

---

**To: Finance, Resources and Customer Services Policy Board**

**On: 8 June 2023**

---

**Report by: Chief Executive**

---

**Heading: Chief Executive's Service - Service Improvement Plan 2023-2026**

---

## **1 Summary**

- 1.1 This report presents the Service Improvement Plan for the Chief Executive's Service covering the three-year period of 2023 to 2026. The purpose of the Plan is to identify the priorities being addressed, the key tasks to be implemented, the implementation timetable and our measures of success.
- 1.2 The Service Improvement Plan is part of a suite of documents which describe the strategic direction for the Service and the Council, and also includes the Council Plan, Community Plan, Risk Management Plan, and the Workforce Plan. The Chief Executive's Service develops other thematic plans which further deliver the Council's strategic outcomes, including the Local Development Plan, Local Housing Strategy, Economic Strategy and related employment strategies, and leads delivery of the Fairer Renfrewshire programme to tackle poverty and inequalities.
- 1.3 Following the approval of the new Council Plan 2022-2027 in September 2022, work has been undertaken to review the format of Service Improvement Plans to make these more accessible, easier to understand, and to clearly demonstrate how the service will work to support delivery of the strategic outcomes of the new Council Plan.

- 1.4 The Service Improvement Plan is appended to this report and includes Performance Indicators and an Action Plan grouped under the Council Plan themes. A mid-year progress update for the plan will be reported to the Finance, Resources and Customer Service Policy Board in Autumn/Winter 2023.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Service Policy Board:

- (a) Approves the attached Service Improvement Plan; and
- (b) Notes that mid-year progress of this Service Improvement Plan will be reported to this Board in the Autumn of 2023, with updates to the actions and performance indicators.

## **3. Background**

- 3.1 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 divisions: Policy and Partnerships; Marketing and Communications; Economy and Development; and City Deal and Infrastructure. The Policy and Partnership Service has been in place from March 2023, changing from the Policy and Commissioning service; procurement has moved under the remit of Finance and Resources and Community, Learning and Development is now part of the new Policy and Partnerships service.
- 3.2 The Policy and Partnerships team supports corporate and service level policy, strategy and performance management, as well as corporate data analytics, GIS and research. The team coordinates the Council's approach to tackling inequalities in Renfrewshire, leading on the Fairer Renfrewshire programme, supporting the work of the Alcohol and Drugs Commission and developing the new Trauma-informed and Responsive Renfrewshire programme. The service works closely with community groups and organisations to strengthen relationships and promote community empowerment. A number of universal and targeted community learning services are delivered, such as ESOL, adult literacy, and digital skills courses, but also community capacity building initiatives, such as encouraging volunteering, funding support, and participating in local decision making.

- 3.3 The Marketing and Communications team manages the Council's reputation and brand, and communicates with local people, partners, Council employees and the media. The team delivers marketing campaigns to raise awareness of Council services and delivers the annual programme of major events in Renfrewshire. It also leads on the Future Paisley programme which seeks to build on Renfrewshire's cultural heritage and delivering the fundraising strategy for the regeneration of Paisley Museum.
- 3.4 The Economy and Development team delivers the Local Development Plan and provides planning and building standards services, economic development and regeneration. The team delivers the economic strategy and provides support to the existing business community as well as new business start-ups and leads on employability services supporting people into work as well as upskilling people to progress into higher paid positions. It also works to attract inward investment and develops and implements regeneration and place plans for Renfrewshire's towns and settlements.
- 3.5 The City Deal and Infrastructure Team is responsible for delivering large-scale projects across Renfrewshire, including those which are part of the Glasgow City Region City Deal programme. This includes leading on the delivery of the Glasgow Airport Investment Area (GAIA) and the Clyde Waterfront and Renfrew Riverside project, and the Advanced Manufacturing Innovation District Scotland (AMIDS) and the AMIDS South development. The team are also delivering Renfrewshire's significant cultural infrastructure programme including the development of Paisley Town Hall, Paisley Museum Reimagined and Paisley Learning and Cultural Hub.
- 3.6 Outside this core work, the Service Improvement Plan outlines how the service will respond to the current challenges for the community and organisation, such as the cost-of-living crisis and ongoing financial challenges for the public sector.

#### **4. Service Improvement Plan 2023-2024: What do we want to achieve?**

- 4.1. Council services continue to operate in a challenging context. Our communities face a cost-of-living challenge, and we will respond by addressing the causes of poverty, by supporting business growth, attracting inward investment, and supporting people into work, as well as working with people to maximise their household income. The cost of delivering services has also continued to rise for the Council, and significant focus remains on the requirements to ensure the organisation remains financially sustainable.
- 4.2. During the next twelve months, specific priorities for the service will be driven by:

- Working with partners to support Renfrewshire residents during the cost-of-living crisis through the Fairer Renfrewshire Programme, aiming to reduce child poverty and maximise household income.
- Developing skills interventions to address the risks of unemployment, in particular those in low-paid employment and parents, to support efforts to reduce child poverty.
- Encouraging increased participation, delivering the next phase of Local Partnerships getting people involved in local decision-making in their areas.
- Encouraging youth participation working in partnership with schools to support young people to promote rights and equalities, and work in partnership with Renfrewshire Youth Voice to support young people to share views on what should happen in their areas, or take part in the Youth Parliament's upcoming elections
- Delivering increased community capacity as part of our Connected Communities programme, including the redesign of the front door for advice and support and options for locality based working
- Designing and delivering the new Sustainable Communities Fund, which combines the existing community empowerment and climate change fund into one single easy-to-access £1,000,000 fund.
- Continuing to deliver the recommendations of the Alcohol and Drug Commission, including in relation to reducing stigma and promoting positive language, as well as the development of our local Trauma informed and responsive Renfrewshire programme.
- Leading on the Council's response to asylum and migration and working with local partners to support resettlement locally.
- Delivering a new events strategy for Renfrewshire, which will not only expand the existing successful programme of events but will investigate the wider benefits the events programme brings to Renfrewshire, whether they are economic or social benefits for the good of local communities and civic pride.
- Delivering Renfrewshire's Cultural Infrastructure Programme, with the planned reopening of Paisley Museum next year which will showcase Renfrewshire's world-changing stories to new audiences and bring people into the town-centre.
- Refreshing town centre strategies and visions for other settlements following the success of the Paisley vision work, initially focussing on Johnstone, with further updates for Erskine, Linwood and Renfrewshire.
- Continuing to progress our City Deal and Infrastructure projects, and monitoring the benefits they bring to Renfrewshire, including increased investment and employment, and reduced carbon impact through sustainable transport links.

- Continuing to progress Ren Zero, working towards net zero for Renfrewshire, reviewing opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people.
  - Implementing our Right for Renfrewshire reviews in line with the Council's wider financial sustainability focus
  - Supporting the wider transformation programme, particularly around financial sustainability in order to deliver savings.
  - Continuing to work with other Council services to deliver new ways of working with a focus on workforce wellbeing
- 4.3 The Council remains ambitious for our people and our place, and the Service Improvement Plan process ensures a clear focus on continuous improvement. As noted above, the organisation is experiencing a challenging operating context and sustaining improvement will be challenging. Within this context, the Service Improvement Planning process allows the organisation to describe where activity is targeted, and through the 6-monthly updates described below, provide a balanced view on progress.

## **5. Monitoring progress**

- 5.1 Progress on the implementation of the new Service Improvement Plan for 2023-2026 will be monitored by the Chief Executive's Senior Management Team and reported to the Finance, Resources and Customer Service Policy Board on a biannual basis. A mid-year review of progress will be brought to this Board in Autumn/ Winter 2023, with an annual report in Spring 2024.

---

## **Implications of the Report**

- 1. Financial** – The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
- 2. HR & Organisational Development** – The Service Improvement Plan highlights workforce development and wellbeing considerations.
- 3. Community/Council Planning** – The report details a range of activities which reflect Council and Community Planning themes and a direct link to the delivery of the Council Plan.
- 4. Legal** – none.
- 5. Property/Assets** – none.

- 6. Information Technology** – Service developments relating to information technology are key enablers of service improvement and modernisation and support service-level and corporate objectives.
  - 7. Equality & Human Rights** – The recommendations contained within this report have not been assessed in relation to their impact on equalities and human rights because assessments will be undertaken on activities relating to individual actions, as required.
  - 8. Health & Safety** – none.
  - 9. Procurement** – none.
  - 10. Risk** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.
  - 11. Privacy Impact** – none.
  - 12. COSLA Policy Position** – none.
  - 13. Climate Change** – Actions and indicators within the Service Improvement Plan under the 'green' theme highlights how the service will contribute Council activities to mitigate climate change.
- 

**List of Background Papers:** None

---

**Author:** Seony Ross, Senior Planning & Policy Development Officer  
**Contact:** [Seony.Ross@renfrewshire.gov.uk](mailto:Seony.Ross@renfrewshire.gov.uk)

**Appendix I:** Chief Executive's Service Improvement Plan 2023-2026

# Chief Executive's Service

Service Improvement Plan 2023 - 26



Renfrewshire  
Council



# Welcome from the Chief Executive

Thanks for taking the time to read our new Service Improvement Plan, setting out how the Chief Executive's Service will help to deliver the strategic outcomes set out in our new Council Plan, relating to Place; Economy; Fair; Green, Living our Values; and the cross-cutting focus on Improving Outcomes for Children and Families.

All Council services are operating in a challenging context, but we continue to listen and target our resources to the areas and programmes that need it most. Within the Chief Executive's service, a key priority remains tackling inequalities and supporting Renfrewshire communities through the cost-of-living crisis, with the Fairer Renfrewshire programme driving forward activity to support local people.

We've recently welcomed the Community Learning and Development and Building Communities Teams into the Chief Executive's Service, and their work will help enhance our community engagement and empowerment activities as we move towards new ways of working alongside our communities in Renfrewshire to tackle the issues that matter most to local people.

We also continue to focus on the regeneration and development of our towns and villages, as well as helping people into work and supporting small businesses, alongside attracting large-scale investment and jobs to Renfrewshire. The term of this plan covers a really exciting time for Renfrewshire with key cultural sites re-opening to the public after significant investment, starting with Paisley Town Hall which is due to open later this year and will be showcased at the Royal National Mod which returns to Renfrewshire in the autumn.

Alongside our brilliant events programme, we continue to work hard to make sure that residents, staff and visitors get the information they need about the Council and Renfrewshire. We all work together as a team to continue to make Renfrewshire a great place to live, work and visit, and I'm thankful for the ongoing commitment and hard work of all my colleagues who share that goal.

Alan





# Chief Executive's Services – Our Service



## Tackling Poverty and Inequalities

Working to address sources of poverty



## Supporting Business

To start-up, grow, & increase jobs and enterprise



## Alcohol and Drugs

Working to reduce harm from substance use



## Employment Support

Helping unemployed & low waged people find & sustain work



## Digital Experience

Ensuring citizens can easily find and use information online about council services



## City Deal

Major infrastructure projects bringing regeneration & economic opportunities



## Events

Attracting visitors & positive economic impact

## Cultural Infrastructure



Investments in significant heritage buildings in Renfrewshire



## Marketing and Communication

Managing the Council's brand & communication with local people



## Regeneration

Supporting the regeneration of our towns and villages



## Planning and placeshaping

Delivering planning & building standards services, including policy



## Community empowerment

Working with our communities, partners and third sector organisations



## Strategy and Policy

Leading policy & strategy development, alongside performance, data and research



## Community Learning and Development

Delivering youth work, adult and family learning and building communities

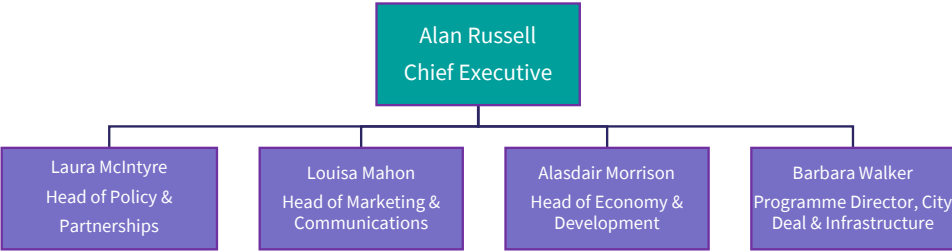


## Estates

Managing the Council's estate

# Chief Executive's Services - About Us

The Chief Executive's service is responsible for setting the strategic direction of the organisation, delivering large-scale infrastructure programmes and services to support Renfrewshire's economy, celebrating our cultural heritage and developing thriving communities and neighbourhoods across Renfrewshire. We build strong relationships with partners across the public, private and third sectors ensuring collaborative working towards shared goals



The Chief Executive is the Council's Head of Paid Service, responsible for ensuring the effective management of the Council in addition to leading this service. Within the service, the Chief Executive is supported by four Heads of Service, who deliver the four main work areas:

**Policy & Partnerships:** Coordinating the Council's approach and working with partners to tackle poverty and alcohol and drug harm, deliver community empowerment and learning and development, leading on asylum and migration issues, and policy, performance, data and analytics support.

**Marketing & Communications:** Strategic communications, marketing and public relations, media management, digital experience, cultural regeneration, major events and capital fundraising.

**Economy & Development:** Employability and business support, regeneration, supporting the creation of jobs and local investment, managing the council estate and providing building standards and planning services, including planning policy.

**City Deal & Infrastructure:** Delivering major infrastructure projects, including Glasgow Airport Investment Area (GAIA), Clyde Waterfront and Renfrew Riverside, Advanced Manufacturing Innovation District Scotland (AMIDS) and AMIDS South alongside the cultural infrastructure projects delivering significant investment across Renfrewshire's heritage buildings.

# Our Resources and Risks

## BUDGET

For 2023/24, the Revenue budget approved for General Services on 2 March 2023 was **£483m**.

The capital budget approved for General Services on 2 March 2023 was **£424m** for the period 2023/24 to 2027/28.

The Chief Executive's Services revenue budget for 2023/24 is approximately **£10.7m**, which is around £1m less than the previous year, accounting inflationary changes and savings proposals. Budgetary changes are linked to the Council restructure, with teams moving between services.

As part of the capital budget, almost **£40m** will be invested into economic development projects in 2023/24, including Paisley Arts Centre, Town Hall, Museum and Learning & Cultural Hub, while **£252m** will be invested between 2023/24 to 2027/28 as part of the City Deal and related investment programmes.

## RISK MANAGEMENT

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.

Chief Executive's Service risks are detailed below:

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

# Transformation and Financial Sustainability

The Council's financial outlook remains significantly challenging. The most recent analysis reported to Council on 2 March 2023 suggests that Renfrewshire Council will experience a funding deficit in the range of £40m-£45m in the three years following 2023/24, unless mitigating action is taken.

The Council continues to explore ways to transform how we deliver our services – to improve the experience of our customers and service-users but also to ensure the Council's financial sustainability.

**Chief Executive's Service** continues to support this through:

Ensuring **corporate goals** are linked through all Council policy, and service plans reflect improvement and efficiency

Leading the council's public, staff and stakeholder **communications** that drive awareness of future change

Delivering **Right For Renfrewshire** savings workstreams for Chief Executive's Service

Leading on the **Connected Communities** programme to transform how we work across localities

Supporting the cross-service **Financial Sustainability** workstreams led by the Corporate Management Team

# Workforce development and wellbeing

The Council launched its people strategy [“Our People, Our Future”](#) in 2021, which identifies three priority areas:



health and wellbeing



new ways of working

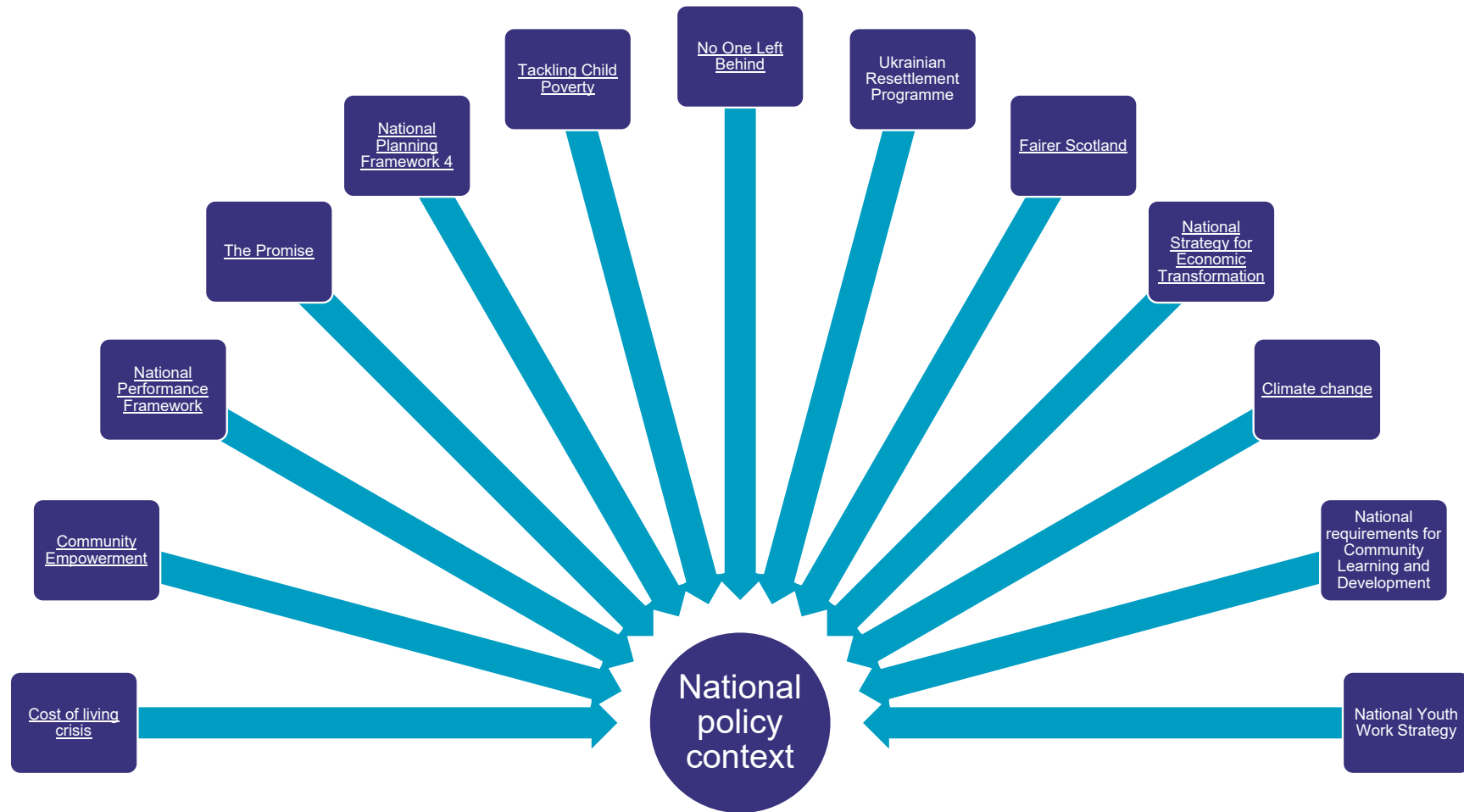
staff communication and engagement



The strategy also integrates the Council’s organisational development vision and workforce planning activities into three strategic outcomes - **our approaches improve; our skills strengthen; and our culture evolves.**

The strategy is aligned with the new Council Plan and ensures focus on supporting staff through service transformation, changing culture norms, embedding our values within decision making and improving staff and service user experiences of the Council.

**Chief Executive’s Service** will ensure these priorities are reflected in our workforce. High-level actions arising from the people strategy are embedded in our Service Improvement Plan and will be measured through its performance monitoring. The service will continue to support hybrid working arrangements, and actively promote new policies and access to health and wellbeing support. Through all this, we will take a collaborative approach to service design and the embedding of new service arrangements following the recent Council restructure.



# Our local policy context

## Our Values

- Our Values describe our promise to our communities, staff, and partners. They guide how we deliver services and make decisions.

## Economic Development

- Investing in innovation, economic infrastructure and skills across Renfrewshire. Following Covid-19 recovery measures, the service is working to ensure the area is resilient to economic pressures

## Council and Community Plans

- Our Council Plan and Community Plan set the strategic framework for our organisation and describe what we want to achieve for Renfrewshire.

## Glasgow City Region City Deal

- Delivering infrastructure projects that will bring jobs and investment to Renfrewshire, and achieve community benefits from suppliers so any money spent in Renfrewshire benefits Renfrewshire.

## Fairer Renfrewshire Programme

- Brings together existing programmes of work focused on achieving fairness and equity, and tackling the inequalities that exist across Renfrewshire's communities.

## Equalities, diversity and inclusion

- Every area of work within the Council has a role to play in promoting equality and diversity. The Equality Act 2010 protects people from unfair treatment and asks public bodies to show how they make a positive difference to equality groups.

## Alcohol and Drugs Change Programme

- Takes forward projects to deliver the recommendations from Renfrewshire's Alcohol and Drugs Commission to reduce drug and alcohol-related harms and promote recovery.

## Trauma-informed and Responsive Renfrewshire Programme

- Every area of work within the Council has a role to play in promoting equality and diversity. The Equality Act 2010 protects people from unfair treatment and asks public bodies to show how they make a positive difference to equality groups.

# Our local policy context

## Digital Strategy

- Making sure everyone has the opportunity to reach their digital potential and maximise the benefits that digital technologies offer

## Local Development Plan 2021 - 2031

- Setting out our land use strategy for the next 10 years, managing development in order to fit local needs

## Future Paisley

- A programme of cultural events and activity based around Paisley and Renfrewshire's unique and internationally-significant story which uses targeted investment to deliver positive change.

## Ren Zero

- Support the Council's pledge to tackle the climate crisis, working towards our net zero target as an organisation and across Renfrewshire.

## Best Value

- Aims to ensure good governance; manage resources effectively; focus on improvement; and, most importantly, deliver the best possible outcomes for local people.

## Connected Communities

- Develop new options for services and partners to work together more closely across localities and develop community capacity

## Youth Engagement

- Encouraging youth participation working in partnership with schools to support young people to promote rights and equalities



# Our key priorities

Leading the delivery of the Council and Community Plans

Regenerating Renfrewshire's towns and developing thriving neighbourhoods

Supporting new and existing businesses, delivering employability programmes and growing the local economy

Delivering Renfrewshire's City Deal and associated infrastructure programme

Delivering cultural regeneration through policy change, events & interventions & cultural venues investment

Leading on migration and asylum issues on behalf of the Council

Developing a new Events Strategy for Renfrewshire

Developing our Connected Communities programme

Reducing poverty and tackling inequalities in Renfrewshire

Supporting the organisation, partners and communities to work towards Net Zero Renfrewshire

Encouraging and increasing community empowerment, local participation and decision-making

Managing the Council brand and strategic communications with staff, citizens, elected members, media and local and national partners.

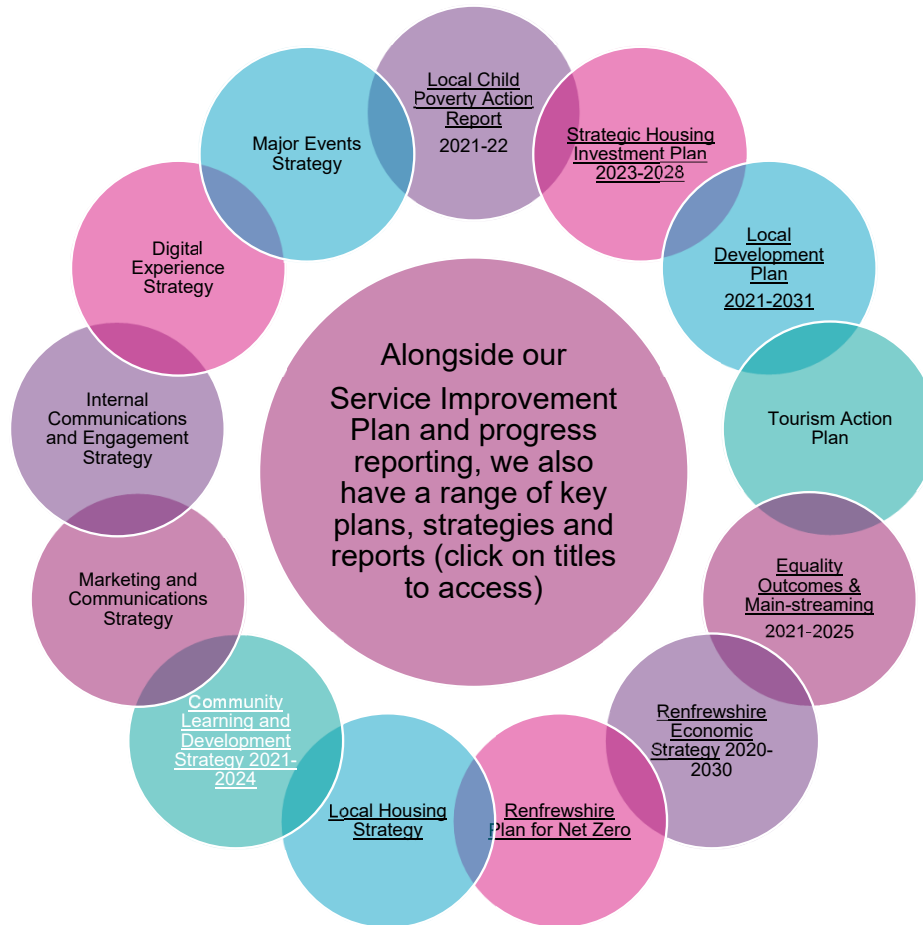
# Our focus for 2023/24

- Embedding the new **Council Plan** as the framework for delivering the Council's priorities, communicating the vision with colleagues across the organisation
- Working with partners to support Renfrewshire residents through the **cost-of-living crisis** through the Fairer Renfrewshire Programme and continuing work on **tackling inequality** with a particular focus on child poverty
- Supporting increased **community empowerment**, including further development of Local Partnerships, the mainstreaming of Participatory Budgeting, and the Connected Communities programme
- Progressing the development of the **Trauma-Informed and Responsive Renfrewshire Programme**, ensuring policies, projects and activities are developed in an inclusive way, mindful of how trauma could impact the way people interact with our services.
- Continuing to deliver the recommendations of the **Alcohol and Drugs Commission** to reduce harm from substance use.
- Leading on the Council's response to **migration and asylum** issues.
- Delivering Renfrewshire's **Cultural Infrastructure Investment Programme**, with the planned reopening of Paisley Museum next year which will showcase Paisley's world-changing stories to new audiences and bring people into the town-centre.
- Developing a new **event strategy** for Renfrewshire, expanding programming across Renfrewshire and undertaking work to understand the social impact of events for Renfrewshire communities.
- Working with partners to deliver the **Future Paisley** step changes and evaluate the impact of the programme on Renfrewshire communities

# Our focus for 2023/24

- Continuing to progress our **City Deal and Infrastructure** projects, and monitoring the benefits they bring to Renfrewshire, including increased investment and employment, and reduced carbon impact through sustainable transport links.
- Delivering the next phase of **AMIDS** with our new development partner
- Continuing to work on developing and delivering our **town centre strategies** as a central part of our placeshaping work.
- Developing a **Community Wealth Building** plan, setting out how we will work with partners and with local communities and businesses to increase economic potential
- Providing strategic support to **Ren Zero**, reviewing opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people.
- Continuing to build the **Council's brand and reputation** with key publics and explaining council policy and decision-making through effective communications
- Progressing our **digital experience** work and delivering the first release new website
- Coordinating and supporting activities to ensure the Council **delivers Best Value**, including through self-assessment and enhanced performance management

# Other plans, strategies and reports



**For Chief Executive's Services, reports are presented to different Policy Boards depending on the topic, and others go to Leadership Board. Papers and access to video recordings of past meetings can be found [here](#).**

# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Develop new options for services and partners to work together more closely across localities to provide advice and support to local people and develop community capacity (CF)	By working together, we will maximise the opportunities to support communities in ways that are empowering, sustainable and tailored to local needs.	31 December 2025
Deliver a participatory budgeting framework for the Council (CF)	Communities will feel more empowered and involved. A proportion of council spend directly reflects the priorities identified by local community members.	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.	31 March 2024
Deliver Renfrewshire's Cultural Infrastructure Investment Programme	Renfrewshire will have state of the art cultural venues and attract people to the area	31 July 2024
Participate in and monitor progression of the Clyde Metro in partnership with Glasgow City Council, Transport Scotland and other stakeholders.	Sustainable links to AMIDS, Glasgow Airport, Gilmour Street Train Station, Renfrew and Braehead will enhance economic potential and reduce carbon.	31 March 2025
Work with the development partner and stakeholders to maximise the potential of AMIDS for Renfrewshire	Social and economic regeneration improvements within Paisley North Area and improved enabling infrastructure	31 March 2026
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.	31 March 2024
Successfully deliver the Capital Appeal for Paisley Museum Reimagined Ltd.	We will raise 3.5m to support the transformation of Paisley Museum.	31 March 2024

# Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Implement the destination marketing plan to promote Renfrewshire as a day-visitor location, maximising existing audience and product intelligence and ensuring brand relevance across 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.	31 March 2024
Deliver on the ambitions of our town centre strategies/visions and specifically working with partners to transform our key centres.	Deliver changes within the identified key areas Outline a clear vision for the future of the town centres	31 March 2026
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	31 March 2025
Deliver Renfrewshire's Strategic Housing Investment Programme in partnership with other housing providers in Renfrewshire	The SHIP is key to the targeting of resources are effectively targeted to deliver new and improved housing which meets local housing priorities.	31 March 2028
Deliver Renfrewshire's Local Housing Strategy 2022- 27	The LHS has a central and strategic role in directing investment in housing and related services locally. It sets out a strategic vision for the delivery of housing, related services and the outcomes that it will seek to achieve.	31 August 2025
Deliver the Local Development Plan, the 10 year spatial strategy for Renfrewshire	The LDP sets out policies and proposals that aim to facilitate sustainable economic growth and sustainable development by directing development to existing built up areas, creating sustainable mixed communities, high quality places and helping to tackle climate change.	31 March 2027

# Delivering the Council Plan - PLACE

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Fundraising income target	Annual	£384,6114	2022/23	£548,191	£500,000
Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley.is destination brand	Quarterly	314,041,621	2022/23	204,638,668	200m
Number of properties on the Buildings at Risk Register	Quarterly	27	2022/23	27	27
Percentage of first reports (Building Standards) issued within 20 days	Quarterly	53.4%	Q3 2022/23	67%	95%
Amount of Vacant and Derelict Land (hectares)	Annual	208.6	2022/23	254	Data only
Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment (hectares)	Annual	28	2021/22	28	20
Affordable housing completions	Annual	170	2022/23	369	200
Private housing completions	Annual	572	2021/22	572	500

# Delivering the Council Plan - ECONOMY

What will we do?	What difference will we make?	When will we do it by?
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.	31 March 2025
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. We will also examine the impact of events on civic pride, community cohesion and wellness.	31 March 2024
Develop an Investment Proposition for Renfrewshire that is clear on our economic ambitions for place	Setting out our goals and the benefits of investing in Renfrewshire will provide opportunities for local communities in terms of economic potential and wealth creation.	31 March 2025
Develop a Community Wealth Building Plan for Renfrewshire	The plan and its implementation will support the local economy through job creation, wealth creation and economic growth by strengthening links with local business and building on the support already delivered.	31 March 2024
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.	31 December 2023
Maximise funding for regeneration of Renfrewshire's places through grant submissions to external sources including UK and Scottish Governments	Supporting the economic growth of our communities and places and benefitting from national funds.	31 March 2026



# Delivering the Council Plan - ECONOMY

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Measure of Civic Pride related to events (% of people agreeing that local events make them proud of their home town)	Annual	New for 2022/23	2022/23	84%	85%
Number of people participating in the events programme	Quarterly	789	2022/23	3,140	1750
Number of people performing in the event programme	Quarterly	307	2022/23	568	400
Number of volunteering hours supporting the development and delivery of the events programme (new)	Quarterly	NEW	NEW	NEW	45
Number of people attending the events programme	Quarterly	63,630	2022/23	151,500	95,000
Economic impact and local spend of attendees to the events programme (New)	Quarterly	NEW	NEW	NEW	Baseline tbc
Average spend per head of attendees to the events programme (New)	Quarterly	NEW	NEW	NEW	Baseline tbc
Number of new business start-ups in Renfrewshire with Business Gateway support	Quarterly	272	2022/23	206	320
Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team	Quarterly	New for 2022/23	2022/23	350	300
Number of Social Enterprises supported to grow / develop / income generate with Council support	Quarterly	New for 2022/23	2022/23	89	80

# Delivering the Council Plan - ECONOMY

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Number of trainee type posts created for unemployed people at Renfrewshire Council	Quarterly	New for 2022/2023	2022/23	68	40
Number of unemployed/ low waged people being supported through Renfrewshire Council Employability Programme	Quarterly	859	2022/23	1,370	1,100
Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme	Quarterly	New for 2022/2023	2022/23	507	400
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme	Quarterly	686	2022/23	538	350
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme	Annual	221	2022/23	340	180

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Develop 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.	31 March 2025
Deliver the Stigma/Language Matters project.	Tackling the stigma surrounding harmful alcohol and drug use can support recovery.	31 March 2024
Take forward the recommendations of the Alcohol and Drugs Commission	Alcohol and drug use can have major consequences for individuals and communities. A recovery-led approach delivered in partnership will contribute to reducing individual and societal harms.	31 March 2025
Develop the new Fairer Renfrewshire programme (CF)	A co-ordinated programme of activities is in place which targets action where it is needed most to reduce inequalities.	31 March 2025
Work with partners to support Renfrewshire residents through the cost-of-living crisis	People most impacted by rising prices will be supported to access affordable products, to maximise their incomes, and to improve their wellbeing.	31 December 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 a greater understanding of individual experiences	31 March 2024
Develop the Fair Food Renfrewshire strategy.	Vulnerable individuals will be able to access support to manage the issues of food insecurity.	31 March 2024

# Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Carry out deep dive (planned for early 2023) focusing on child poverty, which will inform delivery of local child poverty action plans (CF)	This exercise will provide a detailed understanding of the factors driving child poverty and how this may have changed, and will help focus actions where they can have the greatest impact.	31 December 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.	31 September 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.	31 March 2024
Deliver services in line with the CLD strategy 2021-24, such as Youth Voice programme and Street Stuff (CF)	A range of positive outcomes can be delivered, including greater youth empowerment, increased levels of physical activity, healthier lifestyles, skills development and personal growth.	31 March 2026
Deliver targeted programmes of community-based adult literacy and numeracy, ESOL, digital, personal and social development, and family learning activities in response to identified need and as set out in Renfrewshire's CLD Strategy 2021-24 (CF)	Local residents are supported in their personal and social development which can lead to improved employment opportunities, tackling social isolation, strengthening communities and empowering people.	31 March 2026
Continue to deliver new approaches to Building Communities and identify further new opportunities for locality area-based support which builds community capacity.	Communities are supported to identify and tackle local priorities, increasing empowerment, civic pride and community cohesion.	31 March 2026

# Delivering the Council Plan - FAIR

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Community Asset Transfer - number of months from receipt of an application to a determination being issued from the Council	Annual	0	2022/23	4	6
Number of people engaged with Adult and Family learning team	Quarterly	NEW	NEW	NEW	220
Number of school visits undertaken to raise awareness of environmental action and the impact of anti-social behaviours.	Quarterly	NEW	NEW	NEW	100

# Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Provide strategic and policy support for the Council's Plan for Net Zero	This will support oversight and good governance in relation to the delivery of the Plan for Net Zero.	31 March 2026
Review opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people	This will contribute to job creation and our Community Wealth Building Plan as well as ensuring the local population has the skills that potential investors need.	31 December 2024
Explore opportunities to extend the District Heating Network beyond AMIDS	This will contribute to Renfrewshire's Net Zero ambitions and show the value of sustainable energy projects.	31 March 2025
Investigate options for a sustainable transport plan for AMIDS.	This will identify opportunities to further enhance the impact of the AMIDS development and contribute to our Net Zero goals.	30 September 2024
Develop a new Sustainable Communities Fund.	The fund will support the shared ambitions of empowering and developing our communities and tackling the climate crisis and enhancing and protecting our natural environment.	31 March 2024

# Delivering the Council Plan - GREEN

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Number of local businesses working with the Council to progress the Net Zero agenda	Quarterly	New for 2022/23	2022/23	48	40
Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants	Quarterly	New for 2022/23	2022/23	2	2
Number of visits by Environmental Taskforce to flytipping hotspots	Quarterly	New for 2022/23	2022/23	260	1,500
Number of members of the Team Up to Clean Up Facebook Community	Quarterly	NEW	NEW	NEW	5,000

# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Lead engagement with services to embed the new Council Plan as the framework for delivering the Council's priorities	It will be clear what our strategic priorities are and how each service contributes to delivery of these. We collaborate.	31 March 2024
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.	31 December 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.	31 December 2023
Support engagement opportunities to influence national policy direction and align the focus of the organisation in response to national legislation	We contribute to national discussions on matters of importance to local government and seek to influence policy. We understand likely future developments and support services to be fully prepared to implement changes.	31 March 2027
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.	31 March 2025



# Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
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.	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.	30 April 2024

# Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	77%	2022/23	62.5%	100%
% of frontline resolution complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	40%	2022/23	50%	85%
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Quarterly	5.98	2022/23 Q3	3.85	6.5
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Quarterly	93.5%	2022/23	97%	100%
Number of people engaging with the Council's digital channels (not including website).	Quarterly	64,822	2022/23	69,287	65,000
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	Quarterly	371,061,673	2022/23	316,560,958	250m
% of staff who feel that the information they receive from internal communications is helpful	Annual	85%	2021/22	85%	85%

# Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2021/22 Value	Last Update	Current Value	Target 23/24
Time to issue a building warrant or amendment to warrant from receipt of application (days)	Quarterly	101.2	2022/23 Q3	90	60
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly	60.1%	2022/23 Q3	81.5%	90%
Average Time for processing Planning Applications (Householder) (weeks)	Quarterly	7.2	2022/23 Q2	13.4	8

# Delivering the Council Plan – Cross cutting theme

## IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

'Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire's **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire's children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.' *Council Plan 2022-2027*

In order to deliver this cross-cutting theme, the outcomes of children and families will be considered while implementing all actions within the following action plan, but those marked '(CF)' will be particularly relevant. Additionally, the following actions will be a priority for the service:

What will we do?	What difference will we make?	When will we do it by?
Contribute to the Council's commitment to The Promise for all care experienced people	Care experienced young people have better outcomes and a more positive experience of care; feel listened to and valued; can build and maintain good relationships	31 March 2027
Deliver targeted diversionary activities for children and young people including Street Stuff		
Support youth participation and engagement through projects such as Celebrating Renfrewshire and support for the Scottish Youth Parliament.	Children and young people are supported to participate in their community and in local and national democracy. They feel empowered to make a contribution to their community.	31 March 2025
Through Future Paisley, facilitate improved access to cultural activity for children and families.	Access to cultural activity is known to directly contribute to improving wellbeing.	
YOUTH STRATEGY		

# Chief Executive's Service

Service Improvement Plan 2023 – 26

For more information, please contact:  
[policycefar@renfrewshire.gov.uk](mailto:policycefar@renfrewshire.gov.uk)



Renfrewshire  
Council