



**Renfrewshire
Council**

To: Finance, Resources and Customer Service Policy Board

On: 15 June 2022

Report by: Chief Executive

Heading: Chief Executive's Service - Service Improvement Plan 2022-23 and Service Delivery Plan 2021-22 Outturn Report

1. Summary

- 1.1 The attached Service Improvement Plan for the Chief Executive's Service covers the three-year period from April 2022 to March 2025. The plan sets out the priorities being addressed; the key tasks to be implemented; the implementation timetable; and our measures of success. The Service Improvement Plan sits beneath the Council Plan, Community Plan, Risk Management Plan and the Workforce Plan to form a suite of documents which provide Renfrewshire's strategic direction for the service. This plan is also intended to complement the council-wide Economic Recovery Plan and Social Renewal Plan. The Service Improvement Plan is included as Appendix 1 to this report.
- 1.2 This report also provides an overview of performance against the actions and measures set out in the Chief Executive's Service Delivery Plan 2021/22. Service Delivery Plans were implemented for one year only and focused on what each service would deliver to support residents, businesses and communities through the pandemic and into a recovery phase. A detailed outturn report is included as Appendix 2.
- 1.3 A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board in November 2022.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- (a) Approves the attached Service Improvement Plan;
 - (b) Notes the progress made in delivering the Service Delivery Plan 2021/22; and
 - (c) Agrees that mid-year progress with the Service Improvement Plan be reported to this Board in November 2022.

3. Background

- 3.1 The Chief Executive's service is responsible for setting the strategic direction of the organisation and for delivering cross-cutting services. It also manages the public profile and reputation of the Council and leads on collaboration with national organisations and partnerships across the public, private and third sectors. Consisting of 218 employees, the service has four main divisions: Policy and Commissioning; Marketing and Communications; Economy and Development; and City Deal and Infrastructure.
- 3.2 The Service Improvement Plan is one way in which elected members can scrutinise the work of the Chief Executive's Service, and to consider and decide upon policy options as necessary. Refreshing Service Improvement Plans annually allows each service to consider the context in which they operate, and revise plans where appropriate.
- 3.3 Importantly, the Service Improvement Plan also links the Council Plan and Community Plan priorities to strategic and operational activity within the service, which helps employees understand how they contribute to the Council delivering its objectives. The priority actions set out in section 5 of the attached Service Improvement Plan detail the specific actions the service will progress in order to support the Council's immediate priorities and future direction and help deliver improved outcomes for Renfrewshire's communities.

4. Key Achievements 2021/22

4.1 During 2021/22, key achievements of the service included:

- Attracting £38.7m of Levelling-Up funding from the UK Government to support the AMIDS South project
- Continuing with the delivery of the AMIDS programme, with the National Manufacturing Institute Scotland (NMIS) and the Medicines Manufacturing Innovation Centre (MMIC) both scheduled to open later this year
- Progressing the TH/CARS2 programme, upgrading several prominent buildings in Paisley Town Centre
- Supporting 1791 people into employment through our employability work with partners
- Producing a new Local Development Plan, which sets out the Council's vision for Renfrewshire's economy, environment, towns, heritage and infrastructure over the next 10 years and will form the basis for future planning decisions
- Continuing work on the large-scale cultural investment projects in Paisley - Paisley Museum, Paisley Town Hall and the new Paisley Learning & Cultural Hub – which should all be completed by 2023
- Supporting Renfrewshire's cultural sector through 43 Future Paisley grants with a total value of £200,000 – supporting 10 cultural organisations, 24 freelance artists and creating art installations in public spaces
- Successfully delivering in-person events, including the Spree Festival and Paisley Halloween Festival in October 2021 and About Us, the launch event for the UK Unboxed 2022 festival in March
- Securing national funding from VisitScotland and EventScotland to support tourism and events restart
- Implementing our social renewal plan, with a focus on financial insecurity including the community food fund, affordable credit, hardship payments, winter clothing grants, and work around period poverty
- Undertaking a COVID community impact assessment with the next stage of engagement through the Public Services Panel
- Supporting people isolating or vulnerable with 517 referrals being supported by the Neighbourhood Hubs
- Continuing to implement the recommendations of the Alcohol and Drugs Commission; a total of 14 projects are planned with the majority now in delivery
- Progressing actions to mitigate climate change, including establishing the community climate fund, the climate panel, developing the net zero plan and commissioning work to baseline carbon emissions
- Delivering 127 grants to local community groups through the Celebrating Renfrewshire programme.

- 4.2 A more detailed picture of achievements is included in the Service Delivery Plan Outturn Report included as Appendix 2.

5. What do we want to achieve?

- 5.1 As we move beyond the pandemic and its next phase, the Council and its partners will continue to promote and deliver on actions in relation to the impact of COVID, and to respond to emerging cost of living crisis which is impacting local business and communities. Our local response in terms of economic and cultural regeneration, infrastructure development, employability support and actions to support those most vulnerable will be reflected in the forthcoming new Council Plan, which will be brought forward for approval in September 2022. This service will also continue to contribute to the achievement of outcomes set in Our Renfrewshire, our 10-year Community Plan. The Chief Executive's Service is the lead for delivering on Tackling Poverty, on the Alcohol and Drugs Commission and on Climate Change. It is also responsible for a number of large-scale capital projects and regeneration activity.
- 5.3 During the lifetime of this plan, specific priorities for the service include:
- Continuing to deliver an ambitious programme of regeneration, with a specific focus on culture and heritage;
 - Progressing the large-scale infrastructure projects which come under the scope of City Deal;
 - To tackle inequalities in Renfrewshire through the Fairer Renfrewshire Programme with a particular focus on the cost of living crisis and issues such as fuel and food insecurity;
 - Next phase of the development of our work within communities – supporting development of locality approaches, increased participation and the next phase of the development of Local Partnerships
 - Developing Renfrewshire's Plan for Net Zero as part of our work to mitigate the impacts of the climate emergency;
 - Progressing new strands of work related to the recommendations of the Alcohol and Drugs Commission, specifically on trauma and stigma, and the launch of Recovery Change Fund in summer 2022
 - New Council and Community Plan to be finalised in Autumn 2022;
 - Positioning Renfrewshire as a destination of choice through visitor and investor marketing and major events;
 - Building Renfrewshire Council's brand and driving the implementation of the Council values – fair, helpful, collaborative and learning; and

- Workforce planning – supporting health and wellbeing of employees around new ways of working, and seeking to address areas where we are finding it difficult to attract, recruit and retain staff.
- 5.4 Further detail on the specific actions the service will progress can be found in Section 5 of the Service Improvement Plan included as Appendix 1.

6. Monitoring progress

- 6.1 Progress on the implementation of the Service Improvement Plan will regularly be monitored by the Senior Management Team and will be reported to Elected Members on a six-monthly basis. A review of progress will be brought to this Board in Autumn 2022.
- 6.2 As well as performance measures with targets, the Service Improvement Plan also includes some management information as additional context. This includes those indicators which are part of the Local Government Benchmarking Framework. Indicators which are for information only are not featured on the performance scorecard but will be reported on as part of the outturn.

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** – All Council services are reviewing ways of working in light of the changes resulting from the pandemic. Any changes will be reflected through reports to elected members.
- 3. Community/Council Planning** – the report details a range of activities which reflect local Council and community planning themes.
- 4. Legal** – none
- 5. Property/Assets** - All Council services are reviewing ways of working in light of the changes resulting from the pandemic, and this includes how buildings are utilised. Any changes will be reflected through reports to elected members.

- 6. Information Technology** – Digital resources are now key to the delivery of services and strategies are in place to manage this.
- 7. Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. Workstreams and projects arising from this report will carry out impact assessments in line with Council policy.
- 8. Health & Safety** – none
- 9. Procurement** – The report continues a number of actions impacting procurement.
- 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** - The report continues a number of actions directly related to addressing the impact of climate change. The actions detailed within the report should contribute to an improved position.

List of Background Papers: None

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Chief Executive's Service

Service Improvement Plan 2022-2025

Contents

1.	Introduction	9
2.	What we do.....	11
3.	Overview of Achievements 2021/22	14
4.	Our Strategic Context.....	15
5.	Our Strategic Priorities.....	22

1. Introduction

- 1.1 This Service Improvement Plan for the Chief Executive's Service covers the period from 2022/23 to 2024/25. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 1.2 In 2021/22, in recognition of the considerable impact of the pandemic, services produced single-year delivery plans, which were focused on actions required to manage the response to and recovery from the coronavirus. The country is now moving into the next phase of the pandemic, with restrictions easing. The Council, like other organisations, is now working towards a 'new normal' and continuing to support and promote recovery from the impact of the pandemic whilst also driving forward its strategic objectives.
- 1.3 Council services continue to operate in a challenging context. The ongoing recovery from the pandemic and its effects continue to be felt by individuals, businesses, communities and the public sector. The inequalities that existed prior to the pandemic have continued to be exacerbated by the pandemic and the emerging cost of living crisis. There are numerous legislative requirements relating to that work which are being progressed, including duties in relation to child poverty, the public sector equality duty and community empowerment.
- 1.4 External events, such as the UK's departure from the EU and the war in Ukraine, are also exacerbating supply chain issues and inflationary pressures and there is an ongoing requirement to monitor any impacts in relation to the Council's key strategic projects. Councils are also navigating an increasingly complex funding landscape resulting from increased demands and increasing costs but also arising from the introduction of new funding streams such as the UK Shared Prosperity Fund and Levelling Up scheme.
- 1.5 The Service Improvement Plan sets out the likely impact that these issues will have on the service and our actions to address them.
- 1.6 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. A new Council Plan is developed every five years, aligned with the cycle of local government elections. Renfrewshire's new Council Plan is currently being developed and will be presented to Elected Members later this year. It will set out the high-level strategic outcomes the Council intends to achieve and detail the

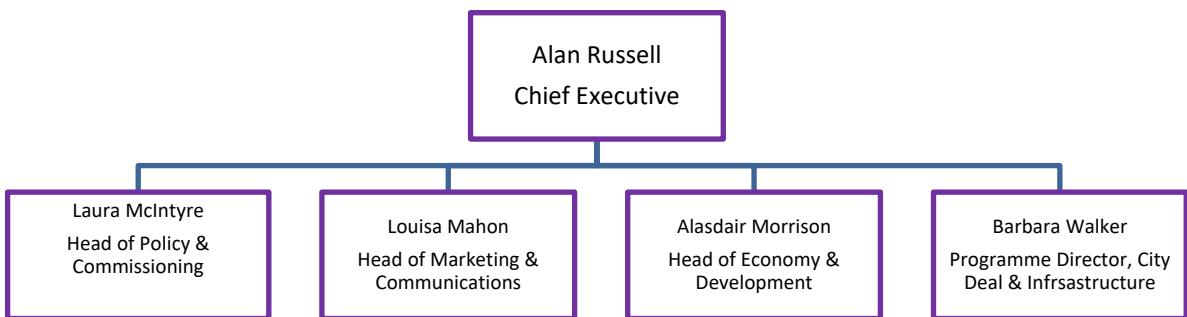
steps needed to delivery on these. Future Service Improvement Plans will align to those high-level outcomes; for now, key actions are grouped under four themes:

- Place
- People
- Sustainability
- Living Our Values

- 1.7 The Community Plan is a ten-year plan, and the current Renfrewshire Plan runs from 2017 to 2027. It is good practice to review these plans regularly to ensure they remain ambitious and fit for purpose. The Renfrewshire Community Plan is currently being reviewed and this will involve engagement with key stakeholders. A revised Community Plan will also be presented to Elected Members and the Community Planning Partnership later this year. The Partnerships and Inequalities Team within the Chief Executive's Service leads on community planning work for the Council.
- 1.8 Service Improvement Plans inform each service's Workforce Plan and Risk Register and are the overarching documents which sets the programme of development and improvement activity within the service as well as providing context for budget decisions. The Chief Executive's Service also leads on the partnership Economic Recovery Plan, Social Renewal Plan, strategic elements of the Local Housing Strategy, the Local Development Plan and the forthcoming Plan for Net Zero.
- 1.9 A mid-year progress update on the Service Improvement Plan will be presented to board in autumn 2022, and an outturn report in May 2023. Early in 2023, the Chief Executive's Service will review this plan and produce a revised version to reflect both progress and any changing priorities.

2. What we do

- 2.1 The Chief Executive's service is responsible for setting the strategic direction of the organisation and for delivering cross-cutting services. It also manages the public profile and reputation of the Council and leads on collaboration with national organisations and partnerships across the public, private and third sectors. The service has four main areas of work: Policy and Commissioning; Marketing and Communications; Economy and Development; City Deal and Infrastructure.



The Policy & Commissioning Team covers three areas – Partnerships & Inequalities; Strategic & Commercial Procurement; and Strategy, Policy & Insight. The team is responsible for:

- Providing strategic policy support to senior officers, Elected Members and the Corporate Management Team;
- Supporting improved corporate and service level performance and public reporting through robust performance management and effective scrutiny;
- Working closely with community groups and organisations to strengthen relationships and promote community empowerment;
- Co-ordinating the Council's approach, working with partners, to tackle inequalities which exist across Renfrewshire's communities, for example through the Tackling Poverty, Alcohol and Drugs and Social Renewal programmes;
- Leading the Council's procurement activity to deliver best value, improved environmental sustainability and wider Council and community benefits;
- Leading the Council's corporate and community planning processes;
- Providing a corporate data analytics and research service to support sound knowledge management and evidence-based decision making across the Council; and

- Leading on the development of major initiatives such as the establishment of an Alcohol and Drugs Commission and the Climate Emergency.

The Communications and Marketing team have five sections – Communications; Marketing; Events; Future Paisley Cultural Regeneration and Fundraising. They are responsible for:

- Managing the Council’s reputation and brand and placing meaningful communication with local people, partners and the media at the heart of its day-to-day business;
- Supporting employee engagement through effective recognition of achievements and the promotion of our shared organisational values;
- Delivering high quality marketing campaigns to position Renfrewshire positively in digital and traditional media, raise awareness of Council services and policy changes and promote positive behavioural change leading to improved lives;
- Delivering an annual programme of major events that attract visitors, deliver positive economic impact, create volunteering opportunities and increase cultural participation;
- Promoting Renfrewshire’s story to local, UK and international audiences and promote Renfrewshire UK-wide as a place to live, work, invest and visit;
- Delivering the fundraising strategy and capital appeal to develop Paisley Museum; and
- Leading on Future Paisley, a wide-ranging programme of activity and investment which seeks to build on Paisley’s cultural heritage as a tool for regeneration and strengthening communities.

The Economy and Development Team cover two main service areas – Planning and Development, and Economy and Regeneration. The team is responsible for:

- Leading on the Local Development Plan;
- Providing a planning and building and development standards service to local residents;
- Leading on employability for Renfrewshire and supporting unemployed people into work;
- Delivering a programme of support to Renfrewshire’s business community to support economic growth and an increase in local jobs;
- Supporting new business start-ups across Renfrewshire and promoting enterprise; and
- Supporting delivery of the Renfrewshire economic strategy and action plan with assistance from the Renfrewshire economic leadership panel Representing the

Council on various groups leading on transport, economy, enterprise and skills at Glasgow City Region and national level.

The City Deal and Infrastructure Team are responsible for delivering a number of large-scale projects across Renfrewshire, including those which are part of the Glasgow City Region City Deal programme. The team is responsible for:

- Leading on the delivery of the Glasgow Airport Investment Area (GAIA) and the Clyde Waterfront and Renfrew Riverside project, both of which will improve transport links and support economic regeneration in Renfrewshire;
- Leading on the delivery of the Advanced Manufacturing Innovation District Scotland (AMIDS) and the AMIDS South development;
- Delivering the Cultural Infrastructure Programme which includes major capital investments at Paisley Museum (with One Ren), Paisley Town Hall, Paisley Arts Centre, the new Paisley Learning and Cultural Hub on High Street; and
- Delivering a range of town centre and heritage-led regeneration projects across Renfrewshire, including the Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project.

3. Overview of Achievements 2021/22

- 3.1 As part of the Council's approach to managing the pandemic response, Council services each produced a one-year Service Delivery Plan in 2021. These focused on the actions necessary to manage the response and the recovery from the pandemic. A full outturn report details the achievements of the Chief Executive's service during 2021/22 and sets out progress against actions and performance targets.
- 3.2 As well as continuing to deliver core services throughout 2021/22, the Chief Executive's service responded flexibly to additional responsibilities arising from the pandemic and continued to deliver on major strategic projects. Progress to highlight includes:
- Significant progress on the delivery of large infrastructure projects, such as the AMIDS site at Inchinnan, Paisley Museum and Paisley Town Hall;
 - Working with partners on regeneration and investment programmes across Renfrewshire, such as the refurbishment of Johnstone Police Station;
 - Progressing the Council's ambitions to be Net Zero by 2030, carrying out a climate survey and establishing Renfrewshire Climate Panel;
 - Implementing the recommendations of Renfrewshire's Alcohol and Drugs Commission, an action plan for which is now being progressed;
 - Supporting 486 registered clients and an estimated 200 unregistered people into employment;
 - Delivering destination marketing and a successful local and visitor events programme generating 789 participation opportunities and attracting 63,630 attendees;
 - Supporting communities through Neighbourhood Hubs and through delivery of our Social Renewal Plan, delivering actions which focused on supporting people experiencing financial insecurity, particularly in relation to food and fuel insecurity; and
 - Working with businesses to manage the supply chain challenges arising from external factors.

4. Our Strategic Context

National policy context

- 4.1 The Council has adapted the way services are delivered over the last two years and will continue to respond to national guidance as the pandemic recovery continues. The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions at that time. The operating environment has changed frequently and often at short notice and the Council has had to be flexible and adaptable to manage this change and adjust services accordingly. The recovery phase is likely to continue for some time and Council activity will reflect this. This recovery is guided by the National COVID Recovery Strategy. As the recovery progresses, the Council will work with employees, residents and partners to identify new ways of working which best meet the needs of our people and our communities.
- 4.2 The impact of the UK leaving the EU in 2020 is not yet fully apparent, given the impact that the coronavirus has had on the economy and on day-to-day life. A main driver of how Renfrewshire is impacted will be in the operation of the UK Shared Prosperity Fund, which is in a 'pre-launch' phase. This fund is intended as a replacement for previous EU funding and will be allocated to local authorities according to a funding formula. More detail on this is expected over the next few months.
- 4.3 One of our approaches to tackling poverty has been to support people into employment. From April 2022, employability partnerships will implement the next phase of No-One Left Behind, the national framework focused on putting inclusiveness and equalities at the heart of employability, and tackling the impact of Covid-19 on Scotland's economy.
- 4.4 The provisions of the Planning (Scotland) Act 2019 and the associated draft National Planning Framework 4 create a single set of policies and guidance to govern planning policies and procedures. This includes a new spatial strategy for Scotland which encompasses climate change, biodiversity, building a wellbeing economy and creating sustainable places.
- 4.5 The Scottish Government has set one of the most ambitious Net Zero targets globally, to have net zero emissions of all greenhouse gases by 2045. The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 sets this legally binding

target, as well as amending the interim targets, requiring a 75% reduction by 2030 and 90% reduction by 2040.

- 4.6 The service also leads on community planning, community asset transfers and participatory budgeting, all key strands of the Community Empowerment (Scotland) Act 2015. The Community Empowerment Fund supports groups with developing capacity to apply for a community asset transfer and progress these applications. The seven Local Partnerships are another mechanism by which the council supports partnerships between services and local communities. During the next year, we will be progressing our participatory budgeting (PB) programme to deliver on the target of allocating 1% of council revenue expenditure via PB.
- 4.7 The Chief Executive's service leads on issues relating to poverty and produces the statutory annual child poverty report. The service has led the Council's Tackling Poverty programme and will now develop this into the Fairer Renfrewshire programme, bringing together work under the Social Renewal Programme and the Alcohol and Drugs Commission under one banner or umbrella of activity. A key area of focus currently is the cost of living crisis and on continuing to work with partners in the public and third sectors to address food and fuel poverty.
- 4.8 COSLA and the Scottish Government are working in partnership with Councils and other public bodies to develop a trauma-informed and trauma-responsive workforce. The aim is to ensure that services are delivered in ways that prevent further harm to those who have already experienced psychological trauma and/or adversity in their lives. The Chief Executive's Service leads this for Renfrewshire Council and the role of trauma champions is to promote a consistent and joined-up multi-agency local approach to responding to trauma.
- 4.9 UK-wide resettlement activity impacts on all Councils in Scotland and there are multiple strands to this. All Councils are part of a National Transfer Scheme that supports unaccompanied asylum-seeking children and many, including Renfrewshire, also participate in refugee schemes. More recently, the war in Ukraine has resulted in many UK residents offering their homes to people fleeing that conflict. As well as supporting refugees, local authorities have specific duties in relation to vulnerable people such as unaccompanied children or those who have been trafficked. The UK Government has recently announced that it will be widening its asylum dispersal programme across the UK and that may have future implications.

Local policy context

- 4.10 In December 2020, Council approved an Economic Recovery Plan for Renfrewshire. It sets the direction of travel for measures to support the local economy through coronavirus response, recovery and beyond. The plan acknowledges the significant impact of the pandemic on the local and national economy, and what that means for the people, business and communities of Renfrewshire.
- 4.11 The pandemic exacerbated existing inequalities and as part of the Council's work to determine appropriate responses, a community impact assessment was undertaken. That resulted in the production of a Social Renewal Plan which sets out joint plans (with our partners) to address the inequalities which exist in Renfrewshire, and which were made worse by the pandemic. The Council continues to seek views on these issues through consultation exercises and our Public Services Panel and will revise the assessment to ensure a clear understanding of how residents are impacted and that actions continue to meet current needs. Rising prices, particularly for food and fuel, may lead to more households experiencing absolute or relative poverty, and lead to increased demand for the supports and services the public and third sectors can offer.
- 4.12 Renfrewshire Council is one of the eight Glasgow City Region councils and part of the Glasgow City Deal programme. Renfrewshire leads on two major infrastructure projects – the Glasgow Airport Investment Area and the Clyde Waterfront and Renfrew Riverside programme.
- 4.13 The Future Paisley programme, paused at the start of the pandemic, is entering its fifth year, drawing on the rich heritage and cultural strengths of Paisley and wider Renfrewshire for social and economic change. It combines targeted, sustainable investment in cultural infrastructure and activity with the embedding of culture in public policy and across council services from health and social care to education and housing. It aims to increase community prosperity and wellbeing, create a vibrant town centre and help build a sustainable cultural sector. It is also radically changing Paisley's image. Over 30 projects, activities, partnerships and events are helping local people to access cultural experiences that can positively change their lives.
- 4.14 Renfrewshire Council declared a climate emergency in 2019 and set a target of achieving net zero carbon emissions in Renfrewshire by 2030. Work continues to progress towards this, with a Plan for Net Zero currently being developed which will map out the journey for the organisation and the area to achieve this

challenging target. As well as Council-led projects to help tackle climate issues, a Community Climate Fund allows local groups to bid for up to £3000 for localised initiatives which meet their community's needs and align to the Council's drive towards net zero.

- 4.15 Renfrewshire's population is predicted to grow by 2.1% by 2030, a higher rate of growth than the Scottish average. In common with the rest of Scotland, Renfrewshire has an ageing population due to the combined impact of a falling birth rate and increasing life expectancy. There has been positive net migration into Renfrewshire in recent years, both from within Scotland and from overseas. The job creation resulting from infrastructure projects and economic regeneration, coupled with new house building, may contribute to an increase in the working age population in the medium and long-term. Deprivation does remain a challenge in Renfrewshire, however, and this has considerable implications for council services in terms of meeting current and future needs but also in undertaking work with partners to lift people out of poverty.
- 4.16 The Council's transformation programme was paused at the start of the pandemic and whilst some service changes already agreed were able to be implemented, new phases of transformation will start during 2022.
- 4.17 All local authorities in Scotland are subject to a Best Value Audit inspection at least once in every Council term (i.e. every five years). Renfrewshire's last inspection was in 2017 and resulted in 7 key recommendations being made. These help determine improvement actions within the council and each year, Audit Scotland publish an overview report detailing progress against the audit as well as scrutiny of council finances. Audit Scotland will produce an updated approach to these audits later this year, and this is likely to reflect the significant change in the operating environment of councils.
- 4.18 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Actions related to corporate and strategic risks, where senior officers in the Chief Executive's service are owners or joint owners of the risks are shown below.

Risks	Evaluations
Our strategic risks	
Economy	Very High
Unemployment	Very High
Reducing Inequalities in Renfrewshire	Very High
Climate, Sustainability and Adaptability	High

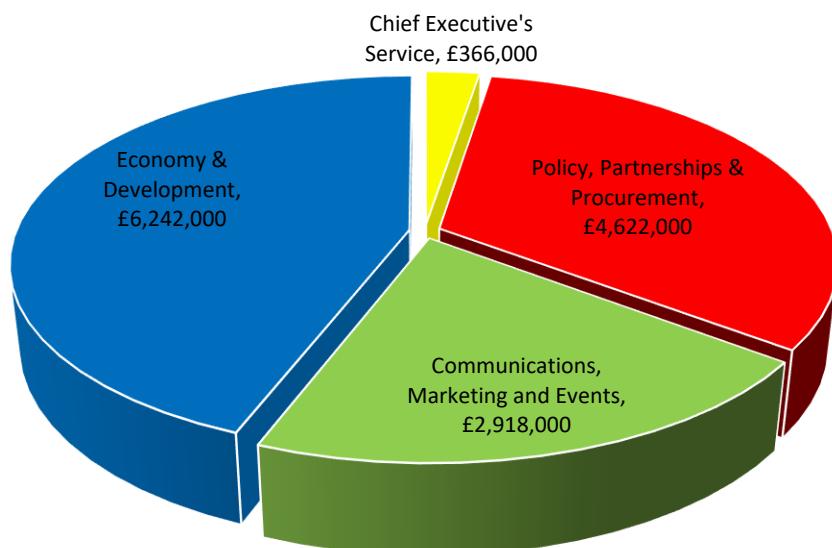
- 4.19 Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. The Equality Act 2010 protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups. A national consultation on the Public Sector Equality Duty is currently underway.
- 4.20 In 2020, Council approved a new Internal Communication and Engagement Strategy and a new People Strategy. Combining to focus on three priority areas – health and wellbeing, new ways of working, and staff communication and engagement. The Council's workforce has shown considerable resilience over the last two years and no service was left unchanged during the pandemic. Our staff adapted quickly to the necessary changes, whether it was a change in how frontline delivery was handled, adopting new ways of communicating with our customers, or switching to full-time working from home. As the country emerges from the pandemic, the Council, like other organisations, will seek to build on the new ways of working and find an approach which delivers the best possible service for residents whilst promoting a healthy work-life balance for staff.
- 4.21 Workforce planning is a challenge within the Chief Executive's Service due to nationwide issues with recruitment and retention in specific sectors, particularly in planning and development services and procurement. The service is currently reviewing the approach to workforce planning and skills development in these areas in order to attract and retain staff to relevant roles.
- 4.22 The Council has a set of values which shape the way our staff interact with colleagues, with local communities, with partner organisations and with all stakeholders. The organisational changes which will be delivered as part of this Service Improvement Plan (see Section 5.5) are aligned to one of the four values, which are:

- We are **fair**, we treat each other and everyone we deal with respectfully and work hard to build trust in Renfrewshire Council.
 - We are **helpful**, we care about getting things right and are always approachable.
 - We are great **collaborators**; we work as one team and with people who care about this place.
 - We value **learning** to help us innovate, improve and deliver better services.
- 4.23 Partnership working across the Council and beyond is vital to the delivery of services to Renfrewshire's communities. The Chief Executive chairs Renfrewshire's Community Planning Executive Group. The Chief Executive's Service works with many different partners across the public, private and third sectors including: Engage Renfrewshire, West College Scotland, the University of the West of Scotland, local Credit Unions, Renfrewshire Chamber of Commerce, Scottish Enterprise, Scottish Government, Skills Development Scotland, and Visit Scotland. The Chief Executive's Service also leads on developing Strategic Partnership Agreements with key third sector organisations delivering major projects in the area.
- ## Our Finances
- 4.24 All local authorities in Scotland have experienced a hugely challenging and complex set of circumstances over the last two years and it is recognised that the financial impact on Councils from COVID-19 will continue for some time. This includes the impact on service costs, service demands and income streams, as well as the cost of unavoidable delays to some transformation programmes. Councils are also impacted by the rising costs of goods and services caused by inflationary pressures and global supply chain issues. Renfrewshire Council actively manages these pressures through its short- and medium-term financial planning and is acknowledged by Audit Scotland to have sound financial arrangements in place.
- 4.25 However, the Council's financial outlook remains subject to significant uncertainty. The most recent analysis reported to Council on 3 March 2022 suggests that Renfrewshire Council will experience a funding deficit in the range of £18m-£50m in the three years following 2022/23, unless mitigating action is taken.
- 4.26 Budgets are approved each year for both Capital and Revenue purposes. Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. For 2022/23, the Revenue budget approved

for General Services on 3 March 2022 was £486m, and for the Housing Revenue Account £55m.

- 4.27 Capital budgets allow for expenditure on the creation or enhancement of assets. The capital budget approved for General Services on 3 March 2022 was £437m for the period 2022/23 to 2026/27, and for the Housing Revenue Account £267m for the period 2022/23 to 2027/28.

Gross budget, by service area, 2022/23



5. Our Strategic Priorities

5.1 As noted in the introduction to this plan, Service Improvement Plans align to the Council and Community Plans. Actions and performance indicators are each grouped according to the strategic outcomes set out in the Council Plan. As that Plan has yet to be approved, actions and indicators in this SIP are set out under four broad themes.

- Place: what we do to support our economy, our infrastructure, our assets;
- People: what we do to support our communities and individual residents;
- Sustainability: what we do to address climate issues and promote sustainable services and communities;
- Living our Values: what we do in terms of our organisational behaviours and approaches.

5.2 Strategic Priority: Place

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	<p>Engaging with key partners in the public, academic and private sectors to continue progress on delivery of a high-quality advanced manufacturing innovation district (AMIDS) which aims to deliver thousands of new jobs.</p> <p>Establish a JV Partnership with a development company to aid financial and physical delivery of AMIDS.</p>	Programme Director - City Deal and Infrastructure	31 March 2023
Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements and Medicine Manufacturing Innovation Centre (MMIC) delivery.	Engaging with key partners in the public and academic sectors to ensure NMIS and MMIC are established and operational timeously	Programme Director - City Deal and Infrastructure	31 March 2023
Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	Benefits will include new jobs and training and upskilling opportunities for Renfrewshire residents	Programme Director - City Deal and Infrastructure	31 March 2025
Participate in and Monitor progression of the Clyde Metro in partnership with GCC, TS and other stakeholders.	Sustainable links to AMIDS, Glasgow Airport, Gilmour Street Train Station, Renfrew and Braehead will enhance economic potential and reduce carbon.	Programme Director - City Deal and Infrastructure	31 March 2025
Progressing the AMIDS South project to maintain the programme requirements of the UK Government Levelling Up Fund award.	Social and economic regeneration improvements within Paisley North Area and improved enabling infrastructure	Programme Director - City Deal and Infrastructure	31 December 2023
Establish a programme of engagement work with communities on the Community Benefits that might be derived from the Council's procurement activity.	This approach will ensure that Community Benefits delivered under the category of "Community	Strategic Procurement Manager	31 March 2023

	Engagement” are meaningful, accessible and fair to all community groups. Local community groups can set out what Community Benefits their communities would like to be delivered.		
Actively engage with Renfrewshire suppliers to increase the percentage of procurement spend	Increasing local procurement spend supports local job creation and the sustainability of local businesses. It contributes to community wealth building and post-pandemic economic recovery.	Strategic Procurement Manager	31 March 2024
Maximise funding for regeneration of Renfrewshire’s places through grant submissions to external sources including UK and Scottish Governments.	Significant funding is currently available to deliver and/or add value to regeneration projects. Accessing external funds is essential to the delivery of our capital programmes.	Regeneration Manager	31 March 2023
Develop a Strategic Property Review of Council operational, non-operational and surplus assets	Optimal and productive use of property for the operational purposes of the Council and for the economic and community development of Renfrewshire’s places is key to the efficiency of the Council delivering its services and for local development.	Principal Assets and Estates Surveyor	31 March 2023
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 20162026.	Deliver changes within the identified key areas Outline a clear vision for the future of the town centres	Regeneration and Place Manager	31 March 2023
Proactively work with property owners to bring some of the area’s most valued assets back into use	This work will link with the town centre strategies to protect, enhance and return to use key assets	Regeneration and Place Manager	31 March 2023
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	There is increasing, evidence that walking and cycling can play a very significant role in	Regeneration and Place Manager	31 March 2025

benefits to biodiversity, air quality and access	optimising the contribution of transport to economic performance, including areas such as reducing congestion, quality of life and retail vitality, and reduced absenteeism as a result of a		
Carry out evaluation of Future Paisley and prepare a transition plan for the mainstreaming/external funding of projects beyond April 2024.	We will evidence the impact of the Future Paisley programme in achieving our 15 strategic outcomes and 5 step changes, so that future funding decisions can be informed on the basis of projects delivering greatest positive impact for local people and the cultural sector.	Head of Marketing and Communications	31 March 2024
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.	Visitor marketing will be aligned with the new tourism strategy, incorporating rural and urban attractions. We will increase visitors to Renfrewshire and attract investment to the area, promoting local and regional economic growth, supporting regeneration and generating jobs for local people.	Marketing Manager	31 December 2023
Lead development of a new event strategy for Renfrewshire, expanding programming across Renfrewshire and undertaking work to understand the social impact of events for Renfrewshire communities.	Our annual events programme will take place across Renfrewshire and will continue to support sector restart, promote local and regional economic growth and help address visitor seasonality. In addition, we will examine the impact of events on civic pride, community cohesion and wellness.	Events Manager	31 December 2023
Successfully deliver the Capital Appeal for Paisley Museum Reimagined Ltd.	We will raise 3.5m to support the transformation of Paisley Museum.	Fundraising Manager	31 March 2024

Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate	Apprenticeships offer the opportunity to enhance Renfrewshire's work-based learning system and reduce unemployment.	Economic Development Manager	31 March 2023
Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain	Support with supply chain development opportunities can enable larger contractors to reduce costs in finding appropriate, high quality and local suppliers.	Head of Economy and Development	31 December 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	22/23 Target	23/24 Target	24/25 Target
Number of new business start-ups in Renfrewshire with Business Gateway support	Quarterly and Annual	2021/22	272	320		320	320	320
Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team	Quarterly and Annual				New for 2022/23; baseline to be established.			
Number of local businesses registered on Public Contracts Scotland	Annual				New for 2022/23; baseline to be established.			
Number of local businesses bidding for work on Public Contracts Scotland	Annual				New for 2022/23; baseline to be established.			
Number of Social Enterprises supported to grow / develop / income generate with Council support	Quarterly and Annual				New for 2022/23; baseline to be established.			
Number of properties on Buildings at Risk Register	Quarterly and Annual	2021/22	27	42		27	25	23
Amount of land brought forward for re-use and	Annual	2021/22	28	20		20	20	20

development contributing to economic activity and enhancing the built and natural environment								
Fundraising Income Target	Annual	2021/22	185,000	500,000		500,000	500,000	500,000
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	Quarterly and Annual	2021/22	371,061,673	125,000,000		200,000,000	200,000,000	200,000,000
Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley is destination brand	Quarterly and Annual	2021/22	314,041,621	240,000,000		280,000,000	280,000,000	280,000,000
Affordable housing completions	Annual	2021/22	170	243		Target will be confirmed and reported on in mid-year report.		
Private housing completions	Annual	2020/21	751	500		Target will be confirmed and reported on in mid-year report.		
Percentage of first reports (Building Standards) issued within 20 days	Quarterly	2021/22	53.4	95		95	95	95
The proportion of operational accommodation in satisfactory condition.	Annual	2020/21	N/A	94%		94%	95%	95%
The proportion of operational accommodation that is suitable for its current use.	Annual	2020/21	N/A	96%		96%	95%	95%
% of procurement spend spent on local enterprises	Annual	2020/21	19.3%	Target will be developed and reported on in mid-year report.				

5.3 Strategic Priority: People

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement the new Fairer Renfrewshire programme	A co-ordinated programme of activities is in place which targets action where it is needed most to reduce inequalities.	Strategic Partnerships and Inequalities Manager	31 March 2025
Develop and implement the action plan for the Trauma-Informed and Responsive Renfrewshire Programme.	Alcohol and drug use can have major consequences for individuals and communities. A recovery-led approach which recognises the trauma caused by alcohol and drug use can be effective in reducing individual and societal harms.	Head of Policy and Commissioning	31 March 2024
Deliver the Stigma/Language Matters campaign in Renfrewshire	Tackling the stigma surrounding harmful alcohol and drug use can support recovery.	Head of Policy and Commissioning / Head of Marketing and Communications	31 March 2024
Progress the next phase of Local Partnerships development	Communities are supported to feel empowered and able to contribute to local decision-making.	Strategic Partnerships and Inequalities Manager	31 March 2023
Deliver a framework that ensures that 1% of council spend is now determined through participatory budgeting.	Communities will feel more empowered and involved. A proportion of council spend directly reflects the priorities identified by local community members.	Strategic Partnerships and Inequalities Manager	31 March 2023
Develop and implement targeted interventions to supporting communities through the cost of living crisis, with a particular focus on food and fuel insecurity	People most impacted by rising prices will be supported to access affordable products, to maximise their incomes, and to improve their wellbeing.	Strategic Partnerships and Inequalities Manager	31 March 2023
Develop mechanisms for supporting individuals with lived experience of poverty to influence policy in this area.	Policies will be developed in partnership with those directly affected, and therefore be designed with	Strategic Partnerships and Inequalities Manager	31 March 2024

	a greater understanding of individual experiences.		
Undertake a recommissioning exercise for the provision of independent advice services in Renfrewshire.	Access to high-quality advice services (including money advice) helps build resilience in communities and widens access to specialist information and advice.	Strategic Partnerships and Inequalities Manager	31 March 2023
Carry out an evaluation of the Tackling Poverty programme and develop a transition plan for mainstreaming this work.	Poverty has a persistent and pervasive impact on communities and individuals and it is important to understand the impact of policies to tackle poverty and use that learning to inform future policy, so that the maximum number of people can be helped.	Strategic Partnerships and Inequalities Manager	30 September 2023
Support local strategic activities which facilitate the integration refugees and asylum seekers across Renfrewshire.	Renfrewshire is a more diverse and inclusive area. New Scots feel welcome.	Head of Policy and Commissioning	31 March 2023
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	The employability of those currently unemployed or who potentially face unemployment is addressed through reskilling and retraining, and improved access to opportunities.	Economic Development Manager	31 March 2023
Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power.	Employment is one means of tackling poverty which in turn supports better health and wellbeing.	Economic Development Manager	31 March 2024
Launch a new council website – Renfrewshire.gov.uk – and implement the digital experience strategy, transforming how citizens interact with the council across digital platforms.	We will build trust with local people and improve our responsiveness. Services will be easier to access, people will feel more connected to the council and will have a greater understanding of our functions, priorities and the services we deliver.	Communications and Public Affairs Manager	31 October 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	22/23 Target	23/24 Target	24/25 Target
Number of trainee type posts created for unemployed people at Renfrewshire Council	Quarterly and Annual		New for 2022/23; baseline to be established.					
Number of unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)	Quarterly and Annual	2021/22	859	1,100		1,100	1,100	1,100
Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme (INVEST)	Quarterly and Annual		New for 2022/23; baseline to be established.					
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme (INVEST)	Quarterly and Annual	2021/22	686	350		350	370	400
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)	Annual	2021/22	221	180		180	200	220
Asset Management Transfer - number of months from receipt of an application to a determination being issued from the Council	Annual	2021/22	0	6		6	6	6
Measure of civic pride relating to events	Annual		New for 2022/23 – baseline to be established					
Number of people participating in the events programme, digitally or in person	Quarterly and Annual	2021/22	789	300		300	1500	1500
Number of people performing in the events programme, digital or live performance	Quarterly and Annual	2021/22	307	100		150	250	250

Number of volunteers supporting the development and delivery of the events	Quarterly and Annual	2021/2 2	8	15		15	350	350
Number of people viewing or attending the events programme	Quarterly and Annual	2021/2 2	63,630	65,000		65,000	85,000	85,000

5.4: Strategic Priority: Sustainability

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Complete the District Heating Network at AMIDS, with supplies to NMIS and MMIC.	This will contribute to Renfrewshire's Net Zero ambitions and will also act as a demonstrator site to show the value of sustainable energy projects.	Programme Director - City Deal and Infrastructure	31 March 2023
Develop the first stage of Renfrewshire's Plan for Net Zero	Working together with communities and partner organisations we can support the transition to a net zero society, ensuring we contribute to reducing and mitigating the impact of climate change. As a large public sector organisation, the council has a duty to lead by example and to influence others.	Strategy, Policy & Insight Manager	31 December 2022
Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions.	Working together with other services we can support the reduction of emissions, waste and consumption by challenging usage, taking an innovative approach to specification, better utilising technological solutions and promoting the circular economy.	Strategic Procurement Manager	31 March 2025
Implement a plan for managing supply chain disruption arising from external events	The council will have greater resilience.	Strategic Procurement Manager	31 March 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	2022/23 Target	2023/24 Target	2024/25 Target
Number of local businesses working with the Council to progress the Net Zero agenda (NEW)	Quarterly and Annual					New for 2022/23; baseline to be established.		

Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants (NEW)	Quarterly and Annual	New for 2022/23; baseline to be established.
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5.5: Strategic Priority: Living our Values

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Undertake a corporate self-assessment exercise in line with revised best value audit methodology	Key aspects of governance are strengthened, and an improvement focus remains central to the plans and strategies of the council. We collaborate.	Strategy, Policy & Insight Manager	31 March 2023
Review and refresh the Council's performance management framework	Robust performance mgmt. arrangements in place which support effective scrutiny and decision making. We value learning.	Strategy, Policy & Insight Manager	31 March 2023
Lead implementation of the council brand, prioritising tone of voice, inclusive communications and audience insights	Citizen's trust and value the council and we are able to attract and retain talent. We are fair.	Head of Marketing and Communications	31 March 2025
Deliver the Digital Experience Project, transforming the council's public presence across all platforms.	Services become easier to access, people feel more connected to the council and have a greater understanding of its functions, its priorities and what it delivers.	Head of Marketing and Communications	31 March 2025
Lead implementation of strategic communications to support the council's financial strategy	Local people, communities and partners are aware of the financial challenges facing public services and understand how the council is planning for the future. We are helpful.	Head of Marketing and Communications	31 March 2023
Undertake a workforce planning exercise across procurement to address challenges in recruitment and retention	This will build capacity and resilience and support us being an employer of choice in this profession. We value learning.	Strategic Procurement Manager	31 March 2023
Undertake CIPS self-assessment activity.	This provides assurance that the team continues to deliver a high-quality service and retains a focus on continuous improvement. We value learning.	Strategic Procurement Manager	31 March 2023

Ensure a service-wide focus on absence - supporting managers with training, embedding policies and supporting the health and wellbeing of employees.	We are working with our colleagues in HR and OD to develop and implement further measures to proactively manage absences and support staff health and wellbeing as part of the new People Strategy. We are fair.	Senior Management Team	31 December 2023
Implement the Council's People Strategy across the service, with a particular focus on employee wellbeing.	Staff are one of the council's most valuable assets. Supporting them not only makes Renfrewshire Council a good place to work, it helps build resilience and support future planning. We are fair.	Senior Management Team	31 December 2022
Enhance staff engagement through internal communications, providing equity of access to information and developing communication as a core management skill.	Employees easily access information important to their working lives. Our people are 'first to know' about changes at work. Employee benefits are well understood, and staff know how to access wellbeing services and support. Managers at all levels are supported to confident communicators. This contributes to an engaged workforce. We are fair.	Corporate Communications and Public Affairs Manager	31 March 2023

Performance Indicator	Frequency	Last update	Current Value	Current Target	Traffic Light Icon	22/23 Target	23/24 Target	24/25 Target
% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly and Annual	2021/22	77%	100%		85%	85%	85%
% of frontline resolution complaints responded	Quarterly and Annual	2021/22	46%	100%		85%	85%	85%

to within timescales agreed with customer (Chief Executive's)								
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Quarterly and Annual	2021/2 2	4.26	6.5		6.5	6.5	6.5
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Quarterly and Annual	2021/2 2	93.5%	100%		100%	100%	100%
Time to issue a building warrant or amendment to warrant from receipt of application (days)*	Quarterly and Annual	2021/2 2	101.2	60		60	60	60
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly and Annual	2021/2 2	60.1	90		90	90	90
Average Time for processing Planning Applications (Householder)	Quarterly and Annual	Q2 2021/2 2	6.7	8		8	8	8
Number of people engaging with the Council's digital channels (not including website).	Quarterly and Annual	2021/2 2	64,822	56,800		60,000	62,000	63,000
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	Quarterly and Annual	2021/2 2	371,061, 673	125,000, 000		200,00 0,000	210,000,00 0	220,000,00 0
% of staff who feel that the information they receive from internal communications is helpful	Annual	2021/2 2	85%	85%		85%	85%	85%

5.6 Additional Management Information

As well as actions and performance measures, the Chief Executive's Service will monitor data trends for some operational elements of the service, including some which are part of the Local Government Benchmarking Framework (LGBF).

Performance Indicator	Frequency	Last update	Current Value
Percentage of respondents who agree that they can influence decisions about public services and other issues of public interest	Annual	December 2020	21.2%
Percentage of respondents who have felt lonely some, all or most of the time	Annual	December 2020	47%
Percentage of respondents who agree that this is a neighbourhood where local people take action to help improve the neighbourhood	Annual	December 2020	49%
Percentage of respondents who agree this is a neighbourhood where people are kind to each other	Annual	December 2020	72%
Application Approval Rate	Biannual	Q2 2021/22	97.1%
Percentage of applications dealt with under delegated authority	Biannual	Q2 2021/22	98.5%
Cost of Economic Development & Tourism per 1,000 population (LGBF)	Annual	2020/21	£109,426
Proportion of people earning less than the living wage (LGBF)	Annual	2020/21	21.60%
Proportion of properties receiving superfast broadband (LGBF)	Annual	2020/21	96.50%
Town Vacancy Rates (LGBF)	Annual	2020/21	11.72%
Gross Value Added (GVA) per capita (LGBF)	Annual	2020/21	n/a
Claimant Count as a % of Working Age Population (LGBF)	Annual	2020/21	6.30%
Claimant Count as a % of 16-24 Population (LGBF)	Annual	2020/21	7.77%
Cost per planning application (LGBF)	Annual	2020/21	£5,278
Average time per business and industry planning application (weeks) (LGBF)	Annual	2020/21	9.88
Number of business gateway start-ups per 10,000 population (LGBF)	Annual	2020/21	4.91
Immediately available employment land as a % of total land allocated for employment purposes in the local development plan (LGBF)	Annual	2020/21	98.05%
CO2 emissions area wide per capita	Annual	2019/20	4.84

CO2 emissions are wide: emissions within scope of LA per capita	Annual	2019/20	4.09
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**CHIEF EXECUTIVE'S SERVICE
SERVICE DELIVERY PLAN 2021/22
OUTTURN REPORT**

1. Introduction

- 1.1. As part of the council's approach to managing the pandemic response, Council services each produced a one-year Service Delivery Plan in 2021. These primarily focused on the actions necessary to manage the response and the recovery from the pandemic whilst still seeking to deliver longer-term strategic priorities wherever

possible. This outturn report details the achievements of Chief Executive's Service during 2021/22 and sets out progress against actions and performance targets.

- 1.2. The country is now moving into the next phase of the pandemic, with restrictions easing. The Council, like other organisations, is now working towards a 'new normal' and continuing to support and promote recovery from the impact of the pandemic whilst also driving forward its strategic objectives and responding to new challenges that have arisen through the cost of living crisis and the Ukraine war. This is reflected in the new Service Improvement Plan for 2022/23 to 2024/25, which is also being presented to this Board.

2. Background

- 2.1. 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 Commissioning; Marketing and Communications; Economy and Development; City Deal and Infrastructure.
- 2.2. The Service delivers a range of provisions and activities, such as:
 - Delivering a number of large-scale projects across Renfrewshire;
 - Delivering on Renfrewshire's City Deal projects, including manufacturing sites of national importance;
 - Supporting delivery of the Renfrewshire economic strategy and action plan with assistance from 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;
 - Leading the Council's procurement activity to deliver best value, improved environmental sustainability and wider Council and community benefits;
 - Leading on Future Paisley, the council's far reaching cultural regeneration programme – a legacy from Paisley's bid for UK City of Culture;
 - Delivering on major cultural infrastructure projects including the new Paisley Learning and Culture Hub and the redeveloped Paisley Museum;
 - Operating Paisley Museum Reimagined Ltd, a registered Charity established to deliver the capital appeal for Paisley Museum;

- Delivering an annual programme of major events that attract visitors, deliver positive economic impact, and increase cultural participation;
- Promoting Renfrewshire as a place to live, work and visit;
- Co-ordinating the Council's approach and working with partners to tackle inequalities which exist across Renfrewshire's communities, for example through the Tackling Poverty and Social Renewal programmes;
- Working closely with community groups and organisations to strengthen relationships and promote community empowerment;
- Leading on the development of major initiatives such as the establishment of an Alcohol and Drugs Commission, and addressing the Climate Emergency;
- Managing the council's reputation through media, marketing and crisis management; and
- Internal communications and staff engagement.

3. Key Achievements 2021/22

- 3.1. As well as continuing to deliver core services throughout 2021/22, the Chief Executive's service responded flexibly to additional responsibilities arising from the pandemic and continued to deliver on major strategic projects. Progress to highlight includes:
- Significant progress on the delivery of large infrastructure projects, such as the AMIDS site at Inchinnan, Paisley Museum and Paisley Town Hall;
 - Working with partners on regeneration and investment programmes across Renfrewshire, such as the refurbishment of Johnstone Police Station;
 - Progressing the Council's ambitions to be Net Zero by 2030, carrying out a climate survey and establishing Renfrewshire Climate Panel;
 - Implementing the recommendations of Renfrewshire's Alcohol and Drugs Commission, an action plan for which is under development;
 - Supporting 486 registered clients and an estimated 200 unregistered people into employment;
 - Delivering a successful events programme generating 789 participation opportunities and attracting 63,630 attendees, and promoting local outdoor attractions;
 - Supporting communities through Neighbourhood Hubs and through delivery of our Social Renewal Plan, providing free prescription and food delivery; and
 - Working with businesses to manage the supply chain challenges arising from external factors.

- 3.2. The delivery of the AMIDS site at Inchinnan is progressing well, and the two anchor facilities – the National Manufacturing Institute Scotland (NMIS) and the Medicines Manufacturing Innovation Centre (MMIC) – are scheduled to open in 2022. Success in attracting £38.7m of Levelling Up funding from the UK Government (the highest amount awarded to any Scottish bidder) will support the AMIDS South project which in turn will support AMIDS generating benefits for more of Renfrewshire. The large-scale cultural investment capital projects are all well underway and construction should be completed by 2023 on Paisley Museum, Paisley Town Hall and the new Paisley Learning & Cultural Hub. Several prominent buildings in Paisley town centre have benefitted from the TH/CARS2 programme, also delivered by City Deal & Infrastructure.
- 3.3. Regeneration work across our towns has continued, with key initiatives and projects supported by the Economy & Development teams. The refurbishment of Johnstone Police Station led by Active Communities, now Station 7, was completed with grant support from the Council and the Scottish Government. Other developments which are being supported include a new youth theatre hub for PACE and a planning application for the redevelopment of the Paisley Centre.
- 3.4. A new Local Development Plan was adopted in December 2021 and now forms the basis of the consideration of all planning applications across Renfrewshire. It sets out the council's vision for Renfrewshire's economy, environment, towns, heritage and infrastructure over the next 10 years.
- 3.5. The Council's procurement teams are committed to achieving best value for the Council but to ensuring that local communities benefit from Council contracts. During 2021/22, they held sessions to support local businesses to bid for Council contracts as part of a Community Wealth Building approach that seeks to develop local supply chains that are likely to support local employment, local businesses and benefit the Renfrewshire economy. The team has also worked with suppliers, partners and other Council services to manage the supply challenges arising from external factors such as the war in Ukraine and the UK's departure from the EU.
- 3.6. During 2021/22, the fundraising strategy for Paisley Museum continued to attract significant additional sums and to date, £969,000 has been secured. Despite the impact of Covid-19 on donor cultivation, we have continued to make good progress towards the target for Trusts and Foundations and more than half of the £1.5m target has already been secured.

- 3.7. In 2021/22, 43 Future Paisley grants with a total value of £200,000 have been awarded through Renfrewshire's Cultural Recovery and Renewal Fund to support Renfrewshire's cultural sector to adapt to the impact of Covid-19. The fund has protected 10 cultural organisations across Renfrewshire during the pandemic, supported the livelihoods of 24 freelance artists living and working in Renfrewshire, and animated public space with creative installations.
- 3.8. Renfrewshire's events programme was significantly impacted by restrictions due to the pandemic with live events switching to digital, to help connect communities and celebrate moments important to Renfrewshire. In the latter half of 2021 this evolved to include a combination of in-person and online events including The Spree, Paisley Halloween Festival, Christmas celebrations and Remembrance services. The return to live events in winter 2021 attracted over 30,000 visitors and gave a combined economic impact and local spend boost of over £450,000 to the Renfrewshire economy. In addition, the team hosted About Us, the UK opening of Unboxed 2022, attracting an additional 49,000 visitors to Paisley in early March 2022, attracting national media and broadcast. Funding of £133,000 was secured from VisitScotland and EventScotland to support tourism and events recovery.
- 3.9. The Social Renewal Plan that was approved in early 2021 was updated in June 2021 and priority actions for 2021 have been delivered, coordinated by the Partnerships and Inequalities team. This has included an initial allocation of Community Food Funding, support for fuel poverty, hardship payments, winter clothing grants, the establishment of a Fair Work advice service, and a money advice week which took place following the success of the benefit take-up week.
- 3.10. Through the Tackling Poverty programme, the council continues to fund projects such as Families First, morning clubs in schools, Skoobmobile, Street Stuff and the Cost of the School Day Fund.
- 3.11. The Strategy, Policy and Insight team continues to support and implement work to address the recommendations of the Alcohol and Drugs Commission report with £2million of Council allocated funding to support projects. Specific work has taken place in schools as part of the PSE curriculum, and two crisis support projects for adults have been established – one to provide an out-of-hours outreach service and one to offer crisis-based mental health support. The MYLA (My Life Ahead) project was approved by Leadership Board in December 2021 and allocated it £200k of funding to deliver. This housing-led project will provide wraparound support, using many of the elements of Housing First, and is due to start around the end of April/beginning of May.

- 3.12. Between August and September 2021, the Council's Strategy, Policy and Insight team carried out a residents Climate Survey in order to understand the public's knowledge, views and priorities for the climate emergency. Following this, a representative sample of respondents formed Renfrewshire's Climate Panel, to hear a range of views and voices and support the development of Renfrewshire's Plan for Net Zero. The Panel has had 4 cycles to date and further engagement has taken place across stakeholders, including traditionally underrepresented groups, to get everyone involved in the design and delivery of the plan. The Council also committed to a £1million Climate Action Fund, of which £978,000 has been allocated to support 14 projects, including expanding the Council's electric fleet; opportunities for a large-scale solar farm; developing a local response to ensure resilient town centres; net zero business support; community food growing; and a Community Climate Fund to provide awards to community organisations to develop localised green community projects and initiatives.
- 3.13. Work has been progressing to implement the priorities of the Digital Strategy with projects to boost digital skills and promote digital inclusion. The Council has coordinated activity related to the Scottish Government's Connecting Scotland Programme and secured almost 2000 devices to support vulnerable people across Renfrewshire. The Digital Citizen workstream is also progressing well with the establishment of a new Citizen Voices group and proposals being developed for a place-based digital inclusion pilot in partnership with SCVO and a Digital Champion Network in partnership with Libraries.
- 3.14. Phase 1 of the Digital Experience Programme was delivered by Marketing and Communications, to support delivery of a new Council website, which the final phase is progressing in 2022/23. Activity relating to the Digital Strategy will be reported through the Finance & Resources Service Improvement Plan from 2022/23.
- 3.15. Over the past year, recovery from the pandemic has continued to require dedicated marketing and communications support. A new social customer service operation and a new sub-section of the Council website were established to provide updates on measures to tackle pandemic impacts and ongoing support was provided for a range of Council services. To meet the demand for enhanced staff information, the staff section of the public website was expanded, accessible to all staff, with greater use of social media to promote staff messaging. Communications support was provided for NHS Test and protect, including the management of COVID-19 cases in schools and the Government's vaccination and testing programme.

4 Progress against performance measures

- 4.1 The Chief Executive's Service has a total of 43 performance indicators, 30 of which are measured quarterly and 11 of which are measured annually. Twelve indicators are for information only and have no set target.
- 4.2 The Council's Economic Development team continued to support businesses recover from the lockdown measures of the pandemic and two measures were included in the SDP that relate specifically to Covid-19. In 2021/22 the team received applications from 2,750 businesses relating to Covid-19 funding streams and a total of £9,205,650 was awarded in grants and loans to support businesses through recovery.
- 4.3 As highlighted in paragraph 3.8, the events programme in Renfrewshire was greatly impacted by restrictions associated with the pandemic. Despite some additional cancellations, targets for the number of people participating in events, and the number of people performing in events were exceeded. Additionally, the annual target for number pf people viewing or attending council events was 65,000 which was narrowly missed with 63,630 attending, which the cancellation of the British Pipebands Championship greatly impacted. This figure excludes the 49,000 visitors who attended About Us 2022 in March, hosted and supported by Renfrewshire Council's Events team.
- 4.4 Renfrewshire's Employability Programme has continued to successfully support local people into employment. In 2021/22 the service supported 859 new registered people, 432 people continued to receive support that were registered the previous year, and around 500 additional people accessed Kickstart opportunities delivered by the Invest in Renfrewshire team. Although the number of new registered clients came in slightly under target, the service exceeded its target of 350 unemployed people moving into paid employment by 96% with 686 clients. It also monitored the number of people supported into employment that sustained work for a period of 6 months, which was 221, exceeding the set target of 180 for the year.
- 4.5 The Council's Tackling Poverty programme has been successful at maximising local household income, building on the 2020/21 amount of £758,675.49 to reach £1,145,918.38 for 2021/22. Partners have built on this work through the Social Renewal programme established in response to COVID 19, with a range of targeted actions being undertaken to support people experiencing financial insecurity in Renfrewshire.

- 4.6 Some indicators did not quite meet the targets set for them in 2021. Building Standards has set targets regarding the time it takes to issue a building warrant or amendment, the time to issue a first report, and the percentage of warrants or amendments issued within 10 days. These were not quite met for 2021/22, which can be partly attributed to vacancies on the team. Performance has however improved from 2020/21, and performance is expected to continue to improve with the new team members that started in March 2022.
- 4.7 Performance related to complaints timescales has been low with only around half within timescale. To address this, CaseViewer refresher training is being delivered in June 2022, and staff will be reminded that more complicated cases should be escalated to investigation to ensure completion within timescale.

Chief Executive's Service Development Plan 2021-2022 Action Plan

Report Type: Actions Report



Strategic Outcome 1: Reshaping our place, our economy and our future

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 01 - 01	Coordinate the delivery of business support grants in relation to COVID-19	✓	Economic Development Manager	100%	31-Mar-2022	<p>The Economic Development Team have been administering Scottish Government Grants to businesses since the start of the COVID-19 pandemic.</p> <p>The key grant programmes for Businesses are now complete. The team will continue to deliver a new £2.654M Covid programme for business and economically inactive people this year with support through the Business Development and Employability Teams.</p>
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-2022	<p>The Renfrewshire youth employment figures have been improving monthly and a recent report from ONS and Scottish Government showed that Renfrewshire had the second highest youth employment rate in Scotland in 2021 at 67.4% (54.9% is Scotland average) and (by a considerable margin) the highest youth employment growth over the last 10 years across Scotland at 21.1% (against a Scotland increase of -0.3%). This shows the level of commitment and work on the youth employment agenda over the years, but particularly the last year.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>The Kickstart scheme has now concluded and was very successful across Renfrewshire. The Council Kickstart Gateway placed young people into 408 roles across Renfrewshire, including 71 at Renfrewshire Council. The Renfrewshire Gateway was one of the largest in Scotland, again showing the commitment locally to support young people into work.</p> <p>The Young Persons Guarantee continues to perform well, and the Local Employability Partnership continue to be held up as best practice across Scotland for partnership working and commitment to improving the opportunities of local unemployed people.</p>
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	80%	31-Mar-2022	<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 to progress and will be augmented by a refocus on key growth sectors supporting the Economic Leadership Panel and development of an account management process.</p>
CESDP21 - 01 - 04	Develop a programme to support work-place wellbeing across Renfrewshire companies Work with NMIS (Skills Academy)		Regeneration Manager	100%	31-Mar-2022	<p>The Council, in partnership with Renfrewshire HSCP has delivered a campaign and a bespoke training package to employers aimed at supporting and guiding business owners and managers in their efforts to help employees, particularly in the return-to-the-workplace phase of Covid restrictions. The Renfrewshire Economic Leadership Panel have supported this initiative and ambassadors of the campaign were Renfrewshire Chamber of Commerce, the Federation of Small Businesses, Hillington Park and Braehead.</p>
CESDP21 - 01 - 05	Develop a productivity and innovation programme for Renfrewshire manufacturing companies (aligned to the existing AMCF / Critical Engineer programme)		Head of Economy and Development	40%	31-Mar-2022	<p>In order to establish and agree a delivery mechanism for a productivity and innovation programme, a business survey of local manufacturing companies was developed to raise awareness of NMIS and the Critical Engineer programme.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						The survey has now been completed and discussions are ongoing for next steps in terms of support for the sector.
CESDP21 - 01 - 06	We will ensure that we raise awareness among locally based companies of our proposed procurement across Renfrewshire capital projects and purchase of supplies and services to enhance opportunities for successful bids		Economic Development Manager; Strategic Commercial and Procurement Manager	100%	31-Mar-2022	<p>Our Contracts Register is published online via Renfrewshire Council's webpage. This provides live accurate information relating to the current portfolio of contracts. The Annual Procurement Report includes a section on upcoming opportunities and contact details are provided to allow suppliers to contact relevant members of the team to seek further information.</p> <p>The sustainability test completed at contract strategy stage encourages procurement officers to consider opportunities to engage with local suppliers to deliver the contract both as main contractors and subcontracting opportunities.</p> <p>Procurement and Economic Development continue to work closely to support a Community Wealth Building approach which includes a strong focus on how best to engage with local businesses. A number of local "Meet the Buyer" events have been hosted to highlight opportunities associated with high value strategic contracts, and the teams will work together with the Supplier Development Programme on a series of joint events to be hosted through the summer which will provide positive information to suppliers about contract opportunities and how to tender. More information to businesses will be presented by the Economic Development team at the Renfrewshire Business to Business event later in May (which is always well attended).</p>
CESDP21 - 01 - 07	Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power		Economic Development Manager	100%	31-Mar-2022	<p>The Health Inequalities Group has met regularly and recently provided an update report to the LEP where additional service requirements were identified. These are now being prioritised for future funding, anticipated later this summer.</p> <p>The Employer Recruitment Incentive has now been launched, new disability services have been contracted and are in place, and new initiatives (with funding) are currently being identified.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 01 - 08	Targeted interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors		Economic Development Manager	100%	31-Mar-2022	The PACE service completed in April 2022 when funding ended. Those facing redundancy can still receive help and support, but the funded service has now concluded after successfully delivering support during the height of the covid period. Staff involved have been retained and can continue supporting anyone in need (numbers are anticipated as being small).
CESDP21 - 01 - 09	Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate		Economic Development Manager	90%	31-Mar-2022	The programme for ERIs has all but completed as has the City Region Chef Academy programme. Work with Education colleagues continues to support the marketing and information around Foundation Apprenticeships and Modern Apprenticeships across Renfrewshire.
CESDP21 - 01 - 10	Create a clearly defined and publicised investment proposition to attract more investment and talent to the area that will see Renfrewshire secure its position as the primary location for manufacturing (research and development) investment in Scotland		Head of Economy and Development	100%	31-Mar-2022	The Marketing and Communications service have completed a new inward investment section on Paisley.is. The marketing team continue to work with Economic Development to create content in relation to growth sectors, property search and a referrals and enquiries process. Council-led marketing activity includes promotion of the Advanced Manufacturing Innovation District Scotland (AMIDS), promotional information for potential investors/locators and the development of a route for referrals and enquiries. AMIDS is being showcased by several national and regional partners including UK Dept of Trade & Industry, Scottish Development International, Scottish Cities Alliance and Invest Glasgow. Further activity included the promotion of the procurement exercise to recruit a Joint Venture partner for AMIDS, support of an SDI-led virtual showcase for investors including promotion online and via trade press. This work is ongoing and will be carried into 2022-23 as the sector growth work develops.
CESDP21 - 01 - 11	Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test		Regeneration Manager	100%	31-Mar-2022	Work has advanced on a number of routes. The Renfrew-Paisley Cycleway is on site; the network around AMIDS is nearing completion with the phase to Inchinnan on site in 2022; LUF funding for new transport

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
	SMART travel solutions and evaluate benefits to biodiversity, air quality and access					infrastructure between AMIDS and Paisley includes extensive active travel provision. In addition, work has been commissioned to identify further phases and designs of active travel infrastructure to economic locations for delivery as funding becomes available.
CESDP21 - 01 - 12	Implement Year 3 action plan as part of the Renfrewshire Visitor Plan		Head of Economy and Development	30%	31-Mar-2022	<p>Business support continued to be critical in the face of changing business landscapes, leveraged through both Renfrewshire Council and via Scottish Enterprise Hotel Support Fund.</p> <p>In addition, the Communications and Marketing service were successful in their application to VisitScotland's Destination Marketing Fund in 2021 and developed a regional promotional campaign running into 2022.</p> <p>As of the Spring 2022 Economic Leadership Panel meeting, it was agreed that a refreshed tourism group should become a strategic sub-group of the Panel, underpinned by a reassessment of the tourism proposition based on stakeholder interviews and analysis. Report due late Spring 2022.</p>
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	50%	31-Mar-2023	The town centre action plan and the Paisley Vision for 2030, published in 2020, is catalysing new potentials for development in the town centre. A planning application for the redevelopment of the Paisley Centre has been approved in March 2022 with the developers intent on formalising development agreements to be on site in 2023. Further discussions on repurposing spaces for new uses are also underway with the owners of the Piazza Centre and the Liberal Club.
CESDP21 - 01 - 14	Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project		Programme Director – City Deal and Infrastructure	80%	30 June 2023	The TH/CARS2 project has been extended to June 2023. Seven building repair projects have now completed on site with contracts awarded for a further two projects. The owners of the Liberal club are continuing to develop a grant application working towards a potential site start in September, with Board approval for the project confirmed in February 22. Six shopfront projects have completed, with one shopfront project currently on site and grants allocated for a further four. Ten Small

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						Building Repair grants have been awarded and completed to date. Public Realm works for the High St area pavements opposite the museum have been tendered and approved at Board. The HETE programme of cultural activities will complete in advance of the Building Repair/ Public Realm works and is now drawing to a close after numerous successful heritage-led activities and training events.
CESDP21 - 01 - 15	Proactively work with property owners to bring some of the area's most valued assets back into use	✓	Regeneration Manager	100%	31-Mar-2022	Active progress has been made across several buildings. 2/3 County Place, Paisley refurbishment has been completed; as has the refurbishment of the former Johnstone Police Station with grant support from the Council and Scottish Government; the Leadership Board has approved grant support for the Liberal Club and 5 George Place in Paisley; the Council has secured £800k from Scottish Government for PACE theatre's new youth theatre project. Further work is progressing on priorities such as Forbes Place in Paisley and Renfrew's former police station.
CESDP21 - 01 - 16	Assist delivery of approved Town Centre Capital Grant Fund projects and develop project proposals for new Scottish Government Regeneration Capital Grant Fund *	✓	Head of Economy and Development	100%	30-Sep-2021	The Town Centre Fund programme is complete. This ran in 2020/21 with projects completed by September 2021. All projects and outcomes have been reported to the Leadership Board and Scottish Government. A new Scottish Government scheme, the Place Based Investment Fund, is now being rolled out with projects across all Renfrewshire's town centres being promoted, as well as actions from the Making of Ferguslie Park plan. Further projects are anticipated from work being finalised in early 2022 on active travel and climate change adaptation/resilience in town centres. Funding from RCGF has been secured for PACE Theatre (Phase 2 of its 3-phase programme) as well as enhanced grants for the Paisley Cultural and Learning Hub and the Paisley Museum project.
CESDP21 - 01 - 17	Review and development of the Heritage Asset Strategy for Renfrewshire **	✓	Head of Economy and Development	100%	31-Mar-2022	The Great Place Scheme substantively concluded in March 2022 with only one or two training programmes and the completion of the project's evaluation being continued until June 2022.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						Key funders for this work and any other heritage led regeneration activity are HES and NLHF, both have reviewed and refreshed their grant schemes from 2022 with work being progressed by the Regeneration and Place team to determine future priorities.
CESDP21 - 01 - 18	Deliver the strategies within the current Local Development Plan (LDP)	✓	Head of Economy and Development	100%	31-Mar-2021	The Local Development Plan was adopted on 15th December 2021 and now forms the basis of the consideration of all planning applications across Renfrewshire. The strategies and policies can be seen in the determination of planning applications.
CESDP21 - 01 - 19	Develop the new LDP 2	✓	Head of Economy and Development	100%	31-Dec-2021	The Local Development Plan was adopted on 15th December 2021.
CESDP21 - 01 - 20	Progress the relevant workstreams of the Digital Strategy including work on smart data, and digital participation	✓	Head of Policy & Commissioning	100%	31-Mar-2022	The Service is leading on a number of workstreams. In terms of the smart data workstream, work is currently underway to map the use of data across the Council and to identify early opportunities to progress our approach to data management and analysis. The Digital Citizen workstream is progressing well with the establishment of a new Citizen Voices group and proposals being developed include a place based digital inclusion pilot in partnership with SCVO including the set-up of a Digital Champion Network in partnership with Libraries. Free Online Safety Ambassador training has been offered out to the community and staff in partnership with GetSafeOnline. The service is a part of the Digital Skills and Leadership workstream working towards upskilling our workforce with plans to provide more digital skills training, self-serve resources online and recruit staff digital champions. The service also co-ordinates all activities relating to the Connecting Scotland programme with almost 2000 devices secured to date to support vulnerable people living across communities. The long established DigiRen network continues to meet bimonthly sharing resources and learning co-chaired by the service and the CEO of Engage. We are one of 6 delivery partners in the recently

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						awarded Life Changes Legacy Funding for Digital Skills for Care Experienced people.
CESDP21 - 01 - 21	Implement Year 4 of the destination marketing plan		Marketing Manager	100%	31-Mar-2022	<p>Destination activity this year has focused on supporting sector restart and encouraging people to visit and spend money in Renfrewshire, managed in line with Government restrictions as Scotland moved through restriction levels. Activity since December 2021 has focused on implementing the promotional plan for the VisitScotland Destination and Sector Marketing Fund (£40,000). The campaign aim was to encourage visits and generate visitor spend in Paisley Town Centre and was targeted at people outwith Renfrewshire. Implementation included: paid-for advertising campaign, four paid-for social media campaigns, two high profile influencers visits, the creation of a music film and the Paisley.is calling film. Based on our success, a further £16K was awarded by VisitScotland which will continue the activity until August 2022. The results to date include 5.8m marketing OTSH (opportunities to see or hear something positive about Renfrewshire) for media buy and social ads and 7918 pages views on Paisley.is across 6734 users. In addition, the following has been successfully implemented: Paisley.is sponsorship of the Rocco Awards, further development of Paisley.is, regional marketing for Spree and Halloween and support for local events. Planning for a regional summer visitor campaign has been completed including development of priority audience profiles, brand propositions and campaign creative. The campaign will launch in June 2022.</p> <p>In addition, the Invest section of Paisley.is has been redeveloped to help drive marketing of AMIDs and promote Renfrewshire's investment potential. This has been further supported by partnership marketing and media.</p>
CESDP21 - 01 - 22	Deliver a Covid secure events programme that supports sector restart		Events Manager	100%	31-Mar-2022	Renfrewshire's major events programme was significantly impacted by the Covid-19 pandemic. A digital programme was designed to celebrate live events whilst restrictions around gatherings was still in place.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>As restrictions eased, a hybrid programme was designed and delivered for events (autumn/winter 2021) with a combination of in-person and online events Sma' Shot Day, The Spree Festival, Paisley Halloween Festival, Christmas celebrations and Remembrance services.</p> <p>In-person events delivered in the winter season of 2021 attracted over 30,000 visitors and gave a combined economic impact and local spend boost of over £450k to the Renfrewshire economy.</p> <p>Throughout the pandemic the team has worked with Event Scotland to ensure Renfrewshire led the event sector restart. The Council programme was awarded three rounds of funding totalling £77.4k for Paisley Halloween Festival and The Spree Festival, the funding supported both design and delivery of hybrid in-person and digital programming and the additional costs for covid hygiene and safety measures.</p> <p>A new interim events strategy was developed and approved at Leadership Board in February 2022. The strategy seeks to continue the rebuild of the live major events programming whilst recognising Covid will continue to have an impact on the industry and how events are delivered. The 2-year plan is to develop programming over longer time periods across wider Renfrewshire and move away from one day mass gathering types of events delivered pre-covid.</p> <p>The strategy will seek to develop a programming framework, that will rebuild audience numbers achieved pre-Covid.</p>
CESDP21 - 01 - 23	Deliver Fundraising Strategy for Paisley Museum		Head of Marketing, Communications and Events	75%	31-Mar-2022	<p>The campaign to target HNWI was paused in May 2020 due to covid restrictions and this reduced the ability to cultivate major gift donations. Work in this area restarted in January 2022.</p> <p>Despite the impact of Covid-19 on HNW donor cultivation, we have continued to make good progress towards the target for Trusts and Foundations with a total of £881,000 being secured against the original £1.5m target. There are currently 5 mid-level funding applications</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>pending and a pipeline of grant applications has been scheduled for the remainder of 2022.</p> <p>Following the relaxation of covid restrictions, three site visits took place resulting in the following:</p> <ul style="list-style-type: none"> • May 2021 – £100,000 pledge (Trust and Foundation) • June 2021: £30,000 pledge (Coats PLC) • March 2022: The Hugh Fraser Foundation adding £50,000 to their initial pledge of £200,000 <p>To-date, Paisley Museum Reimagined Ltd has raised a total of £969,000 in secured and pledged income, with £185,000 of this being raised in 2021/22.</p>
CESDP21 - 01 - 24	Lead delivery of cultural regeneration through Future Paisley	✓	Head of Marketing, Communications and Events	100%	31-Mar-2022	<p>The Future Paisley programme was restructured to align with the council's cultural infrastructure programme, maintaining programme activity to April 2024. 2021/22 saw the restart of many projects that were paused or reformatted due to Covid19. This included the administration of recovery funding supporting artists and cultural organisations based in Renfrewshire. In the past year, 43 grants with a total value of £200,000 have been awarded through Renfrewshire's Cultural Recovery and Renewal Fund (RCRRF). In the last quarter of the year, the Future Paisley evaluation framework and story of change model were developed to help measure the impact of the programme and how various projects are contributing to the revised step changes and strategic outcomes, individually and collectively. The programme now includes 30 funded cultural projects aimed at delivering social and economic change. The Future Paisley Partnership Board met in March and agreed new membership to include VisitScotland, National Theatre of Scotland and Arts Connection.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						In the last quarter of the year, a number of significant events and projects were delivered, including The Future Paisley Exhibition, Paisley Book Festival, and About Us Unboxed 2022.
CESDP21 - 01 - 25	Implement the marketing strategy for Paisley Museum		Marketing Manager	100%	31-Mar-2022	The marketing strategy was approved in Spring 2021 and presented to key stakeholders including the Future Paisley Partnership Board, Renfrewshire Leisure Ltd Board, VisitScotland and the Council's CMT. The marketing and PR strategy has now transferred to OneRen for implementation and future progress updates will come from OneRen. Paisley Museum PR continued throughout 2021/22 delivering 21m OTSH. This action is now closed.
CESDP21 - 01 - 26	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)		Programme Director – City Deal & Infrastructure	15%	31-Mar-2023	The need for delivery of investment at AMIDS is recognised within the Renfrewshire Economic Strategy 2020–2030 where AMIDS is noted as a key component. This drive for investment continues with the anchor facilities of NMIS & MMIC planned to open in 2022. This success, in parallel with direct engagement with manufacturing companies and the launch of a procurement exercise for a joint venture development partner will see progress towards the primary outcomes for AMIDS. Success in achieving agreement with UK Gov on 90% Levelling Up Funding towards the AMIDS South project, will significantly aid the delivery of AMIDS, enhance work underway in Paisley Town centre and increase benefits for the wider area.
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 & Infrastructure	100%	31-Mar-2022	The monitoring of benefits associated with the City Deal Projects is ongoing and includes new residential and commercial developments, in the vicinity of both the GAIA and CWRR projects which has been accelerated as a result of the significant City Deal investment. It is estimated that circa 15% of the projected outputs and outcomes have been realised.
CESDP21 - 01 - 28	Implement the Cultural Infrastructure Investment programme		Programme Director – City	20%	31 Oct 2023	The Cultural Infrastructure investment programme continues to progress. The Paisley Museum Reimagined (PMR) project appointed a main works

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
			Deal & Infrastructure			contractor in May 2021 and started on site in July 2021. The Paisley Town Hall Refurbishment (PTHR) main works contract was awarded in March 2021 and work is progressing well; practical completion is anticipated in March 2023. The Paisley Learning & Cultural Hub (PL&CH) main works contract is now underway with a site start in August 2021 and completion anticipated in early 2023. The Paisley Arts Centre refurbishment project now has advance works contract complete with main works planned to commence in May 2022 and complete in March 2023. The Public Realm & Junction improvements project has restarted with the E&I team leading, which has been re-programmed to allow effective consultation. The Public Realm works in County Square and Abbey Quarter are being re-programmed to align with interdependencies in these projects.
CESDP21 - 01 - 29	Actively engage with Renfrewshire suppliers to increase opportunities to bid for council contracts and improve opportunities for local job creation		Strategic Procurement Manager	50%	31-Mar-2022	Within the financial year 2022–2023 Procurement will host supplier workshops which identify contracting opportunities for Renfrewshire based businesses. Workshops will include information on the procurement pipeline and information about the web-based portals used by the Council for tendering.
CESDP21 - 01 - 30	Carry out a full review of the current Community Benefits Outcome Menu to maximise local employment opportunities and include an option for tenderers to offer support for the Youth Guarantee		Strategic Procurement Manager	50%	31-Dec-2021	The Community Benefit Outcome Menu currently includes options for creation of job opportunities for unemployed individuals from a priority group – this includes young people 16+ years of age not currently in employment, education or training. The outcome menu also includes further categories for new job opportunities and skills and training opportunities for young people both in education and those who are not currently in education, employment or training. The final community benefit strategy is still undergoing review aligned to our current Community Wealth Building project.

Strategic Outcome 2: Building strong, safe and resilient communities

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 02 - 01	Review Local Partnership arrangements and implement recommendations as appropriate		Strategic Partnerships and Inequalities Manager	75%	31-Mar-2022	Local Partnerships continue to operate. Awards were made to groups for activities for 12-25-year-olds through the Celebrating Renfrewshire participatory budgeting process in autumn 2021. Applications window for funding to be allocated in June 2022 was open throughout April with a good response. Meetings were held with Chairs and Lead Officers of Local Partnerships as part of the review process, which is now being delivered alongside the Right for Renfrewshire review. The review was delayed by the pandemic but is currently being finalised and should be complete by the summer of 2022.
CESDP21 - 02 - 02	Deliver framework for mainstreaming Participatory Budgeting		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	Framework has been developed and will now be subject to further engagement with Corporate Management Team April 2022. Our work with Environment & Infrastructure PB continues to be delivered; phase 1 saw just under 3000 ideas from residents. The next stage of the #youdecide programme is being launched early autumn, whereby residents will be given the opportunity to vote on the projects they want to see delivered in their communities. The pilot schools PB using cost of the school day monies has been a success, with 9 schools participating in the programme. This round is coming to an end in June; case studies will be developed and will be presented at the head teachers forum in August 2022.
CESDP21 - 02 - 03	Continue to deliver Neighbourhood Hub support in response to COVID-19, and continue to develop the Neighbourhood Hub model as part of mainstream service delivery.		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	Hub support has continued to date (April 2022). Provision has centred around prescription and free food delivery. Next phase of the model continuing to be developed as part of the Right for Renfrewshire programme.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 02 - 04	Continue to engage with community groups to support the humanitarian response effort	✓	Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	Conversations have been ongoing with Community Groups about need and support offered regarding community food provision, fuel and increased costs of living, and building community resilience. Social Renewal Funding was provided to a number of groups, including through a Community Food Fund. The Public Services Panel exercise is being repeated during early 2022, which will provide insight from residents around the continued impacts of the pandemic, with a particular focus on financial insecurity and rising cost of living pressures.
CESDP21 - 02 - 05	Seek to proactively engage with communities around Community Benefits	✓	Strategic Procurement Manager	100%	31-Mar-2022	Community engagement is supported by Engage Renfrewshire who provide a direct link to existing social enterprises and community groups in Renfrewshire. Procurement continues to seek further opportunities to engage directly with communities and will develop this as part of the ongoing Community Wealth Building project.
CESDP21 - 02 - 06	Support the delivery of the key outcomes from the current Local Housing Strategy (LHS) 2016- 2021 and report progress annually	✓	Head of Economy and Development	100%	31-Oct-2021	Good progress with the preparation of the updated Local Housing Strategy 2022 – 2027 has been achieved. Until the approval of the next Local Housing Strategy, the current Local Housing Strategy is relevant and continues to set out the strategic approach of the Council and partners to deliver high quality housing and housing related services across all tenures to meet the identified need in Renfrewshire. Over the year the Council, along with developing Registered Social Landlords and the private sector, has delivered a range of new homes across Renfrewshire to meet the housing need and demand. A range of projects have also been successfully delivered to ensure homes are energy efficient with the aim of ensuring that fuel poverty is reduced. There continues to be a focus on providing advice and assistance to people with the greatest housing need across Renfrewshire with the aim of preventing homelessness.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 02 - 07	Support the development of the new Local Housing Strategy (LHS) for the next five-year period 2021-2026		Head of Economy and Development	75%	31-Mar-2022	<p>The draft Renfrewshire Local Housing Strategy 2022 – 2027 was presented to the Communities, Housing and Planning Policy Board on the 15 March 2022.</p> <p>The updated strategy sets out the strategic priorities that the Council and partners want to achieve and the range of actions to deliver this ambitious strategy over the next five years, ensuring this reflects local needs.</p> <p>The Board approved the draft Local Housing Strategy for a 12-week consultation and engagement process from 21 March 2022 until 13 June 2022.</p> <p>This consultation will gather the views of local communities, residents and tenants, housing association partners, the Health and Social Care Partnership and Third Sector organisations across Renfrewshire.</p> <p>Following the consultation period, the Local Housing Strategy 2022–2027 will be finalised and presented to this Board for approval later in 2022.</p>

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 03 - 01	Implement the recommendations of the Renfrewshire Alcohol and Drugs Commission		Head of Policy & Commissioning	50%	31-Mar-2023	<p>The projects within the Alcohol and Drugs Change Programme are continuing to progress, including the Trauma Informed and Responsive Renfrewshire Programme – a partnership programme of work to ensure that recognising and responding to trauma is part of every service we deliver. A coordinator post has been created to lead this programme of work going forward, with recruitment currently underway. A steering group has been established, and engagement with the Improvement Service and other local authorities has taken place. An initial high-level action plan is currently being developed. Work has also progressed on the Stigma/Language Matters project with a marketing and communications activity plan being developed, with</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>objectives including: demonstrating leadership by ensuring the Council does not use language that stigmatises people in public and staff communications; supporting staff across partner organisations 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 of language. A training module has also been developed with HR/OD, which will be used to roll out to staff.</p>
CESDP21 - 03 - 02	Work with partners to deliver the Social Renewal Plan's initial action plan	✓	Head of Policy & Commissioning	100%	31-Mar-2023	<p>A Social Renewal Lead Officer came into post in December 2021 and officers have continued to work with partners to progress actions in the Social Renewal Plan.</p> <p>Actions include:</p> <ul style="list-style-type: none"> • An initial allocation of Community Food Funding approved in December 2021 • Funding for fuel supports, including financial supports provided • Establishment of a Fair Work advice service to provide employment advice • A money advice week took place after the success of benefit take up week • Affordable credit sessions provided to a number of diverse groups • Funding agreed for a 'Digital Champions' programme. <p>The Social Renewal lead officer also supported coordination of Scottish Government Winter Support Fund to support low-income families and individuals, in line with the Social Renewal Plan priorities. Work to engage low-income households will be a priority in 2022. This action is being closed off and will be replaced with a new action in the 2022-25 Service Improvement Plan focused on the new Fairer Renfrewshire plan.</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 03 - 03	Implement Year 4 of the Tackling Poverty Programme funding, and review and refresh the programme in light of COVID-19 impacts		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	<p>Year 4 of the Tackling Poverty programme has continued, with services adapted as appropriate due to Covid.</p> <ul style="list-style-type: none"> • Street Stuff has taken more activities into the community to reach more young people. • Energy advice has continued • Morning clubs offering healthy breakfast have continued in 9 schools • Cost of the school day funding has been used to directly support families, with the full allocation spent. <p>Work is now taking place to form stronger links with our Social Renewal work under a 'Fairer Renfrewshire' banner.</p>
CESDP21 - 03 - 04	Work with local equalities led community groups to develop and publish new equality outcomes for Renfrewshire		Strategic Partnerships and Inequalities Manager	80%	31-Mar-2023	<p>Following engagement, draft equality outcomes were agreed by Council and published in March 2021. Work to further consult and develop the draft Equality Outcomes will be developed as part of the development of the Fairer Renfrewshire programme. The due date has been adjusted to March 2023 to reflect this.</p>
CESDP21 - 03 - 05	Develop and publish Local Child Poverty Action Report		Strategic Partnerships and Inequalities Manager	100%	30-Jun-2021	<p>The Local Child Poverty Action report was agreed by Leadership Board in June 2021 and subsequently published.</p> <p>Child poverty has been identified as a particular area of focus for the Community Planning Partnership, and an initial scoping session for partners to identify next steps around child poverty was held in September 2021.</p>
CESDP21 - 03 - 06	Support the delivery of the Connecting Scotland Programme		Strategic Partnerships and Inequalities Manager	100%	31-Mar-2022	<p>From June 2020 to December 2021 there have been six application phases of the programme which delivers Wi-Fi enabled devices and Mi-Fi's providing internet connectivity to end users who are digitally excluded. Free, unlimited data is provided for two years. End users are</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>also provided with telephone support from their support organisation in the form of Digital Champion support, to help them set up and use the device. SCVO provide the online Digital Champion training.</p> <p>Successful applications were submitted across all phases by Renfrewshire Council COVID-19 neighbourhood hubs, Children's Services and Communities and Housing Services, with 999 devices secured for service users. A further 1602 devices were awarded to a wide range of Renfrewshire public sector and community-based organisations across all phases giving a total of 2601 for the Renfrewshire area.</p> <p>The Connecting Scotland Programme is now evaluating and redesigning, and a new programme is still to be announced.</p>

Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 04 - 01	Lead and coordinate the process of securing the renewal of Renfrewshire's status as a Fairtrade Zone *		Head of Policy & Commissioning	0%	31-Mar-2023	<p>Work continues to support the Fair-Trade movement in Renfrewshire, including exploring the links between Fair Trade and the Council's climate programme.</p> <p>In terms of the renewal of Renfrewshire's Fairtrade Zone status, this action was paused due to the pandemic and further work will be undertaken to develop a new timetable following the election.</p>
CESDP21 - 04 - 02	Lead the coordination of Council-wide efforts to respond to the climate emergency and support the work of the Climate Change		Head of Policy & Commissioning	100%	31-Mar-2022	<p>Following our residents Climate Survey, a representative sample of respondents formed Renfrewshire's Climate Panel, which is part of the evidence base for the Plan for Net Zero, with 4 sessions to date (paused for the pre-election period). Engagement has also been undertaken</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
	Sub Committee, including the partnership forum, adaptation plan, citizens engagement panel / assembly, and community food growing					<p>across stakeholders, including traditionally under-represented groups, local organisations, public, private and third sector and community planning partners.</p> <p>The Climate Change Action Fund has been progressing at pace. To date, £978,000 has been allocated to support 14 projects including expanding the Council's electric fleet; opportunities for a large-scale solar farm; developing a local response to ensure resilient town centres; net zero business support; community food growing; and a Community Climate Fund to provide awards to community organisations to develop localised green community projects and initiatives.</p> <p>A baseline emissions inventory and trajectory to 2030 has been completed for Renfrewshire Council as an organisation as well as Renfrewshire area as a whole. This will help to develop focus areas and prioritise actions in order to reach net zero.</p> <p>Phase 1 of the Plan for Net Zero is on schedule for completion by Summer 2022.</p>
CESDP21 - 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	75%	31-Mar-2022	This is a key objective for all procurement projects. Tools utilised by procurement officers at strategy stage include lifecycle impact mapping and the Scottish Government Sustainability Test. This helps to identify key areas of risk and to highlight opportunities to mitigate risk and achieve maximum value in terms of environmental benefits through contracts.

Strategic Outcome 5: Working together to improve outcomes

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
CESDP21 - 05 - 01	Working with HR and OD, develop the relevant actions in line with the Council's new People Strategy	✓	Head of Policy & Commissioning	100%	31-Mar-2023	The Service continues to work with HR and OD colleagues to develop actions which fit the needs and duties of our staff. This includes ensuring a service-wide focus on absence, supporting managers with training, embedding policies, and supporting the health and wellbeing of employees, particularly around the return to the office and managing this transitional way of working. This action is being closed and an updated action will be included in the Service Improvement Plan 2022-25.
CESDP21 - 05 - 02	Supporting our employees' health and wellbeing, better understanding of service needs and resources and planning for the future	✓	CEX Senior Management Team	100%	31-Mar-2022	Supporting the health and wellbeing of employees across the service is a key priority, particularly given the current working arrangements and additional pressures that may be felt. Where it was felt to be beneficial to team members, arrangements have been made to have additional access to Renfrewshire House. Absence levels are closely monitored with weekly reporting and monthly absence monitoring meetings with HR and OD colleagues to explore what further support can be offered to employees who are unwell such as occupational health referrals, time for talking counselling and CBT where appropriate.
CESDP21 - 05 - 03	Work closely with suppliers, Scotland Excel, Scottish Government Procurement and CoSLA to monitor the impact of Brexit	✓	Strategic Procurement Manager	100%	31-Mar-2022	Through contract and supplier management the procurement team continues to monitor the impacts of Brexit on supply chains, resources and labour. The impact of Brexit has been compounded by the Pandemic and the current period of price volatility and inflation caused by the conflict in Ukraine and the rapidly increasing price of oil.
CESDP21 - 05 - 04	Embed the Council's brand values	✓	Head of Marketing, Communications and Events	75%	31-Mar-2022	The development of the council brand model was completed in December 2021 and is currently being implemented across all marketing and communications activity. A key deliverable will be the new council website in 2023 (reported below CESDP21 – 05 – 07). The service has continued to deliver staff campaigns that promote the council's values and provide continued support to HR & OD on next stage of 'Leading Our Values' for managers with online training and workshops.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						Celebrating World Values Day in October with focused activities including employee blogs and video case studies and facilitating two-way discussion via the new RenTalks channel. Further development of the employee wellbeing hub and health and wellbeing objectives including Mental Health Awareness Day and Financial Wellbeing.
CESDP21 - 05 - 05	Implement Year 4 of the Council's marketing and communication strategy to support recovery		Head of Marketing, Communications and Events	100%	31-Mar-2022	<p>The team has continued to provide marketing and communications support to the organisation. This has included the visual refresh of the Council brand following the roll out of the new Council values, supporting the Council's role in the delivery of a safe Scottish Parliamentary election and planning for Local Elections process. We have continued to provide communications to support staff and the general public as we moved through the final stages of the pandemic, including the promotion of national COVID-19 vaccination and community testing programme, cascading public health messaging and Scottish Government guidance. Communications and marketing support was also provided for key projects including: AMIDS, major events, Future Paisley, Cultural Infrastructure, Team Up to Clean Up Spotless September and Big Spring Clean, Net Zero and Soft FM recruitment.</p> <p>1,133 design jobs, part of 192 projects were completed by marketing and design. 199 media releases were issued by the communications team.</p>
CESDP21 - 05 - 06	Implement the internal communications and engagement strategy to support the Council's social, economic, and organisational recovery		Communications & Public Affairs Manager	100%	31-Mar-2022	The internal communications team has continued to support organisational recovery, managing the impact of Omicron on council services, and working safely with covid. It supported the transition to interim ways of working and the gradual reopening of Renfrewshire House and other council buildings. The team supported ICT with the creation and implementation of a cyber security plan and support for training. In response to employee insights, we have increased our use of video and most recently the profile and visibility of the new Chief Executive, by launching 'Ask Alan'.

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						<p>The team designed and delivered two online leaders forum sessions for senior leaders in November 2021 (97 attendees) and March 2022 (103 attendees). The team delivered Support for People Strategy objectives including the launch of Employee Benefits 'mylifestyle' Hub and Cycle to Work Scheme part 1 and 2.</p>
CESDP21 - 05 - 07	Deliver Part 1 Digital Experience strategy	✓	Communications & Public Affairs Manager	100%	31-Mar-2022	<p>Part 1 (Discovery phase) of the Digital Experience programme has been completed by our digital partners Manifesto and FutureGov. A comprehensive report has been produced and includes findings and recommendations on future ways of working, technology, investment, and programme roadmap.</p> <p>This report has been shared with the Digital Board. An update will be provided to CMT in May 2022 with an ask to approve all recommendations.</p> <p>Following CMT approval, the Digital Experience team will implement the next phases and start the procurement exercises required to deliver a new Renfrewshire.gov.uk by mid-2023.</p>
CESDP21 - 05 - 08	Develop new content strategy	✓	Communications & Public Affairs Manager	100%	31-Mar-2022	<p>We introduced our Social Media Content Strategy in August 2021. The strategy was developed using the insights gathered from our Social Media Audit and Channel Review.</p> <p>The strategy has developed our social media approach, creating new identities for each of our channels based on their audiences and localising and tailoring content so it is more engaging for our followers.</p> <p>The strategy has now been rolled out across all of our social media channels and has helped increase engagement and reach. It is also allowing us to build a better relationship with our audience as our focus</p>

Code	Title	Status	Assigned To	Progress	Due Date	Latest Note
						is on creating engaging content which works for our audiences and promotes the council's objectives.

Chief Executives Service Development Plan 2021-22 Scorecard

Generated on: 12 May 2022



Strategic Outcome 1: Reshaping our place, our economy and our future

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.EMP.01	Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)	●	▲	▼	924	1,100	859	1,100	237	275	194	275	209	275	219	275	A total of 1791 people were supported through the service. The figures are broken down into 3 distinct groups: <ul style="list-style-type: none">• 859 new people registered with the service for a full training / guidance and support employability service;• 432 people were registered during 20-21 and continued to get a service during 21-22• Around 500 additional people worked with the service specifically to access Kickstart Opportunities being delivered by the Invest in Renfrewshire team.
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire	●	▲	▲	170	180	221	180	Not measured for Quarters		At the current time 221 people have been sustained in work after 6 months. This number will increase substantially as the Council and Scottish Government have supported an economic development initiative						

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	Council Employability Programme (INVEST)																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.
CE.EMP.01	Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme				289	350	686	350	Not measured for Quarters	486 registered clients of the Invest in Renfrewshire service moved into employment during 21-22 as a direct result of working with the service. In addition it is estimated than an additional 200+ people who were not registered clients also moved into work via the Invest in Renfrewshire Kickstart Programme which placed 406 young people into work. (numbers are estimated as the details of every person is not yet available).							
DHS.EMP.08	Number of new business start ups in Renfrewshire with Business Gateway support				86	310	272	320	80	80	78	80	60	80	54	80	The Start Up figures have improved on last year however the Business Team were still working on the COVID-19 grants (sometimes intensively) during 2021-22 and so the figures are lower than the target.
CEX/COVID/01	Number of businesses applied for support relating to COVID-19 funding schemes				3,728	Data only	2,750	Data only	Not measured for Quarters	For COVID grant programme delivered in the 21-22 financial year 2750 businesses successfully applied for support. Many more would have applied for support but not met the eligibility criteria.							
CEX/COVID/02	Amount of grants and loans approved to businesses in relation to COVID-19 funding schemes (£)				14,703,500	Data only	9,205,650	Data only	Not measured for Quarters	During 21-22 the COVID business funding awarded to local businesses was in the region of £9,205,650 with support to 2750 discrete businesses. This relates to funding announced and administered in the period. Additional grants may also have been paid but related to 20-21 programmes and would have been counted in that year.							

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)				7,285	Data only	4,180	Data only	5,985	Data only	5,075	Data only	4,420	Data only	4,180	Data only	The claimant count has been reducing steadily and the quarterly figures are taken every 3 months from June 2021. A recent report from ONS and SG showed that Renfrewshire had the second highest youth employment rate in Scotland in 2021 at 67.4% (54.9% is Scotland average) and (by a considerable margin) the highest youth employment growth over the last 10 years across Scotland at 21.1% (against a Scotland increase of -0.3%). This shows the level of commitment and work on the youth employment agenda over the years, but particularly the last year. This data is taken from NOMIS.
DHS.WORKPOP	Percentage of Renfrewshire population working age (16-64)				64.2%	Data only	*	Data only	Not measured for Quarters	*This figure is taken from a national dataset and an update for 2021/22 is not yet available.							
DHS.CP.RR01	Number of properties on Buildings at Risk Register				30	42	27	42	30	42	27	42	27	42	27	42	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 27 Renfrewshire properties, a reduction of three since the start of 2021.
DHS.VDL.01	Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment				17	20	28	20	Not measured for Quarters	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.							
CEX/EVENTS/01	Number of people participating in the events programme, digitally or in person				New indicator for 21/22		789	300	200	75	81	75	508	75	0	75	This is a new indicator with an annual target of 300, and the baseline position for 2020 was 150.

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	789 participation opportunities were delivered against an annual target of 300. Q1 events, Paisley Food and Drink Festival and Renfrew Gala day generated 200 participation opportunities. Q2 events Sma Shot' Day, Radical War – Paisley Radicals and Doors Open Days had 81 participants across live music, poetry, dance, theatre and ariel activities. The Radical War project, Paisley Radicals, saw the culmination of the Future Paisley funded project which delivered over 115 hours of community engagement with the final output of the project an immersive walking tour app now available for visitors. Q3 participation opportunities came from The Spree, Wee Spree, Spree for All, Halloween and the Christmas programme across Renfrewshire - Festive Fun. Opportunities were available across music, dance, costume and creative workshops, animation, and street theatre. Please note there are no council events in Q4..
CEX/EVENTS/02	Number of people performing in the events programme, digital or live performance				New indicator for 21/22	307	100	50	25	47	25	210	25	0	25	This is a new indicator with an annual target of 100, and the baseline position for 2020 was 50. 307 performance opportunities were created against a target of 100. Performance opportunities in Q1 programme were contained in the Food and Drink Festival programme and included film production by Art Boss.	

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	Performance opportunities in Q2 - Shot Day and Radical War Project – Paisley Radicals. Included live music, spoken word and poetry. Other performance elements of the programme including theatre and aerial were pre-recorded and broadcast during the digital event. Performance opportunities in Q3 - The Spree programme (over 80 bands and performers), Halloween and the Christmas Programme. Please note there are no council events in Q4.
CEX/EVENTS/03	Number of volunteers supporting the development and delivery of the events	●	■	■	New indicator for 21/22	8	15	3	3.75	4	3.75	1	3.75	0	3.75	This is a new indicator with an annual target of 15. 8 volunteering opportunities were delivered with a target of 15. Opportunities were limited due to covid19 restrictions on live events. Q1 events included the Paisley Food and Drink Festival and Renfrew Gala Day (online events) - 3 volunteers. Q2 volunteering opportunities - Doors Open Days programme (4 volunteers) Q3 volunteering opportunity - Lochwinnoch, a touring piece of artwork by Cryptic – Sound Horns (1 volunteer) Q4 had no planned council events.	
CEX/EVENTS/04	Number of people viewing or attending the events programme	✓	■	■	New indicator for 21/22	63,630	65,000	18,300	16,250	17,553	16,250	27,777	16,250	0	16,250	This is a new indicator with an annual target of 65,000, reflecting the restrictions on large scale outdoor events in Q1 and 2. The cancellation of the British Pipebands Championships due to COVID-19 restrictions further impacted attendance/viewing numbers. Total audience for 2021/22 was 63,630 against target of 65,000. Breakdown: Two digital events took place in Q1 due to covid restrictions: 17,000+	

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	people tuned in to watch the Food and Drink festival programme (live cookery demos, cooking and bake along family sessions, interactive cocktail making, crafts and live music) 1,000+ participated in digital Renfrew Gala day. Q2 - Sma' Shot day (2,136) , Paisley Radicals and Doors Open Days (15,000) online content. Q3 - in-person events with restricted numbers to meet covid capacity restrictions: The Spree programme lost one third capacity Main stage mass gathering events – Halloween and Festive events were redesigned. Halloween festival moved to a 5-day walking trail event. A 4-week Festive programme was designed with activity taking place across weekends in Nov/Dec.
CEX/FUND/01	Fundraising Income Target	●	■	■	New indicator for 21/22	185,000	500,000	Not measured for Quarters	The 2021/22 target was impacted through the suspension of HNWI solicitation in May 2020. This restarted in January 2022. Despite the impact of Covid-19 on donor cultivation we have continued to make good progress towards the target for Trusts and Foundations with £881,000 being secured against the original £1.5m target.2021/22 highlights include: <ul style="list-style-type: none">• May 2021 - £100,000 pledge (Trust and Foundation)• June 2021: £30,000 pledge (Coats PLC)• March 2022: The Hugh Fraser Foundation adding £50,000 to their initial pledge of £200,000								
CEX/MUS/01	Paisley Museum PR target (OTSH)	✓	■	■	New indicator for 21/22	9,197,815	4,000,000	3,300,000	1,000,000	6,665,679	1,000,000	8,643,263	1,000,000	9,197,815	1,000,000	Q4 saw increased PR through additional coverage of the Corozal dredger and model at Paisley Museum story. There were a number of	

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	references to Paisley Museum's £42million transformation in UK City of Culture bid features, after Stirling missed out on shortlisting. There was also a large spike in OTSH thanks to broadcast coverage as the museum featured in BBC 1's Antique's Road Trip in February.
CEX.OTSH.PI	Opportunities to see or hear something (OTSH) positive about Paisley and Renfrewshire as part of Paisley is destination brand				160,18 5,805	240,0 0,000	314,04 1,621	240,00 0,000	31,200 000	60,000, 000	107,46 3,573	60,000, 000	109,41 0,795	60,000, 000	65,967, 253	60,000, 000	Despite the loss of some the council events programme, which is a major contributor to OTSH due national marketing campaigns, we continued to reach our annual target through visitor marketing campaigns that specifically targeted audiences across west-central Scotland.

Strategic Outcome 2: Building strong, safe and resilient communities

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
HPSIP01	Affordable housing completions				250	200	170	243	Not measured for Quarters	The affordable newbuild housing programme involves both Council and Housing Association developments across a range of sites in Renfrewshire. Due to the impact of the COVID-19 pandemic some developments were delayed. The Council along with the Housing Associations active in Renfrewshire and the Scottish Government continue to work in partnership to deliver affordable housing across Renfrewshire and to ensure that delivery exceeds the target next year. Over 450 new affordable homes are now expected to be completed in 2022/23.							

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
SOA10.10a	Private housing completions				751	500	N/A	500	Not measured for Quarters	Not measured for Quarters	Private housing completions are monitored in an annual Housing Land Audit. The 2022 audit will be complete in the summer which will record completions for the period 2021/22. Private completions haven't been reported since 2019 due to the Covid 19 pandemic. Despite the pandemic, 1383 new private homes were completed in the 2 year period from 2019 to 2021 which exceeds targets. A range of new homes continue to be delivered across Renfrewshire including at Dargavel Village, the former BASF site in Paisley and the former Johnstone Hospital.						
CE.SDP.21.% PSPI	Percentage of respondents who agree that they can influence decisions about public services and other issues of public interest				21.2%	Data only	21.2%	Data only	Not measured for Quarters						In Renfrewshire's Public Services Panel (December 2020), respondents were asked if they agreed that they 'can influence decisions about public services and other issues of public interest' - 21.2% agreed. Whilst not directly comparable with the Scottish Household Survey question, the 2019 data for 'influencing' showed 11% of respondents agreeing in Renfrewshire.		
CEX/LON/01	Percentage of respondents who have felt lonely some, all or most of the time				47%	Data only	*	Data only	Not measured for quarters						This figure comes from Renfrewshire's Public Services Panel (December 2020) and compares broadly with a similar question in a Scottish Government National COVID-19 Survey where the figure for Scotland was 40%. Some caution should be exercised here as the national survey was a telephone survey and the Public Services Panel was a written questionnaire so perhaps people may be more likely to disclose sensitive emotions such as loneliness. *A new survey was undertaken in Spring 2022 and results will be included in the mid-year report.		

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CEX/NEIGH/01	Percentage of respondents who agree that this is a neighbourhood where local people take action to help improve the neighbourhood				49%	Data only	*	Data only	Not measured for Quarters								This figure comes from Renfrewshire's Public Services Panel (December 2020). *A new survey was undertaken in Spring 2022 and results will be included in the mid-year report.
CEX/NEIGH/02	Percentage of respondents who agree this is a neighbourhood where people are kind to each other				72%	Data only	*	Data only	Not measured for Quarters								This figure comes from Renfrewshire's Public Services Panel (December 2020) and compares broadly with a similar question in the Scottish Household Survey where the figure for Scotland in 2018 was 83%. *A new survey was undertaken in Spring 2022 and results will be included in the mid-year report.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CEX/HUB/01	Number of referrals supported by the Neighbourhood Hub teams				New indicator for 21/22		517	Data only	75	Data only	153	Data only	126	Data only	163	Data only	Neighbourhood Hubs experienced relatively low numbers of referrals in Q1, which corresponds to lower levels of community transmission of COVID-19. The majority of these requests continue to be focussed on access to food for those self-isolating, as well as prescription delivery. Referrals throughout the year have continued to follow the patterns of community transmission, including a significant spike in response to the Omicron variant over the new year period.
CPP.INCOME.TP	Income maximised in Tackling Poverty projects				758,67 5.49	Data only	1,145,9 18.38	Data only	340,66 2.49	Data only	280,07 4.72	Data only	284,48 7.31	Data only	240,69 3.86	Data only	Advice in 21/22 has been delivered by telephone, online or by video call. Numbers fluctuate per quarter

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	dependent on numbers of clients coming forward and types of issues.
CONSCOT	Number of devices allocated as part of Connecting Scotland programmes				New indicator for 21/22		2601	Data only	Not measured for quarters								The status is now 100% complete as the programme has ended and going through a review. We await a future announcement.
CPP.3RDSEC TOR	Number of third sector organisations engaging with Renfrewshire Community Planning Partnership				195	130	127	134	70	134	120	134	35	134	50	134	The number of third sector organisations engaging with Renfrewshire Community Planning Partnership is 127. This includes groups who are members or attend community planning groups or who have applied for Local Partnership or Celebrating Renfrewshire grants.

Strategic Outcome 5: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
PT.DS.PPF.C MT.06	Application Approval Rate				96.9%	Data only	*	Data only	97.4%	Data only	97.1%	Data only	*	Data only	*	Data only	This indicator is verified by the Scottish Government bi-annually. *The next publication of data will be in Summer 2022.
PT.DS.PPF.C MT01	Average Time for processing Planning Applications (Householder)				6.9	8	*	8	6.7	8	6.7	8	*	8	*	8	This indicator is verified by the Scottish Government bi-annually. *The next publication of data will be in Summer 2022.
PT.DS.PPF.C MT.07	Percentage of applications dealt with under delegated authority				98.1%	Data only	*	Data only	97.9%	Data only	98.5%	Data only	*	Data only	*	Data only	This varies year on year depending the types of applications that are submitted. *The next publication of data will be in Summer 2022.
DHS.BSTAN.1a	Time to issue a building warrant or amendment to warrant from receipt of application (days)				96.9	60.0	101.2	60.0	103.3	60.0	100.8	60.0	89.5	60.0	111.0	60.0	This 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.1b	Time to issue a first report (95% issued within 20 days)				50.8	95.0	53.4	95.0	28.2	95.0	60.4	95.0	69.5	95.0	55.5	95.0	Performance is lower than anticipated for Q4 and primarily stems from carrying two vacancies. Two new Assistant Surveyors started in March

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																	2022 and it is anticipated that this will lead to further performance gains in Q1 – Q2 2022/23.
DHS.BSTAN.1c	Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information				47.3	90.0	60.1	90.0	55.4	90.0	42.9	90.0	66.3	90.0	75.9	90.0	Performance has improved but is still lower than target and this primarily stems from carrying two vacancies. Two new Assistant Surveyors started in March 2022 and it is anticipated that this will lead to further performance gains in Q1 – Q2 2022/23
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				93%	100%	93.5%	100%	95%	100%	88%	100%	97%	100%	100%	100%	There were 25 single departmental Chief Execs requests in Q4. 25 were answered on time.
CEX/COMP/01	% of frontline response complaints responded to within timescales agreed with customer (Chief Executive's)				63%	100%	46%	100%	57%	100%	59%	100%	29%	100%	40%	100%	During 2021/22 the service received a total of 41 frontline complaints of which 20 complaints were responded within timescale. Monitoring views have now been established to better manage service area complaint queues within the Contact Us – Complaints module. CaseViewer refresher training is being delivered in June 2022 and will focus on staff managing active cases and queues. Staff will be reminded that more complicated Frontline cases should, where required be escalated to Investigation (20 days) complaints to ensure completion within timescale
CE153	% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)				100%	100%	77%	100%	100%	100%	80%	100%	50%	100%	100%	100%	In Q4, the Chief Executive's Service received 1 investigation complaint which was completed within timescale.
CEABS01dii	Average number of work days lost through sickness				5.56	6.5	4.26	6.5	0.96	1.3	1.52	1.2	1.78	1.8	*	2.2	It has been noted that absence performance with covid is within target for Qtr 3 although there is an increase

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	absence per employee (Chief Executive's) (FTE)																of 0.23 days over the same period last year. The absence performance without covid for this period was reported to Board as 1.37 days. Monitoring of absence continues across the service. All service absence stats are presented to CMT and reported to Board. *Data not yet available
CEX/COMMS/01	% of staff who feel that the information they receive from internal communications is helpful				New indicator for 21/22	85%	85%	Not measured for Quarters	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 measured annually.								
CEX.DIGCHANNELS	Number of people engaging with the Council's digital channels (not including website).				55,130	54,400	64,822	56,800	57,915	54,000	64,063	54,000	64,822	54,000	64,822	54,000	Numbers of people engaging with the Councils digital channels – Facebook, Twitter, Instagram, YouTube, LinkedIn and Soundcloud. Our LinkedIn followers rose from 747 in July 2021 to 6,078 in August 2021 after the merger of our old and new account profiles. Our followers on LinkedIn have also increased as we have focused on producing more content which appeals to our target audiences on that channel. Our Social Media Content Strategy, which was introduced in August 2021, has supported our growth in followers by ensuring content on our channels is tailored to meet the needs of each of our audiences. Since its introduction we have seen an improvement in our follower figures and an increase in reach and engagements across all channels.
CEX/WEB/01	Number of total visits to council website				New indicator for 21/22	3,421,249	3,240,000	703,580	810,000	941,720	810,000	822,937	810,000	953,012	810,000	This is a new indicator for 2021/22. Target has been achieved for this year.	

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		2021/22		Q1 2021/22		Q2 2021/22		Q3 2021/22		Q4 2021/22		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CEX/WEB/02	Number of new users visiting the council website				Indicator can no longer be tracked												This indicator can't be tracked currently due to a technical issue with the website Content Management System (GOSS) and issues with cookie tracking. This is a medium-term issue.
CEX.OTSH.RC	Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity				77,513, 670	120,00 0,000	371,06 1,673	125,00 0,000	84,208, 049	30,000, 000	85,636, 716	30,000, 000	102,30 6,576	30,000, 000	98,910, 332	30,000, 000	Overall OTSH has increased compared to previous years, this is due to coverage returning to normal in the pandemic recovery and a change to the measurement of circulation figures for online media reach.