

**To: Cross Party Sounding Board**

**On: 8 September 2022**

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**Report by: Chief Executive**

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**Heading: Development of new Council Plan and refreshed Community Plan**

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## **1. Summary**

- 1.1 A meeting of the Cross Party Sounding Board has been convened to discuss the development of a new Council Plan and refreshed Community Plan for Renfrewshire. These plans have been developed through an extensive programme of research and engagement and it is now possible to present information on the high level structure of these plans for discussion with elected members.
- 1.2 As set out within this paper, officers will provide a presentation summarising the work that has been undertaken to date to develop these plans, and will provide an overview of the key outcomes and priority actions which have been identified for each Plan. Both plans have been developed in tandem and there is close alignment in terms of the priorities identified for both the organisation and as a wider partnership. The presentation is attached at Appendix 1 to this report.
- 1.3 Subject to feedback received, the final content of the Plans will be developed ahead of submission to the Council on 29 September 2022.

## **2. Recommendations**

- 2.1 It is recommended that the Cross Party Sounding Board:
  - Note progress made in developing the new Council Plan and refreshed Community Plan over the summer period;
  - Discuss potential priorities and activities to be reflected within the Council Plan and Community Plan; and
  - note that both plans will be submitted to Council for approval on 29 September 2012.

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### 3 Background

- 3.1 Renfrewshire Council has a robust strategic planning framework, which ensures that the Council works effectively at partnership, organisational and service level to plan and deliver services, and improve outcomes for local people, businesses and communities.
- 3.2 The Council Plan is one of three important sets of documents that, taken together, describe what the Council is trying to achieve over the coming years and how it is going to do this:
- The **Council Plan** summarises the Council's priority objectives over a period of usually 3-5 years and the actions it will take to deliver these objectives
  - The **Community Plan** summarises the priorities for Renfrewshire that the Council and its community planning partners (the other public bodies and third sector organisations that deliver services within Renfrewshire) have identified and agreed that can best be achieved by working closely together.
  - **Service plans** detail the activity that each Council service will be undertaking to contribute to the successful delivery of the Council Plan and the Community Plan.

#### Council Plan

- 3.3 The Council Plan is a key strategic document, which sets out for Council employees, local people, businesses, partner organisations and voluntary organisations, what the Council is aiming to achieve over a period of time. The current Council Plan was approved in September 2017 and covered the period from 2017-2022.
- 3.4 The current context in which the Council is operating is increasingly complex. The pandemic has significantly impacted the way in which the organisation has had to operate over the past 2 years, and factors such as the current cost of living crisis, constraints on public finances and the proposed structural reform of health and social care services all require the organisation continually to adapt and respond in new ways and be reflected in the new Council Plan.

#### Community Plan

- 3.5 In line with the provisions of the Community Empowerment Act, local partners are required to produce a Local Outcomes Improvement Plan, which outlines the strategic priorities of all stakeholders within a local authority area, and with a particular focus on tackling inequality. In 2017, partners agreed a 10 year Local Outcomes Improvement Plan, which is locally referred to as the Community Plan.
- 3.6 During the last two years partners have come together regularly to review shared priorities, particularly in relation to the response to the COVID-19

pandemic. It was agreed earlier in 2022, that a refresh of the existing Community Plan should be undertaken, providing an opportunity for partners to refocus and restate priorities at the mid term stage of the Plan.

- 3.7 It is worth noting that the refreshed Community Plan provides an opportunity for partners to really hone in and focus on areas of activity where collective action will make a difference in terms of the outcomes being targeted for local people and communities. The refreshed Community Plan will not therefore describe all of the activities and partnership initiatives that are already being delivered as business as usual.

## **4 Development of Plans**

- 4.1 Both plans have been developed in tandem, and informed through an extensive programme of engagement and research. Officers have worked with partners and communities to undertake a Strategic Needs Assessment exercise. This has built on the findings of the COVID community impact assessments that have been undertaken over the past few years and has included:
- Analysis of key sources of information, policies and statistics at a local and national level
  - Surveys of local people to assess current impacts of the pandemic and cost of living crisis
  - Engagement with a range of officers and partners to discuss local priorities and levels of local need
- 4.2 Officers have now drafted high level drafts of both the Community and Council Plans for discussion with key stakeholders. High level outcomes and priorities have been identified for each plan and following final engagement on these, it is anticipated that both plans will be submitted to full Council on 29 September for approval.
- 4.3 Officers have prepared a presentation for members which summarises the work undertaken to date to develop the plans, and provides a high level overview of the draft priorities and outcomes which will be targeted locally through the implementation of these plans. This is attached at Appendix 1 and will be delivered by officers as the main agenda item for the Cross Party Sounding Board to consider at its meeting on 8 September.

## **5. Next steps**

- 5.1 Further to discussion with members of the Cross Party Sounding Board, officers will progress final drafts of both plans with partners and internal services, ahead of submission to full Council on 29 September.
- 5.2 A performance framework will then be developed for the Council Plan, which will set out the key actions and indicators against progress can be measured over the term of the Plan. This will be submitted to the Leadership Board on 30 November 2022. A similar exercise will also be undertaken by community

planning partners, with an annual report prepared by partners on progress achieved.

- 5.3 Work will also be taken forward with colleagues in HR and OD and the Communications and Marketing team to fully embed and promote the plans through engagement with the wider workforce.

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## Implications of the Report

1. **Financial** – the Council Plan and Community Plan will require to recognise the complex financial landscape in which the organisation is required to operate within.
2. **HR & Organisational Development** – the Council Plan sets out for employees the key outcomes and priorities that all services will work to deliver. Work will be undertaken to embed these outcomes within wider service plans and activities
3. **Community/Council Planning** – as per the content of this report.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

Both plans have been developed through an extensive programme of engagement which began during the pandemic and has involved a range of stakeholders. A key focus of both plans is to reduce inequality, using the voices of lived experience to inform the delivery of services, and the way in which we work as an organisation and as partners.

8. **Health & Safety** –.none.
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** - none

**12. COSLA Policy Position** – none

**13. Climate Risk** – the Community and Council Plans will need to fully reflect the key ambitions and activities outlined within Renfrewshire’s Net Zero Plan.

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**List of Background Papers:**

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# Developing new Council and Community Plans

Cross Party Sounding Board



Renfrewshire  
Council

# Introduction

- Our current Council Plan 2017-2022 has come to an end
- Our Community Plan 2017-2027 (otherwise known as a Local Outcomes Improvement Plan), is midway through its term
- The context in which the Council and its partners are operating has fundamentally changed e.g. COVID, financial constraints, war in Ukraine, digital developments and cost of living crisis
- The needs of residents, businesses and communities have also evolved over time
- Arguably many priorities still feel “right”, but is the focus correct?
- Work commenced on a new Council Plan and refreshed Community Plan in Summer 2022, following a longer term process of research, analysis and engagement

## What this session will cover

We will provide an overview of:

- The key findings from our recent Strategic Needs Assessment process
- The initial key themes and priorities identified for the new Council Plan and refreshed Community Plan
- The next steps required to finalise and implement the plan

We would like to discuss these elements with the Cross Party Sounding Board and gain your views as we finalise these Plans for submission to Council on 29 September 2022

# Updating the Strategic Needs Assessment

- The last Council and Community Plans were underpinned by a Strategic Needs Assessment
- We have updated this to reflect up to date data, research and intelligence
- There is a lot we already knew – detailed Community Impact Assessment, new HSCP Strategic Plan, Housing-Led Regeneration Programme etc
- We already have a good understanding underpinning current priorities such as climate emergency, child poverty – seeking to build a ‘single version of the truth’
- Emerging research informs the SNA such as Public Services Panel results and climate research with Aether
- Reflects headlines, priorities and findings of key strategic plans which already exist

# Population and demographics

- Population forecast to be static but has increased and predicted future growth above Scottish level
- Increasing over 75 population - 2018 to 2028 projected 21% increase
- Declining working age population
- 2.8% Black and Minority ethnic population - growing ethnic diversity but some gaps in data
- Male life expectancy has fallen by 0.9%, with a larger fall than national life expectancy (0.4%)

**179,940**  
**population of**  
**Renfrewshire**

# Housing and household composition

- Increasing number of households - over 90,000 households by 2028
- At 29%, Renfrewshire has the 10th highest proportion of social housing in Scotland
- While the number of homeless households has broadly stayed the same, there was a rise of 4.5% of applicants on our housing waiting list between 2017 and 2021
- Of all homeless applications received in Renfrewshire in 2020-21, 30% were received from people aged 16-25 years of age



In 2020, there were 87,241 households in Renfrewshire. This is expected to increase to 90,601 by 2028

(National Records Scotland)



In 2020, there were 88,624 properties

61% - owner occupied  
29% - socially rented  
10% - privately rented  
56% houses 44% flats

(National Records Scotland and Scottish House Condition Survey 2017- 2019)



78% of the Council's properties are flats. New homes are being developed to balance the property type in the affordable housing sector

Strategic Housing Investment Plan

# Employment

- The unemployment rate is 4.2%, as of September 2021, same as the Scottish rate
- Fewer unemployed people than job vacancies
- 9.5% of Renfrewshire's population is classed as underemployed (national average is 8.1%)
- More people in low paid work than the Scottish average
- Renfrewshire has one of the lowest percentages of self-employed individuals – 4.6% compared to Scottish average of 7.5%
- Renfrewshire has the 4th highest gender pay gap in Scotland at 18.6%, which is 8.4 percentage points higher than the Scottish average

# Poverty

- Child poverty in Renfrewshire has been rising steadily. The most recent published figures for 2020/21 show a fall in the child poverty rate locally to 19.5%
- The percentage of children in working households was the highest in 2020 it has been over the preceding 10 years
- Increase in number of people economically inactive due to sickness
- 94% of Public Services Panel respondents noticed an increase in household costs in last 12 months

**19.5%**  
**children in  
poverty**

# Attainment

- Our pupils perform above the national level for literacy and numeracy, even though our SIMD profile is below the national average
- Renfrewshire has the joint 4th highest percentage of school-leavers going on to positive destinations (96.5%)
- School leavers entering positive destinations have surpassed national figures for previous 2 years
- Looked after children going to positive destinations has improved but compared to the general cohort there is still a significant gap (86% compared to 97% in 2020/21)

**4<sup>th</sup> highest  
percentage of  
school leavers going  
on to positive  
destinations**

# Health and wellbeing

- The rate of drug-related death in Renfrewshire is regularly above the Scottish rate and has been higher consistently since 2017. Drug-related deaths increased by 49% between 2019 and 2020, and since 2010 it has risen by 163%
- Alcohol specific death rate was 4.1 times higher in the most deprived areas compared to the least deprived areas
- The proportion of deaths in Renfrewshire from dementia and Alzheimer's disease has more than quadrupled from the reported 66 deaths in 2000 to 275 deaths in 2018
- As part of the housing led regeneration programme, the local surveys showed high levels of health issues (as high as 66% of our tenants in one area) - with Council tenants reporting health issues at a significantly higher rate than residents and private tenants across all areas

## Safety and harm

- In Scotland, recorded domestic abuse incidents rose for the fifth year in a row, increasing by almost 12% between 2014/15 and 2020/21. In Renfrewshire over the same timeframe reported incidents have reduced by 2%
- In 2020/21, 88% of all child concern referrals came from Police Scotland. The largest single reason was domestic abuse (44%)
- The 2020/21 figure for adult welfare concern and adult protection referrals was higher than in any previous years – 3 large scale investigations but reflects a broadly increasing trend
- There has been a 20% reduction in recorded crime since April 2019, with a 24% reduction in the number of incidents of antisocial behaviour over the last 3 years

# Climate

- Aether report detailing main sources of the Council's own and wider area footprints and shows emission trajectories to 2030
- Renfrewshire Council's own emissions = around **2.5%** of Renfrewshire's overall emissions.
- Council reduced by around **40%** between 2014/15 and 2018/19 but Renfrewshire-wide emissions only reduced **2%** in this time
- Main areas of emissions for Council - our buildings (**67%**) and our transport (**17%**)
- Main areas of emissions for Renfrewshire – transport (**34%**) and energy (residential **29%** and commercial also **29%**).
- Importance of demonstrating climate considerations in our strategic planning, financial planning and transformation programme

Resilient  
Place

Clean Energy

Sustainable  
Transport

Circular  
Economy

Connected  
Communities

## Our organisation

- Organisational challenges – capacity and pressures; recruitment; workforce recovery etc
- Digital shift – 69% of households used My Account in March 2020, this had increased to 95.1% by December 2021.
- Financial sustainability

## The Council Plan . . . .

- Sets the **strategic direction** for the Council
- Describes our **ambition** for our place
- Provides the **framework** for all other plans and strategies to link into
- Gives Elected Members, citizens, service users, partners and external auditors a clear document of intent to measure our progress against – **scrutiny and governance**
- Supports **financial decision-making** and **transformation** focus

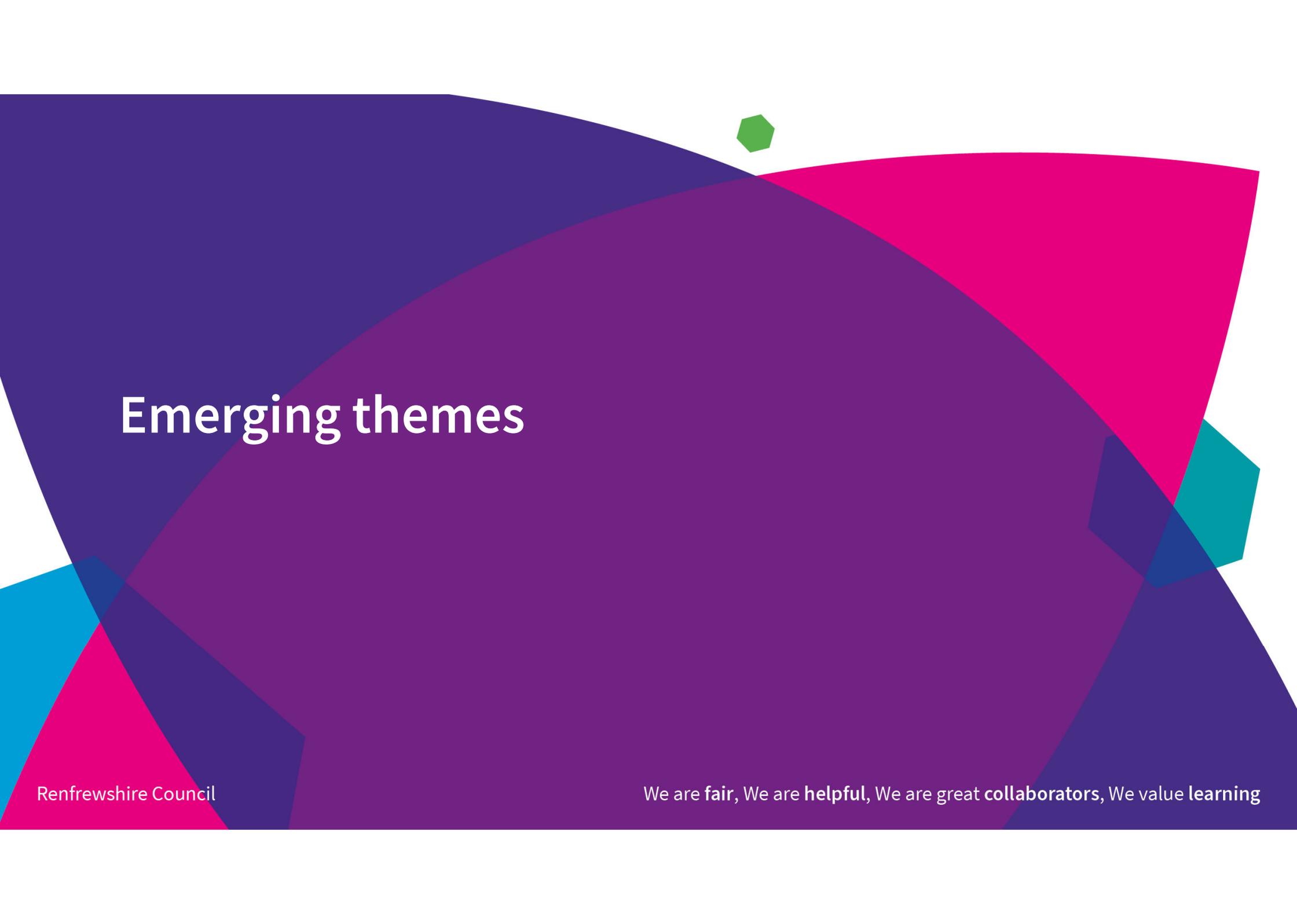
# Council Plan and Service Improvement Plans

- Council Plan describes **what** we want to achieve
- SIPs detail **how** we will do this
- SIPs – 3 year plans, updated annually
- Supported by performance indicators and actions
- All Council Plan performance indicators and actions should flow through into SIPs
- Both documents should be agile and dynamic



# The Community Plan

- Outlines how Community Planning Partners will work with communities to improve outcomes for individuals, families and communities – with the focus on **reducing inequality** and **improving outcomes** for most disadvantaged
- Strong understanding of its local areas, including differing needs, circumstances and opportunities for communities within its areas
- Understanding is built on appropriate data and evidence from partners and community perspectives flowing from effective community engagement
- Statutory requirement within Community Empowerment (Scotland) Act 2015
- This is a ‘refresh’ exercise for the last 5 years of the current 10-year plan

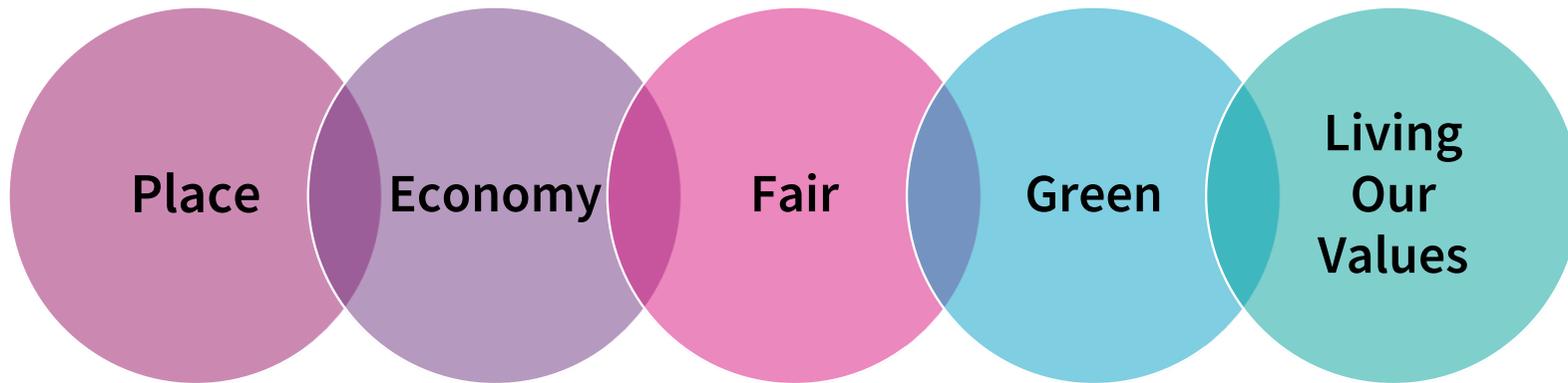


# Emerging themes

Renfrewshire Council

We are **fair**, We are **helpful**, We are great **collaborators**, We value **learning**

# Council plan – emerging themes



Cross cutting theme:  
Improving outcomes for children and families

## PLACE

- Working together to maximise our collective impact and influence (placeshaping)
- Ensuring right supply of good quality, green, affordable homes in the right places
- Working together to ensure our neighbourhoods are safe, vibrant, and attractive places to live
- Demonstrating that Renfrewshire is a great place to live, work and visit
- Developing our relationship with and working alongside communities on the decisions that affect them
- Developing our approach to locality working
- Delivering strong universal services for everyone
- Creating a digitally capable and connected Renfrewshire

## ECONOMY

- Securing wellbeing through a stronger, inclusive and sustainable economy
- Linking opportunities to enhance economic benefits for Renfrewshire
- Creating sustainable employment opportunities
- Supporting businesses to thrive
- Ensuring that all people can benefit from the inclusive growth in Renfrewshire
- Supporting people into fair work
- Matching skills and opportunities across Renfrewshire
- Equipping all children and young people to achieve success in life

## FAIR

- Reducing inequalities
- Working with partners to increase financial security
- Reducing child poverty
- Supporting improved health and wellbeing for our citizens
- Empowering people with lived experience to influence service delivery
- Supporting recovery and championing trauma-informed practice
- Protecting vulnerable people
- Supporting and nurturing children and families through whole family support
- Working with partners to support unpaid carers
- Creating inclusive and supportive learning environments for children and young people
- Embedding children's rights in our decision making processes

## GREEN

- Working with partners and communities towards a net zero Renfrewshire
- Ensuring a just transition towards net zero, with fairness at the heart
- Empowering people and organisations to make informed green choices
- Integrating climate impacts into our long term strategic and financial planning
- Boosting our green economy, creating good, green and sustainable jobs
- Planning for future climate adaptations, particularly for our most vulnerable citizens
- Protecting, enhancing and supporting equal access to nature across all our communities

## LIVING OUR VALUES

- Ensuring our organisation is financially sustainable
- Leading positively through transition and change
- Responding flexibly to structural and policy changes emerging through national legislation
- Delivering transformation programmes to improve our organisation and ensure financial resilience
- Delivering Best Value for our citizens and customers
- Positioning the Council as an employer of choice
- Recognising and valuing our people
- Caring for employee health and wellbeing

Cross cutting theme: Improving outcomes for children and families

# Community Plan Development



Previous Community Plan themes are still relevant overarching themes



Partners agreed the Community Plan needs sharper focus on the actions where a collective partnership effort is required specifically



Three focus areas identified following Strategic Needs Assessment, and aligned to national Covid Recovery Strategy and local strategies



A priority matrix has been developed using the four themes of the plan as well as the three focus areas



It is suggested that the Community Planning Partnership focus on how to collectively deliver the twelve action areas within the plan

## Community Plan 'Areas of focus' for 2022-27

01

Supporting low-income families

02

Tackling health inequalities

03

Responding to the climate emergency

# Thriving

Provide opportunities and support to parents to enter, sustain and progress at work

Tackle the barriers to work for people with disabilities and health conditions

Create good, green jobs and a green skills pipeline everyone can access

# Well

Join up support for families within communities and across partners

Provide a network of community mental health and wellbeing supports

Make sure there are local spaces and nature that support health and wellbeing

# Fair

Provide support that allows families to live dignified lives and respond to the cost of living crisis

Reduce impact of alcohol and drugs and support recovery

Deliver a 'just transition' towards net zero with fairness at its core

# Safe

Work together to support children & young people at risk of trauma and harm

Make sure people can live safely and independently at home and in the community

Develop adaptations to climate impacts for vulnerable people

**Supporting low-income families**

**Tackling health inequalities**

**Responding to the climate emergency**

## Key points for discussion

- Do these key priorities feel right?
- Are there any gaps / areas not covered?
- Are there any comments / points of feedback as we develop the final drafts of the plans?

## Next steps

- Final stage of engagement with community planning partners and internal services
- Final drafts to be submitted for approval to Council on 29 September 2022
- Council Plan performance framework developed and submitted to November Leadership Board – outlining all key actions and performance indicators by which progress can be assessed
- Ongoing programme of internal and external communication to promote both Plans internally and externally – bringing both Plans to life and finding ways to engage with employees on the agreed outcomes and priorities for the organisation.