

Chief Executive's Service

Service Improvement Plan 2026 - 29



Renfrewshire
Council

Chief Executive's Services – Our Service



Supporting Business

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



Events

Attracting visitors
& positive
economic impact



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



Estates

Managing the
Council's estate



Regeneration

Supporting the
regeneration of our
towns and villages



Marketing and Communication

Managing the
Council's brand &
communication with
local people



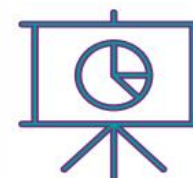
Planning and placeshaping

Delivering planning &
building standards
services, including policy



Connected Communities

Working with
communities,
partners and third
sector



Strategy and Policy

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

Our resources and risks

Our Budget

For 2026/27, our service revenue budget is £13.3m. This includes funding for Fairer Renfrewshire, and the Council's events programme.

As part of the capital budget, £2.1m has been allocated for City Deal projects, £2.3m for town centre regeneration, and £723,000 for place-based funding.

Our Risks

Risks	Evaluations
Our strategic risks	
Economy	Very High
Reducing Inequalities in Renfrewshire	Very High
Our corporate risks	
Misinformation/disinformation	Moderate
Our service risks	
Discontinuation of Shared Prosperity Fund	Moderate
AMIDS – Investment Zone status	Moderate

Transformation and Financial Sustainability

The Council's financial outlook is significantly challenging. For the three-year period from 2026/27, there is currently a forecast budget deficit of broadly £32m after the assumed delivery of known recurring savings.

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.

The Chief Executive's service supports this by:

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

Leading on the Connected Communities programme to transform how we work together with communities

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

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

Leading the transformation of our website and employee intranet to improve the user experience and maintain trust in the council

Data Strategy

The Council's Digital Strategy includes a Smart Data Workstream tasked with improving the management and exploitation of data in a consistent way across all our services, leading to the improvement of the Council's capabilities around data. As part of the Smart Data Workstream an organisation-wide data governance group has been created which includes data specialist representatives from all services. Service data strategies have been developed during 2024 across the Chief Executive's Service to address gaps and improve the management and exploitation of business-critical data.

In 2026/27, the service will continue to contribute to the work of the Data Advisory Group, and will progress actions from the Digital Strategy. Our own data review will be a particular area of focus this year.

Renfrewshire Council's Service Improvement Context



Our key plans, strategies and reports



For Chief Executive's Service, 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 are available on the Council's website

Chief Executive's Service Policy Context



Fairer Renfrewshire Programme

Town Centre Regeneration

Connected Communities

Local Development Plan

Marketing and Communications Strategy

Digital Experience Strategy

Local Housing Strategy

Economic Development

Glasgow City Region City Deal

Best Value, Audit and Inspection

Consultation and Engagement

Events Strategy

Community Wealth Building

Strategic Housing Investment Plan

Priorities for 2026/27

Driving a place-based approach to regeneration

Contributing to the growth of Renfrewshire's economy through infrastructure investment, support for local businesses and employability services

Contributing to the Council's transformation agenda, including AI and digital transformation, to support financial sustainability

Supporting staff health and wellbeing as part of the Council's work to reduce absence

Develop the evidence base for the new Council and Community Plans through needs assessment and engagement

Communicating and engaging with communities and stakeholders on our vision for Renfrewshire

Working with partners to reduce inequality and support low-income households through our Fairer Renfrewshire programme

Deliver the Connected Communities workstreams, reshaping our relationship with our communities

Continue to develop the new council website and develop a new intranet for employees, improving the user experience

Launch Discover Renfrewshire visitor marketing campaign

Looking ahead: focus for 2026/27

- Maximise the benefits of the Investment Zone at AMIDS
- Progress the actions outlined in our town centre strategies/visions by collaborating with partners to transform our key centres
- Continue to progress our Connected Communities programme including the launch of our Every Conversation Matters programme
- Lead on the development of new Community and Council Plans for Renfrewshire
- Strengthen consultation and engagement practice in the Council, alongside a new Your Voice Matters engagement plan
- Preparation of the new Local Development Plan, including an updated Development Plan Scheme and Participation Statement.
- Deliver the Fairer Renfrewshire Action Plan, progressing new initiatives such as the Local Child Poverty Insight Partnership
- Continue to monitor and respond to population change with targeted programmes of work in relation to New Scots and community cohesion
- Strengthen performance management and reporting arrangements which support continuous improvement in the Council
- Deliver an improved online experience for the public and employees through our Digital Experience Programme
- Deliver the council's Events programme
- Deliver our visitor marketing and communications campaign
- Deliver our Community Wealth Building Plan in line with new national guidance
- Contribute to AI and digital transformation
- Contribute to the Living Well, Leading Well programme as part of the Council's plan to reduce absence

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Progress the actions outlined in our town centre strategies/visions by collaborating 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 2028
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 2027
Refresh the Strategic Housing Investment Plan to identify a development programme to ensure Scottish Government funding is maximised to deliver affordable housing in Renfrewshire	Increased supply of affordable homes in Renfrewshire and support the delivery of the Council's Housing Regeneration Programme.	31 October 2028
Prepare a new Local Housing Strategy for the period 2028-2033, in line with revised Scottish Government guidance	The new strategy will identify strategic housing priorities within Renfrewshire and direct resources to help meet housing needs	31 March 2028
Prepare 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 December 2028
Develop plans for regeneration and investment proposals of scale to bid for external capital funding opportunities.	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 2028

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Continue to lead on the Council's migration and population change response – developing detailed understanding of the changes and shifts in population and the diversity of Renfrewshire's communities	Understanding the changing shape and needs of Renfrewshire's population will help the Council ensure that services can adapt and that barriers to accessing services can be removed.	31 March 2028
Design a new Connected Communities service model for the Council – implementing a new service structure and developing the corporate approach for the whole organisation	By working together, we will maximise the opportunities to support communities in ways that are empowering, sustainable and tailored to local needs.	31 December 2029
Deliver the 2026 events programme to include high quality programming developing meaningful participation and performance opportunities for local groups and artists.	Our annual events programme will take place across Renfrewshire, supporting the local economy and providing cultural opportunities.	31 March 2027
Deliver a two-year visitor marketing and communications campaign that inspires local residents and regional visitors to explore Renfrewshire's tourism and leisure experiences.	Our visitor marketing will support residents and visitors to explore tourism and leisure experiences, and generate benefits for the local economy	31 March 2028

Delivering the Council Plan - PLACE

Performance Indicator	Frequency	2025/26 Value	Latest Update	Latest Value	2026/27 Target
Percentage of first reports (Building Standards) issued within 20 days	Quarterly	82%	2025/26	82%	95%*
Time to issue a building warrant or amendment to warrant from receipt of application (days)	Quarterly	120	2025/26	120	60*
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly	88%	2025/26	88%	90%*
Average Time for processing Planning Applications (Householder) (weeks)	Quarterly	8.7	2025/26	8.7	8
Immediately available employment land as a % of total land allocated for employment purposes in the local development plan (LGBF)	Annual	Not yet available	2024/25	75%	Data only
Affordable housing completions	Annual	98	2025/26	98	133**
Private housing completions	Annual	437	2025/26	430	300**

*Targets set nationally

** Targets are based on an annualised figure for housing needs in Renfrewshire 2023-2042 as set out in the Local Housing Strategy

Delivering the Council Plan - ECONOMY

What will we do?	What difference will we make?	When will we do it by?
Continue to support local employment through the delivery of targeted support through the Council's employability programme	Our programmes support people to develop new skills and find opportunities to enter the workforce and sustain employment.	31 March 2027
Continue to progress core actions to support local and regional economic growth.	Council activity on regeneration, employability, support for local businesses and investment in infrastructure contributes to making the right conditions for economic growth.	31 March 2027
Develop a Community Wealth Building Plan for Renfrewshire	A community wealth building approach aims to ensure that public spending can contribute to economic growth, fairness and shared prosperity.	31 March 2027
Maximise the benefits of the Investment Zone at AMIDS	The new status will contribute to the attractiveness of the area for investors and employers, generating benefits for the Renfrewshire economy.	31 March 2035
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 2027
Complete the Tech Terrace development (Phases 1 and 2) and attract the first large occupier	The Tech Terrace facility will provide high-quality bespoke accommodation for start-ups and small tech businesses, supporting local employment and regeneration.	31 March 2028

Delivering the Council Plan - ECONOMY

Performance Indicator	Frequency	2025/26 Value	Latest Update	Latest Value	2026/27 Target
Measure of Civic Pride related to events (% of people agreeing that local events make them proud of their hometown)*	Annual	91%	2025/26	91%	92%
Number of people participating in the events programme	Annual	6,077	2025/26	6,077	7,000
Number of volunteering hours supporting the development and delivery of the events programme	Annual	445.5	2025/26	445.5	455
Number of people attending the events programme	Annual	118,509	2025/26	118,509	122,500
Economic impact and local spend of attendees to the events programme	Annual	£4,576,460	2025/26	£4,576,460	£4.65m
Number of new business start-ups in Renfrewshire with Business Gateway support	Quarterly	327	2025/26	327	320
Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team	Quarterly	407	2025/26	407	300
Number of Social Enterprises supported to grow / develop / income generate with Council support	Quarterly	61	2025/26	61	60

* All events targets are reflective of the 2025-2028 Events Strategy

Delivering the Council Plan - ECONOMY

Performance Indicator	Frequency	2025/26 Value	Latest Update	Latest Value	2026/27 Target
Number of trainee type posts created for unemployed people at Renfrewshire Council	Quarterly	78	2025/26	78	60
Number of unemployed/ low waged people being supported through Renfrewshire Council Employability Programme	Quarterly	1,489	2025/26	1,489	1,100
Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme	Quarterly	638	2025/26	638	600
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme	Quarterly	532	2025/26	532	500
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme	Annual	269	2025/26	269	180

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Implement the Fairer Renfrewshire Action Plan, working with partners to support Renfrewshire residents through the cost-of-living crisis	A co-ordinated programme of activities is in place which targets action where it is needed most to reduce inequalities.	31 March 2027
Implement the Equalities Outcomes Action Plan	Embedding equality of opportunity into our decision-making, policies and practices to improve outcomes for those who live, work and study in Renfrewshire.	31 March 2028
Develop the Local Child Poverty Insight Partnership Project	The partnership will use existing data to identify families showing early signs of child poverty risk, and connect them quickly to the right support, including income maximisation, employability help, cost of living advice and family wellbeing services.	31 March 2027

Delivering the Council Plan - FAIR

Performance Indicator	Frequency	2025/26 Value	Latest Update	Latest Value	2026/27 Target
Community Asset Transfer - number of months from receipt of an application to a determination being issued from the Council	Annual	5	2025/26	5	6
Number of unique adults participating in CLD activity	Quarterly	424	2024/25	1,564	Data only
Number of unique children and young people participating in CLD activity	Quarterly	6,259	2024/25	6054	Data only
Number of children in receipt of school clothing grants	Annual	5,860	2024/25	5,316	Data only
Percentage of children aged under 16 living in relative low-income families After Housing Costs	Annual	Not yet available	2024/25	12.7%	Data only

Delivering the Council Plan - GREEN

Performance Indicator	Frequency	2025/26 Value	Latest Update	Latest Value	2026/27 Target
Number of local businesses working with the Council to progress the Net Zero agenda	Quarterly	76	2025/26	76	40
Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants	Quarterly	5	2025/26	5	8
Number of Team Up to Clean Up litter picking and clean up events	Quarterly	4,051	2025/26	4,051	3,000
Number of Team Up to Clean Up volunteer participation instances	Quarterly	5,857	2025/26	5,857	3,700

Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Deliver the digital experience strategy to make it very easy for our local communities and employees to find and use the information they are looking for on Renfrewshire.gov.uk and the intranet and to help them successfully access online services.	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.	31 March 2027
Continue to lead Best Value activity, including the delivery of the Corporate Improvement Plan.	We are committed to continuous improvement and base our improvement work on a clear understanding of our strengths and our areas for development.	31 March 2027
Developing a corporate data and analytics team model which supports the aspirations of the Council to be a data driven organisation	Robust data and intelligence will support decision-making. Specialist resources will be targeted appropriately.	31 August 2026
Deliver the Every Conversation Matters Campaign	Working to deliver a consistent, fair and helpful ‘no wrong door’ experience for our citizens, building trust through valued, human connections that solve problems effectively	31 December 2027

Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Continuing to develop our service models which deliver the Council's priorities and support its financial sustainability and transformation	The ongoing financial challenges facing all councils are addressed through the commitment of all services to deliver savings.	31 March 2027
Implement the new Consultation and Engagement Strategy	A co-ordinated approach ensures that the opportunities to learn from customer engagement are maximised, and duplication is avoided.	31 March 2027
Implement the Your Voice Matters engagement plan	We will engage with residents, communities, partners, and stakeholders ensuring the future direction of the Council family is informed by listening to what matters most to the people in our communities.	31 March 2027
Develop the new Council and Community Plans	We will align the development of key strategic plan, engaging with residents and partners, to inform the future direction of the Council family	30 September 2027
Deliver the Internal Communications and Engagement Strategy 2023-27 to support enhanced employee communication to deliver our organisational priorities	We will support the delivery of the principles outlined in the council's People Strategy and workforce planning, building on successful staff communication and engagement methods, fostering a culture that supports and empowers staff resulting in a well-informed and motivated workforce.	31 March 2027
Deliver the Marketing and Communications Strategy (2024-27) to inform all council stakeholders of our services and our work to make Renfrewshire a better place to live, work, learn	We will support the delivery of the strategic outcomes in our Council Plan and supports our long-term organisational financial sustainability.	31 March 2027

Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Align service data activities with the Digital Strategy objective “Data is a critical asset” and ensure visibility of data activities at Directorate SMT.	Senior Management visibility ensures data activities will be prioritised.	31 August 2026
Identify data skills gaps , e.g. data input, data analysis and address in alignment with the People Strategy and aligned to the CE service’s data review.	Ensure the workforce has appropriate capabilities to improve the effectiveness of our data.	31 August 2026
Review data quality in key line of business systems and develop improvement plan in alignment with organisational priorities.	Reduction in data remediation activities, enabling real-time data driven decisions.	31 August 2026
Further define data analysis requirements to improve decision-making and support capabilities locally within services where required, aligned with the service’s data review.	Improve how data is presented to decision makers.	31 August 2026
Support Year 1 of the AI Transformation Programme	The Council maximises the benefits of AI solutions in relation to service efficiencies.	31 March 2027
Actively support the Council’s ‘Living Well, Leading Well’ programme, including driving service level improvements to manage absence	Staff and managers are aware of the supports available to support good health and wellbeing and benefit from a fair and consistent approach to absence management. Improving absence levels is a shared goal across the Council.	31 March 2027
Lead on the Trauma Informed and Responsive Renfrewshire programme and the development of a new roadmap	Services consistently recognise and respond to the impact of trauma. Staff feel supported and confident in their roles, and people who use services experience more responsive, person-centred support.	31 March 2027

Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2025/26 Value	Latest Update	Latest Value	2026/27 Target
% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	87.5%	2025/26	87.5%	85%
% of frontline resolution complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	89.1%	2025/26	89.1%	85%
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Quarterly	7.65	2025/26	7.65	Target to follow
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Quarterly	97%	2025/26	97%	100%
Percentage of new CE staff completing corporate induction within 30 days of start date	Annual	61%	2025/26	61%	100%
Percentage of CE staff who have completed all mandatory training	Annual	95%	2025/26	95%	100%
Percentage of CE staff who have completed a Personal Development Plan within the last year	Annual	Data not yet available	New PI 2025/26	Data not yet available	100%

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

Chief Executive's Service

Service Improvement Plan 2026 – 29

For more information, please contact:
policycefar@renfrewshire.gov.uk