



**Renfrewshire
Council**

To: Leadership Board

On: 16 June 2021

Report by: Chief Executive

Heading: Council Plan – six months 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 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 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 was 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. Regular reporting to policy boards resumed in August 2020.
- 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 set out the key actions to be progressed to support communities and businesses to recover from the impact of the pandemic going forward.

- 1.6 Despite the challenges that have been faced throughout 2020 and the first half of 2021, with the impact the pandemic has had on delivering services or pausing of activities, strong progress has been made against the five Council Plan priorities. Through: supporting **our economy** by delivering business grants and support to businesses impacted by the pandemic restrictions; the neighbourhood hubs enabling **resilient communities; tackling inequality** with payments for families of more than 6000 children and young people to support food costs; expanding Team Up to Clean Up to **create a sustainable Renfrewshire**; and all Council Services, the HSCP and Renfrewshire Leisure have **worked together** for our PCR testing programme for key workers, asymptomatic test centres and the roll out of the COVID-19 vaccination programme across Renfrewshire.
- 1.7 Due to the unprecedented nature of events in 2020/21, the three-year Service Improvement Plans were replaced by Service Delivery Plans which focus on a single year (2021/22) and outline what each service plans to do to mitigate the effects of the pandemic and associated restrictions, as well as actions to support recovery and renewal. Each Service's Service Delivery Plan was approved by Policy Boards from March 2021.
- 1.8 This report provides a Council wide progress update, in relation to existing Council Plan priorities, and the impact of COVID-19 on these priorities and performance for 2020/21. Appendix 1 provides a detailed summary of progress against key actions and indicators, with a full outturn position provided for 2020/21.

2. Recommendations

- 2.1 It is recommended that members of the Leadership Board:
 - Note progress achieved against the strategic outcomes since the last update to Leadership Board in December 2020, as outlined in appendix 1; and
 - Agree that the next progress report for the Council Plan will be in December 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 underpin our approach to recovery.
- 3.3 As agreed by Council, three core recovery plans have been 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. They outline an approach 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.

4. Progress of the Council Plan during 2020/21

- 4.1 Members will note from appendix 1 that strong progress has been reported across the 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 and communities workstreams. The full impact of this will be more accurately assessed as we move into the financial year 2021/22.
- 4.2 Based on the latest available updates, for the 55 actions within the Council Plan, 31 actions have already been completed and the remaining 24 are in progress, reflecting that this is a 5-year plan and some actions relate to long-term programmes.
- 4.3 Areas of progress are highlighted, including areas where planned activities did not proceed or were not undertaken in the same way due to COVID-19, these are grouped under each of the Council Plan strategic outcomes below.

4.4 RESHAPING OUR PLACE, OUR ECONOMY AND OUR FUTURE

- As part of Renfrewshire's City Deal programme, work has been maintained in preparing the readiness of the Advanced Manufacturing Innovation District Scotland (AMIDS) site for the anchor facilities, as well as further developing the AMIDS proposition to attract further investment. Updates on projects include: the Glasgow Airport Investment Area site works being progressed, with completion expected later this year; the design and construction of an innovative District Heating Network solution is expected to commence in quarter 2 of 2021; and approval to award the Clyde Waterfront and Renfrew Riverside design and construction project has been achieved with site start expected in the summer.
- 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). Planning consent for both NMIS and MMIC has been secured. Construction of MMIC commenced in September 2020, with a planned opening in 2022. In March 2020, it was announced that Boeing will be developing a new facility for aerospace R&D at the AMIDS site, initially in temporary accommodation at Westway before relocating within NMIS, demonstrating that AMIDS is already attracting advanced manufacturing interest. Work continues on the development of a longer-term strategy for the management and development of AMIDS to maximise the benefits for Renfrewshire.
- The Council's Employability Service continues to offer support on jobs and skills development. In October the Council bid to be a Kickstart provider and to be the Gateway organisation for local businesses to get involved. The Kickstart Scheme aims to create 6-

month work placements for those aged 16 to 24 who are in receipt of Universal Credit. The Council has already had four bids for a total of 451 jobs approved and over 100 posts have already started. 120 of the approved posts will be with Renfrewshire Council. The previously successful Invest in Renfrewshire Traineeship and Internship programmes are currently being revamped to cater for the slightly different conditions of funding and will offer unemployed young people opportunities across the Council services.

- The Council also coordinated, administered and delivered business grants and support to business impacted by the pandemic restrictions. This represents a significant ongoing resource pressure for the organisation but a vital activity to support Renfrewshire's businesses, with around £55m funding allocated to over 3,000 businesses over the last year.
- Environmental Health and Trading Standards Officers worked to ensure that business premises had as much help and guidance as possible to support them to comply with legislation and guidance. This has been both proactive (e-mail, phone, and visit) and reactive (phone call or visit). In line with the Council's Integrated Enforcement Policy, businesses have been supported by officers adopting an "engage, explain, encourage and then enforce" model which affords people the best opportunity to comply before any enforcement action is taken.
- In terms of the Council's physical regeneration programmes, the Cultural Infrastructure programme is progressing well. The Museum awarded the main works contract in March 2021, the Town Hall main works contract has been awarded and works have commenced on site, and the Learning and Cultural Hub is preparing to conclude the contract and commence works in August 2021. The Arts Centre design is almost complete, and the Public Realm projects have recommenced, with consultations and briefings underway.
- The Townscape Heritage/ Conservation Area Regeneration Scheme proposals have progressed, albeit delayed in some instances due to the pandemic restrictions and impacts. Multiple small projects are now complete, and the final group of projects are being considered to assign the remaining budget and complete the works within the project timescale. A detailed programme of cultural activities continues to be supported, with further events and training planned.
- To improve infrastructure, a total of £8 million was invested in roads, drainage and footpaths infrastructure during 2020/21 delivering improvements to both strategic and local roads. Work commenced in July following the COVID-19 lockdown. Despite the impact of the pandemic and the loss of the first three and a half months of the 7-month programme - 52 carriageways were resurfaced, 16 carriageways surfaces dressed, 5 carriageways micro-surfaced and pre-patched, surface dressing carried out on 15 carriageways and 23 footways resurfaced. Reduced traffic volumes during lockdown allowed emergency works to be carried out on our network which would have been difficult to complete under normal conditions. Examples of this include new bus bays and repairs to riverside core paths which required to be closed to the public due to instability. The repaired paths provided greater access links for pedestrians.
- The Housing-led Regeneration and Renewal Programme for Renfrewshire was approved in December 2020 with an agreed investment of an additional £100million over the next 10 years, including investment in existing and new build council housing, and which will play a key role in the economic, and social recovery plans for Renfrewshire and a significant opportunity to support the Council's decarbonisation agenda as part of our journey to net zero carbon emissions.
- Tenants have moved into the new build housing at Johnstone Castle. While at Dargavel Village, Bishopton 80 new Council homes across two sites are now complete and tenanted.

Work has commenced at Ferguslie Park where 101 new homes will be built by spring 2023 and South West Johnstone where 39 new homes in Auchengreoch Road are anticipated to be complete by summer 2022.

- Children's Services identified the construction of a new Paisley Grammar Community Campus as its learning estate investment priority in May 2019. During 2020, the Service conducted a formal consultation on the proposal which was supported by Education Scotland and approved by the Education and Children's Services Policy Board in January 2021. Having met all the qualifying criteria identified by ministers, the project has now been included in phase 2 of the Scottish Government's £1 billion Learning Estate Investment Programme.
- As part of Renfrewshire's appeal as an attractive place to live, work and invest, digital connectivity plays a critical role – even more so following 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 the Connectivity as a Service framework that was approved earlier in 2020.
- Renfrewshire's major events programme has been significantly impacted by the pandemic, ongoing restrictions, and ban on mass gatherings in place since March 2020. In response to the cancellation of the programme, a series of digital events were delivered to mark key dates most important to local people and groups, including Sma' Shot Day, Doors Open Days, Remembrance Day, and Renfrewshire Christmas. The events attracted a combined audience of 42.8k with content available on paisley.is and the Council website.

4.5 BUILDING STRONG, SAFE AND RESILIENT COMMUNITIES

- Renfrewshire Health and Social Care Partnership (HSCP) has played a critical role responding to the coronavirus pandemic, protecting and supporting employees and communities, and particularly vulnerable people across the area. Recognising the impact of COVID-19 on local people, the HSCP have also worked in partnership with local hospices and RAMH to develop a new bereavement support service. The service was set up to support people who experienced a loss or who were dealing with grief following the death of someone close to them or even the loss of something important to them as a result of the pandemic.
- The HSCP has also set up a mental health telephone helpline, Hear for You, provided by our third sector partner, RAMH. The helpline has been operating since April 2020 and to date has received 98 referrals from people seeking support. Most referrals were from people seeking advice and information around anxiety, depression and loneliness reflecting the impact of COVID-19. For children and young people's mental health and wellbeing, a new multi-agency, community-based family support service is being developed in partnership with Renfrewshire Health and Social Care Partnership and the third sector and will provide holistic support for a range of different needs. Considerable work was undertaken in 2020/21 to identify gaps in provision and lay the foundations for this new service.
- 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. The hubs operate on a partnership basis with Renfrewshire Leisure, Renfrewshire Health and Social Care Partnership (HSCP), Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 1,000 households since the start of the lockdown period. Support provided has included signposting to food services, delivering

prescriptions, befriending calls to people who feel isolated or vulnerable, and delivery of books and toys through the Libraries Direct Service.

- Several staff across the Council were redeployed to establish the Local Assistance Team to support shielded and vulnerable residents to access practical support and resources including access to food and medicines. At one stage over 2,600 residents were receiving practical support each week – mainly food provided by Catering staff and Building Services employees from Environment and Infrastructure. The Local Assistance Team conducted all the welfare calls and ensured that vulnerable residents were matched with the services that they needed. Over 6,500 people on the shielded list were contacted – over 99% of those on the list and each received personal advice and support as they required. As the lockdown period began to end each person receiving support had follow up calls and contact to ensure that their ongoing needs were understood and if necessary redirected to provision from mainstream services or the Community Neighbourhood Hubs.
- Along with the Local assistance Team, the Council established the Schools Contact support team. A 'Coping During COVID' helpline was set up for children and families facing wellbeing issues during the lockdown, and this was complemented by targeted support from a range of children's professionals from the public and third sectors. A curriculum programme, "Skills for Recovery" was delivered in response to the pandemic to support the wellbeing of pupils, parents and staff. This offered practical help and also signposted families and staff to additional supports where these were needed.
- Community Protection and Environmental Health and Trading Standards officers have played a key role throughout the pandemic response, including supporting the public health test and protect programme; providing advice, support and guidance to local residents and businesses; interpreting and enforcing significant new Legislative and Statutory Obligations relating to public health; Test and Protect and COVID-19 compliance; and working closely with partners to support the public and businesses when supporting vulnerable residents and undertaking enforcement responsibilities.
- Multi-agency Risk Assessment Conferences (MARAC) continued to be held virtually during lockdown and stay home restrictions which was crucial to allow discussions and to consider how help could be afforded to high risk domestic abuse cases. The Community Safety Hub continued to function and remained fully operational, even during lockdown. The CCTV Operations Room and public space cameras were fully operational, supported by targeted Wardens patrols in mobile CCTV vehicles. The Wardens continued to work through all new restrictions to ensure the safety of residents across Renfrewshire. These patrols continued to be deployed to respond to incidents and hotspots identified through daily tasking and complaints.
- Another round of 'Celebrating Renfrewshire', the youth-led participatory budgeting exercise, was successfully completed in December 2020 in partnership with Youth Services and Renfrewshire Youth Voice. Over 1,700 young people voted on the 80 project ideas which were submitted, and £124,437 was awarded to youth projects across Renfrewshire, with 68 projects receiving funding across the seven Local Partnership areas. Renfrewshire was one of the few local authorities in Scotland to carry out Participatory Budgeting exercises in 2020/21. The Partnerships and Inequalities Team have also been supporting Environment and Infrastructure with the design of the Community Investment Fund, which will be Renfrewshire Council's first step towards mainstream Participatory Budgeting.
- Children & Families Social Work continued to operate throughout lockdown to protect the most vulnerable children, ensure statutory processes can continue, to ensure children who are accommodated are supported to have contact with their families and to ensure young people who are care-experienced feel safe and supported. Regular contact with all children

who have a multi-agency plan has taken place throughout lockdown periods, with workers finding different ways to connect with the children and families they support.

4.6 TACKLING INEQUALITY, ENSURING OPPORTUNITIES FOR ALL

- Throughout the pandemic, the needs of those who were homeless or in housing need have continued to be met. There has been a total of 851 new statutorily homeless households from the initial lockdown to the end of March 2021. Staff from Homeless Services and the Housing Support team have continued to offer a wide range of support services throughout 2020/21 and have helped almost 300 homeless households to move on to settled accommodation, including assistance with Community Care Grant applications, provision of furniture items and assistance with benefit applications.
- 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 FareShare 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.
- Renfrewshire Council has continued to support the delivery of the Connecting Scotland Programme which 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. A total of 1,590 devices were allocated in 2020/21 to organisations across Renfrewshire to support specific target groups including people shielding/at high clinical risk, families and care experienced young people and elderly and disabled people.
- For education, the roll-out of digital learning and teaching was a necessity during lockdown periods and new resources were introduced or developed. This included live and recorded lessons and a wide range of high-quality learning activities that supported all children and young people in their learning. Home learning packs with printed materials were also available in addition to digital resources, and the Family Learning team provided community-based support and practical advice. The service distributed thousands of pieces of ICT equipment and put in place professional development activities for staff and guidance to help children and families to access online learning and to help care experienced young people stay in touch with their support networks.
- Renfrewshire's Local Child Poverty Action Report was published in September 2020, and New Equality Outcomes were also developed and published in early 2021, alongside the Council's mainstreaming report. The Tackling Poverty Programme invests £1m per year (over last 5 years) and continues to have a positive impact on low income families in Renfrewshire, supporting projects such as Healthier Wealthier Children advice, Cost of the School Day, and provision of energy advice specifically to families. The Tackling Poverty Programme has continued to operate throughout the year, adapting where appropriate to deliver vital projects throughout COVID restrictions and by March 2021 approximately £758,675.49 income was maximised in Tackling Poverty projects. The Tackling Poverty Programme investment continues to form a significant part of Renfrewshire's local response to tackling child poverty.
- Over 2,080 children and young people, who were vulnerable or whose parents were key workers, participated in the Childcare Hubs and Street Play Initiative that was delivered by the CLAD team over the summer school holidays. Whilst 800 home learning and activity packs were delivered to targeted young people over the year, who then took part in

campaigns, the Renfrewshire Youth Voice survey on the pandemic, online digital activities and mental health and wellbeing activities. Other activities included: young people and families taking part in STEM outdoor activity; the Youth Voice Programme still running; outreach work in partnership with other youth work agencies resulted in contact with 157 young people to signpost them to support services and to carry out youth consultation; involvement in Art Boss, a partnership project with Renfrewshire Leisure to be arts producers; and vulnerable young people have participated in youth work activities in an outdoor setting.

- The pandemic resulted in the Scottish Government recognising that the August 2020 deadline for increasing all local authority early years provision to 1140 hours was no longer feasible. Renfrewshire Council is on target to deliver this for all eligible children by the new deadline of August 2021, as at 31 March 2021, 91% of children attending nursery were already receiving 1140 hours per year and good progress continues to be made with the new build and refurbishment projects.
- Renfrewshire Leisure adapted the way they delivered services due to changing COVID-19 restrictions in order to meet customer needs, such as developing outdoor fitness classes and developing and improving online services. In November a new micro-site was launched for members to access online fitness classes, run by RL instructors. This was expanded in December to include an on-demand fitness library which members could access at any time and attracted 2315 views and had been accessed by 825 members by the end of the year. The Active Schools team undertook the Sport Scotland challenge of staying active every day in February. All activities were showcased throughout the month via the Sport Services twitter account. A new library service, Libraries Direct, was launched in February, providing free book delivery to existing and new members of Renfrewshire Libraries over the age of 70, people with disabilities and families with children. 368 members of the community signed up to the service with 640 items being delivered by end of March. Renfrewshire Libraries participated in Book Week Scotland in November. A key project was collaborating with author Ross Collins with sixty copies of his new book being distributed to families across Renfrewshire, alongside activity packs and 3 online events. The team also organised a series of 5 online Scottish book-themed quizzes and the Skoobmobile team arranged a series of online craft sessions. During the week 10,013 people were reached via social media with 1,317 engagements.
- As part of the development of the Social Renewal Plan for Renfrewshire, a community impact assessment was carried out to develop a deeper understanding of the impact of COVID-19 on Renfrewshire's people and communities. One element of the community impact assessment was a community voices campaign, in which partners worked to develop a programme of listening events over winter 2020, with the findings being used to inform the overall community impact assessment and resulting Social Renewal Plan.
- 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 2020. The Commission met to finalise the report in early November with it being presented to the Council in December 2020. An Alcohol and Drugs Programme Board has been established to drive the implementation of the partnership response to the Commission's recommendations, and will ensure that there continues to be meaningful engagement with local people and families with lived experience, as planned projects and initiatives are developed. Officers have worked with key partners to assess the report findings, and have developed an initial high level action plan, the Alcohol and Drugs Change Programme, which sets out the key actions and activities that partners will progress in relation to all 27 recommendations. Council has allocated £2million of

funding to implement the programme, with the aim to introduce a whole system approach to supporting people with their alcohol and drug use.

4.7 CREATING A SUSTAINABLE RENFREWSHIRE FOR ALL TO ENJOY

- Climate change remains a key priority area for the Council and work is currently being progressed to develop a plan for Renfrewshire, which will set out the actions required to achieve the net zero by 2030 target set by Council in 2019. A Climate Change Sub-Committee has now been established within the Council's governance structure to oversee this programme of work and immediate priorities include the establishment of a Community Climate Panel to listen to the voices of citizens across Renfrewshire and further business and stakeholder engagement. In addition, in February 2021, the Climate Change Sub-Committee approved funding for a range of innovative pilot projects, support feasibility studies and tests of change, to allow the Council to lever in external funding opportunities in future.
- 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.
- Team Up to Clean Up continued throughout 2020 and in fact grew with more and more volunteers coming on board. Additional staff have been recruited to support Greenspace, Parks and Play Areas work, however, they are also assisting with Team Up to Clean Up. It should be noted that advice was always given on current COVID-19 restrictions and ensuring compliance with gatherings, safety etc.
- Social landlords are reporting on the first milestone target for Energy Efficiency Standard for Social Housing (ESSH) and the Council has achieved 86.6% compliance and has applied exemptions in line with Scottish Housing Regulator guidance to 6.4% of the stock. This means after applying allowable exemptions, the Council is 93% compliant with the ESSH 2020 target. From next year, social landlords will be measured against the new ESSH 2032 target – our compliance against this measure will be significantly lower, however, an ESSH Strategy is in development to address the requirements of the 2032 standard.
- In terms of active travel, Phase 2 of the £300,000 segregated shared cycle way project from Bishopton to Glasgow Airport was completed in March 2021. This is an important element in the Council's cycling strategy network and will connect to City Deal's proposals for around the airport
- Funding was secured from Transport Scotland for 24 electric vehicles. This mix of cars, light vans and 3.5 tonne vans will replace diesel vehicles. In addition, grant funding for Non-Public Workplace Charging has been secured following a successful application process with the Energy Saving Trust. Two electric minibuses have started road trials and will play an important role in supporting Social Transport services as well as increasing the percentage of the vehicle fleet which uses alternative fuels.

4.8 WORKING TOGETHER TO IMPROVE OUTCOMES

- The Health and Safety team have been an integral part of the Council's emergency management team, providing clear guidance in response to Government, NHS and Health Protection Scotland policies throughout the COVID-19 pandemic. The team has revised and developed new policies as part of the organisational response to suppressing COVID-19 and

to support our workforce to work safely in new ways including homeworking guidance; schools' checklists; and COVID-19-Age risk assessments.

- Protecting mental health and wellbeing of staff is a priority, access to a wide range of mental health and wellbeing support and services has been provided. This has included; development of a wellbeing hub on the Council website for all employees to access; enhancements to the staff counselling service to include specialist Post Traumatic Incident support for employees affected by COVID-19; mental health awareness training for managers and supervisors updated and promoted widely through the wellbeing hub; and a dedicated COVID-19 telephone line to provide quick and effective support for Council employees to discuss health concerns. A new wellbeing campaign, "Our Wellbeing", was launched and most recently, in May 2021, Mental Health Awareness Week (MHAW) was publicised to staff. All colleagues across the Council have been asked to get involved by visiting the staff wellbeing page online, familiarising themselves with the support available and being part of the ongoing conversation about our wellbeing at home and in the workplace.
- Over the last year, the move from physical meetings of the Council and policy boards to online meetings has been successfully implemented and supported. This included the establishment of weekly online meetings of the Emergencies Board; the first ever meeting of the Council held remotely; and holding school placing request appeals, which allowed parents to participate in those hearings. Officers from the service have continued to investigate ways of enabling public attendance at meetings and the potential for streaming each meeting as it happens.
- Communication has focused significantly on supporting the Council's emergency response to the COVID-19 pandemic. Following national lockdown on 23 March 2020, the service entered a period of intensive crisis communications, providing critical public health advice and information on local services to local people. The service supported the process of temporarily withdrawing Council services, with some unable to be delivered in the same way, or at all and directed local people and businesses to crisis support and access to services. The service also enhanced staff engagement, effectively supporting Council staff transition to home working, communicating COVID-safe practice for those in frontline positions and supporting deployment to the emergency response. Updates were provided for elected members and partners on the impact of the pandemic on our communities and services and more broadly the service supported the local cascade of national emergency communications and public health advice.
- People Strategy: 'Our People Our Future 2021-2026', was launched in Spring 2021, the new strategy 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. This new strategy will be driven using a strategic outcomes framework with suggested activity, providing services with the flexibility to decide what is the priority for them and what will have the biggest impact in line with their needs and Council priorities.
- 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. Furthermore, registered MyAccount users increased to 74,223 (as at March 2021), representing more than 4 out of every 5 households in Renfrewshire. This has been delivered primarily by the Digital First

team who created a digital solution and process for all Business grants, free school meal payments, and licencing applications.

- The Right for Renfrewshire transformation programme was paused at the beginning of the pandemic to allow the Council to implement its emergency response. The programme was recommenced in autumn 2020 with the initial focus being on stepping back up the implementation of tranche 1 change projects. A progress report was provided to Leadership Board in December 2020, which provided Elected Members and the public with an update on the progress of the tranche 1 service redesigns.
 - All Council services, Renfrewshire Leisure and HSCP have worked together to support the COVID-19 vaccination programme which is an important part of the country's route out of the pandemic.
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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 2020/21.
 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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Appendix 1 – Council Plan Action Plan and Performance Indicators




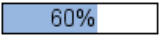



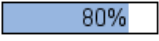
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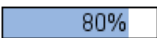




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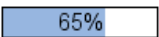

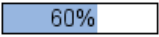
Long & Short-Term Trends	
	Improving
	No Change
	Getting Worse

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

Code	What we will do	Due Date	Status	% complete	Progress update
CP17. DHS.0 8	Deliver our City Deal Projects – the Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide	31-Mar-2022		<div style="border: 1px solid black; width: 65px; height: 15px; background-color: #4F81BD; color: white; display: flex; align-items: center; justify-content: center;">65%</div>	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). Planning consent for both NMIS and MMIC has been secured. Construction of MMIC commenced in September 2020, with a planned opening in 2022. In March 2020, it was announced that Boeing will be developing a new facility for aerospace R&D at the AMIDS site, initially in temporary accommodation at Westway before relocating within NMIS, demonstrating that AMIDS is already attracting advanced manufacturing interest. Work

Code	What we will do	Due Date	Status	% complete	Progress update
	employment programmes				continues on the development of a longer-term strategy for the management and development of AMIDS to maximise the benefits of AMIDS for Renfrewshire.
CP17. DHS.0 1	Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel	31-Mar-2022			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 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			Following the completion of a Connectivity Strategy (with the help of a third party), a draft strategic outline business case for Connectivity as a Service (CaaS) has been developed and approved by the Director of Finance & Resources. A framework agreement has been put in place with digital connectivity specialists CommsWorld for the provision of digital connectivity to Council sites, meeting the Council's current and potential future connectivity needs.
CP17. RLL.01	Invest in our cultural and economic infrastructures, transforming Paisley Town Hall, Paisley Learning Hub and Paisley Museum	31-Mar-2022			. The Paisley Museum Reimagined (PMR) project will appoint a main works contractor in May 2021, with a site start anticipated in July. The Paisley Town Hall Refurbishment (PTHR) main works contract was awarded in March 2021 and works have commenced on site, with Practical Completion anticipated in November 2022. The Paisley Learning & Cultural Hub (PL&CH) main works contract is in preparation, with an anticipated site start during August 2021 and completion in late 2022. The Paisley Arts Centre refurbishment design process is approaching completion, with an Advance Works contract planned for Autumn 2021, Main Works during 2022 and completion in January 2023. The Public Realm & Junction improvements project has restarted and will be carefully re-programmed to accommodate project updates and dependencies, with a view to completion of consultation and design processes by the end of 2021.







Code	What we will do	Due Date	Status	% complete	Progress update
CP17. DHS.0 2	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.</p> <p>Delivery of this strategy and those for Renfrewshire's other centres has been supported by the award of funding from the Scottish Government Town Centre Fund and is the basis of further grant applications being developed during 2021/22.</p>
CP17.E C.01	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes	31-Mar-2022			<p>Restrictions due to the COVID-19 pandemic have had an impact on the ability to deliver infrastructure improvements this year. However, progress continues to be made on improving accessibility for disabled people at bus stops and providing new bus shelters in Renfrewshire and the strengthening of Crosslee Bridge, over the National Cycle Route N7. The opportunity has also been taken to progress designs for an off-road cycle link to the Hawkhead housing development and a bus turning loop in Erskine.</p> <p>The progress of the refurbishment of the footbridge across the White Cart was also delayed by COVID-19 restrictions and is now planned for reopening to pedestrian and cycle traffic in mid-May 2021.</p>
CP17. CE.02	Implement our destination marketing plans	31-Mar-2022			<p>In 2020 destination marketing quickly pivoted to focus on engaging the local resident population during a year when travel restrictions have significantly impacted ability to visit or spend leisure time out with local authority boundaries. This is in line with Visit Scotland's 2020 destination marketing and supports Scotland Loves Local from Scotland's Towns Partnership. Marketing activity has promoted staycation opportunities to local people; encouraged spending that stays in the local economy; promoted micro-experiences and escapes in the fresh air (parks, open spaces, great outdoors); and examined trends in consumer attitude and demands. Ongoing campaigns include Spend Local, Steal Back Summer, Be a Tourist in Your Own Town and the promotion of online events and trails. A Christmas campaign was delivered to encourage people to celebrate Christmas safely, 'spend local' and enjoy festive trails, competitions and activities in their local town.</p>







Code	What we will do	Due Date	Status	% complete	Progress update
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.DHS.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>Start Up Street Paisley was slightly delayed due to COVID-19 and opened October 2020 and is now nearly at full capacity. Plans for Start Up Street 2 in Renfrew and Start Up Street 3 in Johnstone are now being progressed.</p> <p>A new work stream around schools enterprise programmes has also commenced.</p>
CP17.DHS.04	Proactively work with property owners to bring some of the area's most valued assets back into use	30-Mar-2021 (date revised to 2022)			<p>Dialogue with building owners has continued across the difficult 2020/21 time period. During this time, support has been given to develop regeneration projects and get started on-site including the former Mannequins nightclub by PACE Youth Theatre; 2/3 County Place tenement refurbishment; and the former Johnstone Police Station, by Active Communities</p> <p>Furthermore, the Great Place Scheme funded by National Lottery Heritage Fund (NLHF) and the Council, is making good progress with over 70 local heritage organisations engaged to receive support and guidance with the aim of strengthening Renfrewshire's heritage network and the capacity of local organisations to protect, manage and understand their heritage assets. An extension of the project to March 2022 has been agreed by the NLHF, this will be important in supporting the heritage network in its recovery from the COVID-19 pandemic.</p>







Code	What we will do	Due Date	Status	% complete	Progress update
CP17.5 DHS.0	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally	31-Mar-2022		<div style="width: 60%;"><div style="background-color: #4f81bd; width: 60%;"></div></div> 60%	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). Planning consent for both NMIS and MMIC has been secured. Construction of MMIC commenced in September 2020, with a planned opening in in 2022. In March 2020, it was announced that Boeing will be developing a new facility for aerospace R&D at the AMIDS site, initially in temporary accommodation at Westway before relocating within NMIS, demonstrating that AMIDS is already attracting advanced manufacturing interest. Work continues on the development of a longer-term strategy for the management and development of AMIDS to maximise the benefits of AMIDS for Renfrewshire




Local Outcome 01: Performance Indicators




PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.CP.EV01 Number of attendees to the events we create				160,873	190,000	156,024	157,000	0	0	0	0	0	0	0	0	0	0	Due to COVID-19, the events programme for 2020/21 was cancelled. Indicators relating to events have been revised for the 21/22 Service Delivery Plan.
CE.SIP17.EV02 Local spend at events				£3,197,677.00	£2,250,000.00	£2,433,292.00	£3,125,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	Due to COVID-19, the events programme for 2020/21 was cancelled.
CE.SIP17.EV03 Regional economic impact of events				£1,530,783.00	£750,000.00	£980,883.00	£1,705,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	Due to COVID-19, the events programme for 2020/21 was cancelled.

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.SIP17.EV04 Number of visits to Renfrewshire (and Paisley) attractions				1,360,370	1,830,000	1,830,000		Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters			N/A	1,990,000			*Data has not been received from the Moffat Centre. Data collection for visitor attractions has been severely impacted by lockdown and travel restrictions with many attractions unable to open.
CE.SIP17.EV05 Opportunities to see or hear something positive about Paisley and Renfrewshire				314,000	120,000	335,000	120,000	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters			160,185	120,000	5	0	Visitor and events PR and marketing were significantly restricted during 20/21 due to travel restrictions, closure of the tourism sector and cancellation of events. However, activity to promote Renfrewshire to local people continued where possible and with government guidelines to promote outdoor places, shopping local and encouraging activities that enhance wellbeing.



PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.CP.RR01				37	42	35	42	32	42	32	42	32	42	30	42	30	42	OTSH for destination brand: 160m, with a PR value of £6.3m, and 3,226 positive media articles about Renfrewshire.
DHS.EMP.01				937	1,000	1,143	1,000	90	275	219	275	269	275	346	275	924	1,100	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 30 Renfrewshire properties, a reduction of two since the start of 2020.
																		Over the first 4 months all employability services (DWP, SDS, etc) effectively closed and no referrals were made to the INVEST service. The main focus was to support, contact and reassure our existing caseload of 500 participants during quarter 1 with a huge focus on health and wellbeing.

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance	
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target		
DHS.EMP.08					296	300	298	300	16	78	39	78	22	77	9	77	86	310	The numbers reflect the full registration and assessment of new clients and don't recognise the overall advice, signposting and support provided over the period to the wider public.
DHS.EMP.09					3,710	N/A	4,015	N/A	7,480	N/A	7,695	N/A	7.04	N/A	7,285	N/A	7,285	N/A	Over the last year the Business Development Team have concentrated on supporting existing businesses through the administration of the COVID-19 grants, the service is primarily responding to the most critical needs of business at the moment.
																			Please note that this figure reflects the 'claimant count' for Renfrewshire at end of March 2021.







PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																		<p>Of this figure, claimants aged 18–24 years = 1370 Claimants aged 50+ years = 1875 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 so doesn't count all unemployed people in the area</p>
DHS.SLAEDOC9 Town Vacancy Rate				11%	N/A	*	N/A	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	*	N/A					<p>*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</p>




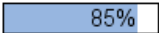
PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.WORKPOP				64.3%	N/A	64.2%	N/A	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	64.2%	N/A	not provide an accurate measure of vacancy rates.				
Percentage of Renfrewshire population working age (16-64)																		Source: ONS Population estimates



Local Outcome 02: Building strong, safe and resilient communities




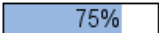


Code	What we will do	Due Date	Status	% complete	Progress update
CP17. DHS.0 9	Deliver the Local Housing Strategy to ensure good quality and affordable housing is available which meets the needs of the local population going forward	31-Mar-2021		 100%	<p>Outcome 1: The supply of homes is increased – The Renfrewshire Proposed Local Development Plan identifies a generous supply of housing sites to meet all tenure need and demand across Renfrewshire for the next 10 years. The Strategic Housing Investment Plan 2021/2022 – 2025/2026 was approved by the Communities, Housing and Planning Policy Board in October 2020. The Plan outlines how investment in affordable housing will be targeted to meet the objectives of the Local Housing Strategy. The Council and Housing Association partners continue to work towards the delivery of new affordable homes. The Coronavirus pandemic has led to delays with these delivery of new homes. However new affordable homes are being delivered across Renfrewshire with developments currently progressing in Paisley, Renfrew, Johnstone, Bishopton and Kilbarchan. The first phase of affordable development at Dargavel Village, Bishopton to build 80 new Council homes for social rent is complete and occupied by new tenants</p> <p>Outcome 2: Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well-functioning town centres – Housing investment proposals within the Tannahill area of Ferguslie Park are now being implemented with work commencing in spring 2021 on the construction of 101 new Council homes on the site of the former St Fergus Primary School. Proposals have been informed by consultation with the local community to ensure the development is designed to meet the needs of current and future tenants and engagement will continue during the construction process.</p> <p>Outcome 3: People live in high quality, well managed homes– In partnership with housing associations, a good practice design guide is being developed to assist affordable housing developers in the provision of general needs, amenity and wheelchair accessible housing. Paisley Housing Association (PHA) in partnership with the Council continues to progress the Orchard Street Housing Renewal Area which aims to deliver comprehensive improvement of the existing buildings on Orchard Street</p>





Code	What we will do	Due Date	Status	% complete	Progress update
					<p>Outcome 4: Homes are Energy Efficient and Fuel Poverty is minimised – Renfrewshire Council continue to 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 has 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.</p> <p>Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need – The 5-year Rapid Rehousing Transition Plan for Renfrewshire continues to be implemented. The Rapid Rehousing Transition Plan details how those who are homeless will be provided with settled accommodation more quickly; spend reduced time in temporary accommodation and have more access to up-scaled support. A Rapid Rehousing Transition Plan Steering Group has been formed, with membership from a range of landlords and support providers. The George Street Service continues to offer a range of advice and support services to young people aged 16 to 25 years who have been homeless or threatened with homelessness including “Homes for Keeps” pre tenancy training to support a young person in maintaining their own home</p> <p>Outcome 6: People are able to live independently for as long as possible in their own home – Renfrewshire Council continues to support the development of amenity standard housing to support people with varying needs throughout Renfrewshire with new amenity standard homes at Dargavel Village, Bishopton (Council). Renfrewshire Council has been working with housing association partners to produce a target for the development of wheelchair accessible homes on sites delivered as part of the Strategic Housing Investment Plan. Discussions are ongoing with a target for wheelchair accessible homes to be included within the next Local Housing Strategy</p> <p>Outcome 7: Affordable housing is accessible to people who need it – The Renfrewshire Common Housing Allocation Policy continues to be implemented by the Council and its local Housing Association partners. The Common Policy was developed with a clear focus on meeting housing</p>



Code	What we will do	Due Date	Status	% complete	Progress update
					needs and introduces a common approach to how we allocate homes that are available to let by these partners in Renfrewshire. The Council continues to participate in the Mortgage to Rent scheme, working with owners in financial difficulties where this is appropriate.
CP17. DHS.0 6	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.SI P.17.0 6.06	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 which 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 Children 1st, in a development based on the European Promise quality standards.</p>
CHS.SI P.17.0 6.03	Continue to develop residential provision in childcare.	30-Nov-2018		 100%	Our newest Children's house in Linwood was completed at the end of January 2019 and became operational in February 2019.

Code	What we will do	Due Date	Status	% complete	Progress update
CP17. 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		 100%	<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>
CP17. HSCP. 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		 85%	<p>The IJB's Strategic Planning Group, consisting of members from the HSCP, Third Sector, partners in the NHS, 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.</p> <p>The sub-groups and subsequent funding have provided (and will provide) a unique opportunity for both collaborative cross-sector working and innovative design and development of community-based health initiatives. An independent evaluation panel was established to ensure a fair process of</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					<p>assessment of each bid, and decisions were made at the end of 2020 on which projects would be funded and taken forward.</p> <p>The 10 funded projects involve around 14 local organisations, including the HSCP, and aim to support families with young children; people with mental health issues; people from BAME communities; and people with disabilities; as well as the general population. Some focus particularly on helping people adversely impacted by the COVID-19 pandemic, and all were assessed positively on their ability to be scaled up and sustained if successful.</p>
CP17. DHS.0 7	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			<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 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 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.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CRSIP1 7.01.0 3.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	31-Mar-2018		 100%	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		 75%	<p>Formal consultation on a proposal to relocate Paisley Grammar School to a new build community campus closed on 20 October 2020 and a report on the findings of the consultation was submitted to the Education and Children's Services Policy Board. The school and wider community, and Education Scotland, were supportive of the proposal and the recommendation to progress with a new build community campus was approved on 21 January 2021.</p> <p>In January 2021 the Scottish Government confirmed that the project would be supported through phase 2 of the learning estate investment programme and the Council's "status evaluation" return for the project was submitted to Scottish Futures Trust (SFT) in February 2021.</p> <p>By March 2021 governance arrangements to take forward the project were established and planning for the programme of works has commenced.</p>
CE.SIP. 18.02. 01	Work with key partners in local areas to empower people to develop and deliver services, assets and	31-Mar-2021		 100%	<p>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.</p> <p>The Community Empowerment fund awarded a total of £167,225 between 1st April 2020 & 31st March 2021 to 8 community groups/organisations.</p>




Code	What we will do	Due Date	Status	% complete	Progress update
	facilities in their local communities				
CE.SIP. 18.02.02	Implement a new approach for Local Area Committees	31-Mar-2019		 100%	<p>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 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.</p> <p>A framework is being developed to ensure Council achieves target of 1% of revenue budget allocated through participatory budgeting</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		 100%	<p>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.</p> <p>Another round of 'Celebrating Renfrewshire', the youth-led participatory budgeting exercise, was successfully completed in December 2020 in partnership with Youth Services and Renfrewshire Youth Voice. Over 1,700 young people voted on the 80 project ideas which were submitted, and £124,437 was awarded to youth projects across Renfrewshire, with 68 projects receiving funding across the seven Local Partnership areas. Renfrewshire was one of the few local authorities in Scotland to carry out Participatory Budgeting exercises in 2020/21. The Partnerships and Inequalities Team have also been supporting Environment and Infrastructure with the design of the Community Investment Fund, which will be Renfrewshire Council's first step towards mainstream Participatory Budgeting.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CE.SIP. 18.02.04	Make Renfrewshire a leader in supporting volunteering within communities	31-Mar-2021		 100%	<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 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 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.</p>




Local Outcome 02: Performance Indicators







PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CHP/CF/DD/01 Number of acute bed days lost to delayed discharges (inc AWI)				4,203	N/A	6,714	N/A	1,187	N/A	1,881	N/A	1,841	N/A	1,341	N/A	6,250	N/A	There has been a reduction in number of bed days lost to delayed discharges between 2019/20 and 2020/21.
CHS/CJ/CPO/02 % of NEW unpaid work orders/requirement complete by the required date				76%	72%	74%	72%	50%	72%	83%	72%	97%	72%	100%	72%	91%	72%	Performance has exceeded the target throughout the year, despite the additional challenges arising from lockdown restrictions. Due to these restrictions, many service users were given an additional 12 months to complete their unpaid work. Justice Social Work has continued to support service users to undertake work and complete their orders. The figure of 91% for







PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																		2020/21 equates to 102 orders completed within the target time from a total of 112 which ended during this year.
CHS/LGBF/01 Percentage of Looked After Children cared for in the community				92.3%		95.2%	89.9%	95%	89.9%	94.4%	89.9%	94%	89.9%	93%	89.9%	93%	89.9%	Performance remains stable with almost all looked after children being cared for in a community setting. Residential settings are more suitable for a small number of children and young people based on their particular needs but the service will always seek to place a child in a family setting where appropriate.
CR.PP.06c Number of recorded attendances at Street Stuff activities				27,767	25,000	17,161	25,000	1,526	6,250	1,627	6,250	967	6,250	1,296	6,250	5,146	25,000	Street Stuff adapted quickly to lockdown, maximising online training opportunities as well as the delivery of activities. Based on past and present training they




PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CR.PP.07 Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service				1,711	1,800	1,667	1,800	315	420	454	420	550	420	343	420	1,662	1,800	<p>delivered online workshops to young people including gaming, No Knives Better Lives, Lockdown Safety and Online Safety. Staff also kept themselves upskilled with online courses, including COVID officer learning modules, various Youth Link Scotland and Scottish FA courses.</p> <p>Yet as a result of the increased lockdown restrictions in Q4, Street Stuff had to move to online activities</p> <p>The downward trend in reported incidents of ASB since 2012/13 continues. Whilst the 2020/21 total of 1662 represents only a very slight reduction in comparison to the preceding Financial Year total, notable reductions</p>










PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																		<p>were identified within incidents of youths gathering and causing disorder, as well as reported incidents of fire raising. These were, however, off-set by notable increases in reported incidents of parking disputes and abandoned vehicle complaints, both of which are likely to have been influenced by the greater prevalence of home-working due to COVID-19 restrictions during the past year. With these restrictions due to ease in line with the ongoing national vaccination programme, and with the warmer summer months approaching, it is very likely that there will be a significant spike or</p>

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CR.PP.32 Number of complaints regarding youth disorder				284	740	499	650	32	150	99	150	75	150	101	150	307	650	<p>increase in overall levels of reported ASB during the forthcoming two quarterly reporting periods.</p> <p>The total number of complaints of youth disorder has been significantly impacted by the COVID-19 lockdown restrictions and as Youth Team staff have been re-deployed to assist with the response and recovery for Renfrewshire's communities. Where there is youth disorder noted, partnership work is undertaken by the Youth Team, Wardens and Community Police. Recent complaints included those direct from Community Police,</p>

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Schools and Residents (following a leaflet drop).																		
HPCHARTER08 Percentage of council dwellings that are energy efficient				99.8%	100%	98.4%	100%	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		-	100%	Data for this indicator is no longer collected.
HPCMT05 Average time from household presenting themselves as homeless to completion of duty (number of weeks)				23.97	23	23.27	24	23.5	23	22.42	23	24	23	30	23	25	24	Despite the challenges of providing accommodation during COVID-19 restrictions, this indicator only saw a marginal increase, and it is anticipated that performance will have continued to be better than the national average. It is likely that 2021/22 will present further challenges in meeting the needs of those who are homeless during the COVID-19 recovery, and the target is being reviewed.


PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
HPSIP01 Affordable housing completions				127	127	195	413	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		N/A	300	As we have not been able to go out on site to do any audits we do not currently have the 2020/21 updates on housing land, vacant and derelict land business and industrial land or commercial uptake.
HSCP/AS/HC/02 Percentage of long term care clients receiving intensive home care (National Target – 30%)				28%	30%	27%	30%	27%	30%	28%	30%	29%	30%	29%	30%	29%	30%	There has been a slight increase in the number of individuals in long term residential care during Q4 2020/21 and an increase in the number of individuals receiving intensive home care (more than 10 hours per week) and as such there has been no change in the figure for Q4 when compared to Q3. The service continues to actively review the needs of service users to ensure that the Partnership meets their care



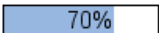

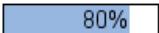
PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
HSCP/CI/HCES/02				N/A	67%	N/A		Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	N/A	N/A					requirements appropriately. This may result in changes to the level and nature of services that individuals receive.
Percentage of adults supported at home who agree that they are supported to live as independently as possible																		The Health and Care Experience Survey is carried out on a bi-annual basis. The 2019/20 results for Renfrewshire which is based on completed surveys form 431 people show a decline in positive responses since the previous survey was undertaken during 2017/18 from 79% to 67% a decrease of 12 percentage points. Renfrewshire's satisfaction rate of 67% is close to the national figure of 70% for 2019/20. Renfrewshire Health and Social Care



PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																		Partnership continues to work towards providing services that support individuals within the community to have positive experiences and outcomes.
SOA08.09o Percentage of adults who agree that Renfrewshire is a safe place to live.				85%		85%		Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	75%	85%			This indicator comes from the Council's Public Services Panel survey. A survey was carried out with the new Panel in winter 2020.
SOA09.1218a % of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".				88%		88%		Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	82%	88%			This indicator comes from the Council's Public Services Panel survey. A survey was carried out with the new Panel in winter 2020.
SOA10.10a Private housing completions				783	500	612	500	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	N/A	500			Due to COVID-19 restrictions, the 2020/21 audits on housing land, vacant and derelict land, business and industrial land and commercial

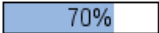

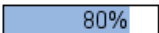
PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
uptake were unable to take place.																		


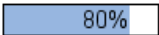


Local Outcome 03: Tackling inequality, ensuring opportunities for all





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="border: 1px solid black; background-color: #4F81BD; color: white; padding: 2px; display: inline-block;">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.

Code	What we will do	Due Date	Status	% complete	Progress update
					<ul style="list-style-type: none"> Planning for Positive About Youth Awards, 9th year celebration of youth achievement; nominations open with venue, media company and event management progressing. <p>Digital Academy to involve young people in creating content for Young Scot portal/Council website</p>
CP17. CS.03	Ensure Renfrewshire is a "Child Friendly" place where children are nurtured and thrive.	31-Mar-2022			<p>A broad range of evidence-based support, resources and guidance has been established in order to nurture wellbeing and ensure all our children and young people thrive. Both during the periods of lockdown and when schools and centres have been open, significant progress has continued to be made to expand and embed the implementation of our nurturing relationships approach. A qualitative evaluation of the programme has been published as part of PhD research by education psychologists demonstrating highly effective practice across schools. During lockdown an anxiety helpline was established to provide support for children and families.</p> <p>On return to school, a trauma-informed skills for recovery programme has been a highly effective tool used by schools to support children and young people. Further work is ongoing with the establishment of a mental health and wellbeing strategy group to build capacity and ensure services and partners are working closely together.</p>
CHS.SI P.17.0 2.04	Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.	31-Aug-2021			<p>The pandemic resulted in the Scottish Government recognising that the August 2020 deadline for increasing all local authority early years provision to 1140 hours was no longer feasible. Renfrewshire Council is on target to deliver this for all eligible children by the new deadline of August 2021, as delays were due only to the pandemic and its impact on construction. As at 31 March 2021, 91% of children attending nursery were already receiving 1140 hours per year and good progress continues to be made with the new build and refurbishment projects.</p>
CP17. CS.04	Provide high quality education and support	31-Mar-2022			<p>Additional funding via the Attainment Scotland Fund was used effectively to close the poverty related attainment gap in Renfrewshire. This was achieved via five main workstreams including Learning and Teaching, Families and Communities, Leadership, Care Experienced Children and Young People and Data Analysis. As a result of COVID-19, the Deputy First Minister announced that</p>







Code	What we will do	Due Date	Status	% complete	Progress update
	to narrow the poverty related attainment gap				funding could be used flexibly in response to the pandemic. As such, our programme was reviewed to ensure that approaches and interventions could continue to be delivered and that support was responsive to need. We continue to make excellent progress in achieving our programme outcomes and this has been demonstrated in the ASF end of year report as well as in the Education Scotland SAC 5 Year Impact Report which captures impact at all levels
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. HSCP. 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;">80%</div>	<p>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.</p> <p>The Health and Social Care Partnership (HSCP) supports numerous services including the Community Connectors Programme, Reaching Older Adults Renfrewshire and the Carers Centre 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>










Code	What we will do	Due Date	Status	% complete	Progress update
					<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>In response to the COVID-19 pandemic, HSCP Active Communities has been providing a befriending service during the pandemic which has been utilised by workers in the Neighbourhood Hubs, enabling them to refer people feeling isolated or lonely as a result of COVID-19. 14 Community Health Champion Buddies have made 284 phone calls as well as sending text messages, e-mails and wellbeing packs at Christmas.</p>
CP17.03	Take forward targeted action to address the number of drug related deaths in Renfrewshire	31-Mar-2022			<p>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, the publication of the Commission's report was delayed until December 2020. The Commission made 27 recommendations in its report and Renfrewshire Community Planning Partnership will drive forward these recommendations.</p>
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>Renfrewshire Leisure adapted the way they delivered services due to changing COVID-19 restrictions in order to meet customer needs such as developing outdoor fitness classes and developing and improving online services. In November a new micro-site was launched for members to access online fitness classes, run by RL instructors. This was expanded in December to include an on-</p>







Code	What we will do	Due Date	Status	% complete	Progress update
					<p>demand fitness library which members could access at any time and attracted 2315 views and been accessed by 825 members by the end of the year.</p> <p>The Active Schools team undertook the Sport Scotland challenge of staying active every day in February. All activities were showcased throughout the month via the Sport Services twitter account.</p> <p>A new library service, Libraries Direct, was launched in February, providing free book delivery to existing and new members of Renfrewshire Libraries who are over the age of 70, people with disabilities and families with children. 368 members of the community signed up to the service with 640 items being delivered by end of March. Renfrewshire Libraries participated in Book Week Scotland 2021 in November.</p> <p>A key project was collaborating with author Ross Collins with sixty copies of his new book being distributed to families across Renfrewshire, alongside activity packs and 3 online events. The team also organised a series of 5 online Scottish book-themed quizzes and the Skoobmobile team arranged a series of online craft sessions. During the week 10,013 people were reached via social media with 1,317 engagements.</p>
CP17. CS.05	Review support for young carers, identifying opportunities to improve life chances	31-Mar-2022		 80%	The needs of children and young people with caring responsibilities is being considered as a part of our service re-design. Work is ongoing to embed young carers' support within our wider GIRFEC approach, rather than as a stand-alone service. The development of 'The Bridge', our new, multi-agency community-based family support service, will co-ordinate the identification and provision of holistic supports to young carers.
CE.SIP. 18.03. 02	Deliver approaches to help mitigate the impacts on low income households of the next	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



Code	What we will do	Due Date	Status	% complete	Progress update
	phase of Welfare Reforms				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%	<p>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.</p> <p>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.</p> <p>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.</p>
CHS.SI P.18.03.07	Introduce a youth and equalities forum as a key element of local engagement.	31-Mar-2022		 100%	<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>

Local Outcome 03: Performance Indicators




PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance	
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target		
CHS/ATT/04 No. of opportunities for young people to achieve through accredited awards				899	1,130		1,130	-	-	-	-	-	-	-	-	-	-	1,130	Due to school closures as a result of the COVID-19 pandemic, figures for 2020/21 are not available.
CHS/ATT/10 Average complementary tariff score of pupils living in SIMD 30% most deprived areas				509	N/A	527	N/A	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	N/A	Recently-available data on school leavers attainment show that this year's complementary tariff score is ahead of 2018/19 and represents an overall upward trajectory over 5 years. The trend data N/A highlights steady improvement for school leavers living in the most deprived areas within each leavers cohort. Please note - as SQA exams were cancelled as a result of COVID-19, 2019/20 data should be treated with

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																		caution as it is not a direct comparator with previous years.
CHS/ATT/11 Average complementary tariff score of all school leavers in Renfrewshire				678	N/A	720	N/A	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		N/A	N/A	The average complementary tariff score increased considerably in 2019/20, representing an increasing 5 year trend in the attainment of school leavers. Please note – as SQA exams were cancelled as a result of COVID-19, 2019/20 data should be treated with caution as it is not a direct comparator with previous years.
CHS/EY/02 % of entitled 2 year olds accessing 600 hours of early learning and childcare				62%		59%	60%	0%	60%	45%	60%	98%	60%	99%	60%	99%	60%	Entitled 2 year olds are accessing 600 hours of early learning and childcare. This indicator will be superseded by a new indicator measuring entitlement to 1140 hours.
CHS/YC/01 Number of young				103	N/A	135	N/A	123	N/A	N/A		N/A		46	N/A	46	N/A	The number of young carers engaged with services has dropped; this

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
carers engaged with services																		is mainly due to a number of our young carers reaching the age of 18 and moving on to services for adults, or cases closing because a young person is no longer a carer. All young carers the service becomes aware of are offered the opportunity to complete a Young Carers Statement and access support from Children's Services and/or the third sector.
CP.RLL.PL.01 Number of attendances at pools				477,558	N/A	482,039	N/A	0	N/A	6,812	N/A	23,285	N/A	0	N/A	30,097	N/A	Attendance at swimming pools were affected by COVID-19 restrictions which closed pools completely during Quarters 1 and 4, with limited numbers able to attend during Quarters 2 and 3.
CP.RLL.PL.01 Number of				1,682,040	N/A	716,123	N/A	0	N/A	6,101	N/A	31,014	N/A	0	N/A	37,115	N/A	Attendance at indoor sports and leisure facilities were affected by COVID-

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
attendances at pools																		19 restrictions which closed them completely during Quarters 1 and 4, with limited numbers able to attend during Quarters 2 and 3.
HSCP/CI/HCES/08 Percentage of carers who feel supported to continue in their caring role.				N/A	33%	N/A		Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	N/A	N/A					The figure, taken from the Health and Care Experience Survey carried out in GP surgeries, has declined in line with national figures. However, a large proportion of respondents gave a neutral response to this question (45% in Renfrewshire and 42% in Scotland), with 22% responding negatively in Renfrewshire (23% in Scotland), which is a 1% decrease on the 2017/18 survey. It should also be noted that 67% of Renfrewshire respondents stated that 'I have a good balance between caring


PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																		<p>and other things in my life' compared to 64% in Scotland.</p> <p>Local feedback from carers who are supported by the Carers Centre indicates they are happy with the support they receive, and we will continue to try to reach more carers so they are aware of and access support.</p> <p>The HSCP has worked with the Carers Centre to develop support during the COVID-19 pandemic, including:</p> <ul style="list-style-type: none"> • Developing a triage system for carers who are providing personal care to access PPE. • Completing Adult Carer Support Plans remotely • Regular check-in calls to find out if support needs have changed


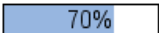



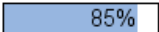

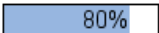
PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
HSCP/HI/ADS/06								Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters					Not available		<p>This indicator is produced as part of an ongoing 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</p>





PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	

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 Drugs Treatment Strategy; the establishment of a Recovery Hub being a key development in reducing the prevalence of drug use.

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

Code	What we will do	Due Date	Status	% complete	Progress update
CRSIP1 7.01.0 4.17	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.










Code	What we will do	Due Date	Status	% complete	Progress update
ECSIP1 8.04.0 4	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			The serviced secured funding from Transport Scotland for 24 electric vehicles. This mix of cars, light vans and 3.5 tonne vans which will replace diesel fleet vehicles based at Underwood Road Depot. In addition, grant funding has been secured following a successful application process with Energy Savings Trust and Office for Zero Emission Vehicles On-Street residential charging point scheme to increase the number of EV charging points across Renfrewshire
ECSIP1 8.04.0 5	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			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.
ECSIP1 8.04.0 6	Deliver the requirements of the Scottish Household recycling charter and related service changes	31-Mar-2021			Development of the Housing Charter, Circular Economy and Deposit Return Scheme (DRS) and Extended Producer Responsibility (EPRS) schemes are currently on hold awaiting a Scottish Government reviewing of the impact of DRS and EPRS and the COVID-19 pandemic.
ECSIP1 8.04.0 7	Review and update Renfrewshire's Sustainable Food Strategy and achieve	31-Mar-2021			Restrictions due to the COVID-19 pandemic have had an impact on the ability to achieve Sustainable Food City Status. However, this is still a priority for the service and progress hopes to be achieved in 2021/22.







Code	What we will do	Due Date	Status	% complete	Progress update
	Sustainable Food City Status				
ECSIP1 8.04.0 8	Deliver the Team Up, To Clean Up campaign throughout Renfrewshire, involving local communities	31-Mar-2021		 100%	<p>During 2020/21 the service targeted fly-tipping and addressed a number of areas where extensive flytipping over the years had blighted the community. Work was also undertaken to secure other open spaces where fly-tipping is prevalent.</p> <p>The COVID-19 pandemic acted as a catalyst for Team Up to Clean Up litter picking activity. Volunteers, many furloughed or with less hours needed on site for work, ventured out alone, or with their families, to clean up their neighbourhoods. This resulted in almost 700 litter picking kits being handed out to volunteers across Renfrewshire in 2020/21. An unprecedented volume of community activity has taken place over the last 12 months; 2,958 volunteers have gone out litterpicking on 1,842 occasions, removing 8,781 bags of litter from Renfrewshire streets and green spaces. StreetScene Services supported the Campaign by promptly uplifting bags and disposing of flytipping. The group's Facebook community group has grown from 750 members in 2019, to 2.4k group members.</p>
ECSIP1 8.04.0 9	Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently	31-Mar-2021		 100%	<p>Enforcement staff across the Council continue to work with businesses to ensure they can flourish and grow without an overpowering burden of enforcement.</p> <p>During the pandemic, Environmental Health and Trading Standards Officers worked to ensure that business premises have as much help and guidance as possible to support them to comply with legislation and guidance. This has been both proactive (e-mail, phone, and visit) and reactive (phone call or visit). In line with the Council's Integrated Enforcement Policy, businesses have been supported by officers adopting an "engage, explain, encourage and then enforce" model which affords people the best opportunity to comply before any enforcement action is taken.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
ECPIP1 8.04.1 0	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire	30-Sep-2018		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	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: Performance Indicators




PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target			
CR.PP.01 Air Quality – Annual average PM10 value across all continuous monitoring sites				13.75	18	14.3	18	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	N/A	18	Paisley Air Quality Management Area (AQMA) has had no exceedances for 5 years therefore Communities and Housing 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		

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance		
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target			
CR.PP.01b Air quality – average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits				40.8	43	41.1	42	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		N/A	41	available until the middle of the following year. Data is calculated annually and not available until the middle of the following year following validation by the Scottish Government.		
CR.SSL.01a Street Cleanliness Score – % of areas assessed as clean				91.9%	90%	94.5%	90%	Data still being verified												Three audits were carried out as normal and the final confirmation and verification is being done by Keep Scotland Beautiful (as the auditing body for this indicator).
SOA13CR.08 % of the vehicle fleet which uses alternative fuels, such as electricity				9.8%	9%	18.2%	21%	18.2%	23%	21%	23%	21%	23%	23.7%	23%	23.7%	23%		Renfrewshire Council have purchased 14 Electric Vehicles to add to our zero emissions fleet of cars, light vans, minibuses and large goods vehicles resulting in almost a quarter of the	


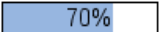

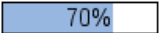

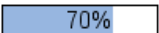


PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
SOA13CR.09 Amount of CO ² emitted by the public vehicle fleet				3,836	2,840	3,427	2,730	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		2,992	3,250	fleet now using alternative fuel sources. The amount of CO ₂ emitted by the public vehicle fleet has reduced from 3,427 in 2019/20 to 2,992 in 2020/21 below the target of 3,250.
SOA13CR.12 Reduce the amount of CO ² emitted from public space lighting.				1,679	3,000	1,493	1,750	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		1,368	1,700	There has been a slight reduction in CO ₂ emissions from public space lighting due to a small number of the remaining 'conventional' lanterns transferring to LED. This figure shows an improvement in 2020/21 compared to the previous year. There was a 9% reduction in CO ₂ between 2019/20 and 2020/21. Any future improvements will level out as the LED


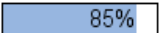




PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target			
programme is substantially complete.																		









Local Outcome 04: Calendar Year Performance Indicator

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018		2019		2020		Explanation of Performance
				Value	Target	Value	Target	Value	Target	
CR.W.06a % of Household Waste Recycled (Calendar year data)				49.2%	50%	53%	54%	48.9%	54%	Recycling levels are likely to have been impacted by COVID-19. There have been greater yields in some waste streams and the overall rate will also be affected by the temporary closure of the HWRCs.

Local Outcome 05: Working together to improve outcomes

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.F R.01	Continue to manage the Council's resources, ensuring financial sustainability of the organisation	31-Mar-2022			<p>In December, a treasury management mid-year review and a general fund financial update was provided to Council,</p> <p>We have continued to work with COSLA and SOLACE on the impact of COVID-19 on local authorities. As such, a significant amount of work has been progressed to further update the assessment of the Council's financial outlook moving into 2021/22 and thereafter into 2022/23.</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.F R.02	Take forward opportunities for transformation, innovation and efficiency through our Better Council Change Programme	31-Mar-2022			<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.</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.</p> <p>Right for Renfrewshire is a key mechanism to support delivery of savings supporting the Council's financial strategy and a progress report was provided to Leadership Board in December 2020. The report provided Elected Members and the public with an update on the progress of the tranche 1 service redesigns.</p>
CP17. CE.08	Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources	31-Mar-2022			<p>A single point of contact function for community groups and organisations, working with other Council services to streamline processes has been developed. Partnership Agreements were concluded with Active Communities and Paisley Community Trust.</p>
CP17. CE.09	Develop our data and analytics function,	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</p>

Code	What we will do	Due Date	Status	% complete	Progress update
	working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach				<p>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.F R.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		 85%	<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>Customer Transactions service design, which will bring Customer and Business services functions around mediated access to services and transactional (repeatable) universal business service. Subject to COVID-19 impacts, the service design is expected to be completed by the early part of 2022.</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		 100%	<p>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.</p>
CP17.CE.10	Implement an action plan for the organisation, addressing any recommendations	31-Dec-2018		 100%	<p>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.</p>










Code	What we will do	Due Date	Status	% complete	Progress update
	from the recent Best Value Audit				
CP17.F R.04	Roll-out the Performance Development and Review programme across the Council	31-Mar-2018		 100%	Since the People, Performance and Talent (PPT) programme 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.
CP17.F R.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.F R.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</p>

Code	What we will do	Due Date	Status	% complete	Progress update
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health and wellbeing initiatives aligned to national campaigns delivered in partnership with Occupational Health, Employee Assistance providers and third sector partners.

Local Outcome 05: Performance Indicators

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CMTABS01d Councilwide – Average number of work days lost through sickness absence per employee				11.58	8.96	12.63	9.9	2.52	2.4	2.31	2.1	3.25	2.8	2.62	2.6	10.7	9.9	For 2020/21, the Council has recorded an overall absence rate of 10.7 days lost per FTE employees, which is 0.8 days above the target figure of 9.9 days. The illness categories with the highest levels 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.
CW.SPSO.02d Number of complaints closed at Frontline				90%	95%	87.8%	95%	92.1%	85%	86.3%	85%	76.4%	85%	85%	85%	84.9%	85%	For Q4 2,419 complaints, comments and compliments were received. Of this 2,165

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Resolution as a percentage of all complaints																		were complaints and 85% were frontline response complaints.
CWFOI01 % Of FOI requests completed within timescale				93.1%	90%	94.5%	90%	90.6%	90%	92.4%	90%	95%	90%	95%	90%	95%	90%	A total of 297 FOIs were received in quarter 4, with 95% responded to within timescales.
FCSCSU03 % of calls answered by the Customer Service Unit within target (40 seconds)				61%	70%	64%	70%	82%	70%	64%	70%	68%	70%	55%	70%	67%	70%	The call centre continues to respond well during the pandemic with service level only slightly below the target of 70%
FCSKPI001 Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				96.%	96%	96%	96%	31%	32%	58%	60%	86%	87.%	95.%	96%	95.%	96%	Due to the impact of COVID-19 Council Tax collection for 2020/21 was down by 0.99% on the equivalent position for 2019/20. Aligned with other local authorities, recovery action had been suspended during the earlier part of the financial year leading to reduced/delayed income. The Council also offered customers the option to extend their payment period for 2020/21 until May 21.

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
HPCHARTER13 % of reactive repairs carried out in the last year completed right first time				88.1%	93.0%	82.6%	93.0%	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		85.1%	93.0%	From the total number of reactive repairs completed (14150) a total of 12,037 repairs were completed right first time during the reporting year.
HPCHARTER31 Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.				5.76%	5.70%	5.70%	5.70%	6.02%	8.00%	6.75%	8.00%	6.94%	8.00%	6.86%	8.00%	6.42%	5.70%	Although rent arrears have increased over the course of the current pandemic. The increases have been marginal. A revised target of 8% (current Scottish Average) has been set for the duration of the current pandemic to take account of effective arrears management during the pandemic.
PT.DS.PPF.CMT.06 Application Approval Rate				97.7%	N/A	97.3%	N/A	97.7%	N/A	98.2%	N/A	Data being verified						This indicator is verified by the Scottish Government bi-annually. Quarter 3 and Quarter 4 figures (and hence year end figures) have not been verified and are not yet available.
PT.DS.PPF.CMT01 Average Time for processing Planning				6.9	8	6.1	8	6	8	6.9	8	Data being verified						This indicator is verified by the Scottish Government bi-annually. Quarter 3 and Quarter 4 figures (and hence year

PI Code & Short Name	Current Status	Short Term Trend Arrow	Long Term Trend Arrow	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of Performance
				Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
Applications (Householder)																		end figures) have not been verified and are not yet available.