

To: Leadership Board

On: 19 June 2024

Report by: Chief Executive

Heading: Council Plan Refresh

1. Summary

- 1.1 The Council Plan is a key strategic document for Council employees, local people, businesses, partner organisations and voluntary organisations, setting out what the Council is aiming to achieve over the next 5 years.
- 1.2 Alongside Renfrewshire's Community Plan, the Council Plan provides organisational direction, ensuring that the key strategic priorities of the Council translate into specific actions within service improvement plans. This provides a 'golden thread', illustrating the role all Council services play in delivering these objectives.
- 1.3 Renfrewshire's Council Plan 2022-2027 was developed during summer 2022 in tandem with the refresh of the Renfrewshire Community Plan, which covers the longer period of 2017-2027. Both plans were considered and developed through the Cross-Party Sounding Board on 8 September 2022 and approved by Council on 29 September 2022.
- 1.4 As part of the annual audit process and the Best Value thematic work focused on 'Leadership of the development of new local strategic priorities', the Council's external auditors Azets reviewed the Council Plan and the processes and evidence underpinning it.
- 1.5 Whilst Azets commended the Council Plan for articulating a 'clear vision and ambitions' and recognised the significant work and robust process undertaken to develop the Council and Community Plans, a recommendation was made to reduce the number of priorities and actions within the Council Plan.

- 1.6 The recommendation, reported to the Audit, Risk and Scrutiny Board on 6 November 2023 was ‘to consider further priority setting to allow effective delivery of the Council’s key outcomes.’
 - 1.7 A process of priority setting has been carried out over the last quarter, extended to the Service Improvement Planning process and led by the Corporate Management Team. This has aligned with a refreshed approach to performance scrutiny by the Chief Executive and Performance Scrutiny Working Group and reflects a sharp focus on core priorities and delivery of improved outcomes.
 - 1.8 Benchmarking has also been carried out against best practice examples of Council Plans to assure that the number of strategic outcomes, actions and indicators in Renfrewshire Council’s Plan are broadly reflective of those of our peers.
 - 1.9 A refreshed Council Plan is attached for Members’ approval. The strategic outcomes remain unchanged. These were developed and agreed with cross-party support, following the Strategic Needs Assessment and the organisation’s core plans and strategies are aligned to these.
 - 1.10 However, reflecting the recommendation from Azets, the priorities and the actions which sit underneath each strategic outcome have been sharpened and refocused as detailed in section 4.
 - 1.11 Communication and engagement activities are planned to support the refresh of the Council Plan, with a particular focus on ensuring Council employees understand their vital contribution to delivering improved outcomes for Renfrewshire’s communities.
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2. Recommendations

- 2.1 It is recommended that members:
 - approve the refreshed Council Plan 2024-2027 and performance framework attached as Appendix 1; and
 - note that 6-monthly updates on progress will continue to be reported to the Leadership Board.
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3. Background

- 3.1 The Refreshed Council Plan 2024-2027 is attached as Appendix 1 of this report and sets out the following vision, originally approved by Council in September 2022:

“Creating a fairer Renfrewshire built on innovation, wellbeing and opportunity”

- 3.2 The Plan is high level in nature and sets out how the Council will work with partners, communities and businesses to progress 5 strategic outcomes:
- **Place** – working together to enhance wellbeing across communities
 - **Economy** – building an inclusive, green and resilient economy
 - **Fair** – nurturing bright, happy and healthy futures for all
 - **Green** – leading Renfrewshire to Net Zero
 - **Living our values** – making a difference together
- 3.3 The Plan also describes a cross-cutting theme – **improving outcomes for children and families**. Every one of the 5 strategic outcomes should directly contribute to this outcome and demonstrate that services are working together to get it right for children, families and communities.
- 3.4 Detailed actions, performance and data measures relating to these outcomes are taken forward through Service Improvement Plans. These ensure that the organisation can evidence progress made towards delivering the Council Plan, and that progress is regularly reported to Elected Members, members of the public and other interested stakeholders.
- 3.5 The performance framework for the Council Plan has been sharpened, following a process of further priority setting, to address the recommendation from the Council’s external auditors.
- 3.6 Six-monthly updates on progress will continue to be provided to Elected Members. There is a separate report reflecting the past 6 months (and previous performance framework) also recommended for Members’ approval at this Board. Future updates to the Leadership Board will reflect the performance framework contained within the refreshed Council Plan.
- 3.7 Regular updates will also continue to be provided through our public performance reporting mechanisms such as our annual interactive report – ‘It’s All About You’ which can be found on the Council’s website. This highlights case studies, presents a balanced view of performance and allows a deep-dive into the Local Government Benchmarking Framework indicators, with the opportunity to compare nationally and across peer Councils.
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4. **Priority setting**

- 4.1 The Council Plan sets out:
- The five **strategic outcomes** for the Council
 - The **cross-cutting theme** to improve outcomes for children and families
 - Under each strategic outcomes there are **priority statements** – these allow any audience to understand in more detail the core areas of focus
 - **Actions** – these allow Members, auditors and citizens to understand the detailed activities to be undertaken in order to achieve the outcomes. These

are specific and measurable and the Council reports on these on a six-monthly basis to allow progress to be scrutinised.

- **Performance indicators** – these show how we measure progress under each outcome with the best available indicators.

- 4.2 It should be noted that the Council Plan is, by its nature, high-level, and the actions and indicators reflect this. Further detail is provided in Service Improvement Plans for each Council service, which have a broader suite of actions and indicators as relevant to that particular service area and describe the contribution to the Council Plan.
- 4.3 The prioritisation approach was extended to the organisation's Service Improvement Plans and this focus will continue – these plans are dynamic and the performance frameworks underpinning them should reflect the best available information. Any proposed changes will continue to be reported to the appropriate Boards through the ongoing monitoring updates.
- 4.4 It remains recognised that the Council Plan is a key tool for our workforce over a period of significant change – closely aligned to Our Values and communicating the organisation's vision, priorities and, crucially, Council employees' role in delivering these. The Council Plan was purposefully written in a tone, that whilst being clear about the scale of the challenge ahead, also strikes the right note of pride in Renfrewshire and ambition for the future. Communication and engagement activities are planned to coincide with this Council Plan refresh to ensure all employees understand their critical role in the successful delivery of the Council's ambitions for Renfrewshire.

Implications of the Report

1. **Financial** – The key outcomes targeted through the Council Plan and associated initiatives will require to be managed within existing resources, with additional investment secured where appropriate.
2. **HR & Organisational Development** – The Council Plan highlights how the organisation will continue to develop its approaches to workforce planning and innovation, organisational development and the support which is offered to employees, aligned to the Council's Values.
3. **Community/Council Planning** – The Council Plan is closely aligned to Renfrewshire's Community Plan 2017-2027, with the Council Plan clearly demonstrating the organisation's contribution to progressing the key priorities highlighted within the Community Plan.
4. **Legal** - none
5. **Property/Assets** – none
6. **Information Technology** - none
7. **Equality and 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.

8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **COSLA Policy Position** – none
13. **Climate Risk** – strategic outcome 4 directly relates to the climate emergency and the Council's related activity at a local level.

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Renfrewshire Council Plan

Mid-term refresh — June 2024

Creating a fairer Renfrewshire
built on innovation, wellbeing
and opportunity



Renfrewshire
Council





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Introduction from Leader and Chief Executive of Renfrewshire Council


When we first developed the 2022 to 2027 Renfrewshire Council Plan, it felt a very different place to the Renfrewshire of just 5 short years before when our previous Council Plan was developed. We had just experienced a huge shift in our ways of living, working and learning through the global COVID-19 pandemic, and some of these impacts are still felt even now. At the time of first developing this Plan, we were experiencing the beginnings of a cost-of-living crisis right across the country, hitting households and businesses, alongside humanitarian emergencies with people displaced by war and other global emergencies.

Now, at our mid-term point in 2024, we've taken the opportunity to hone our priorities further – recognising the challenges that our communities continue to face and identifying the areas where we as a Council can help to make the biggest difference.

What we hope for—for Renfrewshire's people and our place—these ambitions are constant and strong, guiding our decisions and our focusing our action.

Our Council Plan sets out the Council's priorities to 2027, it describes the actions we will take to deliver change across Renfrewshire within the themes that need our focus. This Plan remains ambitious even though we know that we face huge hurdles. We face renewed financial challenges for Renfrewshire Council which mean fundamental changes in the way we work and deliver services. As a Council, we have so many positives to build on, we have passion and creativity, and we remain committed to delivering strong universal services that people in Renfrewshire need every day to live their lives well.





We will encourage kind and connected communities - where our citizens take pride in their place, all across Renfrewshire, and where others are excited to move here and share in the opportunities Renfrewshire has to offer.

We will support a strong and flexible local economy - with Renfrewshire able to adapt to challenge and opportunity, building up resilience to support good green jobs and skills for all local people to enjoy the benefits of both living and working here.

We want Renfrewshire to be a fair place—where all our people have the best chances to live happy, healthy and fulfilled lives, to feel safe, supported and empowered to unlock the strength of our collective potential.

We are working towards a greener future—taking responsibility for our impact on our planet and taking brave, bold steps to protect the natural environment that supports and benefits us all.

As an organisation, we want our employees to feel proud to work for Renfrewshire Council because we are a values-driven organisation, where we all understand and value our contributions, and we are passionate about making a difference for Renfrewshire. We are working smarter and in fundamentally different ways, sharpening the focus of our organisation to meet the significant financial challenges we face. We want to continue

to improve our services and meet the changing needs of local people, but we must balance this within the resources that are available to us. We will tackle this together and with our values at the heart of our approach.

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

Our vision is clear, and this refreshed Council Plan sets out the priorities we will focus on to deliver this future for Renfrewshire. Alongside Renfrewshire’s Community Plan, this Council Plan sets our intentions to 2027 and is the ‘go to guide’ for our partners, our colleagues across the Council, and most of all, our citizens to understand where we want our journey to lead and how we can all get there, together.

About Renfrewshire

Renfrewshire is located in west central Scotland and is now the 9th largest Council in Scotland by head of population but covering a relatively small land mass of 270 square kilometres. Over 184,000 people live in Renfrewshire, with our population projected to continue to grow over the next ten years, particularly our older population aged 60 and over. We also expect the number of households to increase to over 90,000 by 2028, predominantly driven by an increasing number of single adult or two-adult households without children.


While Renfrewshire is less ethnically diverse than Scotland as a whole, we know it is a place of growing ethnic diversity, with our primary school rolls particularly reflecting this increase.

The people who live here know what a fantastic place Renfrewshire is. With its history and heritage, our culture and creativity, and our innovation and inventiveness, Renfrewshire has always been a place worth watching.

Our location is second to none—connected nationally and internationally through road, river, rail and air, but equally filled with tranquil natural spaces to reconnect and recharge.

Renfrewshire is at the heart of exciting new leaps forward for Scotland's economy as home to the Advanced Manufacturing Innovation District Scotland. We're right at the forefront of this developing sector and enjoy the boost to employment, skills and economic growth this will continue to bring to Renfrewshire and have positioned ourselves to attract more industries who recognise our potential.

Across all of Renfrewshire, we are lucky to have a wealth of cultural and heritage assets. We've invested £100m in these well-loved places, creating world-class, modern facilities, securing their future and ensuring they continue to inspire our people and encourage visitors to celebrate our history and support our thriving arts sector.



Renfrewshire also boasts beautiful green attractions across our whole geographical area – coastal, woodland, moorland, and wetlands – with opportunities to walk, wheel or cycle and enjoy our stunning natural environment, diverse range of wildlife and striking views across the Clyde Valley and beyond.

However, Renfrewshire faces a range of challenges, many of which existed for some time but have since been deepened by both the pandemic and the cost-of-living crisis.

Child poverty in Renfrewshire has been rising steadily, with the most recent figures telling us that around one in five children in Renfrewshire are living in poverty. This is slightly below the national rate, but we also know that there are some pockets in Renfrewshire where the rate is significantly higher.

Significant work has been undertaken to raise attainment for all while closing the attainment gap between the most and least disadvantaged children and young people. Renfrewshire's pupils perform above the national level for literacy and numeracy even though our levels of deprivation are higher than average. More Renfrewshire school leavers enter positive destinations than the national average, but we know we have work to do to help care experienced children and young people to build positive futures as they move on from school.

Whilst Renfrewshire's unemployment rate is broadly the same as Scotland's, we have far more people in Renfrewshire working in low paid jobs compared to both the Scottish and the regional picture. We also have a much higher percentage of people who are not working due to having long-term health conditions in Renfrewshire compared to the national average. Around a quarter of Renfrewshire residents live in a datazone within the 20% most deprived in Scotland.

The impact can be seen in our health and wellbeing – Renfrewshire's life expectancy is lower than Scotland's average life expectancy, for both males and females. Similarly, the 'healthy life expectancy', which describes living in good health, is also lower than the national rate for both males and females. The rate of drug-related death in Renfrewshire is regularly above the Scottish rate and has been consistently higher since 2017. Renfrewshire's alcohol specific death rate was more than 4 times higher in the most deprived areas compared to the least deprived.

Our organisation

Renfrewshire Council is committed to getting things right. We're ambitious for our excellent schools, our hard-working and innovative businesses, our communities and the environment.

There are four services across Renfrewshire Council—Chief Executive's, Children's Services, Environment, Housing and Infrastructure, and Finance and Resources. We also work alongside our key partners Renfrewshire Health and Social Care Partnership and OneRen as well as our community planning partners such as Engage Renfrewshire, the NHS, Police Scotland, Scottish Fire and Rescue, University of West of Scotland and West College Scotland. We work closely with organisations across the third and private sectors in Renfrewshire, to provide the best services in the best ways for our communities. As an organisation, we procure goods and services for Renfrewshire worth around £225m each year and we work hard to keep many of the benefits of this buying-power local.

We're proud of our team who work 24/7 to care for those who most need our support—at every stage of life – helping to make this a safe, welcoming and fair place for everyone. We provide universal services, these are the things that touch on all of our day to day lives, like street lighting, safe pavements and roads, waste and recycling. We also provide more targeted services at times where people need a bit more support, like social work and social care services. We've worked hard to support our communities through the cost-of-living crisis with projects progressed through our Fairer Renfrewshire programme, including Winter Connections and summer of fun.

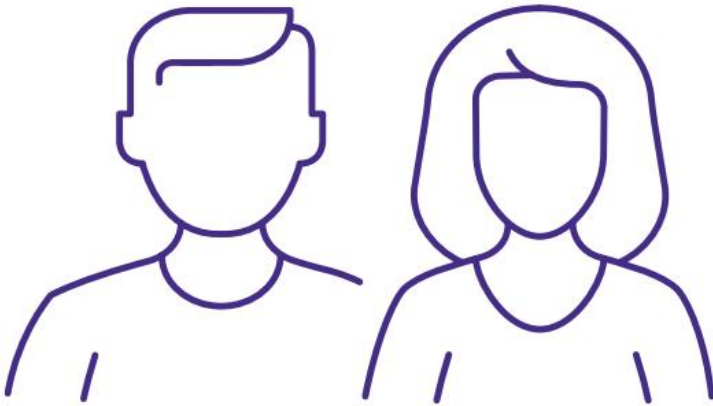
We care about getting it right so that we can give young people the chances they deserve to take Renfrewshire forward and benefit future generations.



8,506
staff employed



12 years
average length of service



2,201
male

6,305
female



41%
part time

59%
full time



70%
of staff live in
Renfrewshire

12
electoral
wards

43
councillors



About the Council Plan

How this plan was developed

Renfrewshire's Council Plan was developed through a process of research and engagement in tandem with its sister plan – Renfrewshire's Community Plan. Together, the two plans describe the vision for Renfrewshire and how we want to get there. The Council Plan identifies what Renfrewshire Council will focus on, and the Community Plan is for all Renfrewshire's Community Planning Partners (including the Council) to focus on areas where we can make a difference by working together.

A key starting point was to understand what Renfrewshire looked like now and what had changed since the previous Plans were developed in 2017. A Strategic Needs Assessment (SNA) was carried out, building on the Community Impact Assessment developed as part of the Social Renewal Plan. The SNA looked at all different aspects of life in Renfrewshire, a range of different datasets—both national and local - and even looked at surveys we'd carried out over the past few years with our citizens, particularly through Renfrewshire's Public Services Panel. This work helped us to understand the challenges Renfrewshire faces and the areas where we should best focus our attention.

Alongside this research, we also considered the policy context for Renfrewshire, both at a local and national level—what activity had we committed to carrying out, what duties we needed to carry out based on national funding or legislation changes, and what projects and programmes we wanted to be a part of in the coming years.

We engaged with colleagues, Elected Members, and (in the case of the Community Plan) our communities and community planning partners and made sure the content made sense, the direction of travel met with their vision and aspiration and that they felt this well represented what Renfrewshire Council and Renfrewshire as a place are all about.

In June 2024, we refreshed this Council Plan, to reflect the changing context for the Council, sharpen the focus on key priority areas and update our actions and performance indicators to the best fit available to measure our progress.

How will the plan work?

This Council Plan describes the place we are going to become by 2027. It describes who we are as an organisation and where our focus will be to achieve our ambitions.

The Plan sits alongside a suite of SMART actions to show the specific activity required across Council Services to deliver our vision and a basket of performance indicators and data which help us measure our impact. Six-monthly updates on Council Plan progress are reported to the Council's Leadership Board, which is made available online. You can view a summary of these under each theme in this document, but for more details including targets, dates and more recent performance, please see [here](#).

How can I give feedback or ask a question about the Council Plan?

Please email policycefar@renfrewshire.gov.uk with any feedback or queries and we'll be happy to hear from you.

Across Renfrewshire Council, each Service develops a Service Improvement Plan (SIP) on an annual basis – these SIPs sit under the Council Plan and describe the activities that each Service will undertake in order to support the delivery of the Council Plan.

The Council Plan describes the Council's priorities and actions, but we don't operate alone. Renfrewshire Health and Social Care Partnership produce a similar plan called a Strategic Plan which describes plans for protecting and providing care and support for those in need—you can read this [here](#).

Culture, leisure and sport opportunities are delivered through OneRen and a similar plan is also produced on an annual basis called their Business Plan—you can read this [here](#).

How can I get this Plan in other formats?

Again, please email policycefar@renfrewshire.gov.uk to request a copy of this plan in another format, language or large print.

Our strategic outcomes

There are the five strategic outcomes for this Council Plan—place, economy, fair, green and living our values.

Grouped under each outcome area are the high-level priorities we will focus on. Throughout the rest of this Plan you can read more about what we mean by our outcome areas, with more detail about our priorities and the actions we will undertake to achieve lasting positive change across all our strategic outcomes.

Improving outcomes for children and families

Runs through all five of our strategic outcomes and underpins all that we wish to achieve.

High-level priorities of our five Strategic outcomes

Place

- Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out
- Ensuring Renfrewshire has the supply of green, high-quality, affordable, cross-tenure homes in the right places to meet current and future demands
- Working with partners to ensure our neighbourhoods are safe, vibrant and attractive places to live
- Developing our relationship with, listening to and involving our communities in the shaping of their future, particularly around the Council's investment and budgeting decisions, and ensuring that a wide range of voices and views are heard

Economy

- Improving lives and securing wellbeing through a stronger, inclusive and sustainable economy, being creative, imaginative and linking opportunities to enhance the benefits for Renfrewshire
- Creating sustainable employment opportunities for people who live in Renfrewshire, attracting good employers to the area and encouraging growth of businesses already operating here, ensuring that all people can benefit from the inclusive growth in Renfrewshire
- Supporting our citizens, particularly those furthest from the jobs market, into fair work—well paid, fulfilling employment
- Matching the skills developed in Renfrewshire with the opportunities available in Renfrewshire and equipping all children and young people to achieve success in life

Fair

- Reducing inequalities in Renfrewshire, focusing on supporting our communities through the cost-of-living crisis with dignity and empowering people to live fulfilled lives
- Reducing child poverty in Renfrewshire and improving outcomes for children and families currently living in poverty
- Protecting, supporting and nurturing children, families and people who are vulnerable, with particular focus on early intervention and mental health and wellbeing, to ensure positive outcomes
- Placing the rights and needs of every child and young person at the centre of our decision making and service delivery
- Raising educational attainment while ensuring equity for all our children and young people



Green

- Working across partners and communities to deliver the priority areas highlighted in our Plan for Net Zero, working towards a net zero Renfrewshire by 2030
- Ensuring our journey to net zero is a just transition with climate justice and fairness at the heart, finding opportunities to challenge inequalities and boosting our green economy, creating good green jobs that are sustainable for the future
- Planning for future climate adaptations when designing our services and our developing our place, particularly considering the impacts for our most vulnerable citizens
- Protecting and enhancing nature in Renfrewshire and encouraging equal access to opportunities to enjoy nature across all people and communities



Living Our Values

- Demonstrating sound leadership and vision, taking difficult decisions around the shape of our organisation to safeguard our future resilience and financial sustainability, and supporting our people through these changes
- Ensuring Renfrewshire Council delivers Best Value for our citizens and customers, that we demonstrate we are a well governed, effective organisation
- Positioning Renfrewshire Council as an employer of choice, with our ways of working, our culture and our values attracting the best people to join our team
- Recognising and celebrating the efforts of all our workforce in ways that make people feel valued and encouraged to build a career in Renfrewshire Council.
- Caring for the health and wellbeing of all our workforce, supporting us to work well and deliver great services



Place

Working together to enhance wellbeing across communities

Fundamental to our sense of place are our homes. We want to ensure there are high quality, digitally-connected homes in the right places which support modern ways of living and are energy efficient—helping us to meet our climate ambitions and supporting families to reduce their energy bills and live happy, safe, connected and fulfilled lives.

We want everyone to have access to nature, transport links, good shops and places to eat, exercise, healthcare and cultural, play and learning opportunities within their local communities. Creating these connected communities helps cut down on unnecessary journeys, supports our local economy and also fosters that sense of belonging to the place around us.

We want children to grow up excited, inspired and encouraged to fulfil their potential in Renfrewshire and want to continue to stay here. We want families to move into this area for the great schools and stay for the great opportunities.

We will continue to celebrate the arts, culture and our heritage in Renfrewshire, increasingly recognising culture as a central pillar of wellness, flowing through local approaches to health, social care, education and skills development as well as our regeneration and economic development plans and strategies for Renfrewshire.

We want people from our youngest to our oldest residents to have a say in the decisions that matter to them, from playparks to healthcare, from investment decisions to the cultural opportunities that bring a smile to all our faces - we want people to feel like their voices have been heard and that we're creating Renfrewshire's future together.

We look at a whole space when thinking about how all these parts fit together – this is called placeshaping. We work together to maximise our collective impact and influence across economic, social, physical, cultural and environmental policies and practices.

Our priorities

- Demonstrating that Renfrewshire is a great place to grow up, it's a place of opportunity for those that live and work here, and it's a brilliant place for a day out
- Ensuring Renfrewshire has the supply of green, high-quality, affordable, cross-tenure homes in the right places to meet current and future demands
- Working with partners to ensure our neighbourhoods are safe, vibrant and attractive places to live
- Developing our relationship with, listening to and involving our communities in the shaping of their future, particularly around the Council's investment and budgeting decisions, and ensuring that a wide range of voices and views are heard

How will we deliver this? (our actions)

1. Progress Renfrewshire's Housing-led Regeneration and Renewal programme
2. Support our citizens to access affordable cross-tenure homes that are digitally enabled and meet community needs
3. Deliver the ambitions in our long-term place visions for our key settlements and town centres
4. Deliver Renfrewshire's strategic capital investment programmes, including cultural, infrastructure, housing and school estate, and maximise the long-term benefits for our communities
5. Develop Travel Renfrewshire 2035, our Transport Strategy, supported by revised Active Travel and Public Transport Strategies and aligned to the regional and national travel strategies.
6. Deliver the next phase of Local Partnerships development, through our new Local Plans, Local Priorities and Local Voices programme
7. Design a new Connected Communities service model for the Council, transforming how we support, collaborate and engage with our communities

How will we measure this? (our performance indicators)

1. Opportunities to see or hear something positive about Paisley and Renfrewshire
2. Amount of vacant and derelict land (hectares)
3. Percentage of Council housing stock which meets the Scottish Housing Quality Standard
4. Affordable housing completions
5. Percentage pothole repairs completed within timescales

Please note, we plan to develop additional community indicators.



Economy

Building an inclusive, green and resilient economy (matching people, skills and opportunities)

Renfrewshire's economy remains strong despite the difficulties of the pandemic and cost-of-living crisis, with thousands of businesses making Renfrewshire their home and a wide range of local, national and global organisations choosing to invest here. We want to encourage this, nurturing new businesses and supporting existing businesses to thrive.

The growing manufacturing industry is Renfrewshire's largest sector for GVA (or Gross Value Added), it has increased significantly in recent years and is expected to continue to rise. Renfrewshire is home to the Advanced Manufacturing Innovation District Scotland (AMIDS), our sector-leading flagship development establishing Renfrewshire as the place to be for excellence in manufacturing research, development and innovation. Together with Renfrewshire's City Deal and Levelling Up projects - Glasgow Airport Investment Area and AMIDS South providing the enabling infrastructure for AMIDS including new roads and cycleways, bridges and utility provision; and Clyde Waterfront and Renfrew Riverside delivering an opening bridge over the Clyde—these projects are already bringing employment, skills and economic growth opportunities to Renfrewshire.

AMIDS is a great example of how we're already working to ensure our economic ambitions support our climate ambitions with the district designed with sustainability at its core, including a state of the art, low carbon heating network.

Renfrewshire faces a number of challenges—we need to boost our working age population and ensure the people who live here can also work here in well-paid, skilled jobs and don't need to travel outside Renfrewshire for employment. We know that many of our residents are working hard but in jobs that are low paid, jobs that don't support them to live well and jobs that mean they still experience poverty.

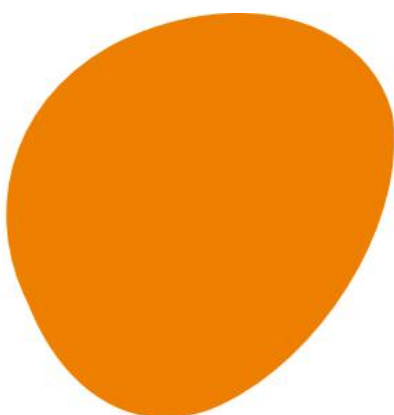
Employers tell us they are finding it difficult to fill job vacancies and we know there are some skills gaps too. We want to be well positioned to make the most of the green economy and develop the right skills at the right time to make sure people in Renfrewshire can work in jobs that are well paid, fulfilling and protect the environment.

Our priorities

- Improving lives and securing wellbeing through a stronger, inclusive and sustainable economy, being creative, imaginative and linking opportunities to enhance the benefits for Renfrewshire
- Creating sustainable employment opportunities for people who live in Renfrewshire, attracting good employers to the area and encouraging growth of businesses already operating here, ensuring that all people can benefit from the inclusive growth in Renfrewshire
- Supporting our citizens, particularly those furthest from the jobs market, into fair work - well paid, fulfilling employment
- Matching the skills developed in Renfrewshire with the opportunities available in Renfrewshire and equipping all children and young people to achieve success in life.

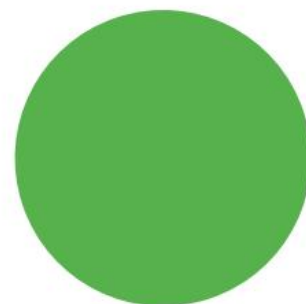
How will we deliver this? (our actions)

1. Develop an Investment Proposition for Renfrewshire that is clear on our economic ambitions for our place
2. Monitor the benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes
3. Fully participate in the AMIDS joint venture
4. Complete the Tech Terrace development and attract the first large occupier
5. Develop a Community Wealth Building Plan for Renfrewshire
6. Continue to support local employment through the delivery of targeted support through the Council's employability programme
7. Continue to progress core actions to support local and regional economic growth.



How will we measure this? (our performance indicators)

1. Percentage of council procurement spend spent on local enterprises
2. Gross Value Added (GVA) per capita
3. Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)
4. Number of new business start-ups in Renfrewshire with Business Gateway support
5. Renfrewshire Claimant Count
6. Percentage of Renfrewshire population working age (16-64)
7. Percentage of Renfrewshire population working age (16-64) who are economically inactive





Fair

Nurturing bright, happy and healthy futures for all

Fairness is at the heart of everything we do—it's a core value of Renfrewshire Council. Our colleagues and our communities have told us that fairness matters.

What we learned from the pandemic is that difficult times don't treat everyone the same. We see this still with the cost-of-living crisis, the climate emergency and the impact of global events. These impact disadvantaged people hardest - those already with health conditions, those already in poorly paid jobs, those already struggling. Time and time again, when there are major challenges across society, these are not felt equally.

We also know that some children and young people don't have the same opportunities to thrive as others, such as care experienced young people, and we know that families living in more deprived communities in Renfrewshire don't always have the same chances to do well in life than others.

Renfrewshire has a difficult relationship with alcohol and drugs - we recognise the harms caused to our people and our communities and we also recognise the deep traumas that can lead people to use substances in ways which are harmful for them.

As a Council, we work closely with our key partners to provide care, support and to protect our most vulnerable citizens - our children and young people, our older people and people with particular needs. Together we help them live their best possible lives, free from harm and able to thrive.

Nobody should be scared about their futures, their safety, their health or their wellbeing. Where you live shouldn't determine how long you live. This is unfair and we want this to change.

Our priorities

- Reducing inequalities in Renfrewshire, focusing on supporting our communities through the cost-of-living crisis with dignity and empowering people to live fulfilled lives
- Reducing child poverty in Renfrewshire and improving outcomes for children and families currently living in poverty
- Protecting, supporting and nurturing children, families and people who are vulnerable, with particular focus on early intervention and mental health and wellbeing, to ensure positive outcomes
- Placing the rights and needs of every child and young person at the centre of our decision making and service delivery
- Raising educational attainment while ensuring equity for all our children and young people

How will we deliver this? (our actions)

1. Deliver the Fairer Renfrewshire programme, working with partners to support Renfrewshire residents through the cost-of-living crisis
2. Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area
3. Developing new and radical approaches to tackling child poverty in Renfrewshire (CF)
4. The Promise Strategic Oversight Board and workstreams will progress and ensure Renfrewshire 'Keeps the Promise' and delivers improved outcomes for individuals who are care experienced, wherever possible keeping children within their families (CF)
5. Build local capacity for transformational whole systems change and to scale up and drive the delivery of holistic whole family support services (CF)
6. Develop the Trauma Informed and Responsive Renfrewshire Programme
7. Progress the design and delivery of the Curriculum, Learning, Teaching and Assessment; the Families and Communities; and the Inclusion Portfolios within Children's Services (CF)
8. Deliver mental health and wellbeing support, including Ren10 mental health and wellbeing network to support children, young people and their families (CF)
9. Deliver strategic and operational responses to migration and asylum, supporting individuals and families into settled accommodation (CF)

How will we measure this? (our performance indicators)

1. Percentage of children living in poverty (after housing costs)
2. Proportion of people earning less than the real living wage
3. Percentage uptake of free school meals in primary schools
4. Number of children in receipt of school clothing grants
5. Average time from household presenting themselves as homeless to completion of duty (number of weeks)

Please note, we plan to develop additional indicators including on equalities, diversity and inclusion.



Green

Leading Renfrewshire to Net Zero

We want to end Renfrewshire’s contribution to climate change within a generation. We are working towards net zero by 2030 for the whole of Renfrewshire to ensure a safer, healthier, greener and fairer place for everyone to live, work and spend time in.

Net zero means reducing carbon emissions as much as we possibly can and then ‘offsetting’ any leftover emissions that can’t be reduced through methods such as tree planting, restoring peat bogs and carbon capture schemes.

We have developed a Plan for Net Zero for the whole of Renfrewshire—the Council, our partners, the business sector and communities. The Council will seek to lead by example, use our influence, our assets, our purchasing power and our people to show how we can make a real difference and leave a lasting positive legacy for future generations through our creativity and boldness now.

Renfrewshire’s net zero journey has fairness at the heart, ensuring that people who are already struggling are not impacted further by changes we make in our services or ways of working to tackle the climate crisis. We also want to ensure that all people can benefit from changes we make towards a greener way of life, such as through reduced energy bills, new green skills and jobs, and improvements in our transport infrastructure to make employment opportunities easier to travel to.

We will also incorporate resilience and adaptation into our net zero planning - identifying risks to help us prepare, respond and recover from the severe weather and climate change impacts that are being felt now. We will have a particular focus on our most vulnerable communities and our most vulnerable citizens, alongside considering the resilience of our organization, our supply chain and Renfrewshire’s local economy and infrastructure.

Alongside our ambitions for tackling the climate crisis, as a signatory to the Edinburgh Declaration on Biodiversity, the Council has committed to tackling the nature crisis. We will do this through protecting and enhancing our local ecosystems, considering nature-based solutions and promoting and championing our fantastic natural environment in Renfrewshire, recognising the health and wellbeing benefits of enjoying nature.

Our priorities

- Working across partners and communities to deliver the priority areas highlighted in our Plan for Net Zero, working towards a net zero Renfrewshire by 2030
- Ensuring our journey to net zero is a just transition with climate justice and fairness at the heart, finding opportunities to challenge inequalities and boosting our green economy, creating good green jobs that are sustainable for the future
- Planning for future climate adaptations when designing our services and our developing our place, particularly considering the impacts for our most vulnerable citizens
- Protecting and enhancing nature in Renfrewshire and encouraging equal access to opportunities to enjoy nature across all people and communities

How will we deliver this? (our actions)

1. Develop costed, targeted interventions and actions to support our net zero journey within the Council and working in partnership with key stakeholders (CF)
2. Development of Low Emissions / Electrification Strategy
3. Develop a Strategic Property Review of Council operational, non-operational and surplus assets
4. Develop a funding strategy to support the resourcing of actions to deliver net zero
5. Establish a carbon budget for Renfrewshire Council
6. Review opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people

How will we measure this? (our performance indicators)

1. CO2 Emissions area wide per capita
2. CO2 Emissions area wide: emissions within scope of LA per capita
3. Amount of CO2 emitted by the public vehicle fleet
4. Amount of CO2 emitted from public space lighting
5. Amount of CO2 emitted from Council buildings
6. Percentage of household waste Recycled (Calendar year data)

Living our Values

Making a difference together

Our organisation faces an unprecedented financial challenge to make significant savings after many years of already delivering substantial efficiencies and reduction in our spending. The demand for our services is higher than ever before and, like households across Renfrewshire, the costs the Council has to meet, such as for energy and food, are also at an all-time high.

We have difficult decisions to make each year about what services we deliver, how we deliver them and where we may need to shift our focus elsewhere. We have to work in this way to ensure Renfrewshire Council can continue to deliver services for those that need it most now and in the future.

We know we must continue to deliver an ambitious and cross-cutting transformation programme to ensure our organisation is resilient to meet future challenges and continues to deliver our key priorities in ways that provide good value for money and the best possible experience for our customers and citizens.

Working for Renfrewshire Council means making a difference, big or small, for Renfrewshire's residents. As we've outlined, parts of our organisation will change and our ways of working will evolve over time, but our core purpose remains the same – serving Renfrewshire, making this a safe and happy place to live, learn and visit. Being part of the Renfrewshire Council team means demonstrating our values in how we deliver services, how we interact with communities and our colleagues, and how we all live our day to day working lives.

We want our communities to trust us and for anyone who interacts with us to know that they will be treated with respect, compassion and dignity – working here, we are fair and inclusive to each other and to those we meet in our working day.

We are proud to work for Renfrewshire Council and we are passionate about making a difference – working here, we are helpful, we go the extra mile to make things work and make connections to deliver better services and outcomes.

We care about Renfrewshire, and we know that we can achieve more together – working here, we are great collaborators, working together across different teams, services, and with different organisations, partners and our communities to make Renfrewshire the best it can be.

We want to continue to attract the brightest and best people to work here and we want to keep pace with new and emerging technology and ideas and understand the benefits this can bring us and our customers – working here, we value learning, from each other and from other places and organisations.

It is only through the people who work for Renfrewshire Council that we can deliver the priorities described throughout this Plan. Each and every one of us has a part to play.

Our priorities

- Demonstrating sound leadership and vision, taking difficult decisions around the shape of our organisation to safeguard our future resilience and financial sustainability, and supporting our people through these changes
- Ensuring Renfrewshire Council delivers Best Value for our citizens and customers, that we demonstrate we are a well governed, effective organisation
- Positioning Renfrewshire Council as an employer of choice, with our ways of working, our culture and our values attracting the best people to join our team
- Recognising and celebrating the efforts of all our workforce in ways that make people feel valued and encouraged to build a career in Renfrewshire Council.
- Caring for the health and wellbeing of all our workforce, supporting us to work well and deliver great services

How will we deliver this? (our actions)

1. Implement the next phase of transformation through the actions arising from the Council's financial sustainability and improvement workstreams
2. Deliver self-assessment activity across the organisation in line with revised best value audit methodology
3. Lead implementation of the council brand, ensuring council communications are responsive, informed, inclusive and accessible (CF)
4. Deliver a refreshed approach to workforce planning and workforce innovation, with a focus on recruitment and retention; learning and development; and career pathways.
5. Embed our Wellbeing Strategy, meeting the current and future needs of our workforce
6. Drive improved attendance and reduced absence across the organisation
7. Continue to develop our approaches and activities in relation to Equality, Diversity and Inclusion, responding to the needs and views of our workforce
8. Develop new approaches to consultation and engagement with our communities, underpinned by our values.

How will we measure this? (our performance indicators)

1. Average number of work days lost through sickness absence per employee
2. Percentage of posts of the highest 5% of earners among employees (excl. Teachers) who are women
3. Percentage gender pay gap between average hourly rate of pay for male and female employees
4. Complaints closed at Frontline Resolution as a percentage of all complaints
5. Percentage of FOI requests completed within timescale
6. Percentage of LGBF indicators performing in the top 2 quartiles

A new employee satisfaction indicator will be established as part of the ongoing engagement activity through our employee survey, and we are developing a training and development indicator for future use.

Improving outcomes for children and families

How will we measure this? (our performance indicators)

1. Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Literacy between pupils living in 30% Most Deprived areas and those living in 70% Least Deprived Areas (SIMD)
2. Percentage Point Gap in % Pupils Achieving Expected Level for their stage in Numeracy between pupils living in 30% Most Deprived areas and those living in 70% Least Deprived Areas (SIMD)
3. Average total tariff score of leavers living in SIMD 30% most deprived areas
4. Average total tariff score of all school leavers in Renfrewshire
5. Proportion of children being looked after in the community

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