
To: Finance, Resources and Customer Services Policy Board

On: 8 June 2023

Report by: Chief Executive

**Heading: Chief Executive's Service - Service Improvement Plan 2022-23
Outturn Report**

1 Summary

- 1.1 The purpose of this report is to provide an update on performance of the Chief Executive's service for the twelve-month period covering 1 April 2022 to 31 March 2023 in relation to the Service Improvement Plan approved by this Board in June 2022.
- 1.2. The plan aligns with the new Council Plan and Community Plan and provides the strategic direction for the service. A new Service Improvement 2023-26 is being presented to this Board for approval.
- 1.3. The action plan (attached as Appendix 1) is at the core of the Service Improvement Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the measures of success. The service scorecard (Appendix 2) sets out a range of key indicators against which performance of the service is measured. This report provides a summary of performance for both the action plan and the service performance indicators, which are included as appendices to this report. This outturn report includes services which were under the remit of the Chief Executive's service prior to restructuring at the end of March 2023.
- 1.4. The Chief Executive's service has continued to deliver on its priorities over the last twelve months and service updates and key achievements are highlighted in Section 4 of this report.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Service Policy Board:
- (a) Notes the progress made in delivering the Service Improvement Plan in 2022-23; and
 - (b) Notes that incomplete actions have been carried over into the new Service Improvement Plan 2023-2026.

3. Background

- 3.1 The Chief Executive's service is responsible for setting the strategic direction of the organisation and for delivering a range of strategic services and projects. It also manages the public profile and reputation of the Council and leads on collaboration with national organisations and partnerships across the public, private and third sectors. The service has four main areas of work: Policy and Partnerships (previously Policy and Commissioning); Marketing and Communications; Economy and Development; City Deal and Infrastructure.
- 3.2 The Service delivers a range of provisions and activities, such as:
- Coordinating Council policy, performance, and data analytical and GIS activity to support continuous improvement;
 - Managing the Council's reputation through media, marketing and crisis management;
 - Delivering Renfrewshire's City Deal and associated infrastructure projects, including manufacturing sites of national importance;
 - Delivering major cultural infrastructure projects including the new Paisley Learning and Culture Hub and the redeveloped Paisley Museum;
 - Co-ordinating the Council's approach and working with partners to tackle inequalities which exist across Renfrewshire's communities, through the Fairer Renfrewshire programme;
 - Leading the development of major initiatives such as harm from Alcohol and Drugs, leading Renfrewshire to Net Zero, and becoming a Trauma-informed and Responsive area;
 - Delivering an annual programme of major events that attract visitors, deliver positive economic impact, create volunteering opportunities and increase cultural participation;
 - Leading on Future Paisley, a partnership approach to cultural regeneration impacting all communities in Renfrewshire;
 - Operating Paisley Museum Reimagined Ltd, a registered Charity established to deliver the capital appeal for Paisley Museum;
 - Promoting Renfrewshire as a place to live, work and visit to a national audience;

- Supporting delivery of Renfrewshire's Economic Strategy and action plan alongside the Renfrewshire Economic Leadership Panel;
- Delivering a programme of support to Renfrewshire's business community to support economic growth and an increase in local jobs;
- Leading on employability for Renfrewshire and supporting unemployed people into work, including those which are part of the Glasgow City Region City Deal programme;
- Preparing and updating the Council's Local Development Plan, our 10 year land use strategy;
- Receiving and assessing almost 2000 planning applications and building warrants every year;
- Managing the Council commercial property portfolio;
- Marketing and disposing of surplus property assets;
- Processing Community Asset Transfer applications;
- Leading the Council's procurement activity to deliver best value, improved environmental sustainability and wider Council and community benefits (from 1 April 2023, procurement is part of Finance and Resources);
- Working closely with community groups and Local Partnerships to strengthen relationships and promote community empowerment; and
- Delivering internal communications to build employer brand and maximise staff engagement.

4. Key Service Achievements during 2022/23

- 4.1 The service progressed a number of projects last year, with the high-level achievements outlined below. Details of specific actions are included in the action plan in Appendix 1
- 4.2 The delivery of the AMIDS (Advanced Manufacturing Innovation District Scotland) site progressed significantly throughout 2022/23. The Medicines Manufacturing Innovation Centre (MMIC) was the first facility to open at Netherton in November 2022 and is forecast to bring an estimated £200million in advanced technology investment in the first 5 years, and 100 initial high-value jobs. The building of the second of the two anchor facilities, the National Manufacturing Institute Scotland (NMIS) is now complete and is due to open in the first quarter of 2023/24. The City Deal and Infrastructure team has been working with the Strategic Advisory Group, and a collaborative approach is allowing NMIS and MMIC to lead on engaging with sector specific organisations to progress further occupation at the AMIDS site. Planning consent was obtained in January 2023 to progress the AMIDS South site and improve transport links between Paisley and the main AMIDS site.

- 4.3 Regeneration work across our towns has continued with key initiatives and projects supported by the service. The transformation of Paisley town centre is continuing. Goals such as creating an international culture and heritage destinations and acting as a stimulus for property investment, development and reuse have already been realised. The service is now looking at delivering refreshed strategies for other major settlements in Renfrewshire. The first will be in Johnstone, with further updates for Erskine, Linwood, and Renfrew in the pipeline.
- 4.4 There are several significant cultural regeneration projects currently under construction nearing completion including the restoration of the Museum, Town Hall and Arts Centre and the creation of a new Culture and Learning Hub in the High Street.
- 4.5 A new Strategic Housing Investment Plan was approved in October 2022 following a period of consultation with residents, stakeholders, registered social landlords and private developers in August and September 2022. The plan covers the period 2023 to 2028 and sets out how investment in affordable housing will be targeted to meet the objectives of Renfrewshire's Local Housing Strategy whilst meeting current and future affordable housing supply targets.
- 4.6 The Council's procurement and economic development teams have been working to engage with local Renfrewshire suppliers in order to increase the number of Council contracts won by local businesses. The teams hosted an event at Johnstone Town Hall in November 2022 for local businesses titled "Doing Business with Renfrewshire Council". This event provided information about how to register as a supplier on Public Contracts Scotland, how to access Council tenders and the range of contracts the Council has on offer each year and had 58 Renfrewshire-based businesses attend in person. A follow up event in April 2023 at the Tweedie Hall, Linwood included presentations from Robertson Acom, a local SME charting their tendering journey and experiences of working with the Council, and Morrison Construction, highlighting supply chain opportunities on the upcoming Paisley Grammar and Community Campus Construction. This event was attended by 135 people.
- 4.7 Renfrewshire's events programme returned fully in-person during 22/23, drawing large audiences – over 150,000 attendees, across Paisley Food and Drink Festival, Renfrew and Barshaw Gala Days, Sma Shot Day and Renfrew Pipe Bands,

The Spree, Spree for All and Wee Spree, Paisley Halloween Festival, Remembrance and Christmas events. In addition, the team have continued to drive delivery of Future Paisley, a partnership approach to cultural regeneration in Renfrewshire, providing £360,000 of funding for local groups and cultural organisations, and delivering a range of interventions targeting children and families, care experienced children and young people, criminal justice and adult health and social care.

- 4.8 During 2022/23, the fundraising strategy for Paisley Museum continued to attract significant commitments from Trusts and Foundations, Corporates and individual donors. Almost £1.2 million has been secured from pledged and received income. Of this total, £965,600 has been secured from Trusts and Foundations, £59,493 from corporate income and £168,016 from individuals, including Gift Aid. A targeted campaign to drive Corporate fundraising was launched in March 2023.
- 4.9 The service continued to provide strategic leadership to support the Council's goal of working towards Net Zero by 2030. A key element of Renfrewshire's approach is a just transition with community collaboration to ensure no one is left behind. The service led on the development and approval process of Renfrewshire's Plan for Net Zero. In June 2022, the Planning and Climate Change Policy Board approved the award of just over £49k from the Community Climate Fund to support 18 community projects. These projects are located across all 7 Local Partnership Areas and deliver across the 5 key themes within Renfrewshire's Plan for Net Zero. Projects include a number of areas of unused or neglected land being transformed into community gardens, play areas or parks, a project focused on repairing clothes that would otherwise go to landfill, and a project focusing on reducing food waste.
- 4.10 The team also continues to support and implement work to address the recommendations of the Alcohol and Drugs Commission Report. The change programme has work to: Reduce risk of harm, such as the new My Life Ahead programme providing wraparound support for sustainment and the Harm Reduction Response Team; Mental Health such as the new Trauma informed and Responsive Renfrewshire programme; prevention and early intervention such as revising partners substance use policies; and Recovery, such as the peer worker model which involves people with lived experience supporting recovery, and the Connected and Caring Renfrewshire programme of activities and local events. The launch of the Recovery Change Fund has also enabled local groups to fill any gaps in provisions and provide projects in their local communities.

- 4.11 The service has worked throughout 2022/23 to support communities through the cost-of-living crisis, particularly with food and fuel insecurity. The Council has invested £4.4million in a range of initiatives, including £600,000 into a programme to provide financial insecurity payments to cover fuel and essentials, £100,000 for a fuel emergency support and advice pilot delivered with third sector partners, and £50,000 into the Community Food Fund for local community food initiatives. Our Winter Connections programme was allocated £70,000 for community groups to deliver winter activities and a further £10,000 for OneRen. The Tackling Poverty Programme funding has continued to deliver cost of the school day funding, funding for Energy Advocates to provide savings advice, and the provision of additional resource to Street Stuff to provide meals and activities for children in the evenings, holidays and weekends.
- 4.12 The Marketing and Communications team has been working to increase the positive news stories surrounding Renfrewshire and the Council, with several successes in 2022/23. Positive coverage about the events festival, including the Paisley Food and Drink Festival, The Spree, Sma' Shot Day, Paisley Halloween Festival were featured in a number of newspapers, with total opportunities to see or hear something positive about the area reaching over 30 million over the year.

5. Actions that have been delayed or cancelled

- 5.1 The work on active travel remains in development and some elements are already complete. Additional phases are being brought forward as funding becomes available and this action will be carried forward into the new Service Improvement Plan.
- 5.2 Work on the regeneration of prominent buildings in our town centres will also be carried forward as the service continues to proactively seek out opportunities to work with property owners on regeneration opportunities.
- 5.3 A refreshed approach to corporate self-assessment was developed during 2022/23 and workshops continue to take place; this action will carry over into 2023/24. Work to refresh the Council's Performance Management Framework will also progress to December 2023, and will align to the new Council and Community plans.
- 5.4 Some of our Community Empowerment work will continue into this year, such as progressing the development of local partnerships to encourage local community participation, as well as the huge task to mainstream Participatory Budgeting across the Council with the development of a Participatory Budgeting Framework.

6. Progress against performance measures

- 6.1 The Chief Executive's Service has a total of 36 performance indicators, 25 of which are measured quarterly and 10 of which are measured annually. Seven indicators were new last year and therefore have no set targets until a baseline can be established. Of the 29 indicators with targets, 17 met or exceeded target, 8 missed the target and four do not have data yet available for last year.
- 6.2 The service exceeded many measures of positive progress last year, including:
- 1,370 new people registered with the Employability Service, INVEST
 - 538 people were supported into paid employment
 - 206 new businesses were supported by Business Gateway to start up
 - 151,000 people attended the events programme
 - 69,287 people are engaged with Council social media/ digital channels
- 6.3 Renfrewshire Council's Employability Programme, INVEST, continued to provide employment and training support, with the team supporting 1,370 new registrations to the service throughout the year, 538 people into paid employment and 340 into sustained work after 6 months following support from the service. A further 507 people were supported to secure qualifications which could help them in seeking paid, or higher paid work through the service.
- 6.4 The service supported existing and new businesses throughout the year, with the Business Gateway service supporting a total of 206 new businesses to start up through the year. The total number was fewer than the 272 supported last year reflected in a fall in start-ups across the country due to economic uncertainty but there are early signs that numbers are increasing again. Additionally, 350 local businesses were supported with growth advice, training or grants in 2022/23, and 89 Social Enterprises were supported to develop, grow, or generate new income with the support of the team.
- 6.5 As noted in Section 4, the events programme was very successful throughout the year, with the level of interest suggesting a desire for live events following recovery from the pandemic. The events programme attracted a total of 151,000 people which far exceeded expectations and was more than double the target for the year. Additionally, there were 3,140 participating in events over the year and 42 volunteers.

- 6.6 The experience of our customers is important to the service with ongoing efforts to improve this. A review of the Council website is underway in order to modernise content and design and make it more user-friendly. Engagement with the Council's digital channels reflect these efforts with the number of people engaging at 69,287 at the end of 2022/23 period, growing from 64,822 the year before.
- 6.7 Targets remain challenging in some areas of service. The number of new business start-ups supported by Business Gateway has been impacted by the current economic conditions, with fewer people choosing to start new businesses. However, there was an increase in Quarter 4 which also compares favourably with the same period in 2021/22.
- 6.8 The time taken to issue first reports and building warrants is not meeting targets at present - this is linked to resource pressures. An increase in the average time taken to process planning applications was also due to short-term staffing issues. Recruitment and retention in these areas of work remains a challenge nationally, due to competition for skills from the private sector.

7. Monitoring progress

- 7.1 Progress on the implementation of the new Service Improvement Plan for 2023-2026 will be monitored by the extended Senior Leadership Team and reported to the Finance, Resources and Customer Service Policy Board on a six-monthly 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 it is a performance report on past actions. 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.
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List of Background Papers: None



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Appendix 1: CE SIP 2022-25 Actions



Council Plan Theme 1: Place


Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 01 - 11	Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access		Regeneration Manager	60%	31-Mar-2023	<p>Work has advanced on a number of routes. The Renfrew-Paisley Cycleway is on site; construction works along Greenock Road, Inchinnan are now complete as per the original scope and provide a sustainable transport option between AMIDS and Inchinnan Business Park. The new road infrastructure around GAIA was completed last year.</p> <p>LUF funding for new transport infrastructure between AMIDS and Paisley includes extensive active travel provision. Work is currently in progress in developing these proposals further.</p> <p>Stantec have completed a study which identified further phases and designs of active travel infrastructure to economic locations for delivery as funding becomes available. E&I are now prioritising projects from this report.</p> <p>E&I are also delivering on a number of projects identified in the Council's Cycling Strategy. There are several cycling infrastructure projects which are currently at concept design /public consultation design stage. The routes for these are –</p>




						1. Southolm Roundabout Erskine 2. Linside Avenue 3. Hawkhead Rd/ Glasgow Rd junction 4. Linclive Roundabout 5. Inchinnan Business Park 6. Barnsford Road, Glasgow Airport.
CESDP21 - 01 - 13	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre through the Paisley Town Centre Action Plan 2016-2026.		Regeneration Manager	85%	31-Mar-2025	<p>The transformation of Paisley on the back of the Action Plan is advancing at pace. Goals such as creating an international culture and heritage destination and acting as a stimulus for property investment, development and re-use has already been realised.</p> <p>There are a number of significant regeneration projects currently under construction nearing completion including the restoration of the Museum, Town Hall and Arts Centre and the creation of a new Culture and Learning Hub in the High Street.</p> <p>The publication of the Paisley Vision document will also act as a further catalyst to inspire future development in and around the town centre. The Liberal Club, which was identified as a key building in the Vision, is currently under restoration, securing its long-term status.</p> <p>The Regeneration Team will be looking to refresh our town centre strategies to reflect changes that have taken place in a post pandemic environment. These Strategies will align with the guidance and principles outlined in NPF4. We await the publication of applicable supplementary guidance. In the meantime, work has been ongoing in respect of outlining potential regeneration priorities and projects. This includes commissioning visioning work in Johnstone, a review of potential projects in Erskine and the submission last year of a bid to the Levelling Up Fund in respect of a project in Renfrew. The team will continue to bring forward regeneration proposals across our town centres. This action carries forward</p>

						into the new Service Improvement Plan but has been widened in scope.
CESDP21 - 01 - 15	Proactively work with property owners to bring some of the area's most valued assets back into use		Regeneration Manager	75%	31-Mar-2025	<p>The Council have been proactive in seeking out property owners of prominent buildings within our town centres in respect of potential regeneration opportunities.</p> <p>This includes the potential redevelopment of the Paisley Centre into a thriving mixed-use development.</p> <p>Recent and ongoing investment in a number of listed buildings includes St Matthew's Church, County Place, 5 George Place and the Liberal Club. These have been facilitated with in-depth discussions with the respective owners. The goal is to get these buildings back into use.</p>
CESDP21 - 01 - 27	Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes		Programme Director, City Deal and Infrastructure	80%	31-Mar-2025	<p>Clyde Waterfront & Renfrew Riverside</p> <p>Community Benefits:</p> <p>110 of 150 community benefits have been delivered to date. The remainder are on track/have been re-baselined to be completed as part of the project lifespan.</p> <p>Project Benefits:</p> <p>Project is advancing with construction work now moving at pace and all expected benefits in terms of infrastructure, economy and wider regeneration on track.</p> <p>Glasgow Airport Investment Area</p> <p>Community Benefits:</p> <p>All 70 community benefits have been delivered. Project delivery is closed and now moved to defects management period. The infrastructure in place has allowed the progression of the AMIDS site to take</p>



						place with key link road throughout and new connecting bridges opened.
CESIP22.01.01	Establish a programme of engagement work with communities on the Community Benefits that might be derived from the Council's procurement activity.		Strategic Procurement Manager	35%	31-Mar-2024	<p>The procurement team continue to work closely with Engage Renfrewshire to capture the views of Renfrewshire based Social Enterprises and community groups in our approach to community engagement community benefits.</p> <p>The procurement manager, working with colleagues in Economic Development continues to review web based platforms offered by public sector bodies to support delivery of targeted community benefits. Current collaboration includes sharing of information and best practice with NHS National Procurement.</p> <p>Procurement officers have also asked if they could attend community forums established by other services to talk to them about community benefits, to explain what can be offered by contractors and to provide information about how these opportunities can be accessed.</p>
CESIP22.01.02	Maximise funding for regeneration of Renfrewshire's places through grant submissions to external sources including UK and Scottish Governments.		Regeneration Manager	100%	31-Mar-2023	<p>The Regeneration and Place Team have successfully been able to secure and receive funding through various external sources. Between 21/22 and 25/26 we have been allocated £4.4m from the Place Based Investment Fund for capital regeneration projects.</p> <p>Between 22/23 and 24/25 we have received £1.5m in funding for capital and revenue regeneration spend from the Shared Prosperity fund. This will be used for various projects, including providing capital/revenue money to supplement the upcoming Sustainable Communities Fund. It will also be used to develop and deliver a number of projects identified in Ferguslie Green Line Masterplan.</p> <p>The council has consistently been successful in RCGF funding applications. The most recent</p>




						<p>successful application received £1m in funding for the PACE theatre project.</p> <p>Last year the team secured £35k in funding from Visit Scotland to develop a strategic Tourism Infrastructure Development Plan for Clyde Muirshiel Regional Park.</p> <p>This year the team is looking to submit bids to the Scottish Government's RCGF and Vacant Derelict Land Fund for potential projects in the Ferguslie area.</p> <p>The team are continuing to have dialogue with Historic Environment Scotland and the National Lottery Heritage Fund in respect of a future bid for funding for heritage schemes around Johnstone/Kilbarchan.</p>
CESIP22.01.03	Develop a Strategic Property Review of Council operational, non-operational and surplus assets		Regeneration Manager	75%	31-Mar-2023	The review is ongoing and is now being led by Environment, Housing and Infrastructure.
CESIP22.01.04	Carry out evaluation of Future Paisley and prepare a transition plan for the mainstreaming/external funding of projects beyond April 2024.		Head of Marketing and Communications	75%	31-Mar-2024	The Evaluation Framework was completed in December 2022 and rolled out to all Project Leads in January 2023. Additional resources have been put in place to support Project Leads using the Evaluation Framework effectively, empowering them to clearly evidence the impact of the activity and how it aligns with Future Paisley's strategic objectives. This mechanism enables the collection and analysis of data which will demonstrate the impact made from Future Paisley's investment. As part of the rollout of the Evaluation Framework, Future Paisley continues to support Project Leads through ongoing 1-2-1 sessions, online training on how to navigate the framework, and a Library of Resources offering additional source material. Projects to be investigated through case studies have been confirmed with two now completed, which have focused on the Glen Cinema Commemoration and the Open Mind Summit respectively, with CCSE PhD research being applied.



						Step Change 2 and 3 activity is being prioritised due to the nature of interventions, and the challenge in establishing long-term cumulative impact. The review and evaluation of individual Future Paisley funded projects and activity is ongoing, with project details being uploaded to create a Future Paisley Dashboard that offers 'at a glance' overview of activity.
CESIP22.01.05	Expand destination marketing to promote Renfrewshire as a visitor and investment destination, maximising audience and product intelligence and ensuring brand relevance for all of Renfrewshire.		Marketing Manager	100%	31-Dec-2023	<p>The destination marketing plan for 2022 was successfully delivered. An overview of the activity is provided below:</p> <ul style="list-style-type: none"> • Planning and implementation of the summer 2022 visitor campaign which promoted a Renfrewshire-wide visitor offer. The campaign ran June '22 - 30 September '22. The final marketing evaluation delivered the following results: <ul style="list-style-type: none"> ○ 5.1 million paid-for opportunities to see and hear (OTSH) summer campaign messaging ○ 57K website page views (campaign pages and blogs) ○ Visit section +120% compared to 2019 ○ Homepage +61% compared to 2019 ○ Social media totals - Reach/Impressions: 111,377. Engagements: 2,210 • Paisley.is was awarded a total of £56,000 from the VisitScotland Destination and Sector Marketing Fund to help drive tourism recovery and encourage footfall to Paisley Town Centre. The 'Paisley.is Calling' marketing campaign ran from December 2021 to September 2022 to increase visits to Paisley Town Centre and subsequent visitor spend and dwell time. • Campaign evaluation was presented to VisitScotland in September 2022, and included data from the Moffat Centre's Visitor Attraction, which reported an increase in visits to Paisley attractions of 237.6% in 2022, year-to-date compared to August 2021 (impact of Covid19 restrictions), and an increase in visits of 6.7% in August alone, compared with the previous year. STP

						<p>hotel occupancy data highlighted an increase in hotel occupancy from 59% in July 21 to 91% in July 22. In addition, the reach of the marketing campaign was also measured: Throughout the year, marketing campaigns were delivered to support the Council's major events programme.</p> <p>The overall Paisley.is evaluation statistics for Year 5 (1 April 2022 – 31 March 2023):</p> <ul style="list-style-type: none"> • Opportunities to see and hear – 204,403,562 • Social media reach – 2,960,472 • Webpage visits - 574,374
CESIP22.01.06	Successfully deliver the Capital Appeal for Paisley Museum Reimagined Ltd.		Head of Marketing and Communications	35%	31-Mar-2024	To-date, £1,193,109 has been secured from pledged and secured income. £965,600 has been secured from Trusts and Foundations, £59,493 from corporate income and £168,016 from individuals. Future focus will be to increase corporate donations and support from high net worth individuals.
CESIP22.01.07	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		Events Manager	50%	31-Dec-2023	The 2022/23 programme was fully delivered through Q1/Q3, evaluation data is now available for the 2022 programme of local and visitor events and will be used to shape the development of the new events strategy. A review of each event and the social and economic impacts delivered will be produced in spring to allow the development of a new events strategy and revised events programme.
CESIP22.01.08	Participate in and Monitor progression of the Clyde Metro in partnership with GCC, TS and other stakeholders.		Programme Director, City Deal and Infrastructure	5%	31-Mar-2025	GCR Project team now liaising with UK Infrastructure Bank on project to accelerate project outcomes.



Council Plan Theme 2: Economy



Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 01 - 02	Develop a refreshed employability programme for Renfrewshire (utilising Youth Guarantee and Kickstart funding) to reduce unemployment among young people (18-24 yrs.) and to support local businesses		Economic Development Manager	100%	31-Mar-2023	Both Youth Guarantee and Kickstart have now completed. We have a very well performing employability service and this will continue to support unemployed people into work.
CESDP21 - 01 - 03	Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain		Head of Economy and Development	100%	31-Mar-2023	<p>The creation of a supply chain management programme for manufacturing SMEs is a priority to support economic recovery in Renfrewshire. In progressing this, partners (SE, Chamber, NMIS group and WCS) agreed to create a new a Manufacturing Business Forum.</p> <p>This work continues forward and will be augmented by a refocus on key growth sectors supporting the ELP and development of an account management process.</p> <p>As part of a recent growth sector study we commissioned, a need for a better understanding of local businesses and their supply chains in Renfrewshire was noted.</p> <p>A key recommendation was the need for these supply chains to be mapped and active collaboration with organisations such as NMIS and MMIC is</p>




Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						required. Economy and Development will be looking into actioning this.
CESDP21 - 01 - 09	Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate		Economic Development Manager	100%	31-Mar-2023	Now business as usual, we will continue to promote and deliver apprenticeships.
CESDP21 - 01 - 26	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)		Programme Director, City Deal and Infrastructure	90%	31-May-2023	The first two centres of employment are significantly progressed with occupation of the 1st now completed in late 2022 and the other due for completion shortly. Procurement of a joint venture partner for the remaining AMIDS site is nearing completion, with agreement anticipated May 2023. A strategic group has been established with key stakeholders informing progression of development. The key enabling infrastructure is now complete together with new public realm space.
CESIP20 - 01 - 07	Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements and Medicine Manufacturing Innovation Centre (MMIC) delivery.		Programme Director, City Deal and Infrastructure	100%	31-Mar-2023	<p>Renfrewshire Council has strong links with NMIS and MMIC as they are represented on the NMIS One Scotland Collaboration Group and chair the AMIDS Strategic Advisory Group with both organisations represented. CD&I team members work closely with both organisations daily and continue to assist with the commissioning of their buildings. MMIC building is already operational with NMIS now build complete and in fit out phase, expected to open in June 2023.</p> <p>Work has progressed with the Strategic Advisory Group to ensure partnerships are in place and a collaborative approach is allowing NMIS and MMIC to lead on engaging with sector specific organisation to hopefully progress to further occupation at the AMIDS site.</p>





Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESIP22.02.01	Progressing the AMIDS South project to maintain the programme requirements of the UK Government Levelling Up Fund award.		Programme Director, City Deal and Infrastructure	20%	31-Mar-2025	Planning consent obtained (Jan 2023). Liaison with stakeholders and continuing development of detailed designs ongoing in advance of construction tender issue during 2023. Dialogue with UK Government agencies continuing on all aspects including delivery programme.
CESIP22.02.02	Actively engage with Renfrewshire suppliers to increase the percentage of procurement spend		Strategic Procurement Manager	75%	31-Mar-2024	<p>The procurement team and Economic Development team co-hosted an event at Johnstone Town Hall on 29 November 2022 for local businesses titled "Doing Business with Renfrewshire Council". 58 Renfrewshire based businesses attended this in person event which provided information about how to register as a supplier on Public Contracts Scotland, how to access council tenders and the range of contracts the council has on offer each year.</p> <p>A follow up event took place on 18 April 2023 at the Tweedie Hall, Linwood. This event was advertised widely across Renfrewshire and beyond. As well as providing a presentation about first steps for bidding for contracts, presentations were also delivered by Robertson Acom – a local SME charting their tendering journey and experiences of working with the Council - and Morrison Construction, highlighting supply chain opportunities on the upcoming Paisley Grammar and Community Campus Construction. The event, attended by 135 people also offered workshops for Renfrewshire SME's assisting them with registering on Public Contracts Scotland.</p>


Council Plan Theme 3: Fair

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESIP22.03.01	Develop the new Fairer Renfrewshire programme		Strategic Partnerships and Inequalities Manager	65%	31-Mar-2025	<p>The Fairer Renfrewshire Sub-Committee has been meeting since August 22 and a Fairer Renfrewshire Officers Group made up of officers from across services is meeting monthly. Work with partners to develop the Fairer Renfrewshire Programme is ongoing. There are four key emerging themes which are shared across all elements of the programme, and these are:</p> <ul style="list-style-type: none"> • Improving financial security • Advancing equality of opportunity • Building community capacity and resilience • Listening to lived experience <p>Funding has been allocated from the Fairer Renfrewshire budget to a number of projects to support residents with immediate Cost of Living increases. These include supports around food, fuel and advice. Work is also ongoing around digital access and supporting residents to get online through the Citizen Voice group, with a new post of Digital Champion in libraries has been recruited. Our Winter Connections programme was set up to support residents over the Winter 22/23 period, and has provided grants to a number of organisations to run activities. The development of a panel of people with lived experience of poverty to inform the Council's policy and practice is ongoing. A diverse panel has been recruited and have met formally six times, with test of change being evaluated by Poverty Alliance.</p> <p>In addition, officers are undertaking a 'deep dive' child poverty data exercise, to support the Local Child Poverty Action Plan as well as the wider Fairer Renfrewshire programme.</p>
CESIP22.03.02	Develop and implement the action plan for the Trauma-		Head of Policy & Partnerships	30%	31-Mar-2024	A coordinator post has been created to lead this programme of work going forward, with the



	Informed and Responsive Renfrewshire Programme.					coordinator starting in late October 2022. Further engagement with the Improvement Service and other local authorities has taken place through national networks for trauma champions and trauma leads, and the steering group reconvened in March 2023 to further explore the draft plan for the Programme. Leadership training for the Corporate Management Team was also undertaken in March 2023.
CESIP22.03.03	Deliver the Stigma/Language Matters project.		Head of Policy & Partnerships	20%	31-Mar-2024	The work of the Alcohol and Drugs Commission identified the need for partners to act robustly to eradicate stigma and promote positive conversations around recovery. Although the initial focus for this initiative was focused on alcohol and drug stigma, there is the opportunity to widen its scope to include other existing and emerging priorities, such as The Promise, Tackling Poverty, Trauma Informed and Responsive Renfrewshire and Our Values for example. High level themes and initial actions have been identified, including supporting staff to understand the power of language, be confident in their use of language, and to challenge stigma by speaking up when people make negative or wrong comments; and supporting national campaigns to help people in Renfrewshire understand the power and impact of language. A review of the resources required to deliver this project is currently underway.
CESIP22.03.04	Progress the next phase of Local Partnerships development		Strategic Partnerships and Inequalities Manager	40%	31-Dec-2023	An initial internal review was undertaken in 2022 and a paper will be submitted to the Leadership Board June 2023 to set out process for full review during remainder of 2023. The due date will be revised from 31 March 2023 2023.



CESIP22.03.05	Deliver a framework that ensures that 1% of council spend is now determined through participatory budgeting.		Strategic Partnerships and Inequalities Manager	30%	31-Mar-2024	<p>This year £1.2M was allocated by Environment & Infrastructure through their #Youdecide programme. Housing and Regeneration teams are participating in training with COSLA for the use of the CONSUL platform which will support PB activity in the four housing regeneration areas, this is ongoing. £25k has been approved for a pilot in Johnstone for the Christmas event. This work is at the early planning stages.</p> <p>The due date has been revised from, 31 March 2023</p>
CESIP22.03.06	Develop and implement targeted interventions to supporting communities through the cost-of-living crisis, with a particular focus on food and fuel insecurity		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2023	<p>The Community Food Fund has supported community food provision across Renfrewshire. Three allocations of funding have been made to the Fuel Insecurity Pilot which continues to support fuel vouchers augmented with energy advice and the increase in payment amount and continuation of the Financial Insecurity Winter Payment supports households who are struggling to purchase essentials like food and fuel. In addition, the Tackling Poverty programme continues to support an Energy Adviser in the Energy Management Unit.</p>
CESIP22.03.07	Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area.		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2024	<p>The development of a panel of people with lived experience of poverty to inform the Council's policy and practice is ongoing with Poverty Alliance and STAR Project being contracted to organise, chair facilitate and support the panel. A diverse panel of 15 people has been recruited and have met formally six times, as well as meeting in-between panel meetings to debrief and develop the work alongside a community artist to create a record of their experience. Initial meetings with Officers and Elected members have been held to commence the panel's input to policy.</p> <p>Work is also underway to plan an event which will bring the Panel together with the Fairer Renfrewshire</p>

						<p>Sub-Committee to discuss the Panel's deliberations and recommendations.</p> <p>An evaluation of the process has also been carried out by Poverty Alliance to explore how these types of participation processes can inform work going forward, and to inform the development of the model moving forward. Officers are currently undertaking contract arrangements to extend the existing panel arrangements for a further year.</p>
CESIP22.03.08	Undertake a recommissioning exercise for the provision of independent advice services in Renfrewshire.		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2023	The contract for advice services has been renegotiated with Renfrewshire Citizens Advice Bureau, with the agreed contract running until 30 June 2025 with the option to extend for one year. This contract has been approved and commences on 1 July 2023.
CESIP22.03.09	Carry out an evaluation of the Tackling Poverty programme and develop a transition plan for mainstreaming this work.		Strategic Partnerships and Inequalities Manager	40%	30-Sep-2023	Work commenced in Q2 and initial projects identified for evaluation. This work is ongoing with PMU support.
CESIP22.03.10	Support local strategic activities which facilitate the integration refugees and asylum seekers across Renfrewshire.		Head of Policy & Partnerships	100%	31-Mar-2023	The Policy & Partnerships Team continue to support other council services with the delivery of refugee, UDP and UASC programmes. A current priority is support for the Ukrainian Displaced Persons scheme.
CESIP22.03.11	Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power.		Economic Development Manager	100%	31-Mar-2024	<p>The Health Inequalities Group has met regularly and recently provided an update report to the LEP on where additional service requirements were being identified.</p> <p>The Employer Recruitment Initiative has now been launched, new disability services contracted and in place, and new initiatives have been identified and will be delivered for the next 2 years via funding secured.</p>



CESIP22.03.12	Launch a new council website – Renfrewshire.gov.uk – and implement the digital experience strategy, transforming how citizens interact with the council across digital platforms.		Communications & Public Affairs Manager	60%	31-Oct-2023	<p>The Alpha phase of development has completed.</p> <ul style="list-style-type: none"> • Testing of the long-term technical solution and its integration across existing systems • Delivery of new.gov.uk designs and pattern library • Testing and delivery of a new user-centred design process to make services more efficient • Procurement strategy for the Live phase (inc web build) • Timeline for the next phases prioritising high usage and high impact services • Recruitment of the wider DXP team
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Council Plan Theme 4: Green




Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESIP22.04.01	Complete the District Heating Network at AMIDS, with supplies to NMIS and MMIC. Develop the first stage of Renfrewshire's Plan for Net Zero		Programme Director, City Deal and Infrastructure	100%	31-Mar-2023	First phase of Project now complete with heat supplied to first two AMIDS occupiers.
CESIP22.04.02	Develop the first stage of Renfrewshire's Plan for Net Zero		Strategy, Policy and Insight Manager	100%	31-Dec-2022	<p>The Plan for Net Zero was developed in partnership with other services, stakeholders and our citizens through Renfrewshire's Climate Panel. The Plan was approved by the Planning and Climate Change Policy Board on 23rd August.</p> <p>The next steps include the development of a child-friendly and an easy read versions of the Plan and a</p>



						detailed phased road map, including quantified delivery plans.
CESIP22.04.03	Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions.		Strategic Procurement Manager	100%	31-Mar-2025	The contract strategy template provides an opportunity for procurement officers to identify opportunities to help tackle the climate emergency and maximise opportunities to achieve energy efficiency and carbon reduction.
CESIP22.04.04	Implement a plan for managing supply chain disruption arising from external events		Strategic Procurement Manager	100%	31-Mar-2023	A risk management approach is taken to all critical contracts. The procurement team contract-manage key suppliers and monitor markets to identify risks associated with volatility.

Council Plan Theme 5: Living Our Values

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESIP22.05.01	Undertake a corporate self-assessment exercise in line with revised best value audit methodology		Strategy, Policy and Insight Manager	75%	31-Dec-2023	The approach and model were agreed by the Corporate Management Team and the survey element of the CSA has been completed. Follow up workshops are scheduled to take place early next quarter, and then a consideration around how to take self-assessment activity forward more generally in light of the revised best value audit methodology. As a result, this action has been carried forward into the new SIP with the due date revised to 31 December 2023.
CESIP22.05.02	Review and refresh the Council's performance management framework		Strategy, Policy and Insight Manager	75%	31-Dec-2023	All services are being supported by the policy team to update their performance indicators and targets as required. This work also fed into the development of a







						<p>new Council Plan scorecard, which was approved at Leadership Board in November 2022.</p> <p>Sitting alongside this, a new CMT scorecard is being developed, with a new quarterly performance focus at CMT and we are also reviewing how we present performance data to ensure this is accessible for all audiences – elected members, employees, citizens and partners.</p> <p>Work on this continues and will continue into the new SIP term, with a due date of 31 December 2023.</p>
CESIP22.05.03	Lead implementation of the council brand, prioritising tone of voice, inclusive communications and audience insights		Head of Marketing and Communications	40%	31-Mar-2025	<p>Work is ongoing to increase visibility and access to the council's brand toolkit and embedding its consistent use across services.</p> <p>Brand narrative is successful embedded in the council's main strategic documents and the use of approved corporate templates is increasing through self-serve.</p> <p>Audience segmentation work is underway to deliver up-to-date insights into the local Renfrewshire audience that will help to maximise the reach and impact of marketing and communication activity.</p> <p>Further work continues to refine the brand colour palette to meet triple A web content accessibility requirements.</p> <p>Review of the council services written communication with residents is underway, to ensure they meet the council's agreed Tone of Voice and reflect the council values.</p> <p>Standardised corporate, place and service information, has been developed to support council recruitment.</p>










CESIP22.05.04	Lead implementation of strategic communications to support the council's financial strategy		Head of Marketing and Communications	100%	31-Mar-2023	<p>Phase 1 – a public and staff campaign to raise awareness of the council's financial challenge, linked to Cost-of-Living support ran in autumn 2022. Campaign reach exceeded 100,000. Phase 2 - communications to support the 23/24 budget process were delivered in February 2023.</p> <p>Work to support the council's budget strategy will continue in 23/24.</p>
CESIP22.05.05	Undertake a workforce planning exercise across procurement to address challenges in recruitment and retention		Strategic Procurement Manager	100%	31-Mar-2023	The majority of long-standing vacancies have now been filled. The procurement team are implementing the national procurement competency framework to identify training needs and develop career plans with the team.
CESIP22.05.06	Undertake CIPS self-assessment activity.		Strategic Procurement Manager	100%	31-Mar-2023	<p>The corporate procurement team have completed individual self assessments using the national procurement Competency Framework. The basis of this self assessment has provided information which allowed the procurement manager to offer tailored support to the team in the form of professional development, coaching and access to CIPS.</p> <p>The education / training and development programme will continue into 2024 and beyond to ensure that all members of the team are provided with suitable training and development opportunities.</p>
CESIP22.05.07	Ensure a service-wide focus on absence - supporting managers with training, embedding policies and supporting the health and wellbeing of employees.		CEX Senior Management Team	100%	31-Dec-2023	It was previously noted that employees are being supported in the return to work through flexible office and home working options. Employees are supported to look after their wellbeing by encouraging home working where appropriate, and this is proving to be a useful mechanism that promotes recovery and wellbeing to maintain high levels of attendance at work.







CESIP22.05.08	Implement the Council's People Strategy across the service, with a particular focus on employee wellbeing.		CEX Senior Management Team	100%	31-Dec-2023	Regular full team meetings are now scheduled for a monthly basis and this will include communication about key policies, training and awareness as a theme.
CESIP22.05.09	Enhance staff engagement through internal communications, providing equity of access to information and developing communication as a core management skill.		Communications & Public Affairs Manager	100%	31-Mar-2023	<p>Delivery of the internal communications action plan for 2022-23 is now complete and all actions were completed to enhance staff engagement and circulating information about surveys, ongoing projects, and how internal policies affects staff.</p> <p>The new action plan for 2023-24 is now in progress with a new section developed on the staff info section to support staff with the cost of living, further development of channels, support for HROD and review of staff policies, roll out of Living our Values and Ren Talks.</p>




Appendix 2: Chief Executives Service Improvement Plan 2022-25 Scorecard







Strategic Outcome 1: Place







Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.CP.R R01	Number of properties on Buildings at Risk Register				27	42	27	27	27	27	27	27	27	27	27	27	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 27 Renfrewshire properties, with 5 in progress of restoration. Properties are located across the council area including Kilbarchan, Lochwinnoch, Paisley and Renfrew.
HPSIP01	Affordable housing completions				170	243	369	200	Not measured for Quarters								The affordable newbuild housing programme involves both Council and Housing Association developments across a range of sites in Renfrewshire. In 2022/2023 there were 369 affordable housing completions across Renfrewshire including new homes being built in Paisley, Johnstone, Renfrew and Bishopston. The Council continues to increase the supply and delivery of a range and

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	choice of affordable homes to meet the housing needs of different groups.
SOA10.10a	Private housing completions				572	500	*	500	Not measured for Quarters								<p>*The Renfrewshire Housing Land Audit is completed annually. The audit is a snapshot in time covering the duration between the 1 April to the 31 March each year. The Housing Land Audit 2023 is not yet complete.</p> <p>The Finalised Housing Land Audit 2022 confirmed that there were 572 new private homes for sale completed. The private completions for the period 2022/2023 are currently being collated in the Housing Land Audit 2023. In relation to all homes under construction or future housing sites, 88% of these new homes will be built on previously used brownfield land, creating attractive and sustainable places.</p>
DHS.BSTAN.1b	Time to issue a first report (95% issued within 20 days)				53.4	95.0	*	95.0	68.0	95.0	63.3	95.0	67.0	95.0	*	95.0	<p>* Data not yet available for Q4/full year.</p> <p>Performance is lower than anticipated and primarily stems from carrying two vacancies in Building Standards. Recent recruitment campaigns have been successful to attract new officers to the team but the level of training and mentoring required is resource intensive, which can have an impact upon performance although this should ease over the course of the year.</p>
DHS.VDL.01	Amount of land brought forward for re-use and development				28	20	*	20	Not measured for Quarters								*Data currently unavailable




Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	contributing to economic activity and enhancing the built and natural environment																For 2021/22, 28 hectares of land was developed or brought back into use including to support the delivery of new affordable and private homes and the delivery of new developments at the Advanced Manufacturing and Innovation District Scotland and Hillington Business Park.
FRCMT14 a	The proportion of operational accommodation in satisfactory condition.				94.41%	94%	*	94%									<p>*The latest data is from the LGBF and refers to 2021/22.</p> <p>There has been very little change to the operational estate. A number of janitors houses have transferred to HRA account, these were in good condition.</p> <p>There was a new Nursery built at Erskine.</p> <p>A lease was returned to the landlord at High Street, Paisley.</p> <p>No major school additions or upgrades.</p> <p>The additions and deletions largely balance so no meaningful movement</p> <p>It should be noted that due to continued financial pressures, the 2021/22 maintenance budget will be used to prioritise statutory health and safety obligations and wind and watertight repairs</p>
FRCMT14 b	The proportion of operational accommodation that is				91.46 %	96%	n/a	96%									The latest data is from the LGBF and refers to 2021/22.

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	suitable for its current use.																
CE.%SPE NDLE.01	% of procurement spend spent on local enterprises				18.87%	23%	*	23%									<p>*This is an LGBF indicator and therefore the 2022/23 data is not available yet.</p> <p>In the period 2021-2022 Renfrewshire Council recorded direct spend of £36.5 million with businesses based directly in Renfrewshire. This accounted for 18.8% of our total spend. A further 26.5% of our spend was with businesses located in bordering local authorities (Glasgow, Inverclyde, North Ayrshire, East Renfrewshire and West Dunbartonshire), therefore 45% of the council's total spend of approx. £196m is spent within Renfrewshire and our neighbouring council areas.</p> <p>Increasing direct spend with local businesses is a key element of Community Wealth Building and the corporate procurement team are working closely with Economic Development to identify ways in which we can support local businesses with tendering for council contracts. An event was held in Johnstone Town Hall on 29 November 2022 "Doing Business with Renfrewshire Council", over 70 attendees representing 58 Renfrewshire businesses attended this event. 100% of those who responded to the post event evaluation survey said they were likely or very likely to take action as a result and 100% would be willing to attend future events. Further events will take place</p>













Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	this year, starting in March. These events will offer support to local businesses to enable them to bid for contracts with the council and the wider public sector.
CE.LBUSB IDPCS.01	Number of local businesses bidding for work on Public Contracts Scotland	New for 2022/23			New for 2022/23				Not measured for quarters								This indicator was new for 2022/23. It was anticipated that the Public Contracts Scotland website would allow us to access data on local suppliers registering but the system is unable to provide this. This indicator cannot be reported on at present and will be removed from the scorecard.
CE.LBUSR EGPCS.01	Number of local businesses registered on Public Contracts Scotland	New for 2022/23			New for 2022/23				Not measured for quarters								This indicator was new for 2022/23. It was anticipated that the Public Contracts Scotland website would allow us to access data on local suppliers registering but the system is unable to provide this. This indicator cannot be reported on at present and will be removed from the scorecard.
DHS.EMP.08	Number of new business start-ups in Renfrewshire with Business Gateway support				272	320	206	320	51	80	47	80	50	80	58	80	Growth in the number of start-ups in Renfrewshire has risen slightly. There were 5% more businesses start-ups in the last quarter compared with the corresponding period of last year.
CE.NSE.01	Number of Social Enterprises supported to grow / develop / income generate with Council support				New indicator	*	89	*	27	*	12	*	28	*	22	*	*New indicator, baseline to be established in order to set targets moving forward. Cumulative detail of support is : Supported to grow - 26 organisations received one to one support to grow
















Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	Supported to develop – 42 organisations received one to one support to develop Supported to income generate – 21 organisations received support to income generate.
CE.RCBT.01	Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team				New indicator	*	350	*	98	*	86	*	79	*	87	*	*New indicator, baseline to be established in order to set targets moving forward. Businesses still face a challenging period ahead as the future of the economy remains uncertain with the cost of living and energy crisis still being felt.
CEX.OTS H.PI	Opportunities to see or hear something (OTSH) positive about Paisley and Renfrewshire as part of Paisley is destination brand				314,041,621	240,000,000	204,638,668	240,000,000	55,990,769	60,000,000	87,944,833	60,000,000	29,727,128	60,000,000	30,975,938	60,000,000	This indicator is focused on measuring the reach of the Paisley, is destination brand. OTSH figures do not reflect the coverage achieved by Paisley Christmas Partners (Paisley First and Scotland's Theme Park). Events coverage in Q1 - Paisley Food and Drink Festival (Daily Record, The Skinny, Scottish Field, Scotland on Sunday, The Herald, The National, Evening Times), The Spree programme (BBC Radio Scotland, Daily Record, Evening Times,) and Sma' Shot Day pre-event activity (Evening times and locals). Events coverage in Q2 – including Sma' Shot Day (Glasgow Times, local press), The Spree and related activity (BBC Radio Scotland, Daily Mail, The Skinny, Daily Record, The Scotsman,




Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	<p>Glasgow Live, The Metro, Glasgow Times, local press) and the announcement of Paisley Halloween Festival (Daily Record, Clyde 1, Glasgow Live, Glasgow Times, local press).</p> <p>Events coverage in Q3 - Paisley Halloween Festival saw large numbers of print coverage through a variety of media outlets, including The Times, The Metro, Daily Telegraph, Sunday Mail, The Scotsman, Practical Caravan and Renfrewshire local titles. The Festival also featured online through Daily Record, Glasgow Live, The National, STV and The Skinny, while live television broadcast from the Festival featured on STV East and West as part of the evening STV News.</p> <p>Perth's handover of the Royal National Mòd to Paisley as 2023 host also featured in The Herald, The Glasgow Times, Press and Journal, Oban Times and Renfrewshire local titles.</p> <p>Events coverage in Q4 - the Council's annual events programme announcement (Daily Record, Glasgow Times and local press) and the programme announcements for Paisley Food and Drink Festival (Daily Record, Glasgow Times, What's On Network, Great British Life and local press). We saw a great deal of coverage referencing Paisley's hosting of the Royal National Mòd (Press and Journal, The National, Yahoo! UK and Ireland, What's On Network and local</p>

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	press around the country). The OTSH figures do not reflect the coverage achieved by Paisley Christmas Partners (Paisley First and Scotland's
CEX/FUN D/01	Fundraising Income Target				384,614	500,000	548,191	500,000	Not measured for Quarters								2022/23 highlights include: <ul style="list-style-type: none"> • April 2022 - £25,000 payment (Trust and Foundation) • June 2022: £50,000 payment (Trust and Foundation) • October 2022: £550,000 worth of pledges drawn down • December 2022: £20,000 pledge (Renfrewshire Chamber of Commerce) • March 2023: Launch of the corporate campaign. • Corporate Brochure completed and now public. • Monthly site-visits held to support major donor cultivation. • HMWI Prospect List developed and targeted cultivation ongoing • Bi-annual Supporters Newsletter shared with donors and prospects • All four trustee meetings were held and charity governance adhered to.




Strategic Outcome 2: Economy

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.EMP.01	Number of unemployed/ low waged people being supported through Renfrewshire Council Employability Programme (INVEST)				859	1,100	1,370	1,100	377	275	297	275	337	275	359	275	There were 359 new registrations in Q4.
CE.EMP.01	Number of unemployed/ low waged people moving into paid employment through Renfrewshire Council Employability Programme				686	350	538	350	112	87.5	95	87.5	133	87.5	198	87.5	198 unemployed/low waged people secured new paid employment in quarter 4.
CE.EMP.02	Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme (INVEST)				New indicator	*	507	*	82	*	123	*	118	*	184	*	*New indicator, baseline to be established in order to set targets moving forward. 184 unemployed/low waged people achieved a qualification in quarter 4.
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)				221	180	340	180	Not measured for Quarters								This end of year figure will continue to rise at there is a degree of time lag with this indicator. Scottish Government have supported a development initiative named "Kickstart Plus" in Renfrewshire to provide a further 6 months support to Kickstart trainees (with employers also contributing) to allow them to continue in the workplace.







Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.TRAIN EERC.01	Number of trainee type posts created for unemployed people at Renfrewshire Council				New indicator	*	68	*	31	*	10	*	13	*	14	*	*New indicator, baseline to be established in order to set targets moving forward.
CE.CIVIC.01	Measure of civic pride relating to events				New indicator	*	84%	*	Not measured for Quarters								*New indicator, baseline to be established in order to set targets moving forward. In the first year of evaluating the local and visitor events programme across Paisley, Renfrew and Johnstone 84% strongly agreed or agreed that the events made them feel proud of their hometown. The percentages ranged from 73% based on Renfrew Gala Day through to 97% at Johnstone Christmas lights switch on. A target will be set for 23/24 at 85%.
CEX/EVENTS/01	Number of people participating in the events programme, digitally or in person				789	300	3,140	300	1,004	75	892	75	1,244	75	0	75	The events programme was fully delivered in Q1/Q3. The total number of participants across the programme was 3140 against a target of 300.
CEX/EVENTS/02	Number of people performing in the events programme, digital or live performance				307	100	568	150	101	37.5	162	37.5	305	37.5	0	37.5	The events programme was fully delivered through Q1/Q3 with no events taking place in Q4. The total number of performers across the programme was 568 against a target of 150.
CEX/EVENTS/03	Number of volunteers supporting the development and delivery of the events				8	15	41	15	8	3.75	11	3.75	22	3.75	0	3.75	The events programme was fully delivered across Q1/Q3 with 42 volunteering opportunities delivered against an annual target of 15.

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CEX/EVENTS/04	Number of people viewing or attending the events programme				63,630	65,000	151,500	65,000	45,000	16,250	21,700	16,250	84,800	16,250	0	16,250	The events programme was fully delivered over Q1/Q3 and the number of people attending totalled 151,000 against a target of 65,000. This exceeded expectations and evidenced the desire for a return to live events post pandemic.










Strategic Outcome 3: Fair













Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FRAMT01	Asset Management Transfer - number of months from receipt of an application to a determination being issued from the Council				0	6	4	6	Not measured for Quarters								During 2022/23, two full CAT requests have been approved and one application has been rejected. One new application has been validated awaiting final determination in May 2023 and a further 3 applications are ongoing awaiting validation. There have been 9 new Expressions of Interest. On average it takes 3-4 months from acknowledgement (validation) of a full application to a determination being issued from the Council. This timescale has been reduced significantly from over 6 months in the previous period.







Strategic Outcome 4: Green




Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.BUSN ETZERO.0 1	Number of local businesses working with the Council to progress the Net Zero agenda (NEW)				New indicator	*	50	*	18	*	30	*	50	*	0	*	<p>*New indicator, baseline to be established in order to set targets moving forward.</p> <p>Work is ongoing to raise awareness of the Net Zero agenda amongst the business community and we are continuing to engage with colleagues at Renfrewshire Chamber of Commerce, Business Gateway, Engage Renfrewshire, Invest in Renfrewshire & Scottish Enterprise. We are also collaborating with Strathclyde University and the City Region to expand green business support. This has enabled a range of businesses and third sector organisations to begin their Net Zero journey. We continue to expand our engagement.</p>
CE.BUSN ETZERO.0 2	Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants (NEW)				New indicator	*	2	*	0	*	0	*	2	*	2	*	<p>*New indicator, baseline to be established in order to set targets moving forward.</p> <p>Currently supporting a number of businesses through the application process to ensure compliance with funding requirements.</p>

Strategic Outcome 5: Living our Values

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
PT.DS.PP F.CMT01	Average Time for processing Planning Applications (Householder)				7.2	8	*	8	10.8	8	13.4	8	*	8	*	8	*Data for this indicator is verified biannually by the Scottish Government; data for Q3 and Q4 should be available in summer 2023. Performance for Q1 and Q2 is below target due to resource pressures.
DHS.BSTAN.1a	Time to issue a building warrant or amendment to warrant from receipt of application (days)				101.2	60.0	*	60.0	93.5	60.0	106.0	60.0	90.0	60.0	*	60.0	The internal target has been set at 60 days and measures the overall time it takes from receipt of a valid building warrant application to issuing the building warrant approval. This KPO measures both building standards officers and external agents response times and, as a result, there are aspects of this KPO that are out with our control. The KPO stems from the Building Standards Performance Framework - KPO1, which places a responsibility on LA verifiers to constantly seek to reduce and minimise turnaround times for building warrant applications. Given current performance and that elements of this KPO are out with our control, consideration should be given to reviewing this target.
DHS.BSTAN.1c	Percentage of building warrants or amendments issued				60.1	90.0	*	90.0	80.2	90.0	79.9	90.0	81.5	90.0	*	90.0	Performance has improved but is still lower than target and this primarily stems from carrying two vacancies.

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	within 10 days of receipt of all satisfactory information																Recent recruitment campaigns have been successful to attract new officers to the team but the level of training and mentoring required is resource intensive, which can have an impact upon performance although this should ease over the course of the year.
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				93.5%	100%	97%	100%	100%	100%	100%	100%	95%	100%	93%	100%	During 2022/23, CE received 107 single service FOIs. 104 were completed within timescale.
CEX/COM P/01	% of frontline response complaints responded to within timescales agreed with customer (Chief Executive's)				40%	85%	0%	85%	0%	85%	80%	85%	29%	85%	0%	85%	Two frontline complaints were received during QTr 4 - both were completed outwith timescale. Targeted support is offered to assist the service areas where meeting the complaints' timescales is challenging
CE153	% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)				77%	85%	71%	85%	50%	85%	100%	85%	50%	85%	66%	85%	There were 3 investigation complaints received in Q4, and 2 were responded to within the agreed timescale. Targeted support is offered to assist the service areas where meeting the complaints' timescales is challenging Complaints which require investigation and/or are escalated to the Chief Executive tend to be more complex and may require input from multiple services.
CEABS01 dii	Average number of work days lost through sickness absence per				5.98	6.5	*	6.5	1.5	1.3	1	1.2	1.35	1.8	*	2.2	*Data not yet available for Q4/year end. It has been noted that absence is within target for Qtr 3. Service

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	employee (Chief Executive's) (FTE)																absence monitoring continues, and absence statistics are reported to both CMT and Board.
CEX.DIGC HANNELS	Number of people engaging with the Council's digital channels (not including website).				64,822	56,800	69,287	54,000	66,875	54,000	67,897	54,000	68,624	54,000	69,287	54,000	The followers on our social media channels have been rising steadily since the introduction of our Social Media Content Strategy in August 2021 and continue to do so. The merging of our 2 LinkedIn profiles in August 2021 has also helped increase our follower numbers. Our Twitter followers dropped slightly in Q3 following the change in ownership of the social media network but are rising again and are now almost back to their October 2022 figure. Followers on our other channels have continued to rise steadily, with our Facebook following increasing to over 28,000 for the first time in December 2022. Our Instagram following also rose to over 3,000 for the first time in December 2022. Renfrewshire Council is currently a member of the majority of most popular local community Facebook groups in the region.
CEX.OTS H.RC	Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity				371,061,673	125,000,000	316,560,958	200,000,000	80,149,479	50,000,000	127,773,956	50,000,000	49,301,105	50,000,000	59,336,418	50,000,000	47% of media coverage in Q1 was positive. Media reach in Q2 increased overall from the previous quarter. 43% of articles were positive, including coverage of exam results, river safety and drowning prevention campaigns, spotless September and extensive coverage of the council's events programme. Media coverage in Q3 was less than in previous quarters which is reflected in a lower OTSH

Code	Performance Indicator	Current Status	Short Term	Long Term	2021/22		2022/23		Q1 2022/23		Q2 2022/23		Q3 2022/23		Q4 2022/23		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	figure. 53% of all coverage in Q3 was positive with the majority of this local stories in local media. Highlights include the winter events programme, and positive coverage of various council funding programmes including the Future Paisley cultural grants, Celebrating Renfrewshire fund and the Green Spaces, Parks and Play Areas fund. 52% of coverage in q4 was positive. Highlights also included the outcomes of the #YouDecide campaign and the Provost's Community Awards.
CEX/COM MS/01	% of staff who feel that the information they receive from internal communications is helpful				85%	85%	*	85%	Not measured for Quarters								*Data not available – see note below. Based on results of the Smarter Ways of Working Survey issued to all staff in June 2021. The survey results show that 85% feel the information they receive from internal communications is very helpful (26%) or helpful (59%) This is normally measured annually however the survey for 2022-23 was paused to enable other staff engagement to take place. A short pulse survey will be held in May 2023 with a full survey in the new year 2024.