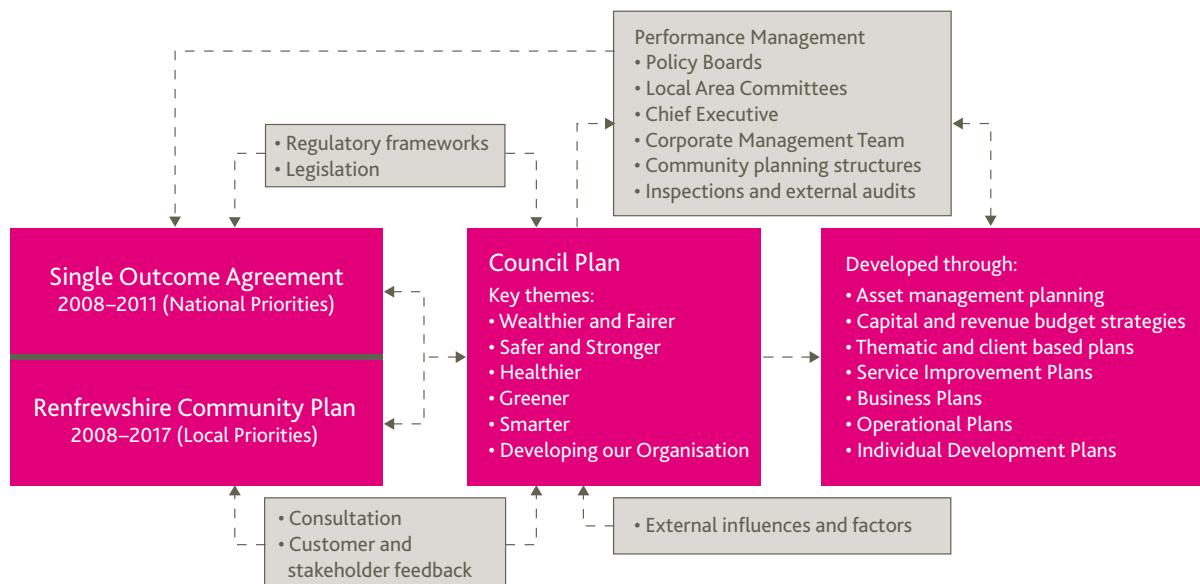
Specific actions relating to the Council's priorities are detailed in the three year service improvement plans and operational plans that are produced by each service annually. Actions are then assigned to employees and managers through individual development and work plans.

Subsequent sections of the plan provide a summary of the Council's key plans and activities over the period 2008-2012 and in particular how the Council will develop as an organisation in order to deliver on its plans to make Renfrewshire safer and stronger, wealthier and fairer, greener, smarter and healthier.

More detail on the Council's plans for development is covered within a number of key strategic documents

which have been developed by the Council or jointly with partner organisations. The key ones are:

- Single Outcome Agreement
- Children's Services — A Plan for Renfrewshire
- Renfrewshire Community Plan
- Safer Renfrewshire
- Renfrewshire Local Plan
- Corporate Asset Management Strategy
- Capital Plan
- Renfrewshire Addiction Strategy
- Renfrewshire's Housing Strategy
- Customer Services Strategy
- Supporting People Strategic Plan
- School Estates Strategy



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Safer and Stronger

We will support local people to participate in their own communities and in wider society, and we will ensure that local areas are safe and pleasant to live in.

Links to national outcomes:

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

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

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

Local context

One of Renfrewshire's main assets is its people and the communities in which they live. In a recent survey 73% of local residents stated that they were satisfied with their neighbourhood as a place to live, whilst 22% stated that their neighbourhood is now a better place to live than it was five years ago. Community participation is particularly strong and the Council has worked closely to build the abilities and knowledge of residents within local areas, to ensure that they are involved in decision-making and in planning services which affect them.

The Council provides and maintains around 14,000 council houses across Renfrewshire and is viewed very favourably by tenants, with 81% indicating, in a recent survey, that they were either satisfied or very satisfied with the Council as a landlord. In future years, the Council will need to invest significantly in its council housing stock, in order that national quality standards are met, and that the supply and type of housing across Renfrewshire meets the needs and aspirations of residents.

There are issues across Renfrewshire which need to be addressed to make our communities safer and stronger. The area has relatively high levels of crime and disorder compared to other areas in Scotland. This stems from a number of complex issues such as health inequalities, housing density, unemployment rates and social exclusion. However, progress has been made in terms of making local

areas safer and better to live in. Much of this has been achieved by working with local communities and partners to achieve joint targets and outcomes, particularly through Renfrewshire's Community Safety Partnership. Diversionary activities which aim to educate and provide opportunities for young people to participate in local events and groups have helped to reduce levels of disorder amongst this age group, whilst the overall number of incidents of disorder fell by 10% between 2004/05 and 2006/07 in areas which are perceived as being hotspots of antisocial behaviour.

The Council is also working with local people and partner agencies to regenerate and look after their own local areas by implementing Area Development Frameworks (and other local housing regeneration strategies) and developing Estate Management Agreements.

In some local communities there is a significant gap in terms of the public services and social facilities that are available and the Council is working with partners to ensure that communities have local access to the services that they need most, particularly in relation to health, education and housing. There is a particular focus on providing services which help to protect and provide opportunities for vulnerable children and adults, which aim to stop individuals from re-offending and also offer improved rehabilitation programmes.

Safer and Stronger

What the Council will do

A number of local outcomes have been agreed by the Council and its partners to maximise the potential of Renfrewshire's communities. These include a joint aim to achieve a sustainable reduction in antisocial behaviour, to provide local residents with access to good quality housing and services and to increase public participation in the planning and delivery of service amongst others.

More specifically, the Council will foster safer and stronger communities across Renfrewshire by:

- Empowering local people to participate in their community and in society overall through the decentralisation of local decision making structures. During 2008, the Council set up five local area committees which act as a focus for community consultation in Renfrewshire, allocate a wide range of grants and funds and provide opportunities for citizens to influence how services are delivered in their areas. The Council will support the further development of these committees by providing advice, assistance, support and by encouraging other organisations to participate.
- Implementing changes to the current voting system, which stem from the Gould review into 2007's local and Scottish Parliamentary elections. The Council will also continue to promote voter awareness and encourage participation in future elections.
- Working with partner organisations to implement the new Renfrewshire Community Plan which sets out a joint vision for Renfrewshire and the role and contribution that each organisation will have to make to ensure that the vision is a reality by 2017. This plan incorporates Renfrewshire's Single Outcome Agreement commitments.
- Taking action to ensure the availability of affordable, good-quality housing across the Renfrewshire area. The Council will work with housing associations, the Scottish Government and the private sector to ensure that at least 200 units of affordable housing are built each year. The Council will also ensure that all Council houses meet the Scottish Housing Quality Standard by 2015 and continue to act to improve the quality of older, private housing.
- Ensuring that housing provision within Renfrewshire meets the needs of all groups within society. For example, the Council will do this by:
 - Developing a better understanding of the housing needs of black and minority ethnic groups in partnership with local housing associations.
 - Improving the supply of suitable accommodation and providing support to help older people, disabled people, young people and those in other community care groups to improve their capacity for independent living by providing adequate and adapted homes.
 - Providing housing support to homeless or vulnerable people to help them establish or sustain their home.

Safer and Stronger

- Aiming to improve housing standards through monitoring of houses in multiple occupation and private landlord registration.
- Implementing Safer Renfrewshire, a three year Community Safety Strategy in conjunction with partner organisations such as the Police and Strathclyde Fire and Rescue. This strategy sets out how these organisations will work together to make communities safer and more pleasant places to live, work in or visit.
- Setting up the Young People's Positive and Active Lifestyles project, which aims to encourage and motivate young people living in areas that are hotspots of antisocial behaviour to get involved in more positive and healthy local activities. Young people will be encouraged to participate at all levels, to use their experience to gain awards and to volunteer to help others.
- Rolling out projects such as the "Positive Steps to Stop Offending" programme to challenge adult offending behaviour.
- Implementing the national programme for perpetrators of domestic violence which aims to improve the safety of women and children affected by this issue.
- Acting on the recommendations stemming from external and internal reviews of child protection services, in order to improve the life chances and opportunities of vulnerable young people.
- Implementing the Integrated Assessment Framework for Children's Services to ensure that children get effective inter-agency support when they need it.
- Supporting vulnerable adults who are at risk of being harmed, in accordance with the provisions of the Adult Support and Protection (Scotland) Act 2007 which came into force in October 2008. The Council will establish and take forward an Adult Protection Committee which will co-ordinate the work of all public agencies involved in such cases.
- Reducing the number of properties at risk of flooding, through flood mitigation measures, and by managing developments to ensure that drainage is improved and fit for purpose.
- Providing a leading-edge, joint civil contingencies service in partnership with East Renfrewshire and Inverclyde Councils, which will ensure that robust arrangements are in place to tackle significant public health and safety issues.
- Supporting Strathclyde Partnership for Transport in working with bus operators to ensure public transport services are operated within the terms of their licenses.



**We will successfully
promote and develop
Renfrewshire as a
desirable area in
which to live and work.**



Wealthier and Fairer

We will successfully promote and develop Renfrewshire as a desirable area in which to live and work.

Links to national outcomes:

We live in a Scotland that is the most attractive place for doing business in Europe.

We realise our full economic potential with more and better employment opportunities for our people.

We have tackled the significant inequalities in Scottish society.

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

8

Local context

Renfrewshire will continue to play a full part in a modern Scotland, with businesses and people being encouraged to stay in or move to the area, to improve the employment opportunities and standard of living enjoyed by local people.

Historically Renfrewshire has suffered due to the decline in manufacturing activities, which are of significant importance to the local economy. It is recognised that Paisley, Scotland's largest town, as well as Renfrew, Linwood, Erskine and Johnstone act as important economic centres and the Council has put into place plans to regenerate these town centres. In particular, an extensive action plan is underway to regenerate Paisley town centre, which will be beneficial to businesses and to the local community. Opportunities for redevelopment and regeneration continue with the extensive development of Renfrew and the Braehead shopping, housing and leisure development and through the construction of the Glasgow Airport Rail Link.

These opportunities need to be accessible if local people are to be given the chance to participate in and benefit from economic growth. Given the inequalities that exist

across the area in terms of, for example, income, health and housing, this work will be challenging but a determination exists to promote and develop what is good about the Renfrewshire area, thereby positively improving life chances for local people.

The Council is working with partner organisations to implement the findings of its year-long economic development enquiry which identified several priority areas for developing the Renfrewshire economy including tourism. The Council will promote Renfrewshire as the Gateway to the Commonwealth Games in 2014, and will play an important role in marketing Renfrewshire as a first-class tourist and business destination, through the promotion of the area's infrastructure, rich cultural history and visitor attractions.

As well as providing longer term opportunities for development, the Council will continue to provide services to address inequalities and issues which exist now. For example, the Council has been working with its partners to improve financial inclusion across Renfrewshire by helping people to access financial advice and services and benefits which they did not know they were entitled to.

Wealthier and Fairer

What the Council will do

A number of local outcomes have been agreed by the Council and its partners to promote and develop the Renfrewshire area as place in which to live and work. These include the need to increase employment levels, to attract and retain business within Renfrewshire, and to take targeted action to reduce levels of deprivation within communities. More specifically, the Council will work to make Renfrewshire wealthier and fairer by:

- Improving the vitality of town centres through targeted regeneration projects which aim to reduce the number of empty premises in town centres, and increase residential housing in these areas. Working in partnership, the Council will implement the first of its town centre regeneration projects through the Paisley Town Centre Action Plan.
- Reducing the number of workless people in Renfrewshire claiming employment-related benefits, whilst increasing the percentage of school leavers going into employment, education or training, as part of the Renfrewshire Community Planning Partnership's commitment to an employability support strategy aimed at the worst-off communities.
- Sustaining the local economy by encouraging firms to locate or set up in Renfrewshire and by improving the quality of the road network and the availability of industrial land. The Council will promote sustainable economic growth through its ongoing commitment to development plans such as the Glasgow and Clyde Valley Joint Structure Plan and the Renfrewshire Local Plan and Local Transport Strategy.
- Investing in infrastructure and marketing Renfrewshire as a first-class destination for tourism and events. This will include the bid for Renfrewshire to host the Royal National Mod, Renfrewshire as Gateway to the Commonwealth Games in 2014, and participation in the Year of Homecoming 2009 celebrations.
- Implementing the recommendations stemming from the Economic Development Inquiry by progressing an action plan designed to encourage and promote economic development and assist key investors at all stages in their dealings with the Council. Specific actions will include the provision of an account management system for major developments and applications, enhanced communication of economic development support systems, and ensuring that key agencies such as Scottish Water, Scottish Natural Heritage and SEPA support the Council's investment and economic development approach. The Council will also work with others to enhance the area's tourism and events potential and ensure local businesses capitalise fully on public sector procurement activities.
- Assisting local businesses to exploit wider public procurement opportunities by continuing to remove barriers for entry to our quotations and tender exercises, and by using the National Procurement portal when it becomes available.

Wealthier and Fairer

- Supporting people in developing countries to have a say in their future, earn a fair wage for their work and improve the standard of living in their communities by promoting Fairtrade. The Council aims to make the whole of Renfrewshire a Fairtrade Zone by May 2009, and is leading a steering group comprising local businesses, organisations and community groups working together towards this goal.
- Supporting local organisations to develop capacity and help them to apply for funding for economic and social development initiatives by providing advice, training and assistance and by promoting awareness of Renfrewshire's External Funding Toolkit.
- Maximising the awareness and take-up of benefits relating to housing and council tax through increased outreach work and by simplifying the application process. The Council will also work jointly with the Department for Work and Pensions to raise awareness of benefit entitlement amongst specific groups who may not be claiming all they could be (e.g. pensioners) and also signpost these customers to the relevant service.
- Developing a new anti-deprivation and anti-poverty strategy for Renfrewshire in conjunction with partner organisations and by continuing to implement Renfrewshire's financial inclusion strategy.
- Continuing to reduce the numbers of exclusions in local schools. In recent years Renfrewshire's schools have been the only schools in Scotland to reduce the number of exclusions year-on-year and the Council will continue to offer projects such as New Directions to help young people who are at risk of failing within mainstream schools.
- Encouraging and providing opportunities for vulnerable young people to participate in cultural events and activities through the Big Lottery-funded Step Up Programme, thereby increasing their self-confidence and self-esteem.
- Improving life chances for vulnerable people by helping them to participate in employment, training and education. Similar support is also provided to care leavers, as is help to live in sustainable accommodation.
- Developing support for kinship carers by increasing allowances, allocating funding to the carers' centre and by creating a post within Social Work to provide dedicated support to kinship carers.
- Improving the accessibility of public buildings and schools to ensure that all citizens are able to access Council services.
- Reviewing and assessing the condition and usage of community assets and public buildings as part of the Council's asset management strategy, which aims to improve Renfrewshire's historic and cultural buildings. A successful application for funding to support the development of Renfrew Town Hall was made during 2008.



**We will work to improve
Renfrewshire's natural
and built environment
and the sustainable use
of natural resources.**



Greener

We will work to improve Renfrewshire's natural and built environment and the sustainable use of natural resources.

Links to national outcomes:

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

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

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

Local context

Working towards a greener Renfrewshire is a key priority for the Council and it is widely recognised that the important role it plays at a local level, has implications on a national and global scale. The Council is working hard to make a difference: by tackling issues such as energy use, carbon management, recycling and waste reduction; by creating clean and pleasant spaces for residents and visitors to enjoy; and by promoting biodiversity within the local area.

In May 2008, the Council launched its Clean Renfrewshire campaign, which aims to instil pride in local areas and deter people from breaking the law by littering, illegal dumping, spraying graffiti or allowing their dog to foul streets and parks — actions which cost local taxpayers £3m every year to clean up. The Council will work with local communities, schools and businesses to reduce the amount of waste that is dropped.

Sustainable waste management is a key priority in Renfrewshire — the message is to reduce, reuse and recycle. The introduction of kerbside recycling collection schemes and improvements to household waste recycling centres, led to an increase in recycling from 16% in 2004/2005 to 30.2% in 2007/2008. Challenging waste targets have been set locally in order to meet the requirements of the European Landfill Directive and the National Waste Policy.

There are a number of local, regional and country parks, pitches, play areas and maintained open spaces available across Renfrewshire for citizens to utilise and enjoy. The appearance of the local area is important to local residents, as are the positive health and wellbeing benefits of living in an attractive, clean, pleasant and peaceful area which can significantly enhance the quality of life experienced by them. The Council also aims to preserve the natural environment, and a joint biodiversity action plan has been developed for Renfrewshire in conjunction with neighbouring local authorities in Inverclyde and East Renfrewshire, which aims to protect and enhance species and habitats throughout the area.

Other activities include:

- The introduction of targets in order to reduce energy consumption in local homes and in Council premises.
- The launch of a Staff Travel Plan which encourages Council employees to walk or cycle to work, use public transport or reduce single occupancy car journeys. It is designed to give employees more information about the transport, health and environmental benefits of different travel options and give them practical help to make a change if they want to.
- The Council's procurement strategy highlights the need for services to consider the environmental and social implications of any purchase that they make.

Greener

What the Council will do

As part of a drive to make Renfrewshire greener, the Council has agreed a number of local outcomes which aim to reduce the environmental impact of waste, carbon emissions and energy consumption locally, as well as protecting and enhancing the appearance of local areas. At a local level this will be supported by:

- Expanding the environmental warden service across local areas, with wardens having powers to issue offenders with on-the-spot fixed penalty notices for the antisocial behaviour acts of litter and dog fouling.
- Securing waste disposal arrangements beyond 2010 and developing a future waste treatment strategy and solution to diverting waste going to landfill.
- Spending an additional £2.2 million on recycling and waste management to bring kerbside recycling collection to the 8,000 households in Renfrewshire which don't currently have that option.
- Ensuring that contractors carrying out work on behalf of the Council relating to, for example, demolition, construction or road maintenance, achieve the targets set for recycling the waste generated.
- Promoting further the Clean Renfrewshire strategy, in order to encourage local people to have greater pride in the appearance of their local areas and to have more involvement in keeping them clean and tidy.
- Encouraging young people to be environmentally aware by increasing the percentage of our schools participating in the Eco Schools award or other similar initiatives.
- Designing and implementing Renfrewshire's Core Paths Plan in conjunction with local communities which will identify a number of paths and routes for reasonable public access and will link countryside and recreational areas to workplaces, schools and other facilities in local towns and villages.
- Providing energy advice to local residents to enable them to reduce energy consumption in their households.
- Supporting opportunities for home working by employees, which by reducing the need for employees to travel to work, could potentially reduce our local carbon footprint.
- Optimising energy and water consumption in Council-owned buildings.
- Reducing reliance on paper transactions and communications by offering services to customers through the Council's website (www.renfrewshire.gov.uk) and by telephone, and by communicating with staff through a new intranet site.
- Promoting sustainable transport growth by increasing the proportion of journeys to work made by public or active transport.
- Tackling the issue of contaminated land across Renfrewshire by carrying out required investigations and undertaking agreed actions to restore contaminated land sites.
- Delivering improvements to areas defined as being of importance for nature conservation and to open and greenspace across Renfrewshire through the Local Biodiversity Action Plan, in partnership with East Renfrewshire and Inverclyde Councils.



We will promote learning and encourage all citizens and employees to fulfil their individual potential, and ensure that the Council delivers high-quality services in the most effective and efficient way to meet the needs of local people.

Smarter

We will promote learning and encourage all citizens and employees to fulfil their individual potential, and ensure that the Council delivers high-quality services in the most effective and efficient way to meet the needs of local people.

Links to national outcomes:

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

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

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

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

Local context

Within communities, the Council will continue to provide excellent education provision and learning opportunities for local people, so that all individuals have the opportunity to fulfil their potential. Renfrewshire's schools play a crucial role in preparing local children for life, and help approximately 25,000 pupils each year to develop into successful learners, confident individuals, effective contributors and responsible citizens. The Council has invested significantly in local schools through its School Estates Strategy, which has delivered a number of new-build and refurbished schools, with thousands of young people benefiting from the improved facilities on offer. For example, during early 2008, the Council opened the new flagship West Johnstone campus which accommodates two primary schools, a community learning centre and a family centre in one location. This innovative and integrated approach also provides accommodation for use by local youth and community groups, as well as a crèche within the learning centre.

Every child is different and the Council has worked very successfully with partners such as Reid Kerr College to provide a range of vocational educational opportunities for school pupils. It has also developed youth work programmes which support young people to participate in programmes such as the Duke of Edinburgh Awards scheme and the Junior Sports Leadership awards.

Education does not stop at school level, and the Council, with its community planning partners such as the University of the West of Scotland and Reid Kerr College, plays a key role in developing the skills of the local population; for example, working with adult learners to improve their literacy skills through initiatives like "Write on Buddies". Ongoing support is also provided to the local business community by developing the skills of employees through better access to appropriate training, which in turn helps to improve business competitiveness nationally and internationally.

The Council itself also needs to be smarter in terms of how it manages resources and assets, and how services are delivered to customers. For example, as part of its commitment to customer service, the Council opened its flagship Customer Service Centre in Renfrewshire House, Paisley in 2007, which deals with 4,800 enquiries on average each month. Customers can also contact the Council by telephone through our Customer Contact Centre, or can go on to our website (www.renfrewshire.gov.uk) to report repairs required to a council house, reserve a library book or even book an appointment with a duty social worker amongst many other things. The Council will continue to be innovative and flexible when delivering services to customers, whether that be by embracing new technology, through working in partnership with other agencies or changing the way services are delivered to better meet their needs or make them more efficient.

Smarter

What the Council will do

A number of local outcomes have been agreed by the Council and its partners to increase the potential of local people through a continuous process of education and development. The Council, as a service provider and employer, will strive to provide enhanced support and training for its employees and will continually assess services to ensure that they meet the needs of local residents and that resources are used efficiently and effectively.

The Council will do this by:

- Providing modern and accessible school facilities which promote learning and achievement as part of the continued roll-out of the Council's School Estates Strategy. With the Phase 1 new school build stage completed, Phase 2 will see the refurbishment of schools such as Johnstone High School, Renfrew High School, St. Charles' Primary School and St Peter's Primary School. Phase 3 will further roll out the programme to some educational establishments not covered under Phases 1 and 2.
- Supporting local young people to be successful learners, confident individuals, effective contributors and responsible citizens by:
 - Increasing the percentage of children achieving appropriate qualifications for stages 5-14 and SCQF levels
 - Implementing changes to the school curriculum which arise through the national Curriculum for Excellence initiative
 - Promoting alternative accreditation routes
 - Increasing the percentage of school leavers going into employment, education or training
 - Increasing the level of entitlement to pre-school provision through enhanced hours and increased teacher contact
 - Increasing the educational attainment of looked-after children
- Reviewing the Community Learning and Development Strategy to include a youth strategy which will aim to increase adult learning opportunities, partnership initiatives and build community capacity.

Smarter

- Developing services which support more people to live independently in their own communities through, for example, the use of assistive technology such as Telecare.
- Providing the highest standards of customer service through the Customer Contact Centre and Customer Service Centre, and driving forward the development of excellent customer service skills for all staff across the Council.
- Establishing new local customer service centres in Johnstone and Renfrew, and establishing smaller customer service points in libraries and community centres across Renfrewshire.
- Improving interaction with citizens through the use of technology such as the Council's website (www.renfrewshire.gov.uk), self-service kiosks, text messaging and video conferencing.
- Introducing the Citizen's Account to enable easier access to and personalisation of, services to support the provision of joined-up citizen information and to promote partnership working.
- Implementing the Council's smartcard strategy, which will aim to streamline all cards used by our customers to access Council services into one single smartcard. By doing this, the Council aims to offer improved access to services, in a more efficient and cost-effective manner.
- Improving the way in which customer complaints are handled by the Council, by assessing satisfaction with how complaints are treated and dealt with, as well as what the outcome of the complaint was. This will help services to respond to customers more effectively and highlight areas where improvement is required.
- Developing the Council's website (www.renfrewshire.gov.uk) to provide a range of facilities and information to help our customers to do business with the Council. In particular we will help customers to conduct more transactions online e.g. making payments for Council services or accessing inspection reports on food premises from visits conducted by environmental health officers.

Smarter

- Managing the Council's assets to ensure that they are efficiently used, maintained and disposed of where appropriate, through the implementation of the Council's asset management strategy and appointment of a dedicated corporate asset manager.
- Increasing efficiency in relation to ordering and paying for goods bought by Council services, through increased adoption of processes such as electronic procurement, and taking advantage of the savings and efficiencies generated by collaborative buying by working closely with Procurement Scotland and Scotland Excel, and by participating in national and sectoral contracts.
- Reviewing transport services provided by Council departments and partner organisations, in order to identify opportunities for making provision, vehicle maintenance and fleet management more efficient and effective.
- Identifying and supporting plans to deliver services in partnership with other local authorities, and implementing the opportunities that stem from the Scottish Government supported diagnostic review of Council services undertaken during 2008.
- Continuing to develop effective relationships with partners through, for example, the Voluntary Sector Compact, North Strathclyde Community Justice Authority, Renfrewshire Community Health Partnership, as well as through the Single Outcome Agreement and Community Planning process. Good partnerships will deliver well-designed and co-ordinated services which meet the needs of local people.
- Working with our partners to develop a voluntary sector strategy for Renfrewshire. The Voluntary Sector Strategy will build on the foundations of the Voluntary Sector Compact, and set out how the Council and the voluntary sector will work together to improve services for people in Renfrewshire and to ensure that the voluntary sector in Renfrewshire continues to develop, and thrive.
- Continuing to work with the voluntary sector to develop new models for designing and delivering high-quality services. For example, we will continue to develop the Public Social Partnership approach between the Council and the voluntary sector which has been piloted in Renfrewshire.
- Providing opportunities for employees to work flexibly, and investigating and using new technology to allow employees to work more actively and efficiently in the field e.g. use of handheld devices to assist in carrying out home visits.
- Participating in the national recruitment portal, which will enable the Council to advertise vacancies in a more cost-effective and targeted manner than through the national press.



**We will improve
the physical
and emotional
wellbeing of local
people through
improved access
to relevant services
and opportunities.**

Healthier

We will improve the physical and emotional wellbeing of local people through improved access to relevant services and opportunities.

Links to national outcomes:

We live longer, healthier lives.

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

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

Local context

Renfrewshire Council is committed to its role as a health improving organisation, and recognises its responsibilities in working with partners to improve the health of local communities. This focus is essential due to the significant health inequalities that exist in Renfrewshire, linked often to levels of deprivation within communities. For example, life expectancy is lower in Renfrewshire than the Scottish average at 72.5 years for men and 78.3 years for women, compared with the national averages of 74.2 and 79.2 years. There is also greater than average prevalence of residents suffering from conditions such as anxiety and depression and of alcohol related deaths.

The Council believes that with partners, it can make a difference. Whilst the health of local residents may not be as good as in other areas of Scotland, there is good evidence of improvement. For example, death rates from diseases such as cancer and heart disease are higher in Renfrewshire than the Scottish average, but have fallen considerably in recent years. In addition, the number of local areas designated as being amongst the most health deprived in Scotland fell between 2004 and 2006.

The Council has worked to improve the health of local people through for example the provision of parks, pitches, play areas and open spaces across Renfrewshire for citizens to utilise and enjoy. Walking, jogging and cycling tracks are also in place to encourage and promote healthier lifestyles and healthy eating is promoted in schools, in care homes and via the community meals service. The local employability strategy is driven by community planning partners, and aims to help local people with health problems to get back into training and work.

Social Work Services also have an important role to play in terms of providing care services to vulnerable adults and children, with particular focus on helping people to live independently in their own homes or the wider community, and on supporting carers to maintain their caring role. Over the last few years the Council has built and opened two new care homes for older people, Montrose and Hunterhill, which were designed in conjunction with residents, employees and experts to ensure that facilities meet national care standards, and importantly, the needs of all residents. In January 2008 the Council launched Renfrewshire Care 24 which brings together a wide range of flexible care services which provide access to Telecare systems and alarms and assistance 24 hours a day.

The Council's commitment to better joint working to tackle health related issues is demonstrated through the co-location of Council employees with the Renfrewshire Community Health Partnership in Renfrewshire House, the Council's HQ building. The Council has worked with the partnership and Renfrewshire Leisure to implement a GP exercise referral scheme; group work sessions which encourage healthier eating, shopping and cooking; as well as exercise and nutrition classes within local leisure facilities.

The Council's responsibilities also extend to its employees, as it is estimated that around 75% live in the Renfrewshire area. By supporting and encouraging employees to live healthier lifestyles, the Council is effectively making a contribution to the health of the local population, whilst also ensuring that employees are fit and healthy enough to work and able to deliver high-quality services to customers.

Healthier

What the Council will do

A number of local outcomes have been agreed by the Council and its partners to improve the health of local people and employees, particularly in terms of reducing inequalities in health within deprived areas, encouraging healthier lifestyles and providing better care opportunities.

At a local level this will be supported by:

- Increasing the percentage of pupils that take the free school meals that they are entitled to as part of the implementation of the Schools (Scotland) Health Promotion Act 2007 and responding to any changes which may result from the national trial of free school meals for primary 1 to primary 3 pupils.
- Promoting an Active Renfrewshire through the implementation of the Council's physical activity, sport and health strategy; encouraging usage of local leisure and sports facilities; and by providing local communities with improved access to local walking, cycling and horseriding routes.
- Undertaking a review of the council's leisure facilities and developing proposals to ensure that these facilities meet the needs of customers and are fit for purpose in the 21st century.
- Working with Glasgow City Council and neighbouring authorities to develop a lasting legacy from the Commonwealth Games in 2014.
- Encouraging primary and secondary pupils to engage in active and sustainable travel by assisting schools in developing a travel plan which is a package of practical measures tailored to the needs of the individual school, aimed at encouraging pupils to walk/cycle to school and reducing reliance on the car. It involves partnership working between the school, the Council, local community police and the local community, impacts positively on children's health, the environment and has the potential to reduce peak hour traffic.
- Enforcing the ban on smoking in public places across Renfrewshire, and taking action to tackle the illegal sale of tobacco to underage individuals.
- Working with NHS Greater Glasgow and Clyde to replace the existing social work area office and health centre in Renfrew, and bring both together in one building by December 2009. The services to be provided include childcare services, health visitors and community care services.
- Building a new purpose-built care home at Cockels Loan in Renfrew as part of the Council's drive to provide better residential care for older people which meets national care standards.
- Enhancing support to carers by increasing respite care including home-based services provided by specialist providers, that is available for old people, adults and children and families, and in particular providing support to young carers.

Healthier

- Reviewing day-care services for older people and adults with learning disabilities to provide more opportunities for participation in the wider community. Carers are represented and actively involved in the review process and will make an essential contribution to the design of future services.
- Working in partnership with Greater Glasgow and Clyde Health Board to develop community-based mental health services which will allow people with mental health issues to be supported at home, thereby reducing long stays in hospitals.
- Working with partners to implement the sexual health action plan in order to provide sexual health and relationship education to children and vulnerable adults.
- Annually reviewing effectiveness of measures undertaken to combat fuel poverty, and adjusting the Fuel Poverty Strategy accordingly.
- Implementing the Council's Joint Alcohol Policy Statement in partnership with NHS Greater Glasgow and Clyde, Strathclyde Fire and Rescue and Strathclyde Police. This will involve agencies working to reduce the harm done to children who live in families affected by drink; working with the licensing trade to cut sales to underage drinkers; and extending initiatives to cut alcohol-related crime and fear of crime.
- Assisting employees to make informed choices about their lifestyle through health improvement campaigns such as the Healthy Working Lives initiative, which in turn should lead to reduced absence levels.
- Undertaking health impact assessments to find and improve the health consequences of major plans and activities, to enhance benefits and minimise risks to health.
- Promoting a carer's self-assessment which can be accessed through social work offices and the Council's website. The self-assessment enables carers to identify key supports which will help them maintain their caring responsibilities.
- Expanding the information available to carers through creating a new post of carers information worker to be based in Renfrewshire Carers Centre and the production of leaflets, information packs and website development.
- Introducing a policy for a 500m exclusion zone around Renfrewshire's schools to prevent burger and ice cream vans from selling snacks and meals of poor nutritional value to school children, and to promote healthy eating amongst young people.



We will play our role in making things happen in Renfrewshire by being a modern, innovative and ambitious organisation which champions the local area.

Developing our organisation

We will play our role in making things happen in Renfrewshire by being a modern, innovative and ambitious organisation which champions the local area.

Links to national outcomes:

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

Local context

The Council has ambitious plans for Renfrewshire, and it is essential that the organisation can deliver on these. To do this the Council needs to develop its role as a leading local provider of public services and as one of the biggest employers in Renfrewshire, by ensuring that the organisation has a performance culture focused on successful delivery.

Fundamental to our journey to being an excellent organisation will be a commitment to working towards accreditation by Investors in People and the Customer Service Excellence Standard, as well as the introduction of a rigorous system of self-evaluation, which will allow the Council to continuously assess its performance and service quality. Currently around half of our employees are covered by the Charter Mark standard, which demonstrates the importance that the Council places on customer service and continuous improvement.

The Council also needs to ensure that it has a workforce with the right skills and abilities to meet the challenges it faces, in order that it continues to provide and develop the best possible services for customers. In addition to an overall workforce strategy, services are now developing workforce plans to address specific issues they have in terms of recruiting and retaining employees, and training programmes are being rolled out which aim to broaden and strengthen the skills of our employees.

In particular, the Council will continue to respond to the specific social responsibility that it has for its employees and with regard to local communities. The Council recognises that a positive organisational culture is best achieved by promoting individual and collective rights and responsibilities, and clearly communicating its expectations to employees. The Council will be an equalities champion and will ensure that all citizens are treated fairly, within the law, and are provided with an opportunity to engage with the organisation.

Developing our organisation

What the Council will do

The Council will ensure that the services delivered are high quality, continually improving, efficient and responsive to people's needs by:

- Recognising that the Council's employees are its most valuable asset, and providing training and support to allow them to develop within the organisation and gain the skills and experience necessary to provide a top-quality service to customers.
- Putting into place appropriate development programmes for elected members using training needs analyses, individual development plans, and new technology.
- Implementing the Council's workforce planning strategy which will ensure that the Council has a balanced and well-trained workforce, and that services have plans in place to address any issues relating to employees.
- Developing a Council-wide self-evaluation framework to deliver service improvement and ensure that we deliver the best possible service with the resources available to us, and use this information to report progress and improvements to local people.
- Enhancing the organisation's ability to attract, develop and retain a talented, fully-engaged workforce by increasing the organisation's overall performance and reputation.
- Responding to any recommendations from the Scottish Government which stem from the Crerar review of Regulation, Audit, Inspection and Complaints Handling of Public Services in Scotland. The Council will ensure that scrutiny activities continue to be proportionate and effective, and will promote public awareness and participation in the Council's petitions function.
- Continuing to improve the Council's performance in terms of responding to Freedom of Information requests received, in keeping with the spirit of the scheme to promote greater public accountability and scrutiny.
- Learning from external audits and inspections by implementing required changes to our services and publishing the findings on our website to promote greater scrutiny and accountability of services.
- Putting into place a single corporate equalities framework which will draw together existing equalities schemes on gender, disability and race and include age, faith and sexual orientation.
- Implementing a rationalised package of terms and conditions for our employees which will support recruitment, retention, equality and improvements to service delivery.
- Facilitating the health, safety and wellbeing of our employees by ensuring that appropriate policies and procedures are developed and adhered to, and that all legal requirements for health and safety are fulfilled.
- Developing communications, press and marketing plans which are better co-ordinated and more focused, and which are therefore more successful in communicating required messages and information to local and national audiences.
- Continuing to develop appropriate methods for consulting and engaging with our customers, partners and employees, and ensuring that consultation that is undertaken with partners is joined up wherever possible.

**The Council places
a high priority on
gaining feedback on
its performance from
customers, partners
and employees.**



Ensuring Renfrewshire Performs...

Our Council Plan is an important document which affects every person working and living in Renfrewshire. This has been informed by a wider range of plans and strategies which relate to specific services or initiatives.

As a key local provider of public services it is essential that the Council reports its performance in delivering on the Council Plan, and continually strives to gain feedback from customers, employees and partners to ensure that services meet the needs of local people, and that intended outcomes have been achieved.

Monitoring Performance

Performance information relating to the various priorities and initiatives detailed in the plan will be actively reported to and scrutinised by elected members and the Council's senior management team on an ongoing basis. This will allow action to be taken where appropriate, which will in turn feed into the annual service improvement planning and capital and revenue budgeting process where change is required.

The Council is committed to introducing a performance and development programme for managers. In particular, the performance of chief officers and senior managers will be assessed through the Council's revised management development programme. Officers have a personal development plan in place which reflects the key role that these individuals play in terms of delivering key services and projects for the organisation.

Consultation and Engagement

The Council places a high priority on gaining feedback on its performance from customers, partners and employees. Regular consultation will be undertaken with local residents through mechanisms such as the Renfrewshire Public Services Panel and through the 'Have your Say' section on the Council's website (www.renfrewshire.gov.uk). Citizens will also be able to challenge the Council's performance through local area committees and through the petitions function.

The Council will continue to develop the most appropriate methods by which to engage with and consult employees, including promoting positive relationships with trade unions. Feedback will also be sought from partners through existing groups and partnership structures.

Reporting our Performance

The Council will ensure that its progress is reported in an open and transparent manner, and that the performance information it reports is robust and promotes the wider accountability of the services which are delivered to its customers. Regular performance updates will be provided:

- To members of the public through specific features on the Council's website, leaflets, posters and direct mail to households including the Renfrewshire Magazine.
- To elected members through six-monthly board reports, which will be available for the public to view on our website.
- To senior management through six-monthly monitoring reports.
- To employees through Team Talk, bulletins and briefings.

