



To: Leadership Board

On: 2 December 2020

Report by: Chief Executive

Heading: Council plan progress update

1. Summary

- 1.1 In September 2017, the Council approved new Council and Community Plans for Renfrewshire, which outlined an ambitious vision for Renfrewshire. The Council Plan covers the period 2017 to 2022 and sets the direction of the organisation, through five strategic outcomes. Service Improvement Plans for each Council service sit under this framework and describe in more detail how these priorities will be achieved, supplemented by a detailed action plan and performance scorecard.
- 1.2 Alongside Service Improvement Plan updates to policy boards, progress against the Council Plan objectives is regularly reported to the Leadership Board to enable scrutiny of the Council's performance and priorities - ensuring the plans are agile enough to respond to local and national emerging themes whilst still delivering on the agreed strategic outcomes.
- 1.3 The COVID-19 pandemic and lockdown has meant that the regular reporting on progress towards Council and service level priorities has been interrupted during 2020. During the initial phases of the pandemic, planned meetings of full Council and all policy boards were paused, with the Emergencies Board put into place in order to support decision making and cross-party scrutiny during this critical period. Due to the cancellation of many policy boards, service improvement plans for each service were not approved by all policy boards at that time.
- 1.4 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 Council worked

with partners to continue to deliver vital frontline services throughout the period, and significant numbers of employees also continued to deliver services whilst working from home.

- 1.5 During Summer 2020, services worked to restart impacted services in line with Scottish Government guidance. This included a significant programme of work to reopen school and early learning establishments from August 2020 amongst many other aspects. In parallel to this work, the Council also commenced work with partners to develop local recovery plans for Renfrewshire, which will set out the key actions that would be taken jointly to support communities and businesses to recover from the impact of the pandemic going forward.
- 1.6 Unfortunately during recent weeks, Renfrewshire like other areas in Scotland, has once again experienced increasing levels of community transmission of COVID-19, and the Council remains very much in response mode in terms of supporting local people, businesses and communities impacted by COVID-19 and associated current restrictions. The Council has again been required in recent weeks to deliver new services and supports in light of the new Strategic Framework and associated tiers of restrictions introduced by the Scottish Government in October 2020. This includes the provision of business grants, the Self Isolation Support Grant and enhanced support for the Test and Protect process.
- 1.7 The position throughout 2020 has and continues to be, very challenging for services, and progress in terms of implementing actions set out within the Council Plan and Service Improvement Plan has been significantly impacted. In addition, it is recognised that due to the fundamentally different context in which services are operating, there will be a requirement to review existing priorities and activities going forward to ensure that the right type of support is provided to local people, communities and businesses going forward.
- 1.8 In order to maintain oversight and scrutiny of service level performance, Service Update reports have been provided to each policy board since the resumption of policy boards in August 2020. These reports provide a summary of current activities and priorities in light of COVID-19, and have also provided an opportunity to report on performance for the 19/20 year prior to the pandemic.
- 1.9 The purpose of this report is therefore to provide a Council wide progress update, in relation to existing Council Plan priorities and the ongoing COVID-19 response. Appendix 1 provides a detailed summary of progress against key actions and indicators, with a full outturn position provided for 2019/20.
- 1.10 In recognising the importance of regular and relevant service improvement and performance information, work has now commenced to review service improvement planning process and to develop a revised reporting schedule for progress updates to be provided to policy boards. Proposals are outlined within section 4 of this report, with a recommendation that services provide an interim update on performance within the next Service Update report provided

to policy boards from January 2021, with new service improvement plans to be submitted to policy boards from March 2021 which fully reflect the impact of COVID-19 on service delivery.

2. Recommendations

- 2.1 It is recommended that members of the Leadership Board:
- Note progress to achieved against the strategic outcomes since the last update to Leadership Board in December 2019, as outlined in appendix 1; and
 - Note the proposed approach and schedule for reporting performance and developing Service Improvement Plans in 2021.

3. Background

- 3.1 Renfrewshire's Council Plan 2017 – 2022 describes how the organisation will achieve the vision of “working together for a thriving and connected Renfrewshire, creating opportunities for all” through five strategic priority areas:
- Reshaping our place, our economy and our future
 - Building strong, safe and resilient communities
 - Tackling inequality, ensuring opportunities for all
 - Creating a sustainable Renfrewshire for all to enjoy
 - Working together to improve outcomes
- 3.2 While the COVID-19 pandemic has fundamentally changed how we work, deliver services and engage with communities, the organisation's ambition for Renfrewshire remains and our five strategic priority areas also remain relevant and will underpin our approach to recovery.
- 3.3 As agreed by Council, three core recovery plans are being developed that will shape the immediate activity of the Council – the Economic Recovery Plan, Financial Recovery Plan and the Social Renewal Plan. Taken together these describe how Renfrewshire can learn, recover and build from the experiences of the pandemic - they are cross-cutting and will drive the efforts of officers across the Council.
- 3.4 The Council Plan will continue to sit alongside these three new plans and many of the core objectives are complementary. The approach to recovery is to work together across services and sectors with a focus on the economy, our resilience, supporting our most vulnerable and those most impacted by the pandemic and to deliver a green recovery.
- 3.5 Previous Service Update reports to policy boards have outlined key areas where services have been impacted by the pandemic, described supporting activity towards the recovery efforts and highlighted the immediate priority

areas. This ensured that regular reporting to policy boards took place on an interim basis whilst services continued to focus on the COVID-19 response.

- 3.6 Members will note from Appendix 1 that strong progress has been reported across key priority areas, with activity on target at the point of the lockdown commencing. As outlined in Section 1, the Council Plan is a five-year programme and whilst inevitably there will be delays across the plan due to the impact of the COVID-19 pandemic, it is anticipated there may be areas where progress has been accelerated, for example in the Council's digital workstreams. The full impact of this will be more accurately assessed as we move into the financial year 2021/22 and will tie in with the refresh of the Service Improvement Plans.
- 3.7 Based on the latest available updates, for the 55 actions within the Council Plan, 27 actions have already been completed and the remaining 28 are in progress, reflecting that this is a 5-year plan and some actions relate to long-term programmes.
- 3.8 Areas of progress are highlighted below, grouped under each of the Council Plan strategic outcomes:

3.8.1 RESHAPING OUR PLACE, OUR ECONOMY AND OUR FUTURE

- As part of a range of measures to support local businesses impacted by COVID-19, in July 2020 Renfrewshire Council agreed to make available funding of £1.3m by repurposing existing economic development funding. This allowed the offer of a series of grants and support measures for local businesses to assist in recovery from the economic impact of lockdown. To date over 100 individual businesses have applied for support. Grants and loans amounting to £216,000 have been approved so far to 46 businesses. Approximately 30 additional applications are currently in the assessment process.
- A new and additional programme of COVID-19 Business Grants is now also being administered by the Council on behalf of the Scottish Government. A Business Closure Grant and a Business Hardship Grant have been available from 20 October 2020 for those businesses affected by the additional COVID-19 restrictions put into place over this period in Renfrewshire.
- The Council's Employability Service continues to offer support on jobs and skills development. Over the next month or so the national support programme for employability in response to COVID-19 will become clearer, and the service will undertake a reprofiling exercise to ensure that the best possible services are provided to those who need them most.
- Work has also commenced through the Local Employability Partnership relating to the Youth Guarantee Scheme and alongside partnership working with Engage Renfrewshire and the Chamber of Commerce on the Kickstart Scheme which aims to create 6-month work placements aimed at those aged 16 to 24 who are in receipt of Universal Credit.

- In terms of physical regeneration programmes, within the Cultural Infrastructure Programme the Museum and Town Hall projects are progressing, with the Town Hall Advance Works contract on site now until Christmas. Tendering for both projects is underway and it is anticipated will be on site for their Main Works contracts as early as possible in 2021.
- As part of Renfrewshire's City Deal programme, the Glasgow Airport Investment Area site works are back on site and working at full capacity with an estimated completion date of quarter 2 2021. The City Deal Team continue to work closely with Advanced Manufacturing Innovation District Scotland (AMIDS) partners, Scottish Enterprise, Scottish Government, and stakeholders National Manufacturing Institute Scotland (NMIS) and Medicines Manufacturing Innovation Centre (MMIC) to maintain momentum in preparing the readiness of the AMIDS site for these anchor facilities, and further develop the AMIDS proposition to attract further investment. The Team are also progressing the Clyde Waterfront and Renfrew Riverside Project and aim to commence construction in 2021.
- Work is also progressing well on 95 new Council homes at Johnstone Castle with the development of a further 80 new Council homes at Dargavel Village being completed in October 2020. Other affordable sites are progressing well including at Glenburn, Millarston and Ferguslie with developers working to progress sites safely and in line with Scottish Government guidance in relation to COVID-19.
- As part of Renfrewshire's appeal as an attractive place to live, work and invest, digital places a critical role – even more so through the experiences of the lockdown. It was confirmed in September 2020 that City Fibre are investing in a 700km network providing Renfrewshire residents and businesses with access to the fastest, most reliable gigabit speed connectivity. This is linked to Connectivity as a Service framework that was approved earlier in 2021.
- The Council's live major event programme for 2020 was cancelled due to the ongoing restrictions on mass gatherings. A partial programme was delivered digitally and included Sma' Shot Day, Renfrewshire Doors Open Days, Radical Wars 1820-2020, and Remembrance Day reflections. A new events strategy is being developed to enable the reintroduction of an events programme in 2021 that can accommodate COVID-19 safety measures and restrictions.

3.8.2 BUILDING STRONG, SAFE AND RESILIENT COMMUNITIES

- Renfrewshire Health and Social Care Partnership has played a critical role responding to coronavirus pandemic, protecting and supporting employees and communities, and particularly vulnerable people across the area. The challenges faced by the HSCP during the pandemic have been unprecedented including rapidly changing service provision and ensuring alternative supports for those with critical needs or in crisis; maintaining service provision through high levels of absence due to staff stepped back with underlying health conditions and instances of self-isolation; continuing to work with care homes in Renfrewshire to provide

enhanced support and oversight throughout the pandemic; quickly setting up and delivering 'new' services through the Renfrewshire COVID-19 Assessment Centre, medicines delivery to those shielding and vulnerable, and implementing the enhanced care home testing regime.

- Recognising the impact of COVID-19 on local people, the HSCP have also worked in partnership with local hospices to develop a new bereavement support service and the 'Hear for You' mental health and wellbeing helpline which is being piloted with RAMH.
- The Council's Public Protection team also continue to play a critical role in the Council's response to the virus with Environmental Health Officers continuing to assist Greater Glasgow and Clyde Health Board with the Test and Protect Programme and supporting the management of clusters of positive cases.
- Legislation and guidance in relation to businesses continues to change at a fast pace, leading to regular changes for both Environmental Health and Trading Standards. A range of new regulations give additional powers to local authorities to direct as necessary for the purpose of preventing, protecting against, controlling or providing a public health response to the incidence or spread of infection by coronavirus in the local authority's area. Environmental Health and Trading Standards Officers have also been working to ensure that business premises have as much help and guidance as possible to support them to comply with the new legislation and guidance.
- In terms of community resilience, the Neighbourhood Hub model which was put into place as part of the initial pandemic response, continues to develop with colleagues across the Council and our partners. Seven localities have been established, supported through three physical locations in Renfrew, Paisley and Linwood. The hubs operate on a partnership basis with Renfrewshire Leisure, Renfrewshire Health and Social Care Partnership, Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 300 households since the start of the lockdown period. In addition, there has been a new focus since October 2020 on those required to self-isolate due to the Test and Protect programme.
- During September 2020, the seven Local Partnerships made 167 funding awards totalling £349,605.30 to community groups to deliver on local priorities. These awards will help support community groups to deliver projects during the remainder of 2020/21. In addition, a second year of the Celebrating Renfrewshire Participatory Budgeting programme was undertaken during September and October 2020, enabling young people to vote on the allocation of funding to projects in their area to benefit young people aged 12- 25. 86 projects have applied for a share of £149,340 Local Partnership funding.

3.8.3 TACKLING INEQUALITY, ENSURING OPPORTUNITIES FOR ALL

- Since the onset of COVID-19, the Partnerships and Inequalities team has engaged with community groups to support the humanitarian response effort. This has included leading the community food network to work in partnership with community groups leading local responses, coordinating distribution of Fair Share community resources and supporting local organisations to build their capacity to deliver local services. Local community groups and the people using their services have been connected to advice and guidance resources and sources of funding, which has supported individuals and households and also built the resilience of community groups.
- The Connecting Scotland Programme was established by Scottish Government and Scottish Council for Voluntary Services to provide digital connectivity to people in priority categories who did not have a device. Phase one of the programme allocated 265 Chromebooks or iPads to people who are digitally excluded, on low incomes and at risk of isolation. This was done in partnership between the Council, Health and Social Care Partnership, and community groups. Community groups received 165 devices to allocate out of the total of 265 provided to Renfrewshire. 40 Chromebooks and iPads were allocated to Renfrewshire Council for distribution through Neighbourhood Hubs. Phase 2 of the programme is now underway, focusing on families, pregnant women and care leavers. Renfrewshire has an allocation of 616 devices, which will be distributed in December and January.
- Throughout the summer, Community Learning and Development provided critical childcare hubs for children of essential workers, with the support of staff from across the Council including Street Stuff coaches. Over 2,000 children and young people came along each week to the hubs over the six-week summer period.
- Schools and early years centres returned full-time in mid-August and have remained open. Schools and early years centres continue to operate rigorous hygiene procedures and risk assessments are regularly updated to reflect the latest guidance. As well as a return to learning, schools and early years centres are placing a particularly strong emphasis on emotional wellbeing and supporting children and young people to manage the impact of both lockdown and the return to school after a prolonged absence. The approach has been developed by the Educational Psychology Service and wellbeing will be a priority throughout the academic session.
- During the initial stages of the pandemic, when operational buildings closed to the public, Renfrewshire Leisure teams moved swiftly to maintain core health services; expand services that engage with community groups; and provide alternative platforms to access cultural, sport and leisure opportunities. Highlights have included the re-opening of Barshaw Golf Course, Lochfield Bowling Green and Robertson Park Bowling Green in May 2020; services providing continuous online content via the Ren TV channel with 15,021 views during this period; a new

creative arts project – Tiny Revolutions Renfrewshire – launched to encourage people to engage in creative activities within their communities; libraries provided free CoderDojo@Home sessions with Paisley YMCA, a coding club for 8-17 year olds; libraries recorded 13,319 e-books loaned during this period, an increase of 3,107 over the same time last year; sports services launched the RL Online Olympics, where there were 4,945 entries from 50 schools over 7 weeks of online sports challenges; and a walking challenge was organised for members of the public to walk the equivalent of the boundary of Renfrewshire (48 miles) across the month of June, with a total of 616 walkers taking part with a combined distance walked of 33,698 miles.

- Although the work of the Alcohol and Drugs Commission was paused during the early stages of the pandemic, members agreed to refocus and reenergise their collective efforts to conclude the programme of work by the end of this calendar year. The Commission met to finalise the report in early November with it being presented to the Council in December 2020.

3.8.4 CREATING A SUSTAINABLE RENFREWSHIRE FOR ALL TO ENJOY

- Climate change remains a key priority area for the Council and a report was approved by the Leadership Board on 16 September 2020, agreeing to establish a Climate Change sub-group to oversee progress as Renfrewshire Council continues to work towards our climate change ambitions. The first meeting of the sub-group took place on the 28 October and a programme of meetings has been timetabled until summer next year. Alongside this, the officers group supporting this workstream is being restarted and will consider what planned activities can go ahead within the current environment.
- Throughout the lockdown, the Council continued to deliver all essential frontline collection services including collections for residual waste, recycling, food and garden waste and commercial collections, supporting the Council's ambitions to increase recycling and reduce waste.
- Over lockdown more than 200 'Team up to Clean Up' clean ups took place across Renfrewshire. The COVID-19 restrictions meant there has been less group activity, however a huge surge in solo picks was evident, with more than 150 litter pickers being *provided to Renfrewshire residents. This enabled volunteers to remove over 1,000 bags of litter from their communities
- In terms of active travel, the first phase of a £300,000 segregated shared cycle way from Bishopton to Glasgow Airport has now been completed - between Bishopton and the Barangarry roundabout. Phase 2, from the M8 motorway junction 29A to the Red Smiddy Roundabout, started in October.

3.8.5 WORKING TOGETHER TO IMPROVE OUTCOMES

- Effective communications have been critical to the Council response to the pandemic and supporting communities throughout lockdown, the easing of restrictions and subsequent reapplication of some measures. This includes public health advice and information on local services, from

lockdown through restart and recovery. The aim has been to keep people informed, maintain public confidence in the Council's ability to respond to the crisis and maintain staff and community morale. The public website has provided a single source of truth on all relevant issues, supported by information updates on all relevant social media platforms and via local community groups and organisations. The public website has had 900,000 users between March and September 2020, 50% more than in the same period last year. Social customer service has also been introduced through Council Twitter and Facebook to provide real time responses to customer enquiries.

- The importance of digital services and connectivity to our resilience as an organisation and as a place, has been emphasised by the experiences of the lockdown and Renfrewshire's new Digital Plan was approved by Leadership Board in September 2020, reflecting this. The strategy outlined an approach to embedding digital across all that the Council does and to ensure that it works collaboratively to maximise the opportunities from emerging digital technologies and new ways of working and doing business.
- A full cycle of virtual board meetings has been successfully implemented and supported, including full council meetings held virtually for all elected members.
- Employee health and wellbeing continues to be a priority for the Council, with the HR and OD team recently conducting a review of the support that the organisation provides to the Council's workforce, with a focus on health and wellbeing in light of COVID-19. The impact on employees will continue to be subject to regular reviews as new ways of working are established, whether that remains working from home or a return to office environments. Working closely with the trade unions, a range of supports were quickly put in place for both frontline employees and those working from home, with health and wellbeing as the key area of focus – key messages were quickly shared to support managers to help their teams and provide the flexibility needed to balance working from home and other caring commitments, including home schooling, during the initial period of the lockdown when schools were closed. Significant work was also progressed to support people to work from home, provide appropriate kit and deploy employees, whose normal job couldn't be carried out, into supporting the ongoing COVID-19 response. Employees who were in the shielding group were also supported, risk assessments were carried out and advice and assistance offered by the HR and OD team and the occupational health service.
- Whilst still in the initial lockdown period, the Council's values were launched, underlining the importance of the work the Council does, the way we work together and the type of organisation we want to be. A new staff engagement tool is being trialled between to improve engagement across the whole workforce and virtual training has been launched on the Council Values for managers across the Council. The training aids managers in thinking about how to incorporate the Council values into

their own work and that of their teams. Subsequently, all-staff values training will be rolled out in January 2021.

3.9 As outlined earlier in the report, there have also been areas where planned activities did not proceed or were not undertaken in the same way due to COVID-19, including the following:

- The programme to support the expansion of Early Years provision was also delayed by the lockdown but works have restarted and good progress is being made. A review of lockdown delays was undertaken, and a revised timetable agreed for works. Currently, 11 projects are completed, a further 7 are on track to complete by the end of December, a further 5 by April 2021 and the remaining 3 by August 2021.
- The Council's housing investment external improvement works programme ceased during lockdown due to the nationwide restrictions and recommenced with an initial 'soft start' in line with government guidance. This impacted on the delivery programme and £650,000 of the Scottish Government's HEEPS:ABS funding will not be drawn down within the funding criteria timescales for 2019/20. These works have been re-profiled to allow them to be carried out during 2020/21, which will ensure all proposed improvements can be completed as expected.
- The roads capital investment programme for 2020/21 was paused due to the outbreak of COVID-19. Following the Scottish Road Works Commissioner's announcement that planned works could recommence in July, there have been 46 carriageways resurfaced, 16 carriageways surface dressed and a further 5 carriageways micro-surfaced.
- Over the last 2 quarters, rather than supporting new business start-ups, the Business Development Team have concentrated on supporting existing businesses through the administration of the COVID-19 grants as the service is primarily responding to the most critical needs of business at the moment.

3.10 Key priority areas of focus moving forward include:

- Continuing to respond to the COVID-19 pandemic, to changes in local restrictions and implementing the Council's recovery plans.
- Continuing to ensure the financial sustainability of the Council, refocusing and repurposing existing resources towards the most important priorities alongside protecting the Council's ability to deliver existing plans.
- Working alongside Renfrewshire's Economic Leadership Panel to develop and agree a two-year Economic Recovery Plan which will be brought back to a future Council meeting for approval.
- Working with our community planning partners to develop a Community Impact Assessment, commencing with a Public Services Panel survey focused on COVID-19 and lockdown experiences which will feed into Renfrewshire's Social Renewal Plan - supporting our vulnerable citizens and communities across Renfrewshire.

- Following a pause in the Right for Renfrewshire programme due to the pandemic, this work has now been restarted and will be accelerated to ensure council services continue to be right for our people and communities into the future.
- Effectively plan and prepare for the potential longer-term impacts of Brexit, focusing on the local economy, employment, poverty and issues facing the Council's workforce.
- Supporting the Climate Change Sub-Committee to deliver action on climate change following the Council's declaration of a climate emergency.
- Continuing to progress our ambitious economic, physical and cultural regeneration programmes including the City Deal programme and town centre developments.
- Implementing the recommendations from the report of the Renfrewshire Alcohol and Drugs Commission, which will be reported to Council in December 2020.
- Continuing to support our employees – this includes the roll out of the employee flu vaccination programme; supporting employees to continue to work from home as the default position, and once approved to manage and support employees to return to the office. A new People Strategy is currently being developed which will integrate the Council's approach to organisational development and workforce planning into one strategy. It will support services and employees during the Council's recovery from COVID-19 and during transformation programmes over the coming years.

4. Proposals for Service Improvement Plans

- 4.1 As outlined in section 1 of this report, Service Improvement Plans describe how Council Plan objectives will be progressed through a suite of targeted actions with associated performance indicators to monitor progress.
- 4.2 Service Improvement Plans for 2020/21 were developed for all Council services, however not all were approved by the relevant Policy Boards due to the outbreak of the coronavirus pandemic and the cancellation of the Policy Board cycle in March 2020.
- 4.3 For 2021/22 it is proposed that new Service Improvement Plans will be developed, which alongside working towards the Council Plan strategic outcomes will also have a strong focus on recovery and renewal rather than solely improvement. It is proposed that these draft Service Improvement Plans will be presented to the spring 2021 Board cycle and this will restart the normal scrutiny and governance activity associated with these high-level plans.
- 4.4 In addition, at the next Policy Board cycle, it is proposed that a further service update will be reported to each Policy Boards as appropriate. The report will provide an interim update against key service performance indicators, based on existing service improvement plans.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the content of the report relates specifically to the delivery of the Council Plan and the appendix shows the associated progress to 2019/20.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **COSLA Policy Position** – none
13. **Climate Risk** – the Council Plan priorities are underpinned by actions which will directly support the Council's response to the climate emergency.

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Chief Executive's Service

Appendix 1 – Council Plan Actions and Performance Indicators






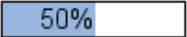

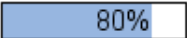
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	Overdue; Neglected
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	Not Started; In Progress; Assigned
	Completed


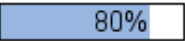


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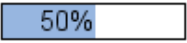

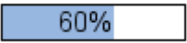
PI Long/Short Term Trends Key	
	Improving
	No Change
	Getting Worse

Local Outcome 01: Reshaping our place, our economy and our future

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.08	Deliver our City Deal Projects – the Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	31-Mar-2022		<div style="width: 65%;"><div style="width: 65%;"></div></div> 65%	Glasgow Airport Investment Area site works are back on site and working at full capacity with an estimated completion date of quarter 2 2021. The City Deal Team continue to work closely with Advanced Manufacturing Innovation District Scotland (AMIDS) partners, Scottish Enterprise, Scottish Government, and stakeholders National Manufacturing Institute Scotland (NMIS) and Medicines Manufacturing Innovation Centre (MMIC) to maintain momentum in preparing the readiness of the AMIDS site for these anchor facilities, and further develop the AMIDS proposition to attract further investment. The Team are also progressing the Clyde Waterfront and Renfrew Riverside Project and aim to commence construction in 2021.
CP17.DH S.01	Support the Regional Economic Framework and locally driving economic progress through the	31-Mar-2022		<div style="width: 60%;"><div style="width: 60%;"></div></div> 60%	Renfrewshire Economic Strategy & Action Plan was approved by Leadership Board 18 September 2019. The Economic Leadership Panel was considering the detail of an Action Plan as the COVID-19 pandemic impacted on society and the economy. The Panel is meeting fortnightly to support each

Code	What we will do	Due Date	Status	% complete	Progress update
	Renfrewshire Economic Leadership Panel				other and provide essential feedback to the council and other economic development agencies about the impacts of lockdown and the effectiveness of the national financial programmes being rolled-out locally.
CP17.CE.01	Progress our digital ambitions, implementing free public wifi across our town centres and working with partners to promote digital skills and development	31-Mar-2022			The current ICT Strategy expires in December 2020. A review of outstanding actions is underway and these will feed into the new ICT Strategy 2020 – 2023 which is currently under development. The Council is taking a long-term approach to transform connectivity and have put in place a 15-year framework which will enable the Council to meet its needs now and in the future. It was confirmed in September 2020 that full fibre specialists City Fibre is investing in a 700km network providing Renfrewshire residents and businesses with access to the fastest, most reliable gigabit speed connectivity.
CP17.RLL.01	Invest in our cultural and economic infrastructures, transforming Paisley Town Hall, Paisley Learning Hub and Paisley Museum	31-Mar-2022			<p>A Cultural Infrastructure Projects team has been established and all capital projects have been initiated.</p> <p>Within the Cultural Infrastructure Programme the Museum and Town Hall projects are progressing, with the Town Hall Advance Works contract on site now, until Christmas. Tendering for both projects is underway and it is anticipated will be on site for their Main Works contracts as early as possible in 2021.</p>
CP17.DH.S.02	Deliver on the ambitions of our town centre strategies, and specifically working with partners to transform Paisley Town Centre	31-Mar-2021			<p>The Vision for Paisley Town Centre, developed in association with Scotland's Towns Partnership and supported by Scottish Government, was launched by the Cabinet Secretary for Communities and Local Government in Paisley in January 2020. This ambitious document sets out a 10-year transformation plan for the town centre as a place to live, to socialise and of civic life. Delivery of this strategy and those for Renfrewshire's other town centres has been supported by the award of funding from the Scottish Government Town Centre Fund.</p> <p>A range of regeneration projects are being delivered across Renfrewshire town centres including grants to third parties (Active Communities Johnstone, PACE Youth Theatre Paisley and Kustom Kruizers Renfrew) as well as restoration of commercial premises in Johnstone and Renfrew to bring vacant units back into use, development of the 'Start Up Street' facility in George St Paisley, improvements in Robertson Park Renfrew and Houston Square Johnstone.</p> <p>Additional funding has been awarded by Scottish Government in 2020/21 with further projects for Paisley, Johnstone, Renfrew and Erskine being developed for Board approval in December 2020.</p>















Code	What we will do	Due Date	Status	% complete	Progress update
CP17.EC.01	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes	31-Mar-2022			<p>Progress continues to be made on a series of public transport enhancements which have been added to the existing provision. This has included improving accessibility for disabled people at bus stops in Renfrewshire's villages and real time passenger information displays along the Paisley/Johnstone corridor, Paisley/ Renfrew corridor, and Glasgow Road and town centre, Paisley. New traffic signals have been introduced at the entrance to the Wallneuk retail development.</p> <p>The progress of the refurbishment of the footbridge across the White Cart was delayed by COVID-19 restrictions and is now planned for reopening for pedestrian and cycle traffic in 2020/21.</p> <p>Officers continue to assess roads construction consent applications from developers for new roads to be added to the public road network, particularly in Bishopton, Hawkhead and Dykebar.</p>
CP17.CE.02	Implement our destination marketing plans	31-Mar-2022			<p>The purpose of the Paisley.is destination brand is to tell the story of Paisley and Renfrewshire in a new way and position the area as a great place to visit, live and invest – attracting visitors and talent.</p> <p>The four priorities for the year two marketing plan have been successfully delivered; developing brand partnerships; building the brand; raising the profile of Paisley and Renfrewshire; and developing engaging visitor campaigns.</p> <p>Key performance indicators for marketing and communications activity are outlined here: Digital footprint: Paisley.is unique page views – 497,000, more than doubled from Year 1: 245,000. Almost 12,000 social media followers and a social media reach of 3.5m</p> <p>Opportunities to see and hear something positive about Paisley and Renfrewshire (OTSH): 236m generated from 5030 media articles, with combined PR value of £10m 14 media familiarisation visits based around event weekends and Renfrewshire-wide itineraries have been delivered – golf, spa breaks, great outdoors, architecture.</p> <p>Brand activity included; the development and launch of the Wallace Begins trail, with Renfrewshire acting as a start point and gateway, and new connections made with The National Wallace Monument and Dumbarton Castle (9,600 visits to Wallace Begins on Paisley.is website generated via 787,971 search and display impressions); updated marketing collateral (Paisley Walking Trail and Great Things to See and Do in Renfrewshire); local, regional and national distribution of Renfrewshire marketing collateral in hotels and visitor accommodations, visitor attractions, leisure and retail attractions and other large public venues.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					<p>Through VisitScotland partnership, 4 paid-for campaigns targeted at visitors living within a two-hour drivetime of Renfrewshire generated over 5.7 million impressions of Paisley.is brand and over 30,000 unique visits to the Paisley.is website. Exhibited at VisitScotland Expo.</p> <p>5 strategic partnerships established: Scotrail, VisitScotland, EventScotland, Glasgow City Region and Renfrewshire Chamber of Commerce.</p> <p>7 media partnerships activated: The Herald/Newsquest, The List, The Skinny, Capital FM, What's On Network, Ocean Outdoor and MILL Magazine.</p> <p>Delivered marketing campaigns for 15 town centre events, including national event marketing for Paisley Food & Drink Festival, Paisley Halloween Festival and The Spree.</p>
CE.SIP.17 .01.01	Deliver a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances	31-Mar-2018			<p>The 2019 annual events programme (15 events) was successfully delivered, including 4 major visitor events – Paisley Food and Drink Festival, British Pipe Bands Championships, The Spree Festival and Paisley Halloween Festival – with the Halloween festival alone drawing an audience of over 40,000 people. The programme delivered 156,024 attendees, £3.4m combined economic impact, supported 108 volunteers and achieved an overall event satisfaction rating of 97%.</p> <p>A new events strategy is being developed to enable the reintroduction of an events programme in 2021 that can accommodate COVID-19 safety measures and restrictions. Work continues at a national level with EventScotland to support the national restart plan</p>
CP17.DH S.03	Work to increase the number of new business and social enterprise start ups in Renfrewshire, using innovative approaches to encourage entrepreneurship and innovation	31-Mar-2022			<p>The Creative Hubs development fund was launched with the first programme approved in June 2019; 'Start Up Street' was slightly delayed due to COVID-19 and Start Up St Renfrew and Johnstone now being discussed. New priority of increasing support to school entrepreneurship.</p> <p>New programmes are being developed to support those made redundant to consider self-employment.</p>
CP17.DH S.04	Proactively work with property owners to bring some of the area's most valued assets back into use	30-Mar-2021			<p>Progress made to date includes: planning application submitted for development of TA building; grant funding awarded to Coats Memorial Preservation Trust for improvements to the heating system; continued engagement with owners of the Liberal Club and planning application submitted for residential development; Kelvin House development being progressed by private developer; and full package of funding secured for delivery of the Johnstone Community & Wellbeing Hub in the former police station building</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.05	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally	31-Mar-2022		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px;">40%</div>	Partner with West College Scotland on new manufacturing challenge fund bid In addition, good progress continues to be made on the development of the Advanced Manufacturing Innovation District Scotland (AMIDS), which will be home to the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC).


Local Outcome 01: Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
DHS.EM P.01	Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				1,185	1,500	937	1,000	1,143	1,000	For 2019/20, the total number of new registrations from April 2019 until March 2020 is 1,143. An additional 300 registrations were completed in quarter 4.
DHS.EM P.09	Renfrewshire Claimant Count (NOMIS)				3,290	Data only	3,710	Data only	4,015	Data only	Please note that this figure reflects the 'claimant count' for Renfrewshire at end of March 2020. Of this figure, claimants aged 18-24 years = 745 Claimants aged 50+ years = 1000 This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits





Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											so doesn't count all unemployed people in the area
DHS.SL AEDOC 9	Town Vacancy Rate				11.7%	Data only	11%	Data only	Data not available	Data only	Due to COVID-19 and the lockdown, the annual town centre audit was unable to be undertaken. A number of businesses are currently closed or are operating at reduced hours, so any survey of the town centre would not provide an accurate measure of vacancy rates. A full survey of all town centres will be completed once the lockdown restrictions are eased to measure the impact of the lockdown on vacancy.
DHS.CP. RR01	Number of properties on Buildings at Risk Register				41	42	37	42	35	42	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 35 Renfrewshire properties, a reduction of two in the year. Six are described as "restoration in progress" the remaining 29 are described by HES as "at risk" although several are the subject of active redevelopment interest.
DHS.EM P.08	Number of new business start ups in Renfrewshire with Business Gateway support				265	300	296	300	298	300	For 2019/20 the target of 300 new businesses would have been met had the lockdown in March not affected the figures.
DHS.WO RKPOP	Percentage of Renfrewshire population working age (16-64)				64.4%	Data only	64.3%	Data only	64.2%	Data only	ONS Mid-year population estimates
CE.CP.E V01	Number of attendees to the events we create				165,088	105,000	160,873	190,000	156,024	157,000	The 2019/20 Autumn/Winter programme included The Spree Festival, Paisley






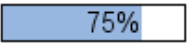
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											Halloween Festival, Fireworks (reduced programme), Paisley, Renfrew and Johnstone lights switch on and the Glen Cinema memorial service. Halloween continues to exceed expectations with over 40,000 visitors to the 2-day EventScotland supported festival. The Spree festival had a new programming partner, Regular Music, bringing significant UK and international contacts which resulted in increased attendees and ticket sales. Spree for All programming was extended once again across all of Renfrewshire.
CE.SIP1 7.EV02	Local spend at events				£2,046,373.	£600,000	£3,197,677	£2,250,000	£2,433,292	£3,125,000.	The spend per person reduced in 19/20, specifically across the winter programme.
CE.SIP1 7.EV03	Regional economic impact of events				£402,000	£400,000	£1,530,783	£750,000	£980,883	£1,705,000 0	Whilst the target for 2019/20 was not met, the annual spend was consistent with visitor spend at other events across the country.
CE.SIP1 7.EV04	Number of visits to Renfrewshire (and Paisley) attractions				1,759,021	1,800,000	1,360,370	1,830,000	Data not available	1,830,000	Data has not yet been received from the Moffat Centre – data collection for visitor attractions has been severely impacted by lockdown period and subsequent restrictions.
CE.SIP1 7.EV05	Opportunities to see or hear something positive about Paisley and Renfrewshire				600,000,000	120,000,000	314,000,000	120,000,000	335,000,000	120,000,000	This is a destination brand target. 5030 media articles generated a PR value of £10m.



Local Outcome 02: Building strong, safe and resilient communities




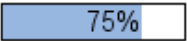



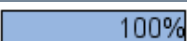
Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.09	Deliver the Local Housing Strategy to ensure good quality and affordable housing is available which meets the needs of the local population going forward	31-Mar-2021		<div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div>	<p>Outcome 1: The supply of homes is increased – Completions for 2019/20 outline that there were 195 affordable homes which can be attributed to good partnership working between various Services in the Council as well as positive working relationships with Housing Associations and various other sectors of the house building industry. A further 219 affordable homes are nearing completion and will complete in 2020/21. This figure was initially expected to be around 504 units. However, following the COVID-19 pandemic in early 2020 and the resulting closure of all development sites, completions on some sites will now be delayed until 2021/22. The draft Strategic Housing Investment Plan was approved for consultation by the Communities, Housing and Planning Policy Board on 18 August 2020. The revised Strategic Housing Investment Plan for the period 2021/22 to 2025/26 was discussed at the Communities, Housing and Planning Policy Board on 27 October 2020. Work is progressing well on 95 new Council homes at Johnstone Castle with the development of a further 80 new Council homes at Dargavel Village being completed in October 2020. Other affordable sites are progressing well including at Glenburn, Millarston and Ferguslie with developers working to progress sites safely and in line with Scottish Government guidance in relation to COVID-19. The Local Development Plan includes a new Housing Mix and Affordable Housing Policy which will support the delivery of sustainable mixed communities across Renfrewshire.</p> <p>Outcome 2: Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well-functioning town centres – Council Newbuild Development in Johnstone Castle is progressing well with completion estimated for early 2021. Council Newbuild Development of 80 new homes at Bishopton was completed in October 2020. 101 new Council homes have been approved for Ferguslie Park and 39 approved for construction in South West Johnstone. Continue to monitor stock profile and are developing area-based strategies for areas identified as low demand. The Council continues to purchase a small number of homes through its acquisition policy approved at the Communities, Housing and Planning Policy Board on 20 August 2019, these properties meet a defined criteria and are within neighbourhoods with current Council stock.</p> <p>Outcome 3: People live in high quality, well managed homes– 7,714 private sector landlords with almost 10,300 properties are registered in Renfrewshire. 2,715 owners who stay in pre-1919</p>


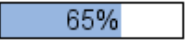


Code	What we will do	Due Date	Status	% complete	Progress update
					<p>tenement property have been sent information on the Council missing share scheme. 33 application packs have been sent out. Work continues to progress on the Orchard Street Housing Renewal Area in close partnership with Paisley Housing Association. Paisley Housing Association's West End Project delivered environmental enhancements to a number of back closes and drying areas in tenements in the West End of Paisley, completing in December 2019. The overall spend of £250,000 included £156,000 from the Scottish Government's Aspiring Communities Fund. The project employed 6 staff, with 4 going on to further employment</p> <p>Outcome 4: Homes are Energy Efficient and Fuel Poverty is minimised – Renfrewshire Council now install photovoltaic panels and mechanical ventilation as standard within new homes developed as part of the Council's new build programme and full consideration will be given to any new technology developed, for future new build housing. The Council have undertaken a number of pilot projects in recent years, including fabric improvements, renewable energy/technology (such as air and ground source heat pumps), as well as solar photovoltaic, battery storage, heating controls and mechanical ventilation. These projects seek to identify the best use of council investment within our capital programme in order to meet EESSH 2020 and 2032. Funding from the Scottish Government's Home Energy Efficiency Initiative for Scotland: Area Based Schemes (HEEPS:ABS) have been used for external wall insulation projects with around 247 tenants and 204 owners in Whitehaugh, Blackstoun, Gallowhill, Bridge of Weir, Kilbarchan, Howwood, and Inchinnan benefitting from this initiative. Paisley Housing Association were successful in receiving funding of £11,495 in 2019/20 from Energy Action Scotland's Fuel Poverty Challenge, to provide a Fuel Bank Voucher Service to assist tenants in crisis. A further £49,975 was awarded by the Energy Saving Trust for a 2-year energy advice project starting in September 2020.</p> <p>Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need – Renfrewshire was awarded £186,000 by the Scottish Government for the implementation of rapid rehousing related initiatives (same amount as previous year). Following the successful pilot of an in-house Shared Living Project for 16 –25 year olds, funding for the implementation of 'Rapid Rehousing' initiatives was used to launch a project in partnership with Simon Community Scotland, who have previous experience in delivering this type of work. Together, SAY Women and Renfrewshire Council's George Street Youth Homelessness Prevention Team have initiated a Tenancy Sustainment Service that provides focussed, time limited support for young women aged 16–25 years who are identified as survivors of child sexual abuse and/or survivors of other forms of sexual violence, having housing/ homeless/ tenancy related issues.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					<p>Outcome 6: People are able to live independently for as long as possible in their own home – Work continues with partners regarding the provision of housing for people with particular needs, including exploring options for the reprovisioning of sheltered housing in Erskine in partnership with Bridgewater Housing Association and to provide a new Extra Care Housing development in Paisley. The Strategic Housing Investment Plan includes projects that meet a range of particular needs, including the development of amenity standard housing to support people with varying needs throughout Renfrewshire at both Dargavel Village, Bishopton (Council) and at Smithhills Street in Paisley Town Centre (Link Group).</p> <p>Outcome 7: Affordable housing is accessible to people who need it – The Council continues to participate in the Mortgage to Rent scheme, working with owners in financial difficulties where this is appropriate. The HomeChoice@Renfrewshire Homexchange Shop helped 1,144 visiting customers and assisted 162 customers to register for a mutual exchange through the online service. In addition, a further 73 applicants self-registered for a mutual exchange, with the Council enabling 17 successful mutual exchanges in 2019/20. Our newbuild programme and the implementation of the new acquisition policy will assist us to deliver a range of property types and sizes in areas of housing demand.</p>
CPI7.DH S.06	Work to tackle unregistered private landlords to ensure required housing standards are met	31-Mar-2022		 100%	An enhanced enforcement activity programme remains in place for landlords within the private rented sector. Officers continue to work with private landlords to improve the standard of housing across Renfrewshire. To date, 284 unregistered landlords have been identified during the 19/20 financial year. Of these, 212 have applied to be entered onto the Register of Private Landlords and the remaining landlords are at various stages of enforcement action for failing to register. 28 Repairing Standards visits have been undertaken within this timescale to enforce remedial works to address various areas of disrepair within these properties.
CHS.SIP. 17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.	31-Mar-2020		 100%	<p>We are continuing to improve culture, ethos and practice by quality assuring our practice against the lessons learned from National and Local Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs), identifying existing good practice and highlighting areas for development.</p> <p>In addition, Renfrewshire is part of the North Strathclyde Region who has been successful in becoming one of the first areas nationally to pilot and implement the learning from the new Joint Investigative Interview course. Our successful application, 'A Holistic Trauma Approach to Joint Investigative Interview (JII), brings together the North Strathclyde Partnership (East Renfrewshire, Renfrewshire, East Dunbartonshire, Inverclyde, "K" Division and "G" division) and 3rd sector partners</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					<p>Children 1st, in a development based on the European Promise quality standards.</p> <p>The Independent Care Review was published in February 2020 and any updated policy and guidance emerging from both these reviews will be implemented as it becomes available.</p>
CHS.SIP. 17.06.03	Continue to develop residential provision in childcare.	30-Nov-2018			Our newest Children's house in Linwood was completed at the end of January 2019 and became operational in February 2019.
CPI7.EC. 02	Develop and deliver strategies for how the Council will respond locally to the risks posed by serious organised crime and terrorism	31-Mar-2022			<p>The multi-agency Community Protection (Prevent) Steering Group has been established with key partners across Renfrewshire and Inverclyde. Partners include:</p> <ul style="list-style-type: none"> • Renfrewshire Council • Police Scotland • Scottish Fire and Rescue Service • Scottish Ambulance Service • Scottish Prison Service • West College Scotland • University of the West of Scotland • Good Shepherd • Kibble • Spark of Genius <p>The Operational Working Group has also been established in Renfrewshire to lead on the agenda and feed into the wider multi-agency divisional meeting. The Group will look at both Counter Terrorism and Serious and Organised Crime. An action plan has been developed to allow partnership working and a sub group is being established to look at disrupting and deterring serious and organised crime.</p>
CPI7.HS CP.01	Design a new way of working with key partners to improve outcomes for the most vulnerable adults in our area, ensuring they get the right support at the right time	31-Mar-2022			<p>The IJB's Strategic Planning Group, consisting of members from the HSCP, Third Sector, partners in the NHS and Renfrewshire Council and wider representatives of carers and service users, has worked collaboratively to improve local relationships and has launched an HSCP-supported funding programme to support the development of new projects which improve health and wellbeing and address inequalities in Renfrewshire. A range of collaborative and partnership-based projects will be in place by early 2021 to address agreed priorities covering (i) loneliness and social isolation; (ii) lower-level mental health and wellbeing; (iii) housing as a health issue; (iv) inequalities; (v) early years and vulnerable families and (vi) healthy and active living.</p> <p>In support of this, the HSCP has also implemented cross-sectoral working through the Voluntary Sector Group, which has the objective of improving working between organisations in the third sector and the HSCP. This enables broader discussions on current and future approaches to service delivery. Some examples of this partnership working are:</p> <ul style="list-style-type: none"> • The Community Connectors programme continues to provide vital support to people in local communities to address social issues via Community Link workers, local health champions and










Code	What we will do	Due Date	Status	% complete	Progress update
					<p>a specialist housing advice worker. The partnership approach of this programme has been recognised as having benefits in supporting local people as well as reducing unnecessary appointments with GPs.</p> <ul style="list-style-type: none"> The Renfrewshire Bereavement Network, which includes local hospices Accord and St. Vincent's, as well as the Renfrewshire Health and Social Care Partnership (HSCP), and RAMH has been implemented with the aim of providing support to anyone in the Renfrewshire area who is experiencing loss or dealing with grief – by offering access to the most appropriate advice, guidance and counselling available – from a single point of access. This access is for those over 16 and includes residents, those employed within Health and Social Care in Renfrewshire, and Renfrewshire Council employees. Contacts from or regarding children will be signposted to the appropriate support. A Mental Health and Wellbeing Steering Group has also been set up, including partner organisations, to assess how existing initiatives to support improved mental health and wellbeing can be further developed and to consider options for how they can further complement one another in future <p>Each of the above elements will continue to be considered as part of the HSCP's Recovery and Renewal programme which will focus on continued improvements to both HSCP services and preventative interventions within the community, ensuring that we are focused on supporting the most vulnerable in the right place and at the right time</p>
CPI7.DH S.07	Along with our key partners we will monitor and review the impact of the range of services we provide to homeless people and those threatened with homelessness	31-Mar-2022		 100%	<p>A Rapid Rehousing Transition Plan (RRTP) for Renfrewshire was approved by the Policy Board in August 2019. The RRTP, which had been agreed with partners, details how we would improve the outcomes for homeless applicants between 2019 and 2024, and £183k was awarded from the Scottish Government to support its implementation in 2019/20. This funding has been used to deploy Temporary Resettlement Officers, upscale our use of the Housing First approach to 30 service users, and launch a Shared Living Initiative in partnership with Simon Community Scotland to support homeless people who were interested in sharing a tenancy. A Steering Group with membership from a range of partners was established to track the implementation of the RRTP, chaired by Head of Housing & Planning Services. The Renfrewshire Homelessness Partnership continues to meet regularly to monitor and review all the measures in place to support those who are homeless.</p> <p>During the pandemic, Operational letting activity has continued to focus on the provision of temporary and settled accommodation for homeless people and other people with the highest</p>



Code	What we will do	Due Date	Status	% complete	Progress update
					levels of housing need, in keeping with the needs based framework set out in the housing allocation policy. This sustained focus on homelessness was necessary, in order to enable people to move on from temporary accommodation to settled housing, create greater capacity within the system and return to a situation where it would not be necessary to use B&B accommodation.
CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	31-Mar-2018			Phase 2 of the Renfrewshire Community Safety Hub has been completed with the Renfrewshire Wardens fully integrated into the Hub. The proposal is to move onto Phase 3 to continue to expand the hub. This will include reviewing and implementing outcomes from the Collaborative Leadership Programme led by Police Scotland and Scottish Fire and Rescue Service. Phase 3 will also include the Community Safety Hub assisting regeneration projects by expanding the public space CCTV network to include Paisley Town Hall, Paisley Museum (whilst under refurbishment) and Robertson Park. To assist the Joint Agency Command Centre (JACC), a direct link between CCTV and the Conference Room will be integrated to allow real time images to be displayed to partners.
CP17.CS.01	Continue to modernise our school estate, maximising opportunities for communities to benefit from new facilities	31-Mar-2022			<p>The pandemic delayed the formal consultation on the proposal to relocate Paisley Grammar, but that process is now well underway, with virtual consultations replacing face to face meetings. These consultations are concluded and a report on the comments received has been sent to Education Scotland in line with legislation. A full report on the consultation will be presented to the Education and Children's Services Policy Board in January 2021.</p> <p>The infrastructure programme to support the expansion of Early Years provision was also delayed by the lockdown but works have restarted and good progress is being made. A review of lockdown delays was undertaken, and a revised timetable agreed for works. Currently, 11 projects are completed, a further 7 are on track to complete by December, a further 5 by April 2021 and the remaining 3 by August 2021.</p>
CE.SIP.18.02.01	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities	31-Mar-2021			Along with investment such as the Community Empowerment Fund, work continues with key community organisations to develop partnerships and their ideas for local communities and assets. Nine applications totalling £173,760 have been awarded from the Community Empowerment Fund to support community organisations to progress their plans using Community Asset Transfer. In total 22 projects have been awarded funding with the total amount awarded to date being £353,235.
CE.SIP.18.02.02	Implement a new approach for Local Area Committees	31-Mar-2019			Local Partnerships are now fully operational. All Local Partnerships have agreed membership and a set of local priorities. These local priorities are informing the award of local grants and other


Code	What we will do	Due Date	Status	% complete	Progress update
					<p>development work. Meetings to decide 2020/21 grant allocations were postponed in March 2020 due to COVID-19 but took place in September 2020.</p> <p>A very successful Participatory Budgeting pilot took place, with young people aged 12-25 having a direct say on the allocation of £150,000 of grant funding. Young people have designed and delivered the process, including identifying priorities, agreeing criteria for the fund, supporting applicants and delivering an announcement event with the results on 25 September 2019.</p> <p>In addition, a second year of the Celebrating Renfrewshire Participatory Budgeting programme took place during September and October 2020. This again, has enabled young people to vote on the allocation of funding to projects in their area to benefit young people aged 12-25. 86 projects applied for a share of £149,340 Local Partnership funding. Proposals are also being developed with services for a Participatory Budgeting exercise using mainstream budget in 2021.</p>
CE.SIP.18 .02.03	Work with communities to develop local action plans to tackle the issues people care about most	31-Mar-2021			Each of the seven Local Partnerships has agreed a set of local priorities that they want to take action on. Award of funding to community groups through the Local Partnership is guided by the local priorities, with community groups asked to demonstrate how their project will contribute to delivery of local priorities. £349,605.30 was awarded to 167 projects in September 2020, with a further £149,340 to be allocated to projects for young people in October 2020 through the Celebrating Renfrewshire Participatory Budgeting exercise.
CE.SIP.18 .02.04	Make Renfrewshire a leader in supporting volunteering within communities	31-Mar-2021			<p>During the pandemic, a national campaign called Scotland Cares was launched to encourage people to volunteer to support the pandemic response. Over 50,000 people signed up to volunteer in Scotland, with over 1,100 registered in Renfrewshire. At a local level officers worked closely with Engage Renfrewshire to develop our local volunteering response through the Renfrewshire Volunteer Reserve Bank, to which 248 people signed up. Local volunteers are at the heart of the neighbourhood hub model being developed in partnership with communities.</p> <p>The Neighbourhood Hub model which was put into place as part of the initial pandemic response, continues to develop with colleagues across the Council and our partners. Seven hub areas have been established, supported through three physical locations in in Renfrew, Paisley and Linwood. The hubs operate on a partnership basis with Renfrewshire Leisure, Renfrewshire Health and Social Care Partnership, Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 300 households since the start of the lockdown period. Support provided has included befriending calls</p>


Code	What we will do	Due Date	Status	% complete	Progress update
					to people who feel isolated or vulnerable, signposting to food services and delivery of books and toys through the Libraries Direct Service. Hubs have also taken responsibility for the prescription delivery service operation. In addition, there is a new focus from October 2020 on those required to self-isolate due to the Test and Protect programme.







Local Outcome 02: Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CR.PP.07	Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service				1,939	1,750	1,711	1,800	1,667	1,800	There has been a fluctuating but notably downward trend in reported incidents of ASB since 2012/13. The 2019/20 total of 1667 represents a reduction of 2.6% in comparison to 2018/19, and an overall reduction of more than one-third (34%) since 2012/13
SOA08.09o	Percentage of adults who agree that Renfrewshire is a safe place to live.				84.6%	84%	-	85%	-	85%	This indicator comes from the Council's Public Services Panel survey. There is no recent data for this indicator as the panel was refreshed in 2018/19 and the first survey was due to go out in early Spring 2020 but had to be postponed as a result of the COVID-19 pandemic.
SOA09.1218a	% of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".				83.5%	87%	-	88%	-	88%	This indicator comes from the Council's Public Services Panel survey. There is no recent data for this indicator as the panel was refreshed in 2018/19 and the first survey was due to go out in early Spring 2020 but had to be postponed as a result of the COVID-19 pandemic.


Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CR.PP.3 2	Number of complaints regarding youth disorder				358	740	284	740	471	650	There was an increase of two-thirds in youth disorder complaints during 2019/20 compared to 2018/19. This was caused by a 'spike' in incidents during the first two quarterly reporting periods covering April to October 2019. Further analysis failed to identify any significant repeat locations or perpetrators. It is assessed that after several years of significant reductions, the natural cycle of youth disorder incidents has reversed, and this, along with increased activity and interventions from youth team staff has resulted in the increases witnessed for 2019/20. It is assessed that this will reduce again significantly for 2020/21 due to COVID-19 lockdown restrictions which remain ongoing.
CR.PP.0 6c	Number of recorded attendances at Street Stuff activities				31,278	32,000	27,767	25,000	17,161	25,000	There is a reduction in the number of recorded attendances for 2019/20 due to the operational availability of some of the locations and activities.
CHS/LG BF/01	Percentage of Looked After Children cared for in the community				93%	89.9%	92.3%	89.9%	95.2%	89.9%	The service will always aim to use community based placements where it is appropriate to do so. The service has been reducing the use of residential placements over the long-term but will continue to use them where it is the best option for a child.
CHS/CJ/	% of NEW unpaid work				69%	72%	76%	72%	74%	72%	Performance remained consistent and on






Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CPO/02	orders/requirement complete by the required date										or above target throughout 2019/20. Performance against this indicator will be adversely affected during 2020/21 by the service changes necessitated by the COVID-19 pandemic. All target end dates for orders were extended by 12 months to reflect the fact that unpaid work paused during lockdown. This will impact on the capacity of the Unpaid Work Service as they 'catch up' on work placements which didn't take place as well as manage new orders. National estimates suggest that services will operate at 30% capacity in the first stages of recovery so that physical distancing rules can be complied with; however re-establishing and providing this service, given its nature, and within current staffing levels will be challenging.
HPCMT 05	Average time from household presenting themselves as homeless to completion of duty (number of weeks)				23.78	23	23.97	23	23.27	24	Performance continues to be considerably below the Scottish average. The draft Rapid Rehousing Transition Plan, which has resulted in funding awarded to Renfrewshire of £1 86k for 2019/20 will result in this figure reducing further.
HPSIP01	Affordable housing completions				77	144	127	127	195	413	The Local Housing Strategy sets out Renfrewshire's Housing Supply Target for 1,000 new affordable homes over the five-year period 2016-2021. This target equates to an annual indicative target of 200 completions. However, it is not expected to see completions evenly


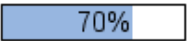

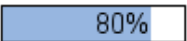
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											<p>distributed across the 5-year period in practice and targets are set based on the programme.</p> <p>The affordable newbuild housing programme involves both Council and housing association developments across a range of sites in Renfrewshire. By the end of March 2020, 507 new affordable homes were completed in the first three years of the five-year programme (108 in 2016/17, 77 in 2017/18, 127 in 2018/19 and 195 in 2019/20).</p> <p>Completions for 2019/20 were 195 affordable homes which can be attributed to good partnership working between various Services in the Council as well as positive working relationships with Housing Associations and various other sectors of the house building industry.</p>
SOA10.10a	Private housing completions				601	500	783	500	612	500	The audit for 2019/20 has been delayed due to the COVID-19 lockdown and finalised figures are not currently available
HSCP/AS/HC/02	Percentage of long term care clients receiving intensive home care (National Target - 30%)				28%	30%	28%	30%	27%	30%	The service continues to actively review the needs of service users to ensure that the Partnership meets their care requirements appropriately. This may result in changes to the level and nature of services that some individuals receive.
CHP/CF/DD/01	Number of acute bed days lost to delayed discharges				2,712	Data only	4,203	Data only	6,714	Data only	Acute services are demand led and have seen high numbers of inpatients in


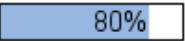




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
	(inc AWI)										2019/20, an increase of 2,511 days from 2018/19. Acute beds are subject to multiple variables including peak demands driven by the rise in patient number accessing accident and emergency
HSCP/C I/HCES/02	Percentage of adults supported at home who agree that they are supported to live as independently as possible				79%	Data only	-	Data only	Not available yet		The Health and Care Experience Survey is carried out on a bi-annual basis, the 2019/20 results are not yet available.
HPCHA RTER08	Percentage of council dwellings that are energy efficient				100%	100%	99.8%	100%	98.4%	100%	The electric storage heaters in 85 Council properties in multi storey blocks are now over 30 years old and no longer classified as energy efficient. The Council has a programme in place of upgrading old heating systems with new energy efficient Quantum Storage Heaters when the dwellings become void.

Local Outcome 03: Tackling inequality, ensuring opportunities for all

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CS.02	Take forward a "Celebrating Youth" programme, offering young people in Renfrewshire the chance to get involved and to participate in a range of social, cultural, digital and sport activities.	31-Mar-2022		<div style="background-color: #4F81BD; color: white; padding: 2px;">100%</div>	<p>Youth Services and Renfrewshire Youth Voice planned the "Celebrating Youth" programme during the Youth Voice Residential which focused on the 2019 theme of "Participation", this included:</p> <ul style="list-style-type: none"> • Support for young people to attend youth voice groups and events through the Scottish Attainment Challenge and Young Scot partnership project; including smart travel and rewards and discounts. • Youth Voice Residential involving young people from youth voice groups, young carers, volunteers to plan year programme and events. • Participation Roadshow running over the summer school holidays to community venues across Renfrewshire: Youth-led "Escape Rooms" events focussing on problem-solving and team working, Young Scot information, Youth Voice and Participation workshop, promotion of the Celebrating Youth Participatory Budgeting programme. • Planning and organising an issue-based Climate Change event for encouraging youth action on environmental issues. • Outdoor Learning Programmes during holidays for young people to get outdoors; identifying focus of future community based environmental projects and after school clubs. • Youth Events Panel continue beyond Year of Young People, to work with RC Events Team to engage young people in cultural events; the Spree, Youth Arts Festival, Halloween Festival, etc. • Community youth clubs participating in workshops with artists to participate in the Halloween parade and aerial displays. • Planning for Positive About Youth Awards, 9th year celebration of youth achievement; nominations open with venue, media company and event management progressing. • Digital Academy to involve young people in creating content for Young Scot portal/council

Code	What we will do	Due Date	Status	% complete	Progress update
					website; covering youth activity.
CP17.CS.03	Ensure Renfrewshire is a "Child Friendly" place where children are nurtured and thrive.	31-Mar-2022		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">55%</div>	Work is ongoing in the Renfrewshire Children's Services Partnership to build a common approach based on trauma responsive and trauma reducing behaviours to support children and families. This approach builds on the work being carried out in schools to support children's emotional development and create a nurturing Renfrewshire.
CHS.SIP.17.02.04	Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.	New date has still to be set by the Scottish Government		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">70%</div>	During school session 2018/19 around 600 children accessed 1140 hours of high quality early learning and childcare. Approximately 1,500 1140 places have been approved for this current school session. This is being provided across 31 LA and 31 Provider establishments. The commitment to deliver 1140 by the deadline of August 2020 was on target at the point lockdown measures were introduced. The Scottish Government has extended the deadline to reflect the delays in construction and other necessary work but has not given a specific target date yet.
CP17.CS.04	Provide high quality education and support to narrow the poverty related attainment gap	31-Mar-2022		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">60%</div>	In May 2019, the Deputy First Minister visited the authority to recognise the progress made in relation to closing the poverty-related attainment gap. This led to a number of authorities (Perth and Kinross, Scottish Borders and Cumbria) visiting the authority to share learning and practice during this period. As part of the numeracy work, a group of 19 Head Teachers, Class Teachers and Central Team staff participated in the professional learning visits to Stanford University in California. Following this, 172 children participated in an immersive experience of creative and flexible mathematics camps which was hosted over two weeks.
CP17.CE.07	Working with local equalities led community groups and employees to implement specific and meaningful equalities outcomes	31-Mar-2022		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">70%</div>	Continue to support the Diversity and Equality Alliance in Renfrewshire group, which brings together equalities-led third sector organisations in Renfrewshire. In addition, a new Equality Impact Assessment process and guidance has been developed to incorporate the Fairer Scotland duty.
CP17.HS.CP.02	Develop innovative approaches for tackling social isolation across all groups in society	31-Mar-2022		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">60%</div>	The HSCP is one of the lead organisations who support residents who are experiencing social isolation. Its strategic partnerships and operational interfaces with Housing and third sector organisations for example enable it to identify and support Adults who may have little contact with other people. The work of the HSCP very much compliments the activity led by the Council to ensure Renfrewshire is a safe, thriving and inclusive community and help people to overcome the impacts of poverty and poor health. The Health and Social Care Partnership (HSCP) supports numerous services including the Community Connectors Programme, Reaching Older Adults Renfrewshire and the Carers Centre

Code	What we will do	Due Date	Status	% complete	Progress update
					<p>which help people sustain and renew connections with others. Well in Renfrewshire (WiRE) provides access to over 600 community-based resources that will help to improve health and wellbeing. In the context of self-directed support, WiRE provides greater choice for adults and carers, enabling them to access information about resources in their communities, to support them to achieve their identified outcomes. Many people use self-directed support budgets to access services which allow them opportunities to interact with others and take part in purposeful activity.</p> <p>The Community Connectors programme continues to provide vital support to people in local communities to address social issues via Community Link workers, local health champions and a specialist housing advice worker. The partnership approach of this programme has been recognised as having benefits in supporting local people as well as reducing unnecessary appointments with GPs.</p> <p>Last year, the HSCP Strategic Planning Group (SPG) established a multi-agency short life working group to tackle loneliness and isolation. The group identified the following key priorities: access to information; audit of physical spaces; transport; safety; and early intervention for those most at risk of loneliness.</p>
CP17.HS CP.03	Take forward targeted action to address the number of drug related deaths in Renfrewshire	31-Mar-2022			The establishment of an Alcohol and Drugs Commission for Renfrewshire focused on supporting local people and communities and improving life outcomes. The Commission is the first of its kind in Scotland and has been considering the real impact of alcohol and drugs in Renfrewshire. Due to the impact of the COVID-19 pandemic and subsequent lockdown, work is still ongoing to refine the key messages or recommendations that are beginning to flow from the work of the Commission. However, this work will resume and during 2020/21, Renfrewshire Community Planning Partnership will prioritise work on alcohol and drugs use across Renfrewshire and drive forward the recommendations from the Alcohol and Drugs Commission to reduce the impact on individuals, families and communities.
CP17.RLL .02	Maximise use of leisure assets in Renfrewshire, promoting positive health and mental wellbeing	31-Mar-2022			<p>In addition to the main cultural, sport and leisure activities available in our cultural and leisure facilities, Renfrewshire Leisure runs a range of classes, activities and projects in our libraries, leisure centres, museum and town halls which advise on, promote, support and encourage positive health and mental well-being.</p> <p>During the current pandemic, when operational buildings closed to the public, Renfrewshire Leisure teams moved swiftly to maintain core health services; expand services that engage with community</p>







Code	What we will do	Due Date	Status	% complete	Progress update
					groups; and provide alternative platforms to access cultural, sport and leisure opportunities. Highlights from 1st April to 30th June include: • Re-opening of Barshaw Golf Course, Lochfield Bowling Green and Robertson Park Bowling Green on 29 May 2020; services providing continuous online content via the Ren TV channel with 15,021 views during this period; a new creative arts project – Tiny Revolutions Renfrewshire – launched to encourage people to engage in creative activities within their communities; libraries provided free CoderDojo@Home sessions with Paisley YMCA, a coding club for 18–17 year olds; libraries recorded 13,319 e-books loaned during this period, an increase of 3,107 over the same time last year; sports services launched the RL Online Olympics, where there were 4,945 entries from 50 schools over 7 weeks of online sports challenges; a walking challenge was organised for members of the public to walk the equivalent of the boundary of Renfrewshire (48 miles) across the month of June, with a total of 616 walkers taking part with a combined distance walked of 33,698 miles.
CP17.CS.05	Review support for young carers, identifying opportunities to improve life chances	31-Mar-2022		 80%	A review of service provision highlights areas for improvement: a development plan is in place with Carers' Centre and work is ongoing to improve provision; improvements are supported by colleagues in the contract monitoring team; and consideration of new approaches to meet the needs of young carers is included in the Right for Renfrewshire programme.
CE.SIP.18.03.02	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	31-Dec-2018		 100%	A programme of work was completed with the rollout of Universal Credit in September 2018. Well-developed management arrangements were put in place to monitor Universal Credit rollout and the change in Housing Benefit and Council Tax Reduction caseloads, as well as monitor rent and council tax income and arrears levels. This supported effective workforce planning and revenue collection activities.
CE.SIP.18.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire	31-Mar-2019		 100%	The Tackling Poverty Programme continues to deliver a range of projects to support families living in poverty. In this period, targeted income maximisation support has put £1.7million in the pockets of low-income families, as well as continuing to provide services such as holiday provision with a healthy meal, breakfast clubs and services which support the mental health and wellbeing of young people. The Local Child Poverty Action Plan, developed in partnership with the HSCP and NHS GGC, was published in June 2019, the learning from which will influence the direction of the Tackling Poverty year 3 programme. The second annual report was published in September 2020.




Code	What we will do	Due Date	Status	% complete	Progress update
					Working in partnership with Renfrewshire Leisure, free sanitary products are now available in town halls, community centres and libraries. This was launched as part of a wider 'Period Poverty' campaign during Challenge Poverty Week in October 2019.
CHS.SIP.18.03.07	Introduce a youth and equalities forum as a key element of local engagement.	31-Mar-2022			<p>Youth Services continue to support the development of Youth Voice initiatives – Renfrewshire Youth Voice (RYV), including the Youth Events Panel, Youth Commission on Mental Health, newly elected Members of Scottish Youth Parliament, and senior members from Community Youth Clubs. Youth Services and RYV have jointly run a Youth Leadership training course in 2019, which included roadshows and youth participation events across the authority.</p> <p>Partnership working with Children's Services has seen RYV involved in the forthcoming PSHE review in schools, youth perspective on developing Council Values, links to Local Partnership Forums, and the Participatory Budgeting process for the Youth Challenge Fund.</p> <p>In collaboration with Youth Services, a large-scale consultation with young people to develop a 'Framework for Personal and Social Education in Renfrewshire' took place in 2019/20.</p>

Local Outcome 03: Indicators






Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CR.FM(S).01	% uptake of free school meals in primary and secondary schools				73%	75%	67.2%	75%	60%	75%	<p>Overall Free School Meal uptake across Primary and Secondary Schools for 2019/20 was 60%, which is below target of 75%.</p> <p>During 2019/20 consultation was undertaken with pupil groups across primary schools and the output from</p>







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											<p>these meetings was used as part of the development of a new menu.</p> <p>This new menu has reverted to a more traditional service which will be a precursor to the implementation of the Scottish Government's revised School Food Regulations which were implemented August 2020.</p>
CHS/AT T/04	No. of opportunities for young people to achieve through accredited awards				1,193	1,130	899	1,130	-	1,130	Due to school closures as a result of the COVID-19 lockdown, figures for the second half of 2019/20 were not collated and are not yet currently available..
CHS/AT T/10	Average complementary tariff score of pupils living in SIMD 30% most deprived areas				506	Data only	678	Data only	Not available yet		2019/20 data for this indicator will not be available until March 2021
CHS/AT T/11	Average complementary tariff score of all school leavers in Renfrewshire				687	Data only	312	Data only	Not available yet		2019/20 data for this indicator will not be available until March 2021
CHS/EY /02	% of entitled 2 year olds accessing 600 hours of early learning and childcare				56%	-	62%	-	59%	60%	Uptake can increase throughout the academic year as people become aware their children are eligible
CHS/YC /01	Number of young carers engaged with services				New PI from 2018/19		103	Data only	135	Data only	Please note this is a new PI which has been reported on from Q2 of 2018/19. As at March 2020 135 young carers were engaged with services.
CP.RLL. PL.01	Number of attendances at pools				443,841	Data only	477,558	Data only	482,039	Data only	Attendance at pools has been increasing year on year.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CP.RLL.SL.01	Number of attendances at indoor sport and leisure facilities excluding pools				1,516,973	Data only	1,682,040	Data only	716,123	Data only	<p>For 2019/20, attendances at sports facilities were down on previous years due to several factors: Erskine Sports Hall was partially inoperable due to floor damage; Park Mains High School pitch was damaged preventing full sided games being played; and a reduction in competitive football league teams within the area has led to a decrease in use over the year.</p> <p>Quarter 4 figures were also significantly lower than previous years due to the COVID-19 pandemic.</p>
HSCP/HI/ADS/O6	Reduce the estimated prevalence of problem drug use amongst 15-64 year olds (percentage of total population age 15-64)				-	-	-	-	Not available yet		<p>This indicator is produced as part of an on-going 3-year study and no date for the next update has yet been published. The current value from 2015/16 is 2.36%.</p> <p>In order to tackle the issue of drug use in Renfrewshire, a number of initiatives have been put in place including; the Renfrewshire Alcohol and Drugs Commission that will look to improve the life chances of all residents; the Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy; Renfrewshire Health and Social Care Partnership commissioned in 2018 an independent whole systems review that looked at all aspects of service and care delivery; and work is now underway to design and implement the</p>







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											future fully integrated recovery focused treatment & care service model for Renfrewshire, with the establishment of a Recovery Hub being a key development in reducing the prevalence of drug use.
											The Health and Care Experience Survey is carried out on a bi-annual basis, the 2019/20 results are not yet available.
HSCP/C I/HCES/ 08	Percentage of carers who feel supported to continue in their caring role.				36%	Data only	-	Data only		Not available yet	The 2017/18 results for Renfrewshire show a slight decline in positive responses since the previous survey was undertaken during 2015/16 from 39% to 36%. Renfrewshire's satisfaction rate of 36% is close to the national figure of 37% for 2017/18.













Local Outcome 04: Creating a sustainable Renfrewshire for all to enjoy

Code	What we will do	Due Date	Status	% complete	Progress update
CRSIP17. 01.04.17	Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs.	30-Sep-2017		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	Renfrewshire's Street Lighting Investment Strategy has now been completed, with 30,756 street lights being converted to LED Lanterns at the end of 2018/19.
ECSIP18. 04.04	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy	31-Mar-2021		<div style="width: 60%;"><div style="width: 60%; background-color: #4f81bd; color: white; text-align: center;">60%</div></div>	The Council fleet had 91 Electric Vehicles at the end of March 2020. 14 additional electric vehicles were added to the fleet in July 2020 resulting in 21% now using alternative fuel.
ECSIP18. 04.05	Ensure a residual waste treatment and disposal facility is fully operational by end of 2019 as part of the Clyde Valley Waste Management solution	31-Dec-2019		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	The Council, in collaboration with four other councils, has invested in the Clyde Valley Waste project, an energy from waste plant at Dunbar at a cost of £177 million with a total contract value of £700m over the 25-year period. This will enable the Council to meet its landfill diversion targets. The contract commenced in January 2020 and the project is now being delivered.
ECSIP18. 04.06	Deliver the requirements of the Scottish Household recycling charter and related service changes	31-Mar-2021		<div style="width: 85%;"><div style="width: 85%; background-color: #4f81bd; color: white; text-align: center;">85%</div></div>	<p>The policy environment saw major changes over 2019/20. In November 2019, the Scottish Government published a consultation on new legislation under the new Scottish Circular Economy Bill. Included within the legislation were wider plans for a new approach to reducing, reusing and recycling materials to help drive Scotland's circular economy. Also included was a review of the Code of Practice which underpins the Scottish Household Recycling Charter.</p> <p>As a result of COVID-19 further updates to the Bill have been delayed. However, the objectives will continue to be delivered through the Deposit Return Scheme, development of the UK-wide Extended Producer Responsibility Scheme for packaging, delivering the Food Waste Reduction Action Plan, and support for business innovation through the Circular Economy Investment Fund. In light of these developments Renfrewshire has continued to transition towards full charter compliance.</p>
ECSIP18. 04.07	Review and update Renfrewshire's Sustainable Food	31-Mar-2021		<div style="width: 80%;"><div style="width: 80%; background-color: #4f81bd; color: white; text-align: center;">80%</div></div>	The school meal service in primary schools currently holds the Soil Association's <i>'Food for Life'</i>




Code	What we will do	Due Date	Status	% complete	Progress update
	Strategy and achieve Sustainable Food City Status				<i>served here</i> Bronze Award. We will continue to work with the Soil Association to explore the possibility of working towards the Silver Award.
ECSIP18.04.08	Deliver the Team Up, To Clean Up campaign throughout Renfrewshire, involving local communities	31-Mar-2021		 100%	<p>The Team Up to Clean Up campaign continues to grow with over 715 members of the Facebook page. The Big Spring Clean was a massive success which saw 1,750 volunteers turn out for over 103 events/clean ups. Groups that started as part of Team Up to Clean Up have continued to build their capacity and have been successful in receiving £50k from the Greenspaces, Parks & Play Areas and Village Investment Fund.</p> <p>Every primary school child in Renfrewshire has now received a copy of The Clumps' Big Mess (over 14,000 copies), a book designed and targeted at school children to understand the damage of littering.</p> <p>The Spotless September challenge was launched, again with many community groups taking part and an appreciation event for all communities was held in October 2019. StreetScene continue to deploy crews to remove all the litter and waste which communities lift, fully supporting and working in partnership to deliver lasting change in our communities.</p>
ECSIP18.04.09	Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently	31-Mar-2021		 100%	Enforcement staff across the Council continue to work with businesses to ensure they can flourish and grow without an overpowering burden of enforcement. Advice can be provided by staff with compliance visits undertaken to ensure compliance with the appropriate legislation.
ECSIP18.04.10	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire	30-Sep-2018		 100%	The draft Renfrewshire Air Quality Action Plan has been completed for the 3 Air Quality Management Areas in Paisley, Johnstone and Renfrew. This has been passed to the Scottish Government and SEPA for review as per requirements under legislation and once returned with comments, will go out to wider consultation in due course. The Action Plan details actions to reduce air pollutants within these areas.

Local Outcome 04: Indicators




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CR.SSL.01a	Street Cleanliness Score – % of areas assessed as clean				90.5%	90%	91.9%	90%	95.4% (unverified)	90%	<p>The percentage of Renfrewshire's streets assessed as clean was 95.4% for 2019/20. This is an improvement of 2.6% on the previous year's performance. This figure is provisional and is awaiting verification by Keep Scotland Beautiful.</p> <p>The cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB).</p> <p>This score represents the percentage of areas assessed as acceptably clean (categories A and B) using KSB's Local Environmental Audit and Management System (LEAMS) methodology.</p>
SOA13C.R.09	Amount of CO ² emitted by the public vehicle fleet				3,652	2,950	3,836	2,840	3,427	2,730	<p>Up until March 2020, the Council had introduced a Sustainable Travel Scheme, where Council officers undertaking Council business, rather than use their own vehicles are asked to consider the scheme hierarchy, i.e. can they use another form of public transport or one of the Council's pool bikes to undertake their journey before considering the car. The scheme was proving successful and had reduced the business miles travelled by</p>




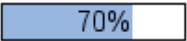






Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											car by over 20% since its introduction. Most of the pool vehicles are now electric and therefore reducing the overall amount of petrol/diesel fuel consumed.
CR.PP.0 1	Air Quality – Annual average PM10 value across all continuous monitoring sites				13.1	18	13.75	18	14.3	18	Paisley Air Quality Management Area has had no exceedances for 5 years therefore Communities, Housing and Planning Services will review the data in 2021 with a view to possibly revoking or amending the AQMA following the new Annual Progress Report (APR). Data is calculated annually and not available until the middle of the following year.
CR.PP.0 1b	Air quality – average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits				41.6	44	40.8	43	41.1	42	Positive performance for 2019/20, however, one failure located at Renfrew Cross within the Renfrew AQMA, related to traffic emissions. Data is calculated annually and not available until the middle of the following year.
SOA13C R.08	% of the vehicle fleet which uses alternative fuels, such as electricity				7.6%	7%	9.8%	9%	18.2%	21%	The percentage of the vehicle fleet which uses alternative fuel such as electricity was 18.2% at the end of 2019/20. This is up from 9.8% in 2018/19. This figure is based on a total of 91 electric vehicles. 14 additional electric vehicles were added to the fleet in July 2020 resulting in 21% now using alternative fuel.
SOA13C	Reduce the amount of CO ²				2,163	3,200	1,679	3,000	1,493	1,750	For 2019/20, there had been a reduction







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
R.12	emitted from public space lighting.										in CO ₂ emissions from public space lighting due to the implementation of the LED replacement programme. This figure shows an improvement in 2019/20 compared to previous years. There was an 11% reduction in CO ₂ between 2018/19 and 2019/20.

Calendar year indicator	Status	Long Term Trend	Short Term Trend	2016		2017		2018		2019		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	
CR.W.06a % of Household Waste Recycled (Calendar year data)				48.5%	55%	47.8%	50%	49.2%	50%	53%	54%	The cumulative recycling rate for 2019 was 53%. This is an improvement on the performance in 2018 when the recycling rate was 49.2%, an improvement of 3.8%










Local Outcome 05: Working together to improve outcomes
















Code	What we will do	Due Date	Status	% complete	Progress update
CP17.FR.01	Continue to manage the Council's resources, ensuring financial sustainability of the organisation	31-Mar-2022		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">70%</div>	<p>In September 2020, an updated financial outlook was presented to Council, taking into account the updated impact of the COVID-19 emergency during 2020/21 and the requirement to adjust the Council's medium term financial strategy arrangements. The adjustments are to ensure that the Council's financial strategy is more appropriately positioned to respond to an increasing number of significant risks, uncertainties and indeed new demands arising from COVID-19.</p> <p>The financial sustainability of the Council will continue to be reviewed as part of our financial management arrangements and reporting to Council and Policy Board.</p>
CP17.FR.02	Take forward opportunities for transformation, innovation and efficiency through our Better Council Change Programme	31-Mar-2022		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">70%</div>	<p>The latest phase of the Council transformation plan, 'Right for Renfrewshire', will adopt a new approach to identifying, developing and designing new change and transformation opportunities. As noted in the February Leadership Board report, over the course of the second half of 2019, the Corporate Management Team undertook a significant amount of work to take forward a series of structural service redesign processes across a range of areas of the Council's existing service arrangements as part of the tranche 1 of the programme. The tranche 1 redesigns have provided an appropriate spread across Council services to avoid the risk of over burdening any specific area of the Council as well as balancing the first phase across service areas that have generally been less heavily impacted by change over recent years and encapsulates the following redesigns: Customer and Transaction Services; Placeshaping; Community Development; Community Protection; Facilities Management; and Prevention and Early Intervention.</p> <p>Over the final quarter of 2019, work was progressed to seek formal expressions of interest in voluntary services for sections of the workforce within the scope of tranche 1. As at February 2020, over 2,600 letters were issued to employees, of which 580 expressed initial interest. Of these 580, 362 employees confirmed a willingness to voluntarily leave the Council's employment.</p> <p>Due to the COVID-19 pandemic, the Right for Renfrewshire programme was paused to allow the council to concentrate on the emergency response. Work has now resumed on the programme.</p>
CP17.CE.	Review existing strategic	31-Mar-2022		<div style="border: 1px solid black; background-color: #4f81bd; color: white; padding: 2px; display: inline-block;">70%</div>	A single point of contact function for community groups and organisations, working with other




Code	What we will do	Due Date	Status	% complete	Progress update
08	partnership agreements and work with community planning partners to identify opportunities to share and connect resources				council services to streamline processes has been developed. Partnership Agreements were concluded with Active Communities and Paisley Community Trust during the fourth quarter of 2019/20.
CP17.CE.09	Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach	31-Mar-2022			<p>The Data Analytics & Research Team has worked with a number of services using geographic information, population projections and economic data to improve the efficiency and accessibility of services. User workshops and resources were made available expanding capacity in Excel, data visualisation and survey design and use.</p> <p>Dashboards were developed to expand the use of Business Intelligence at an operational level.</p>
CP17.FR.03	Continue to modernise our services, taking advantage of new technologies to deliver better, more accessible and more efficient services that meet customer needs – such as My Account	31-Mar-2022			<p>Design principles and activities are being deployed in all Digital First work to ensure that user needs are understood, and that services and processes are designed with these needs at the core. Use of the MyAccount customer portal is just short of 52,000 users across Renfrewshire. Automation of routine processes is being deployed in CBS, with a clear pipeline of opportunities for automation being identified, evaluated and deployed where appropriate.</p> <p>A new digital strategy was approved by the Leadership Board in September 2020.</p>
CP17.CS.06	Engage with proposed changes to education governance and local democracy, maximising opportunities for the organisation and communities	31-Mar-2022			Children's Services have been involved in local, collaborative and national discussions throughout the session ensuring we are contributing fully to the national agenda. We are working collaboratively with the West Partnership to support continuous improvement in educational outcomes for all children and young people. Renfrewshire is leading on aspects of the West Partnership plan and has representatives across all other areas.
CP17.CE.10	Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit	31-Dec-2018			The Improvement Plan is reported to the Leadership Board annually. In the recently published Annual Audit Report, Audit Scotland confirmed that the Council continues to make good progress in terms of implementing the recommendations made through the Best Value Assurance Report.
CP17.FR.04	Roll-out the Performance Development and Review programme across the Council	31-Mar-2018			Since PPT was approved by Members, HR&OD have been working with services to roll out the policy, designing bespoke training and supporting materials, ensuring managers have the right skills to carry out PPT effectively. Implementation of the policy is taking into consideration other on-going Council priorities and configuration of appropriate systems to record and report output data.

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.FR.05	Implement new leadership and management development programmes	31-Mar-2022		 100%	<p>Over 600 managers and leaders throughout the Council participated across the 'Leaders of the Future' and 'ASPIRE' programmes.</p> <p>These leadership programmes are now being replaced with our new Lead to Succeed programme, which offers 3 different options linked to Chartered Management Institute (CMI) accredited qualifications at Levels 2, 3 and 5. These programmes will support leaders of all levels across the Council by combining a range of leadership topics recommended by CMI with additional content that centres around supporting the Council's recovery to COVID-19 and ongoing transformational change. These programmes will be delivered in a blended format to offer maximum flexibility and, while all participants will complete the same learning experience, those who choose to go a step further and complete the related CMI assessments will be fully supported to achieve the accredited leadership qualification.</p>
CP17.CE.11	Fully embed our staff "intrapreneurship" programme and recognising staff for success	31-Mar-2020		 100%	Phase 1 and 2 of the programme have been fully implemented.
CP17.FR.06	Implement our workforce plan for Renfrewshire Council	31-Mar-2022		 100%	<p>The current Council Workforce Plan (2017-2020) is complete and will be replaced by a new People Strategy in 2021.</p> <p>Significant progress has been made to deliver the Workforce Plans across the Council, with positive activity around communication and engagement, supporting career pathways including professional traineeships and qualifications, mentoring and coaching in support of succession planning and health and wellbeing initiatives aligned to national campaigns delivered in partnership with Occupational Health, Employee Assistance providers and third sector partners.</p>

Local Outcome 05: Indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
HPCHA RTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.				4.90%	6.00%	5.76%	5.70%	5.70%	5.70%	The last year has seen an improvement in arrears performance with a small reduction in gross rent arrears.
PT.DS.P PF.CMT. 06	Application Approval Rate				97.2%	Data only	97.7%	Data only	97.3%	Data only	<p>This indicator is verified by the Scottish Government bi-annually.</p> <p>The Quarter 3 and Quarter 4 figures along with the 2019–2020 yearly figures were published by the Scottish Government on 21 July 2020.</p> <p>Performance reporting for this indicator shows an overall yearly figure of 97.3% well above the Scottish average of 94.2%.</p>
PT.DS.P PF.CMT 01	Average Time for processing Planning Applications (Householder)				7.6	–	6.9	8	6.1	8	<p>This indicator is verified by the Scottish Government bi-annually.</p> <p>The Quarter 3 and Quarter 4 figures along with the 2019–20 yearly figures were published by the Scottish Government on 21 July 2020.</p> <p>A new target has been set of 8 weeks (statutory target), previously reported as data only. Performance reporting for this indicator is consistent with Q3 at 6.3 weeks and Q4 at 6.2 weeks with an overall yearly reporting figure of 6.1 weeks, well below the target set of 8 weeks and the</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											Scottish Average of 7.3 weeks.
HPCHA RTER13	% of reactive repairs carried out in the last year completed right first time				90.2%	92.0%	88.1%	93.0%	82.6%	93.0%	The service completed over 25,000 repairs right first time from a total of over 31,000 repairs in 2019/20.
CW.SPS O.02d	Number of complaints closed at Frontline Resolution as a percentage of all complaints				95.45%	95%	90%	95%	n/a	95%	The Council strives to ensure that complaints are answered right first time and customers are responded to quickly, at the frontline response stage. Final data is currently being collated for 19/20
CMTABS 01d	Council wide – Average number of work days lost through sickness absence per employee				11.38	8.96	11.58	8.96	12.63	9.9	For 2019/20, the Council has recorded an overall absence rate of 12.63 days lost per FTE employee, which is 2.73 days above the target figure of 9.9 days. The illness categories with the highest level of absence are Psychological (non-work related) and Musculoskeletal and Joint Disorders. HR continue to work with Service Absence Champions to ensure support strategies are implemented.
CWFOIO 1	% Of FOI requests completed within timescale				93.9%	90%	93.15%	90%	94.5%	90%	During 2019/20, the Council received a total of 1,489 FOIs, with 94% completed within timescales. This is an improvement in performance from 2018/19.
FCSCSU 03	% of calls answered by the Customer Service Unit				69%	70%	61%	70%	64%	70%	Service Level was impacted over the summer of 2019 as resource levels were

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	
	within target (40 seconds)										impacted by vacancies on top of annual leave, this recovered from September where service levels were then reported above 65% for the remainder of the year, with the exception of March 2020 which was impacted in the last week by COVID-19 lockdown.
FCSKPIO 01	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				96.05%	96%	96.02%	96%	96.02%	96%	Positive performance has been sustained for this indicator.

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