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**To: Finance, Resources and Customer Services Policy Board**

**On: 31 March 2021**

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**Report by: Chief Executive**

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**Heading: Chief Executive's Service - Service Delivery Plan 2021-22**

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**1. Summary**

- 1.1 Each year, Council services develop and prepare a Service Improvement Plan for approval by elected members. Service Improvement Plans are three year rolling plans which set out the key priorities and actions which will be progressed by the service, and the performance measures and associated targets which will be used to evidence progress made.
- 1.2 From previous reports to both Council and policy boards, elected members will be aware of the significant impact the COVID-19 pandemic has and continues to have on the provision of services by the organisation overall. Many services continue to be impacted by ongoing restrictions and are unable to be delivered in the same way, with many additional services being delivered as part of the ongoing COVID response.
- 1.3 In light of the significant change to the context in which the Council is operating, an interim change has been made to the service improvement planning process for 2021/22, with Service Delivery Plans being developed for each Council service. Although these plans still focus on some of the longer term ambitions and priorities being progressed by services, there is a much greater focus on the next 12 months, and the work that will be undertaken as part of the ongoing COVID response to stabilise and adapt the way in which services are provided going forward.
- 1.4 In line with operational changes to the delivery of services agreed by Leadership Board on 2 December 2020 in relation to the Right for Renfrewshire programme, planning and development management services have now transferred from the Communities, Housing and Planning Service to the Chief Executive's Service. The Chief Executive's Service Delivery Plan was presented to the Communities, Housing and Planning Board in March with members asked to approve those actions and performance targets which relate to the planning and development management functions, and therefore come under the remit of that policy board.

- 1.5 The Service Delivery Plan sits beneath the Council Plan, Community Plan, and alongside the Risk Management Plan and the People Strategy to form a suite of documents which provide the strategic direction for the service. The plan also sets out some of the key actions which the service will progress to support the delivery of the Social Renewal and Economic Recovery Plans, with the Chief Executive's Service leading work on these plans for the organisation.
- 1.6 The Plan sets out the priorities being addressed; the key tasks to be implemented; the implementation timetable; and our measures of success.
- 1.7 A six-monthly update on progress of the Service Delivery Plan will be presented to the appropriate policy boards in autumn 2021, and early summer 2022.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
  - (a) approves the elements of the attached Service Delivery Plan which fall within the remit of this Board;
  - (b) agrees that an update on the progress that has been made in terms of delivering this plan be submitted to the Board in Autumn 2021; and
  - (c) note that this Service Delivery Plan has been submitted to the Communities, Housing and Planning Policy Board for approval of the elements covered by that Board's remit.

## **3. Background**

- 3.1 The Chief Executive's Service supports the strategic direction of the organisation. We do this through a range of activities delivered across our service areas: policy and commissioning, economy and development, City Deal and infrastructure, and communications, marketing and events.
- 3.2 In December 2020, a report was presented to the Council's Leadership Board on the progress of the Right for Renfrewshire transformation programme. Within the Placeshaping workstream and in line with the recommendations agreed by the Board, a number of changes to management arrangements have now been implemented within the Chief Executive's Service, with the Development Management and Building Standards teams joining existing services to form a new Economy and Development function. In line with these changes, the Chief Executive's Service Delivery Plan was presented to the Communities, Housing and Planning Policy Board to approve the elements which fall within its remit.
- 3.3 As set out within Section 1 of this report, the service improvement planning process has been adapted this year to reflect the significantly different context in which services are now operating due to the COVID-19 pandemic. Restrictions in place over the past 12 months, and currently, continue to impact on the ability of services to operate in the same way, whilst new services are being delivered in response to the pandemic. Services have therefore developed interim Service Delivery Plans in place of the Service Improvement Plans, with a greater focus on the next 12 months and on work

being undertaken to respond and recover from the impacts of the pandemic, in addition to ongoing work to progress the key priorities of the service and the organisation overall.

- 3.4 The Service Delivery Plan is an important mechanism by which elected members scrutinise the work of the Chief Executive's Service and consider and set policy direction as necessary. Importantly, the Service Delivery Plan also links the Council Plan and Community Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering its objectives. The plan also sets out some of the key actions which the service will progress to support the delivery of the Social Renewal and Economic Recovery Plans agreed by Council in recent months. Section 7 of the attached Service Delivery Plan details the specific actions the service will progress in order to support the Council's immediate priorities and future direction.

#### 4. **Key Achievements 2020/21**

- 4.1 In looking ahead to the next 12 months, the service has reviewed its activities over the course of 2020/21. The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented, and the Chief Executive's Service has played a critical role in supporting the Council's response.
- 4.2 As with other areas of the Council, since March 2020, the coronavirus pandemic has significantly changed the way in which the Chief Executive's Service has provided services and, for many service areas, the actual services which they deliver. Priorities for the Chief Executive's Service have also changed to respond to the many issues caused by the pandemic and also to prepare recovery actions post COVID-19. Wherever possible existing priorities have continued to be delivered, such as the review of Local Partnerships and the Celebrating Renfrewshire Participatory Budgeting programme; the publication of the Alcohol and Drugs Commission report and recommendations; delivering a digital events programme; fundraising activity for Paisley Museum; progressing City Deal and Cultural Infrastructure projects including an innovative District Heating Network solution; and continuing to offer support on jobs and skills development, including bidding to be a Kickstart provider
- 4.3 Key achievements for 2020/21 are summarised below:

#### **Economy and Development**

- Publishing Renfrewshire's Economic Recovery Plan, including an action plan with a refreshed employability programme for Renfrewshire, and supporting and growing supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chains.
- Leading the coordination, administration and delivery of business support grants in relation to COVID-19.
- Continuing to offer support on jobs and skills development and bidding to be a 'Kickstart' provider.

## **City Deal and Cultural Infrastructure**

- Maintaining momentum in preparing the readiness of the AMIDS site for these anchor facilities, and further develop the AMIDS proposition to attract further investment.
- Progressing the Glasgow Airport Investment Area site works, with an estimated completion date of quarter 2 2021.
- Design and construction of an innovative District Heating Network solution is expected to commence in quarter 2 of 2021 and the Clyde Waterfront and Renfrew Riverside Project tendering process to award a design and construction contract is currently underway.
- The Museum and Town Hall projects are progressing well, with the Town Hall Advance Works contract complete. Tendering for both projects is underway and is anticipated to be on site for their main works contracts as early as possible in 2021.

## **Marketing, Communications and Events**

- Delivering effective communications as part of the Council's response and supporting communities throughout lockdown and the easing of restrictions.
- Launching Our Values in June 2020 and documenting part of the Council's response to the global health crisis, and the significant contribution the Council has made to support the national response.
- Launching a new Internal Communications and Engagement Strategy and implementing a series of health and wellbeing campaigns to signpost staff to a range of available support.
- Delivering a digital programme of events, including Sma' Shot Day, Renfrewshire Doors Open Days, Radical Wars 1820-2020, Remembrance Day: Renfrewshire reflects, and Light up Renfrewshire, reaching over 40,000 people.
- Marketing activity to promote staycation opportunities to local people; encouraging 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.
- Completing the development of the Marketing strategy for Paisley Museum, based on community and visitor research, and delivering year one of the Museum's national PR strategy.

## **Policy and Commissioning**

- Developing a Social Renewal Plan for Renfrewshire, setting out the key actions that the Council will take with partners to respond to the COVID-19 pandemic, with a key focus on addressing some of the significant inequalities that have existed historically across Renfrewshire's communities.

- Developing further the Neighbourhood Hub model, put into place as part of the initial pandemic response, with colleagues across the Council and our partners.
- Successfully completing another round of 'Celebrating Renfrewshire', the youth-led participatory budgeting exercise in partnership with Youth Services and Renfrewshire Youth Voice. Renfrewshire was one of the few local authorities in Scotland to carry out Participatory Budgeting exercises in 2020/21.
- Supporting 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.
- Publishing the final report of the Alcohol and Drugs Commission, including 27 recommendations which provide clear direction to community planning partners on the action that must be taken to fundamentally address the impact of alcohol and drug use in Renfrewshire.
- Representation on the national Procurement and Climate Change Strategy and Objectives workstream, focusing on maximising the opportunities to use our procurement spend to promote sustainability and help tackle the climate emergency.
- Providing briefings and updates on the critical information and guidance released by government and national bodies, and working closely with partners at a local and national level to analyse the available data on vaccination, risk, infection levels, positive cases and death rates to help us understand trends, identify any critical areas and inform our response.

4.4 A more detailed summary of achievements is included in the Service Delivery Plan appended to this report.

## 5. Key priorities

5.1 Over the next 12 months, the focus for the Chief Executive's Service will include understanding and addressing the impact of COVID-19, with a strong focus on recovery, through the two new plans – Renfrewshire's Social Renewal Plan and Economic Recovery Plan. Across the service, and the Council, we will work to stabilise and support services and the wider Renfrewshire community as we move through the new national recovery route map and associated changes to restrictions.

5.2 Priority areas for the service over the next 12 months include:

- **Social Renewal** – working collaboratively with Community Planning Partners to take forward Renfrewshire's Social Renewal Plan and action plan, based on the key messages and priority areas highlighted by the Community Impact Assessment.
- **Economic Recovery** – leading activity to support Renfrewshire's economic recovery through the Economic Recovery Plan and action plan alongside continuing to fulfil a critical role coordinating, administering and delivering business support grants in relation to COVID-19, and prioritising the local response on employability.

- **Response and recovery** – continuing to prioritise required work to support the ongoing COVID-19 response, with a particular focus on supporting community testing and the vaccination programme, and the further development of the Neighbourhood Hub model to support communities and to create ongoing resilience across communities.
- **Climate Change** – coordinating work from across services and with partners to develop a climate change adaptation plan for Renfrewshire and developing appropriate partnership and community engagement.
- **Alcohol and Drugs Commission** – leading the delivery of the Commission’s recommendations with partners, including developing the partnership governance structures required to drive this work and progressing actions which were identified as requiring immediate action.
- **Supporting communities** – reviewing local partnership arrangements, delivering the framework for mainstreaming participatory budgeting and further developing the Neighbourhood Hub model to enhance community engagement and empowerment.
- **Future Paisley** – leading the delivery of cultural regeneration through the Future Paisley programme, aligned to support Renfrewshire’s COVID-19 recovery and specifically the recovery of our cultural and creative sectors to deliver our ambitious long-term vision for Renfrewshire.
- **Local Development Plan and Local Housing Strategy** – working across services to develop these key strategic plans to shape the future of Renfrewshire’s communities, creating a sustainable Renfrewshire which best meets the needs of our people and encourages people to want to live here.
- **Elections** – supporting preparations for the delivery of a safe and successful Scottish Parliament election in May 2021.
- **Communications** - continuing to deliver effective communications and supporting communities throughout lockdown and the easing of restrictions, including public health advice and information on local services, community testing and vaccination.
- **Right for Renfrewshire** – continuing to support the progression of the transformation programme across the organisation with particular focus at a service level on the delivery of the Placeshaping and Developing Communities workstreams.

## 6. Actions and Performance Indicators

- 6.1 In developing this plan, a full review of indicators and actions in light of the current context has been undertaken. Activities to deliver the key priorities outlined above have been identified alongside appropriate performance indicators.
- 6.2 Due to the changing national and local position it is challenging to assess what suitable long-term targets are appropriate for performance indicators and to accurately establish milestones for longer-term service actions, therefore the focus for Service Delivery Plans’ action plans and performance scorecards is on key activities over the next 12 months. Some longer-term priorities will be included however timescales and targets may have changed due to the significant impact of the pandemic on service delivery. Wherever possible, the service continues to look ahead beyond the next 12 months - targets and actions can also been updated through the year as the operating

environment steadies, and this can be highlighted for elected members at the mid-term point.

- 6.3 Where appropriate, targets have been provided, but in other areas these have been paused and will be reviewed at the mid-term point. Where performance indicators or actions relate to activities which have not been able to continue at present due to the COVID-19 pandemic, these have been paused for this year, as outlined in the appendix, and new indicators and actions relating to COVID-19 response and recovery have been included, for example indicators around households and referrals supported by the Neighbourhood Hub teams.
- 6.4 Longer term key priority areas are also covered within the action plan, but the immediate focus remains on Renfrewshire's response to and recovery from the pandemic, with a clear alignment to delivery of the Council's high-level recovery plans, the Economic Recovery Plan and Social Renewal Plan.

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### **Implications of the Report**

- 1. Financial** - none
- 2. HR & Organisational Development** – none
- 3. Community/Council Planning** – COVID-19 will impact on the operations of Council partners and on services to the community. This paper highlights the work being undertaken to mitigate this impact as far as possible and maintain essential services for the safety and wellbeing of the community.
- 4. Legal** – none
- 5. Property/Assets** – none
- 6. Information Technology** – ICT are working to ensure staff have the capability to work from home wherever possible to reduce social contact in line with government and health guidance.
- 7. Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. 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 & Safety** – none
- 9. Procurement** – The ongoing pandemic has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods, works and services required by the Council.
- 10. Risk** – none
- 11. Privacy Impact** - none
- 12. COSLA Policy Position** – none
- 13. Climate Change** - As noted in section 5, the Leadership Board sub-committee on Climate Change will continue to meet and oversee the development of an adaptation plan for the Council.

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### **List of Background Papers:**None

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# **Chief Executive's Service**

## **Service Delivery Plan 2021-2022**

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## **1. INTRODUCTION**

- 1.1 Services have, on an annual basis, produced a Service Improvement Plan (SIP) which sets out the strategic direction and outlines key programmes, actions, and improvements which we intend to deliver over the following three years, based on the resources likely to be available. These feed into the Council and Community Plans, detailing how Services, partners and stakeholders will work together, focusing on activities which will support the delivery of these plans for Renfrewshire.
- 1.2 During the initial phases of the COVID-19 pandemic, planned meetings of Council and all policy boards were paused, with the Emergencies Board established 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. Interim reporting on service performance was re-established after summer 2020 with Service Update reports being presented at each board cycle between August 2020 and January 2021.
- 1.3 The pandemic has had a significant impact on the operation of the Council and on how services are delivered. Whilst there have been periods where national policy required some services to be paused, most Council services have continued throughout the year and have had to adapt to new ways of working. At the same time, the Council has taken on additional tasks directly related to supporting residents through the pandemic, whether as a single agency, or more often as a key partner with other public and third sector organisations. The operating environment has changed frequently, and often at short notice, and the Council has had to be flexible and adaptable to manage this change and adjust services accordingly. This 'response' phase is likely to continue for some time and will have a major impact on service delivery over the lifetime of this Plan.
- 1.4 Running parallel with the Council's response to the immediate concerns brought about by the pandemic and the associated restrictions has been work to consider how Renfrewshire recovers and rebuilds when restrictions ease and services begin to return to 'business as usual'. On 17 December 2020, Council approved the Economic Recovery Plan 2020-22 which focuses on job retention and creation, employability, supporting upskilling and innovation, tackling inequalities and delivering a 'green' recovery. Aligned to this is the Social Renewal Plan approved by Council in March 2021, which is the Council's initial response to the findings of a community impact assessment undertaken to develop a deeper understanding of the pandemic on local people and communities. This Plan will have wide-ranging priorities including targeted actions to support those disproportionately impacted with issues such as low income, insecure employment, caring responsibilities and disabilities.
- 1.5 The Council's financial outlook over the relatively short period of the next two years is subject to significant uncertainty. There are particular resource pressures in relation to COVID-19 response and recovery, including the impact of loss of income, alongside ongoing pay and cost pressures. The Council is actively managing these pressures on an in-year basis and is remobilising the Right for Renfrewshire transformation programme, which will be critical to supporting the Council's medium-term financial sustainability.
- 1.6 As a result of the pandemic, previously identified actions, performance indicators and targets across some areas of the service may no longer be relevant or have been heavily disrupted, and there has been a significant shift in the focus of the service, for example the coordination, administration and delivery of business support grants in relation to COVID-19. To reflect this, performance reporting arrangements for 2021/22 will take the form of this Service Delivery Plan (SDP).
- 1.7 The focus of the SDP will be on service delivery over the next 12 months, reflecting the greater focus on recovery and renewal. The service also remains committed to key priorities

being delivered over the longer term, however timescales and targets may have had to change due to the significant impact of the pandemic on service delivery.

- 1.8 A six-monthly update on progress of the SDP will be presented to the appropriate policy boards in autumn 2021, and early summer 2022.

## **2. IMPACT OF COVID-19**

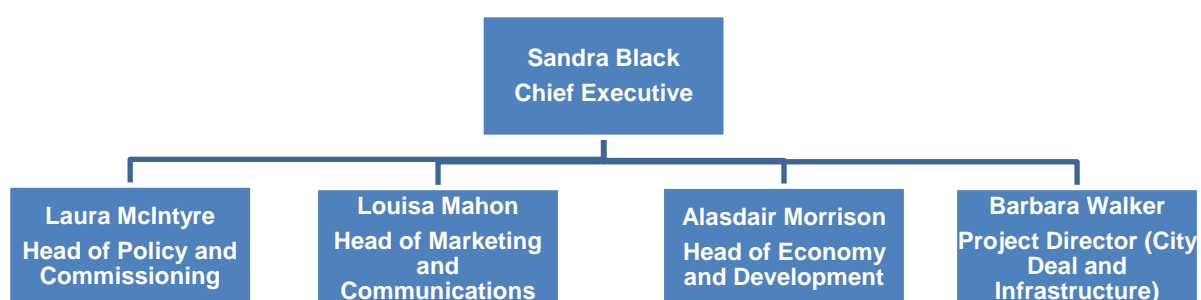
- 2.1 The impact of the pandemic on Renfrewshire's communities, residents and businesses has been unprecedented and no Council service was untouched by the lockdown and associated restrictions during 2020. The Council has worked with partners to continue to deliver vital frontline services over the past 12 months, as well as create new services (such as the Neighbourhood Hubs) to respond to immediate critical needs. The workforce demonstrated its resilience and flexibility by adapting to new ways of working, whether that was finding new ways to support vulnerable people, providing new services where required and delivering these in different ways, with many employees across the service working from home. Staff continue to respond to an ever-changing set of circumstances and demands.
- 2.2 During Summer 2020, the Council worked to restart impacted services in line with Scottish Government guidance. 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 that will be taken jointly to support communities and businesses to recover from the impact of the pandemic going forward.
- 2.3 Unfortunately, Renfrewshire has been subject to several different levels of restrictions since October 2020, with a national lockdown in place from January 2021 and remaining in place at the time of writing. The situation continues to evolve, and the Council remains very much in response mode - supporting local people, businesses and communities impacted by COVID-19 and associated current restrictions. There is a continued focus on supporting both mass testing and mass vaccinations, and practical support for those self-isolating is still being offered.
- 2.4 As with other areas of the Council, since March 2020, the coronavirus pandemic has significantly changed the way in which Chief Executive's Services has provided services and, for many service areas, the actual services which they deliver. Priorities for Chief Executive's Services have also changed to deal with the many issues caused by the pandemic and also to prepare recovery actions post COVID-19. Wherever possible existing priorities have continued to be delivered, such as the review of Local Partnerships and the Celebrating Renfrewshire Participatory Budgeting programme; the publication of the Alcohol and Drugs Commission report and recommendations; delivering a digital events programme; fundraising activity for Paisley Museum; progressing City Deal and Cultural Infrastructure projects including an innovative District Heating Network solution; and continuing to offer support on jobs and skills development, including bidding to be a Kickstart provider.
- 2.5 Given the constricted timelines and staff concentrating on responding to COVID-19 it was not possible to involve employees as widely in the process of contributing to the SDP as happens during the normal course of producing the SIPs. However, staff will be included more widely in the development of the next Plan, and are currently engaged in the renewal and recovery plans.

## **3. WHAT WE DO**

- 3.1 The Chief Executive's Service supports the strategic direction of the organisation. We do this through a range of activities delivered across our service areas: policy and commissioning, economy and development, City Deal, communications, marketing and events. Our services are delivered by 227 employees, led by the Chief Executive who is supported by the Head of

Policy and Commissioning, the Head of Marketing and Communications, the Head of Economy and Development, and the Project Director (City Deal and Infrastructure).

- 3.2 In December 2020, a report was presented to the Council's Leadership Board on the progress of the Right for Renfrewshire transformation programme. Within the Placeshaping service design, a number of changes to management arrangements have been implemented from January 2021, including the identification of the Head of Policy and Commissioning as the strategic lead officer to support the work of the Climate Change Sub Committee and lead on the development of the Council's Climate Change Adaptation Plan; elements of the Future Paisley programme are now being led by the Head of Marketing and Communications; the work of the City Deal team and the cultural infrastructure team has been brought together and led by the Project Director (City Deal and Infrastructure); and place planning services have been brought together in the Chief Executive's Service, with the Development Management and Building Standards teams now under the Head of Economy and Development.



#### 4. KEY ACHIEVEMENTS AND ACTIVITIES 2020/21

- 4.1 Despite the main focus of the service over the last year being to tackle COVID-19 and supporting our communities and businesses, during this period the Chief Executive's Service has continued to deliver on a range of priorities.

##### **Economy and Development**

- 4.2 The Economic Recovery Plan 2020 to 2022 was published in December 2020 with an Action Plan including: a refreshed employability programme for Renfrewshire; promoting enterprise and entrepreneurship in all Renfrewshire High Schools through curriculum development; supporting and growing supply chain management and knowledge exchange among manufacturing; developing a programme to support work-place wellbeing; with NMIS develop a productivity and innovation programme for Renfrewshire manufacturing companies; raising awareness of contract opportunities from the public sector; targeting interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors; large scale investment in refurbishment and regeneration of Council housing stock; and promoting a Renfrewshire Apprentice Framework.
- 4.3 The Service continues to fulfil a critical role in terms of the coordination, administration and delivery of business support grants in relation to COVID-19. The landscape is subject to continuous change due to the introduction of additional measures of support on an ongoing basis in response to the pandemic. This represents a significant ongoing resource pressure for the service and a vital activity to support Renfrewshire's businesses.
- 4.4 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 aim is for 700 places to be created across Renfrewshire in the coming year.

- 4.5 The Planning and Building Standards teams have continued to offer a full service to customers, processing enquiries and applications via electronic means and by phone. Officers are accepting alternative evidence such as photographs, reports from suitably qualified persons, video, or utilising remote means of conducting site inspections.

#### **City Deal and Cultural Infrastructure**

- 4.6 Glasgow Airport Investment Area site works are progressing with an estimated completion date of quarter 2 2021. The City Deal Team continue to work closely with Advanced Manufacturing Innovation District Scotland (AMIDS) partners, Scottish Enterprise, Scottish Government, and stakeholders National Manufacturing Institute Scotland (NMIS) and Medicines Manufacturing Innovation Centre (MMIC) to maintain momentum in preparing the readiness of the AMIDS site for these anchor facilities, and further develop the AMIDS proposition to attract further investment. Design and construction of an innovative District Heating Network solution is expected to commence in quarter 2 of 2021. The Clyde Waterfront and Renfrew Riverside Project tendering process to award a design and construction contract is currently underway.
- 4.7 Within the Cultural Infrastructure Programme the Museum and Town Hall projects are progressing, with the Town Hall Advance Works contract complete. Tendering for both projects is underway and is anticipated to be on site for their Main Works contracts as early as possible in 2021.

#### **Marketing, Communications and Events**

- 4.8 Effective communications continue to be critical to the Council response to the pandemic and supporting communities throughout lockdown, the easing of restrictions and subsequent reapplication of some measures. This includes public health advice and information on local services, from lockdown through restart and recovery. The aim has been to keep people informed, maintain public confidence in the Council's ability to respond to the crisis and maintain staff and community morale. Key activities have included:
- Designing a dedicated COVID-19 information hub within Council website for residents, staff and businesses, updated daily. This has been a successful single source of information and has had 3.1 million visits by 1.5 million users in 2020, 50% more than in 2019.
  - Establishing a social customer service team with Digital First team to provide extended hours of customer service across an initial seven-day period. This helped to reduce calls to the customer service centre, flag emerging issues, and allow real time analysis of data.
  - Public information campaigns informed by the Scottish Government Routemap, including the restart of services, the ongoing provision of business support, the reopening of schools and Household Waste Recycling Centres, campaigns to influence behaviour and help people understand local restrictions, and the launch and promotion of Johnstone Asymptomatic Test Centre and Renfrewshire's mass vaccination centres.
  - Internal communications involving Elected Members, managers and employees, including regular updates, a new weekly newsletter, and a fortnightly open letter from the Chief Executive.
  - Launching Our Values in June 2020 and documenting part of the Council's response to the global health crisis and the significant contribution the Council made to support the national response.

- Launching a new Internal Communications and Engagement Strategy and implementing a series of health and wellbeing campaigns to signpost staff to a range of support available either through their employer or via external partners.
- 4.9 The Council's live major event programme was cancelled in 2020 due to ongoing restrictions on mass gatherings. A digital programme was delivered and included Sma' Shot Day, Renfrewshire Doors Open Days, Radical Wars 1820-2020, Remembrance Day: Renfrewshire reflects and Light up Renfrewshire, reaching over 40,000 people. Work is underway to reintroduce a physical events programme in 2021, based on the Council's Autumn/Winter portfolio. Events will not immediately return to a pre-COVID delivery method in 2021, and digital programming, which has been well received by partners and attendees, will remain a feature throughout 2021 and particularly to support events in the Spring/Summer season.
- 4.10 In 2020 destination marketing focused 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.
- 4.11 In response to the crisis, a priority action plan was developed with the local tourism sector, aligned to the national tourism recovery plan, and a highly engaged Tourism Sub-Group is now active with 18 private and public sector (non-Council and leisure trust) members. The group has positioned the Council as the hub to help connect the sector, mobilise partnerships, link to business support and funding, promote skills and training in the sector and share insights.
- 4.12 In addition to the focus on COVID-19 communications and marketing, the development of the Marketing strategy for Paisley Museum was completed, based on community and visitor research. In addition, Year 1 of the Museum's national PR strategy was delivered, achieving YTD 36 pieces of coverage, 4.3m positive opportunities to hear or see, with PR value of £128,261. Fundraising activity for Paisley Museum has continued although the ability to reach individual donors has been significantly restricted due to COVID-19 restrictions. Work has focused on targeting Trusts and Foundations in quarter 2. The fundraising charity Paisley Museum Reimagined has secured just over £468,000 gifts to date. This includes successful applications to The Wolfson Foundation, The Hugh Fraser Foundation and The William Syson Foundation. The main priorities for the next quarter include further targeting of UK based Trusts and Foundations.

### **Policy and Commissioning**

- 4.13 An update was provided to Council in March 2021 on the progress of the Social Renewal Plan, including the extensive work that has taken place to complete this first phase of the community impact assessment, including a COVID-19 impact survey issued to 1,500 local people, engagement with the Local Partnerships, and listening events with a range of different equality groups. The research findings have been used to develop an initial Social Renewal Plan which sets out a range of priority actions which the Council and partners should take forward. At the heart of this plan, there is a focus on improving wellbeing and tackling the inequalities that exist across Renfrewshire's communities. This is the first step in

the process of social renewal, with further work to commence with community planning partners in late March 2021.

- 4.14 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 (HSCP), Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 800 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.
- 4.15 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.
- 4.16 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.
- 4.17 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 1,442 devices have now been allocated 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.
- 4.18 The final report of the Alcohol and Drugs Commission was presented to the Council and Community Planning Partnership in December 2020. It includes 27 recommendations which provide clear direction to community planning partners on the action that must be taken to fundamentally address the impact of alcohol and drug use in Renfrewshire, including urgently addressing issues in relation to mental health service provision, including provision for young people; considering trauma as part of everything that partners do in Renfrewshire – this is fundamental to reducing or preventing problems with alcohol and drug use and supporting recovery; and, introducing a whole system approach to supporting people with their alcohol and drug use.
- 4.19 The Head of Policy and Commissioning has strategic lead for the climate change agenda within the Council and has been working with services and elected members to coordinate the Council's response to the climate emergency. Work is currently being progressed to develop an adaptation 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.

- 4.20 The Procurement Manager represents the local authority sector on the national Procurement and Climate Change *Strategy and Objectives* work stream, focusing on maximising the opportunities to use our procurement spend to promote sustainability and help tackle the climate emergency. The procurement team take account of key sustainability measures when tendering contracts with a value of over £50,000 and work closely with stakeholders to ensure that climate change objectives are incorporated into our procurement strategies.
- 4.21 The global demand for PPE remains high, corporate procurement continue to engage closely with suppliers, with internal stakeholders and with Scotland Excel to ensure that supply continues to meet the needs of essential services without disruption.
- 4.22 As restrictions remain in force, ongoing support is required to enable the private and voluntary sector care providers contracted by the Council to continue to safely deliver services. The procurement team are working with Renfrewshire HSCP to help manage ongoing claims for supplier relief.
- 4.23 The Procurement Team continue to engage with the Economic Development and Regeneration Teams to help support local communities to recover from the impact of COVID-19. This includes ensuring that community benefit clauses are targeted to support the recovery and building capacity of the local supply base and encouraging contractors who win contracts in Renfrewshire to open up sub-contracting opportunities to Renfrewshire based businesses.
- 4.24 The policy team continues to provide briefings and updates on the critical information and guidance released by the Scottish and UK governments. Daily briefings are provided to the CMT and Senior Managers on any key announcements that would impact on the work of the Council and policy advice is developed as required. Enhanced support is also being provided to the HSCP, in particular to support scrutiny and reporting in relation to care homes.
- 4.25 The Council continues to submit a range of regular data and information returns to the Scottish Government on areas such as support for vulnerable adults and children, and housing. Work has been undertaken through COSLA and SOLACE to streamline this activity and the data submission has been coordinated by members of the Policy Team and is reported through a weekly dashboard.
- 4.26 In addition to submitting our own data as above, the data analytics team continue to work closely with partners at a local and national level to analyse the available data in terms of risk, infection levels, positive cases and death rates to help us understand the trends, identify any critical areas and inform our response. This work will continue as we work to understand the medium to longer term impact on our communities.

## **5. OUR STRATEGIC CONTEXT**

### **National policy context**

- 5.1 **Scotland's climate change legislation** (The Climate Change (Emissions Reduction Targets) (Scotland) Act 2019) sets a target of net-zero emissions of all greenhouse gases by 2045. The act makes provision about advice, plans and reports in relation to those targets. The objective is to contribute appropriately to the world's efforts to deliver on the Paris Agreement reached at the 21st Conference of the Parties of the United Nations Framework

Convention on Climate Change. In November 2021, Glasgow will host the 26th Conference of the Parties, known as COP26, which is designed to produce an international response to the climate emergency. This was originally planned for November 2020 but was postponed due to the pandemic.

- 5.2 **The Scottish Government's Programme for Government 2020-21** focuses on dealing with the economic, health and social crisis caused by COVID-19, while taking steps to ensure that in responding to the pandemic Scotland also delivers on the government's commitments to tackle child poverty and to reach net-zero by 2045. The commitment to a Green recovery includes creating a Green Jobs Fund to boost opportunities in this area, as well as a fund to improve local authority refuse collection infrastructure and develop a new route map to reduce waste and meet Scotland's waste and recycling targets for 2025.
- 5.3 The Scottish Government set up a **Social Renewal Advisory Board** to look at how to deliver a fairer society while Scotland recovers from the effects of the pandemic. A [report](#) was published in January setting out 20 Calls to Action around the themes of Money and Work; People, Rights and Advancing Equality; and Communities and Collective Endeavour.
- 5.4 Following the referendum in 2016, the **UK left the European Union on 31 January 2020** and entered a 'transition period' which ended on 31 December 2020. The UK-EU Trade Cooperation Agreement was ratified by the UK Parliament on 30 December 2020, covering the key areas of the new trading relationship between the UK and the EU. Further supporting legislation including the UK Internal Market Act 2020 and the Scottish Government's EU (Legal Continuity) (Scotland) Act 2020 have also recently been passed. Further details on other provisions of relevance to local government (such as procurement, 'state aid', the UK Shared Prosperity Fund) are in development.
- 5.5 **Significant financial support** has been made available through programmes funded by both the UK and Scottish Governments to seek to mitigate the adverse impact on individuals and businesses that are unable to live and work as normal due to the restrictions placed on them under the lockdown periods, and the tiered system of protective measures. The scale and range of financial support measures put in place is unprecedented with almost £45m distributed directly to businesses in Renfrewshire by the Council since March 2020 to help them mitigate the impact of COVID-19 and the operational restrictions imposed by the Government to tackle the pandemic.
- 5.6 **The Community Empowerment (Scotland) Act 2015** and Review of Community Planning aims to empower community bodies through supporting them in taking ownership or control of land and buildings, and by strengthening their voices in decisions about public services. Communities of place or interest also have new rights under the Community Empowerment (Scotland) Act 2015 to request participation in the planning and delivery of services, which has implications for the Council and other public services.
- 5.7 **Legislation to address the pandemic** has been introduced, including:
  - The Coronavirus Act 2020, passed by the UK Parliament as the statutory basis for measures to implement the lockdown and to make changes to other legislation to relax rules and timescales on matters such as the rules on claiming statutory sick pay and allowing for the remote registration of deaths.
  - The Public Health(Coronavirus)(Restrictions) (Scotland) Regulations 2020, providing a detailed set of rules for Scotland covering such matters as which types of businesses had to close during the pandemic, which activities had to stop or were restricted, the exemptions that applied to these general rules and the powers of enforcement to Police Scotland and local authorities in relation to the lockdown. The Emergencies Board agreed to delegate responsibility to Environmental Health and Trading Standards Officers to exercise relevant enforcement powers for the Council as authorised officers under this Act.

- The Coronavirus (Scotland) Act 2020 introduced a wide range of measures covering such matters as protecting tenancies, making temporary changes to child protection procedures and the Children's Hearings system, extending timescales for determining civic licensing applications and freedom of information requests, extending the duration of planning permission, the justice system and allowing local authorities to exclude the public from meetings.
- The Coronavirus (Scotland)(No2) Act 2020 introduced a range of powers for the Scottish Ministers, Health Boards and local authorities to intervene in the way care homes were operated. This included a power to local authorities to purchase care homes in certain circumstances. There are provisions relating to marriage and civil partnerships and the Act also reversed the previous changes to the timescales for dealing with freedom of information requests. There are further provisions regarding the operation of the justice system and termination of student tenancies.

5.8 **An updated Strategic Framework for the easing of lockdown restrictions** was published by the Scottish Government on 23 February. A further document will be published in mid-March giving more detail on the sequencing of re-opening the economy from late April onwards. In the coming months vaccination will become the main tool of suppression, however before that there is a need to use a range of other measures including test and protect, expanding testing capacity and travel restrictions.

### **Local policy context**

- 5.9 The Council's financial outlook over the relatively short period of the next two years is subject to significant uncertainty. There are particular resource pressures in relation to COVID-19 response and recovery, including the impact of loss of income, alongside ongoing pay and cost pressures. The Council is actively managing these pressures on an in-year basis and is remobilising the Right for Renfrewshire transformation programme, which will be critical to supporting the Council's medium-term financial sustainability.
- 5.10 Although COVID-19 response and recovery will be the major focus over the next twelve months, the organisation remains ambitious, and many activities to support our high-level priority areas will continue to be channelled through our recovery approach. Alongside the Council's own financial recovery planning, two major strategic recovery plans – Renfrewshire's Economic Recovery Plan and Social Renewal Plan – sit alongside the Council and Community Plans, to set a clear strategic direction for the organisation in these unprecedented and rapidly changing times.
- 5.11 In December 2020, Council approved an Economic Recovery Plan for Renfrewshire, developed in conjunction with Renfrewshire Economic Leadership Panel and building on the strong foundation of Renfrewshire's Economic Strategy (2019). The Plan sets out the direction of travel to support Renfrewshire's economy as we move out of the response and into the recovery phase of the pandemic, recognising the significant impact on the local and national economy and what this means at a local level for Renfrewshire's businesses, communities and people. The Plan is a key priority and will be coordinated by the Head of Economy and Development in collaboration with a wide variety of local partners.
- 5.12 The Chief Executive's Service will continue to undertake the assessment of all relevant business grants and to prioritise the local response on employability, through, for example, the Kickstart and Young Persons Guarantee programmes. An updated and amended business grant programme was introduced from 2 November 2020 to provide ongoing support to businesses impacted by increased and extended protective measures. The grants available were primarily to support those required to close or restrict services during the second wave of the pandemic. When Renfrewshire was operating under level four protective measures approximately 1,120 businesses were impacted in this way.

- 5.13 A Social Renewal Plan for Renfrewshire is currently being finalised, recognising the inequalities that exist in Renfrewshire, significantly deepened by the COVID-19 pandemic, and setting out joint plans to work with our partners, communities and other stakeholders to address these. Supporting this work, a Community Impact Assessment was undertaken, examining the existing data around the impact of COVID-19 in tandem with understanding people's experiences of the pandemic, through listening events and the Public Services Panel survey to Renfrewshire citizens.
- 5.14 Established in 2018, Renfrewshire's Alcohol and Drugs Commission published its key findings and recommendations in December 2020, providing clear direction to community planning partners on the action that must be taken to fundamentally address the impact of alcohol and drug use in Renfrewshire. Key areas of focus during early 2021 will be to develop the partnership governance structures required to drive this work and to progress actions which were identified within the Commission report as requiring immediate action.
- 5.15 Following the Council's declaration of a climate emergency in June 2019, the service will continue to support the Climate Change sub-committee of the Leadership Board to develop a range of plans to reduce the Council's own carbon emissions and support partners, businesses and citizens in Renfrewshire to reduce theirs. A specific focus is work to develop an adaptation plan for the organisation and the wider area, which will set out the actions required to achieve the net zero by 2030 target set by Council in 2019.
- 5.16 Renfrewshire Council's change and transformation programme, Right for Renfrewshire, was paused in the response to the Council and its resources being fully focused on managing the COVID-19 response and remobilised in late summer, reviewed to reflect the changed environment and experiences due to the COVID-19 response and recovery. Within the Chief Executive's Service, officers will continue to support the progression of this programme across the organisation with particular focus at a service level on the delivery of the Placeshaping and Developing Communities workstreams. Within the Placeshaping service design, some of the functions being brought together started to move over to the Chief Executive's Service in early January.
- 5.17 A new Digital Strategy for Renfrewshire was approved by the Leadership Board in September 2020, outlining our approach to embedding digital across all that we do in a way that closely aligns with our ambitions for Renfrewshire and ensures that we work collaboratively to maximise the opportunities from emerging digital technologies and new ways of working and doing business. The Strategy also reflects the learning and experience of the COVID-19 pandemic, showing the increasing importance of digital in how we work, provide services, engage with our communities and educate our children.
- 5.18 Following the Council's positive Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and are driven at a service level through the service planning process. The context in which the Council is operating and delivering services against, has changed significantly since the Best Value Assurance Report was published in 2017. The recommendations within the Best Value Assurance Report and linked improvement plan do remain relevant, and the ongoing work with the Council's external auditors continues to support the organisation's ongoing improvement
- 5.19 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk and Scrutiny Board. Strategic risks are more outward in nature, whereas corporate ones are more inward and often affect more than one service department. Other risks, which may occur only for or within our own service, will be contained in our service risk register which is reported to the Audit, Risk and Scrutiny Board. The strategic risks where Chief Executive's Services are owner or joint owners are shown below.

Risks	Evaluations
<b>Our strategic risks</b>	
Economy	Very High
Unemployment	Very High
Reducing inequalities in Renfrewshire	Very High
Climate, Sustainability & Adaptability	Very High

## Equalities

- 5.20 Every area of work within the Council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act 2010) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 5.21 One of the specific duties requires the Council to publish a set of Equality Outcomes and report progress towards them every two years. The new Equality Outcomes have been developed for Renfrewshire through engagement with organisations such as Diversity and Equality Alliance in Renfrewshire (DEAR) and designed to reflect the understanding of the impact of COVID-19 on communities in Renfrewshire. The draft Outcomes were agreed by Council in March 2021, and further consultation will be undertaken during 2021.
- 5.22 The Council recognises that equality needs to be both mainstreamed fully into policies and procedures and also ensure that Equality Outcomes are given high priority, by being part of mainstream progress reporting. Chief Executive's Services will continue to actively promote equality and diversity mainstreaming through the work of the main service areas and through the relevant operational plans.

## People Strategy

- 5.23 The Council will launch "Our People, Our Future", a new People Strategy in 2021. This five-year plan will have an immediate focus on supporting staff and services within the context of the pandemic and the recovery phase. It will focus on supporting staff through service transformation, changing culture norms, embedding our values and improving staff and service user experiences of the Council. The strategy will be focused on high-level outcomes and with a flexible approach which will be bespoke for each service, reflecting the particular requirements of each service and group of staff. The actions arising from the strategy will be embedded in each service improvement plan and reported on therein.
- 5.24 Chief Executive's Service will work with HR and OD colleagues throughout 2021 to develop actions which fit the needs and duties of its staff. This will include ensuring a service-wide focus on absence, supporting managers with training, embedding policies, and supporting the health and wellbeing of employees.

## 6. KEY PRIORITIES

- 6.1 Over the next 12 months, the focus for the Chief Executive's Service will include understanding the impact of COVID-19, with a particular focus on recovery, through our two recovery plans – Renfrewshire's Social Renewal Plan and Economic Recovery Plan. Across the service, and the Council, we will work to stabilise and support services and the wider Renfrewshire community as we move through the new national recovery route map and changes to restrictions.

6.2 Priority areas for the service over the next 12 months include:

- **Social Renewal** – working collaboratively with Community Planning Partners to implement Renfrewshire’s Social Renewal Plan and the associated action plan, based on the key messages and priority areas highlighted by the Community Impact Assessment.
- **Economic Recovery** – driving the activity to support Renfrewshire’s economic recovery through the Economic Recovery Plan and action plan alongside continuing to fulfil a critical role coordinating, administering and delivering business support grants in relation to COVID-19, and prioritise the local response on employability.
- **Response and recovery** – continuing to prioritise required work to support the ongoing COVID-19 response, with a particular focus on supporting community testing and the vaccination programme, and the further development of the Neighbourhood Hub model to support communities and to create ongoing resilience across communities.
- **Climate Change** – coordinating work from across services and with partners to develop a climate change adaptation plan for Renfrewshire and developing appropriate partnership and community engagement.
- **Alcohol and Drugs Commission**– following the report to Council in December 2020 and the approval of a programme of change and investment, the service will lead on the delivery of this with partners. Key areas of focus during early 2021 will be to develop the partnership governance structures required to drive this work and to progress actions which were identified within the Commission report as requiring immediate action.
- **Supporting communities** – reviewing local partnership arrangements, delivering framework for mainstreaming participatory budgeting and further developing the Neighbourhood Hub model to enhance community engagement and empowerment. A particular focus will be on developing and implementing a mainstream participatory budgeting programme for the organisation.
- **Future Paisley** – leading the delivery of cultural regeneration through the Future Paisley programme, aligned to support Renfrewshire’s COVID-19 recovery and specifically the recovery of our cultural and creative sectors to deliver our ambitious long-term vision for Renfrewshire.
- **Local Development Plan and Local Housing Strategy** – working across services to develop these key strategic plans to shape the future of Renfrewshire’s communities, creating a sustainable Renfrewshire which best meets the needs of our people and encourages people to want to live here.
- **Elections** – support work to prepare for and deliver a safe and successful Scottish Parliament election in May 2021.
- **Communications** - continuing to deliver effective communications and supporting communities throughout lockdown and the easing of restrictions, including public health advice and information on local services, community testing and vaccination.
- **Right for Renfrewshire** – officers within the service will continue to support the progression of this programme across the organisation with particular focus at a service level on the delivery of the Placeshaping and Developing Communities workstreams.

## **7. ACTIONS AND PERFORMANCE INDICATORS**

- 7.1 Due to the changing national and local position it is challenging to assess what suitable long-term targets are appropriate for performance indicators and accurately establish milestones for longer-term service actions, therefore the focus for Service Delivery Plans' action plans and performance scorecards is on key activities over the next 12 months. Some longer-term priorities will be included, however timescales and targets may have changed due to the significant impact of the pandemic on service delivery.
- 7.2 Where appropriate, targets have been provided, but in other areas these have been paused and will be reviewed at the mid-term point of the SDP. Where performance indicators or actions relate to activities which have not been able to continue at present due to the COVID-19 pandemic, these have been paused for this year, as outlined below, and new indicators and actions relating to COVID-19 response and recovery have been included.
- 7.3 Longer term key priority areas are still included in the action plans, but the immediate focus remains on Renfrewshire's response to and recovery from the pandemic, with a clear alignment to delivery of the Council's high-level recovery plans, the Economic Recovery Plan and Social Renewal Plan.

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

### Priorities 2021/22

- Deliver the priority actions within the Renfrewshire Economic Recovery Plan, including a refreshed employability programme for Renfrewshire, raising awareness of contract opportunities from public sector, and targeting interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors.
- Continue to fulfil a critical role coordinating, administering and delivering business support grants in relation to COVID-19, and prioritise the local response on employability through, for the example, the Kickstart programme.
- Assist the delivery of approved Town Centre Capital Grant Fund projects and develop project proposals for new Scottish Government Regeneration Capital Grant Fund.
- Reintroduce a physical events programme in 2021, based on the Council's Autumn/Winter portfolio.
- Implement Year 4 of the destination marketing plan.
- Deliver the Fundraising Strategy for Paisley Museum.
- Lead the delivery of cultural regeneration through Future Paisley.
- Implement the marketing strategy for Paisley Museum.
- Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS), and Implement the Cultural Infrastructure Investment programme.
- Develop the new Renfrewshire Local Development Plan.
- Actively engage with Renfrewshire suppliers to increase opportunities to bid for council contracts and improve opportunities for local job creation

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Coordinate the delivery of business support grants in relation to COVID-19	The grants available are primarily to support those required to close or restrict services during the pandemic.	Economic Development Manager	31-Mar-2022

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Develop a refreshed employability programme for Renfrewshire (utilising Youth Guarantee and Kickstart funding) to reduce unemployment among young people (18-24 yrs.) and to support local businesses	Improving the employability of those currently unemployed or who potentially face unemployment through reskilling and retraining	Economic Development Manager	31-Mar-2022
Support and grow supply chain management and knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain	Led by Scottish Enterprise, support with supply chain development opportunities can enable larger contractors to reduce costs in finding appropriate, high quality and local suppliers	Head of Economy and Development	31-Mar-2022
Develop a programme to support work-place wellbeing across Renfrewshire companies Work with NMIS (Skills Academy)	Led by HSCP, promoting wellbeing in the workplace can help prevent stress and create positive working environments where individuals and organisations can thrive	Regeneration Manager	31-Mar-2022
Develop a productivity and innovation programme for Renfrewshire manufacturing companies (aligned to the existing AMCF / Critical Engineer programme)	Led by NMIS and Skills Development Scotland, this will help attract investment and make Renfrewshire a leader in advanced manufacturing	Head of Economy and Development	31-Mar-2022
We will ensure that we raise awareness among locally based companies of our proposed procurement across Renfrewshire capital projects and purchase of supplies and services to enhance opportunities for successful bids	This includes ensuring that community benefit clauses are targeted to support the recovery and building capacity of the local supply base and encouraging contractors who win contracts in Renfrewshire to open up sub-contracting opportunities to Renfrewshire based businesses	Economic Development Manager/Corporate Procurement Manager	31-Mar-2022
Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power	Led by HSCP, there is a need to ensure a resilient recovery whereby local businesses maximise local economic opportunities and we ensure that this activity does all it can to overcome local inequalities in terms of benefiting everyone.	Economic Development Manager	31-Mar-2022
Targeted interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors	Ensuring that our local population are equipped with the skills required for the future underpins our economy. We need to ensure that when choices are made ranging from first career, to identifying the need for upskilling of the existing workforce, to selecting retraining programmes for those affected by redundancy, such decisions are equally well informed about local opportunity	Economic Development Manager	31-Mar-2022
Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate	Led by West College Scotland and Skills Development Scotland, apprenticeships offer the opportunity to enhance Renfrewshire's work-based learning system and reduce unemployment	Economic Development Manager	31-Mar-2022
Create a clearly defined and publicised investment proposition to attract more investment and talent to the area that will see Renfrewshire secure its position as the primary location for manufacturing (research and development) investment in Scotland	Secure Renfrewshire's position as the primary location for manufacturing Research and Development investment in Scotland	Head of Economy and Development	31-Mar-2022
Pilot and test the creation of active travel routes between neighbourhoods, town centres and business locations using these to test SMART travel solutions and evaluate benefits to biodiversity, air quality and access	There is increasing, evidence that walking and cycling can play a very significant role in optimising the contribution of transport to economic performance, including areas such as reducing congestion, quality of life and retail vitality, and reduced absenteeism as a result of a	Regeneration Manager	31-Mar-2022

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
	healthier and happier workforce. This intervention will link closely with the emerging climate change agenda		
Implement Year 3 action plan as part of the Renfrewshire Visitor Plan	Contribute to growth of the visitor economy	Head of Economy and Development	31-Mar-2022
Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre through the Paisley Town Centre Action Plan 2016-2026.	Deliver changes within the identified key areas Outline a clear vision for the future of the town centres	Regeneration Manager	31-Mar-2023
Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project	Repair and refurbish a number of priority buildings Improve areas of public realm Raise people's awareness of Paisley's heritage and culture	Regeneration Manager	31-Dec-2022
Proactively work with property owners to bring some of the area's most valued assets back into use	This work will link with the town centre strategies to protect, enhance and return to use key assets	Regeneration Manager	31-Mar-2023
Assist delivery of approved Town Centre Capital Grant Fund projects and develop project proposals for new Scottish Government Regeneration Capital Grant *	Drive local economic activity Stimulate and support place based economic improvements to town centres, and ensure project completions to meet the requirements of the Scottish Government.	Head of Economy and Development	30-Sep-2021
Review and development of the Heritage Asset Strategy for Renfrewshire **	Build on the transformation of Renfrewshire further using heritage and cultural assets	Head of Economy and Development	31-Mar-2021
Deliver the strategies within the current <a href="#">Local Development Plan</a> (LDP)	<p>The Local Development Plan sets out policies and proposals that aim to facilitate sustainable economic growth and sustainable development by directing development to existing built up areas, creating sustainable mixed communities, high quality places and helping to tackle climate change. This is structured around five themes:</p> <ul style="list-style-type: none"> <li>• Economy</li> <li>• Centres</li> <li>• Infrastructure</li> <li>• Places</li> <li>• Environment</li> </ul>	Head of Economy and Development	31-Mar-2021
Develop the new LDP 2	Work on the next Renfrewshire Local Development Plan has progressed to an advanced stage with the submission of the Renfrewshire Local Development Plan Proposed Plan to the Scottish Ministers. In reviewing the Plan, it is considered that the main components of the current	Head of Economy and Development	31-Dec-2021

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
	adopted Renfrewshire Local Development Plan remain relevant and central to facilitating investment, directing development to existing built-up areas, creating sustainable mixed communities, delivering high quality place and delivering sustainable inclusive economic growth.		
Progress the relevant workstreams of the Digital Strategy including work on smart data, and digital participation	<p>Improve digital skills of Renfrewshire residents</p> <p>Create a digital culture within the Council, utilising opportunities to use new technology to improve service delivery</p>	Head of Policy and Commissioning	31-Mar-2022
Implement Year 4 of the destination marketing plan	<p>Raise profile as an attractive destination and engage with new audiences</p> <p>Raise awareness of our investment credentials and the AMIDs brand</p> <p>Promote identity, pride, and local knowledge</p> <p>Generate enthusiasm for staying and spending local</p> <p>Understand impact of Covid19 and patterns of consumer behaviour</p> <p>Enhance partnership activity</p>	Marketing Manager	31-Mar-2022
Deliver a Covid secure events programme that supports sector restart	<p>Support Renfrewshire's social renewal and economic recovery</p> <p>Nurture civic pride</p> <p>Encourage spending that remains in Renfrewshire.</p> <p>Increase cultural participation and community wellbeing</p> <p>Influence policy and provide a voice for the event sector</p>	Events Operations Manager	31-Mar-2022
Deliver Fundraising Strategy for Paisley Museum	<p>Increase profile for Paisley Museum</p> <p>Donor stewardship</p> <p>Meet Trust and Foundation income target</p>	Head of Marketing and Communications	31-Mar-2022
Lead delivery of cultural regeneration through Future Paisley	<p>Support Renfrewshire's social and economic recovery and place shaping Support the recovery of Renfrewshire's cultural and creative sectors</p> <p>Realigned step changes that deliver long-term ambitions for Renfrewshire</p> <p>Increase emphasis on place, wellbeing, and education</p>	Head of Marketing and Communications	31-Mar-2022

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement the marketing strategy for Paisley Museum	Paisley Museum is recognised as a nationally significant visitor attraction Build visitor excitement in advance of Museum opening, locally and nationally	Marketing Manager	31-Mar-2022
Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	Engaging with key partners in the public, academic and private sectors to realise for a high-quality advanced manufacturing innovation district (AMIDS) which aims to deliver thousands of new jobs	Programme Director – City Deal and Infrastructure	31-Mar-2023
Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	Benefits will include new jobs and training and upskilling opportunities for Renfrewshire residents	Programme Director – City Deal and Infrastructure	31-Mar-2022
Implement the Cultural Infrastructure Investment programme	Renfrewshire will have state of the art cultural venues and attract people to the area	Programme Director – City Deal and Infrastructure	31-Oct-2023
Actively engage with Renfrewshire suppliers to increase opportunities to bid for council contracts and improve opportunities for local job creation	<ul style="list-style-type: none"> <li>Carry out analysis of local supply base to identify current usage of local suppliers and highlight future contract opportunities locally.</li> <li>Host local Meet the Buyer events in partnership with Supplier Development Programme and Invest in Renfrewshire.</li> <li>Provide clear, accurate guidance for suppliers on how to register with Public Contracts Scotland and who to complete a Quick Quote tender.</li> </ul>	Strategic Procurement Manager	31-Mar-2022
Carry out a full review of the current Community Benefits Outcome Menu to maximise local employment opportunities and include an option for tenderers to offer support for the Youth Guarantee	By increasing the points allocated to employment and training opportunities we will encourage tenderers to offer the highest value Community Benefits providing new jobs and opportunities for adults from priority groups and young people in Renfrewshire.	Strategic Procurement Manager	31-Dec-2021

\* (this has been extended by the SG due to the pandemic, currently still completing 19/20 grant award, targeting completion September 2021. Includes a second award from SG in autumn as part of the PfG, injection of additional capital support fund for town centres. Now working on additional set of projects in the same timescales. There will be subsequent funding streams announced this year in terms of Town Centre and Place regeneration (details tbc)








\*\* (This project is currently paused, due to the impacts of covid-19, and to properly assess the implications of the pandemic on heritage and visitor audiences.)





## Performance Indicators

A number of new Performance Indicators have been included in this Outcome in the Service Delivery Plan this year, including:

- Number of businesses applied for support relating to COVID-19 funding schemes
- Amount of grants and loans approved to businesses in relation to COVID-19 funding schemes (£)
- Number of people participating in the events programme, digitally or in person
- Number of people performing in the events programme, digital or live performance
- Number of volunteers supporting the development and delivery of the events
- Number of people viewing or attending the events programme
- Fundraising Income Target
- Paisley Museum PR target (OTSH)

Previous indicators relating to physical visitor numbers and subsequent spend cannot be included due to restrictions on events and travel, and have been revised for digital events. This may be reviewed when sector restart plans emerge. A number of indicators relating to growth advisory support and Business Events have also been paused. The vacant retail units and town centre vacancy indicators will also be paused this year due to being unable to carry out the audit required, as a result of ongoing restrictions.

Performance Indicator	Frequency	Last Update	Current Value	Current Target (quarterly target provided, where relevant)	Traffic Light Icon	2021/22 Target
Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)	Quarterly	Q2 2020	219	275		1,100
Renfrewshire Claimant Count (NOMIS)	Quarterly	Q2 2020	7,695	Data only		Data only
Number of new business start-ups in Renfrewshire with Business Gateway support	Quarterly	Q2 2020	39	78		310
Percentage of Renfrewshire population working age (16-64)	Annual	2019/20	64.2%	Data only		Data only
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme	Annual	2019/20	443	350		375
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)	Annual	2019/20	123	180		250
Number of businesses applied for support relating to COVID-19 funding schemes	Quarterly	New indicator		Data only		Data only

Performance Indicator	Frequency	Last Update	Current Value	Current Target (quarterly target provided, where relevant)	Traffic Light Icon	2021/22 Target
Amount of grants and loans approved to businesses in relation to COVID-19 funding schemes (£)	Quarterly	New indicator		Data only		Data only
Number of properties on Buildings at Risk Register	Quarterly	Q2 2020	32	42		30
Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment	Annual	2019/20	18	20		20
Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley is destination brand	Quarterly	Q3 2020/21	160m	240m		120m
Number of people participating in the events programme, digitally or in person	Quarterly	New PI	2020 baseline - 150	New PI	New PI	300
Number of people performing in the events programme, digital or live performance	Quarterly	New PI	2020 baseline - 50	New PI	New PI	100
Number of volunteers supporting the development and delivery of the events	Quarterly	New PI	New PI – not measured before	New PI	New PI	15
Number of people viewing or attending the events programme	Quarterly	New PI	2020 baseline – 42.8k	New PI	New PI	65k
Fundraising Income Target	Annual	New PI	2020 baseline - £450k	New PI	New PI	£500k
Paisley Museum PR target (OTSH)	Annual	New PI	2020 baseline – 4m	New PI	New PI	5.5m

## Strategic Outcome 2: Building strong, safe and resilient communities

### Priorities 2021/22







- Continue to deliver Neighbourhood Hub support in response to COVID-19, and continue to develop the Neighbourhood Hub model as part of mainstream service delivery.
- Continue to engage with community groups to support the humanitarian response effort.
- Review Local Partnership arrangements and implement recommendations as appropriate.
- Deliver the framework for mainstreaming Participatory Budgeting.
- Support the development of the new Local Housing Strategy (LHS) for the next five-year period 2021-2026.

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Review Local Partnership arrangements and implement recommendations as appropriate	Increase effectiveness of community level governance	Strategic Partnerships and Inequalities Manager	31-Mar-2022
Deliver framework for mainstreaming Participatory Budgeting	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31-Mar-2022
Continue to deliver Neighbourhood Hub support in response to COVID-19, and continue to develop the Neighbourhood Hub model as part of mainstream service delivery.	Providing support including 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.	Strategic Partnerships and Inequalities Manager	31-Mar-2022
Continue to engage 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.	Strategic Partnerships and Inequalities Manager	31-Mar-2022
Seek to proactively engage with communities around Community Benefits	This approach will ensure that Community Benefits delivered under the category of "Community Engagement" are meaningful, accessible and fair to all community groups. Local community groups can set out what Community Benefits their communities would like to be delivered.	Strategic Procurement Manager	31-Mar-2022
Support the delivery of the key outcomes from the current Local Housing Strategy (LHS) 2016- 2021 and report progress annually	<p>The delivery of the key priorities within the Local Housing Strategy will directly link to the delivery of the Council Plan strategic outcomes through</p> <ul style="list-style-type: none"> <li>- Ensuring the right supply of homes in the right places, utilising our LDP to identify appropriate sites and linking to our SHIP to deliver partnership approaches to affordable housing</li> <li>- Creating sustainable communities</li> <li>- Enabling people to live independently in their own homes through the availability of a wide range of appropriate support measures</li> </ul>	Head of Economy and Development	31-Oct-2021
Support the development of the new Local Housing Strategy (LHS) for the next five-year period 2021-2026	<p>The Local Housing Strategy (LHS) has a central and strategic role in directing investment in housing and related services locally. It sets out a strategic vision for the delivery of housing, related services and the outcomes that it will seek to achieve.</p> <p>The development of the next Strategy requires officers to engage and consult with a wide range of stakeholders, including partners and local communities across Renfrewshire.</p>	Head of Economy and Development	31-Mar-2022

## Performance Indicators

A number of new Performance Indicators have been included in this Outcome in the Service Delivery Plan this year, including:

- Percentage of respondents who agree that this is a neighbourhood where local people take action to help improve the neighbourhood
- Percentage of respondents who agree that they can influence decisions about public services and other issues of public interest
- Percentage of respondents who agree this is a neighbourhood where people are kind to each other
- Percentage of respondents who have felt lonely some, all or most of the time

Performance Indicator	Frequency	Last Update	Current Value	Current Target	Traffic Light Icon	2021/22 Target
Affordable housing completions	Annual	2019/20	195	127		200
Private housing completions	Annual	2019/20	612	500		500
Percentage of respondents who agree that this is a neighbourhood where local people take action to help improve the neighbourhood	Annual	2020/21	49%	Data only		Data only
Percentage of respondents who agree that they can influence decisions about public services and other issues of public interest	Annual	2020/21	23%	Data only		Data only
Percentage of respondents who agree this is a neighbourhood where people are kind to each other	Annual	2020/21	72%	Data only		Data only
Percentage of respondents who have felt lonely some, all or most of the time	Annual	2020/21	47%	Data only		Data only

## Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

### Priorities 2021/22

- Implement the recommendations of the Renfrewshire Alcohol and Drugs Commission, key areas of focus during early 2021 will be to develop the partnership governance structures required to drive this work and to progress actions which were identified within the Commission report as requiring immediate action.
- Continue to work with community planning partners and with local communities to further develop the Social Renewal Plan and identify further opportunities to work together to address the key findings from the community impact assessment.
- Implement Year 4 of the Tackling Poverty Programme funding, and review programme in light of COVID-19 impacts
- Support the delivery of the Connecting Scotland Programme.

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement the recommendations of the Renfrewshire Alcohol and Drugs Commission	Support local people and communities affected by drug and alcohol use, to support recovery and improve life outcomes	Head of Policy and Commissioning	31 Mar 2023
Work with partners to deliver the Social Renewal Plan's initial action plan	<p>Given the ongoing impact of the pandemic and the likely longer term issues that may emerge over time within Renfrewshire's communities, it was recognised by Council that there would be a need to work with partners on a continuous basis to respond to changing priorities and levels of need. An initial Social Renewal Action plan has been developed, including actions around the below themes:</p> <ul style="list-style-type: none"> <li>• Income, poverty and financial insecurity</li> <li>• Ensuring economic recovery for all</li> <li>• Building community resilience and capacity</li> <li>• Health and wellbeing</li> <li>• Digital participation</li> <li>• Green / Climate emergency</li> <li>• Housing</li> <li>• Children and Young People</li> <li>• Culture and creativity</li> </ul>	Head of Policy and Commissioning	31 Mar 2023
Implement Year 4 of the Tackling Poverty Programme funding, and review and refresh the programme in light of COVID-19 impacts	Continue to reduce the impact of poverty on Renfrewshire communities	Strategic Partnerships and Inequalities Manager	31-Mar-2022



What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Work with local equalities led community groups to develop and publish new equality outcomes for Renfrewshire	Equality groups experience inclusive interactions with the Council and see diverse needs met	Strategic Partnerships and Inequalities Manager	31-Aug-2021
Develop and publish Local Child Poverty Action Report	To detail the activity taken to reduce child poverty in Renfrewshire	Strategic Partnerships and Inequalities Manager	30-Jun-2021
Support the delivery of the Connecting Scotland Programme	The programme was established by Scottish Government and Scottish Council for Voluntary Services to provide digital connectivity to people in priority categories who did not have a device.	Strategic Partnerships and Inequalities Manager	31-Mar-2022

## Performance Indicators

One new Performance Indicator has been included in this Outcome in the Service Delivery Plan this year:

- Number of referrals supported by the Neighbourhood Hub teams

During 2021 we will develop performance measures relating to community engagement and the Social Renewal Plan which will be reported at a future date, replacing previous indicators relating to engagement with community planning partners.

Performance Indicator	Frequency	Last Update	Current Value	Current Target	Traffic Light Icon	2021/22 Target
Income maximised in Tackling Poverty projects	Quarterly	Q3 2020	£188,133.60	Data only		Data only
Number of referrals supported by the Neighbourhood Hub teams	Quarterly	New indicator	New indicator	Data only		Data only

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

### Priorities 2021/22

- Lead the coordination of Council-wide efforts to respond to the climate emergency and support the work of the Climate Change Sub Committee. A key focus during early 2021 will be to coordinate all work from across services and with partners to develop a local climate change adaptation plan in Renfrewshire. Work will also be prioritised to develop appropriate partnership and resident engagement mechanisms.

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Lead and coordinate the process of securing the renewal of Renfrewshire's status as a Fairtrade Zone *	Increase awareness and promote the benefit of fair and ethical products while demonstrating a commitment to sustainable development.	Head of Policy & Commissioning	31-Mar-2023
Lead the coordination of Council-wide efforts to respond to the climate emergency and support the work of the Climate Change Sub Committee, including the partnership forum, adaptation plan, citizens engagement panel / assembly, and community food growing	The Sub Committee was established to provide oversight of the strategic actions being undertaken by the Council in response to the climate change emergency.	Head of Policy & Commissioning	31-Mar-2022
Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions.	Working together with other services we can support the reduction of emissions, waste and consumption by challenging usage, taking an innovative approach to specification, better utilising technological solutions and promoting the circular economy.	Strategic Procurement Manager	31-Mar-2022

\* paused due to the pandemic and further work to be undertaken to develop a new timetable for this work

## Strategic Outcome 5: Working together to improve outcomes

### Priorities 2021/22

- Continue to support the progression of the Right for Renfrewshire programme across the organisation with particular focus at a service level on the delivery of the Placeshaping and Developing Communities workstreams.
- Working with HR and OD, develop the relevant actions in line with the Council's new People Strategy.
- Continue to engage with national bodies including COSLA to help anticipate the impact of Brexit on local government. The cross-service Strategic Brexit Officer Group has been re-established to plan for the potential medium to long term impact on both the Council and the area.
- Embed the Council's brand values.
- Implement Year 4 of the Council's marketing and communication strategy to support recovery.
- Implement the internal communications and engagement strategy to support the Council's social, economic, and organisational recovery.
- Deliver Part 1 of the Digital Experience strategy.
- Develop a new content strategy, to improve ability to target our audiences, improve reach of key messages and Council communications, and strengthen own communication channels.
- Continue to work with the Economic Development and Regeneration Teams to help support local communities to recover from the impact of COVID-19 in Renfrewshire. This includes ensuring that community benefit clauses are targeted to support the recovery and building capacity of the local supply base and encouraging contractors who win contracts in Renfrewshire to open up sub-contracting opportunities to Renfrewshire based businesses.











What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Working with HR and OD, develop the relevant actions in line with the Council's new People Strategy	Supporting our employees' health and wellbeing, better understanding of service needs and resources and planning for the future	Head of Policy and Commissioning	31-Mar-2023
Ensure a service-wide focus on absence - supporting managers with training, embedding policies and supporting the health and wellbeing of employees.	We are working with our colleagues in HR and OD to develop and implement further measures to proactively manage absences and support staff health and wellbeing as part of the new People Strategy	Senior Management Team	31-Mar-2022



What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Work closely with suppliers, Scotland Excel, Scottish Government Procurement and CoSLA to monitor the impact of Brexit	Close working relationships will help to protect supply of essential goods and services to the Council. Price fluctuations are likely on some products, by working closely with suppliers the Council may have access to alternative products mitigating the impact of rising costs.	Strategic Procurement Manager	31-Dec-2021
Embed the Council's brand values	<p>Positive brand awareness</p> <p>Staff and communities have a shared understanding of the Council values</p> <p>Our values are integrated across the council's people policies</p> <p>Staff demonstrate the council values in day to day service delivery</p> <p>The tone, style and frequency of communication are improved</p>	Head of Marketing and Communications	31-Mar-2022
Implement Year 4 of the Council's marketing and communication strategy to support recovery	<p>High awareness of the Council's Covid response and national campaigns</p> <p>Staff feel supported through the pandemic</p> <p>High public confidence and participation in Scottish Parliamentary Election</p> <p>Positive engagement with local services</p> <p>Awareness and support for Council's social and economic recovery plans</p>	Head of Marketing and Communications	31-Mar-2022
Implement the internal communications and engagement strategy to support the Council's social, economic, and organisational recovery	<p>Staff can easily access Council communications</p> <p>Staff know how to access support and services that improve their physical and mental wellbeing</p> <p>Staff have a high level of awareness of organisational change and what change means for them</p>	Corporate Communications and Public Affairs Manager	31-Mar-2022
Deliver Part 1 Digital Experience strategy	<p>Production of a road map and design for new Council website</p> <p>It is easier to find information and engage with the Council through digital</p> <p>Improve digital skills across the organisation</p>	Corporate Communications and Public Affairs Manager	31-Mar-2022
Develop new content strategy	<p>Improve ability to target our audiences</p> <p>Improve reach of key messages and Council communications</p> <p>Strengthen own communication channels</p>	Corporate Communications and Public Affairs Manager	31-Mar-2022

## Performance Indicators

A number of new Performance Indicators have been included in this Outcome in the Service Delivery Plan this year, including:

- % of frontline resolution complaints responded to within timescales agreed with customer (Chief Executive's)
- % of staff who feel that the information they receive from internal communications is helpful
- Number of total visits to council website
- Number of new users visiting the council website

Performance Indicator	Frequency	Last Update	Current Value	Current Target	Traffic Light Icon	2021/22 Target
% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	Q3 2020	100%	100%		100%
% of frontline resolution complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	Q3 2020	100%	100%		100%
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Quarterly	Q3 2020	1.55	1.8		6.5
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Quarterly	Q3 2020	95%	100%		100%
Time to issue a building warrant or amendment to warrant from receipt of application (days)*	Quarterly	Q2 2020	96.6	60days		90days
Percentage of first reports issued within 20 days (Building Standards)	Quarterly	Q2 2020	59.2%	95%		95%
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly	Q2 2020	46.4%	90%		90%
Average Time for processing Planning Applications (Householder)	Bi-annually	Q2 2020	6.9	8		8
Application Approval Rate	Bi-annually	Q2 2020	98.2%	Data only		Data only
Percentage of applications dealt with under delegated authority	Bi-annually	Q2 2020	97.6%	Data only		Data only
% of staff who feel that the information they receive from internal communications is helpful	Annual	New PI	New PI – not measured before	New PI	New PI	75%
Number of total visits to council website	Annual	New PI	2020 Baseline – 3.21m	New PI	New PI	3.37m

Performance Indicator	Frequency	Last Update	Current Value	Current Target	Traffic Light Icon	2021/22 Target
Number of new users visiting the council website	Annual	New PI	2020 Baseline – 1.54m	New PI	New PI	1.62m
Number of people engaging with the Council's digital channels (not including website).	Quarterly	Q3 2020	53,918	54,400		60,000
Opportunities to see or hear something positive about Renfrewshire Council activity	Quarterly	Q3 2020	14.4m	30m		80m

\* There is the expectation that performance these indicators will be improved through introduction in spring 2021 of a new applications system which can lead to the digitisation of a number of previously lengthy administrative processes for these teams.