

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

**On: 10 November 2021**

---

**Report by: Chief Executive**

---

**Heading: Chief Executive's Service – Service Delivery Plan 2021/22  
Mid-Year Monitoring Report**

---

## **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. As a direct result of the pandemic and the focus on crisis response and recovery, an interim change was 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 12-month period (21/22), and the work undertaken as part of the ongoing COVID response to stabilise and to adapt the way in which services are provided going forward. The Chief Executive's Service Delivery Plan was approved by this Board on 31 March 2021.
- 1.3. 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.

- 1.4. This report contains details of Chief Executive's Service performance over the period 1 April 2021 to 30 September 2021. The main purpose of the report is to provide:
- details of the key achievements of the service over the period
  - a progress update on implementing the action plan linked to the 2021-22 Service Delivery Plan
  - an assessment of performance in relation to the service scorecard of core performance indicators
  - an overview of any areas of particular pressure that the service has experienced
  - an overview of priorities for the service over the next six months
- 1.5 The action plan is the core of the Service Delivery Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the measures of success. The service scorecard sets out a range of key indicators against which aspects of performance of the service are measured. Due to the significant ongoing constraints on capacity and high demands on our services, our service recovery planning continues to be a key priority and focus. Despite the challenges of maintaining services throughout different stages of restrictions, Chief Executive's Service continued to deliver on its priorities and achievements over the last six months and these are detailed in section 4 of the report.
- 1.6 Appendix 1 of this report provides an updated position on all actions within the Service Delivery Plan covering 1 April 2021 to 30 September 2021 and all performance indicators for quarter 1 of the financial year.

## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board note:
- the contents of this report;
  - the achievements of Chief Executive's Service during the first six months of 2021/22 which fall within the remit of this Board;
  - that a mid-year report has been presented to the Communities, Housing and Planning Policy Board on 26 October 2021 in respect of service areas falling within the remit of that Board.

### **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 The operating context for services continued to be challenging throughout the first half of 2021/22. Services have continued to operate throughout all periods of restrictions delivering critical front-line services and adapting ways of working to support positive outcomes for service users, their families, and communities.
- 3.3 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.

### **4. Key Achievements April to September 2021**

- 4.1 In developing the Service Delivery Plan, the Service 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.
- 4.3 The Service has experienced significant pressures on existing capacity, particularly across procurement, policy, planning and building standards – these have been exacerbated by absence and recruitment issues, which we expect to continue. There has been a significant level of additional activity being picked up by the economic development team and Invest in Renfrewshire to support businesses and citizens through the pandemic. As case numbers

have remained relatively high in the first half of this financial year, the Service has continued to support the Neighbourhood Hubs to help citizens who are self-isolating. Across the Council's capital programmes, pressures have been experienced in terms of resource and material availability and supply chain disruptions, in many cases putting pressure on budgets. The impacts of these pressures are being closely managed within the City Deal and Infrastructure Team.

4.4 Despite these challenges, the Chief Executive's Service remains ambitious and 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; 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.

4.5 Key achievements for April to September 2021 are summarised below, highlighting those most relevant for the Finance, Resources and Customer Services Policy Board:

- Progressing Renfrewshire's Economic Recovery Plan - Renfrewshire Council and its key partners are continuing to monitor the impact of COVID-19 on the local economy and work towards economic recovery. An update was provided to Leadership Board in June on progressing the 14 Priority Action Areas within the Plan. Short term priorities for Renfrewshire over the next 4 to 6 months include a clear focus on the following immediate 're-start priorities' and ensuring Renfrewshire does not lose out to pressures across the region impacting on employment, recruitment, opportunities for young people and business viability. Indicative short-term priorities are identified as:
  - Employability
  - Business engagement/supply chain
  - Inequality
  - Skills and recruitment
  - Young people
- Delivering a wide programme of support for employability and the local economy within the context of the pandemic, including administering Scottish Government Grants to businesses since the start of the COVID-19 pandemic, estimated to be in the region of £169m.
- Supporting young people into employment through the Kickstart Scheme with over 450 places being approved for the Renfrewshire Council bid, with 120 young people already started in post and 110 currently in the process of being

recruited for. In addition to the new jobs being created, the Young Persons Guarantee was launched in April 2021 and Renfrewshire was amongst the first to offer a new partnership website with an opportunities portal aimed at all young people in Renfrewshire, joining up the local offer from all partner organisations.

- 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.
- Continuing to develop the Neighbourhood Hub model, put into place as part of the initial pandemic response, with colleagues across the Council and our partners.
- 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.
- Progressing work to develop a Plan for Net Zero for Renfrewshire to help tackle the climate crisis, including an extensive engagement programme across partners, other local authorities, communities and individuals. The views and ideas that are gathered through the engagement process will help to form Renfrewshire's first Plan for Net Zero, alongside a robust evidence base, which will outline the interventions needed for Renfrewshire as a place to achieve net carbon emissions by 2030.
- Developing a priority action plan with the local tourism sector, aligned to the national tourism recovery plan, and establishing the highly engaged Tourism Sub-Group 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
- Progressing a range of regeneration projects across Renfrewshire town centres including grants to third parties (Active Communities Johnstone, PACE Youth Theatre Paisley and Kustom Kruizers Renfrew) as well as restoration of commercial premises in Johnstone and Renfrew to bring vacant units back into use, improvements in Robertson Park, Renfrew and Houston Square, Johnstone.
- Progressing the digital workstreams – Smart Data and Digital Citizen – that the Service leads, including mapping work to support data management and analysis for the Smart Data workstream and establishing a Citizens Voices group for the Digital Citizen group. In addition, the Service co-ordinates all activities relating to the Connecting Scotland programme with almost 2000 devices secured to date to support vulnerable people living across communities.

- Continuing to deliver the destination marketing strategy, focusing on supporting sector restart and encouraging people to visit and spend money in Renfrewshire, managed in line with Government restrictions as Scotland moved through restriction levels, including local tactical campaigns - Spend Local and Tourist in our Town - designed to inspire local people to support local retailers and venues and rediscover Renfrewshire's great outdoors; launching 'Visit Now' messaging and new digital content through Paisley Is channels; ongoing development of a marketing plan for Clyde Muirshiel Regional Park; and a successful bid was made to the VisitScotland Destination and Sector Marketing Fund, with £40,000 awarded to support destination marketing activity until March 2022.
- Delivering digital events programming including a digital Food Festival and a second digital Sma' Shot Day celebration –supplemented with live programming as Renfrewshire moved to Tier 2. Event Scotland awarded three lots of funding (£77.4k), to the programme the Scottish Events Recovery Fund for both the Spree and Halloween Festivals to support with additional costs for covid secure arrangements and a rollover of Year of Coasts and Waters money into the Halloween festival. The funding is helping to support the return to live in person events late in 2021, with the return of The Spree and a reformatted Halloween Festival.
- Continuing to progress the delivery of the Advanced manufacturing Innovation District Scotland (AMIDS), which is now at a critical stage, securing the investment which will bring employment, skills and economic growth enabled by Glasgow Airport Investment Area (GAIA) infrastructure, and a primary aim of AMIDS.
- Progressing the Cultural Infrastructure investment programme with the Paisley Museum Reimagined (PMR) project appointing a main works contractor in May 2021, with a site start in July. The Paisley Town Hall Refurbishment (PTHR) main works contract was awarded in March 2021 and works have commenced on site, with practical completion anticipated in November 2022. The Paisley Learning & Cultural Hub (PL&CH) main works contract is now underway with a site start during August 2021 and completion anticipated in late 2022. The Paisley Arts Centre refurbishment design process is approaching completion, with an advance works contract planned for Autumn 2021, main works during 2022 and completion in January 2023.
- Developing a framework for mainstreaming participatory budgeting, subject to further engagement with the Corporate Management Team and elected members during late 2021. Alongside this, work has continued to develop our local approach to participatory budgeting, with the launch of a community Investment exercise in partnership with Environment and Infrastructure, the development of options for PB within schools, and a further round of the Celebrating Renfrewshire programme which is currently underway.

- Continuing to operate the Tackling Poverty Programme throughout the year, adapting where appropriate to deliver vital projects throughout COVID restrictions with proposals for the 2021/22 programme agreed by Leadership Board in April 2021. Through the Social Renewal Plan, linked work has also been undertaken to develop further supports around food and fuel insecurity, and the provision of advice and support for people affected by redundancy, furlough etc.
- Publishing the Local Child Poverty Action report, following agreement by the Leadership Board in June 2021 - child poverty has been identified as a particular area of focus for the Community Planning Partnership, and an initial scoping session for partners to identify next steps around child poverty was held in September 2021.
- Supporting organisational recovery and transition to new ways of working through internal communications, surveying staff on the impact of COVID-19 and reporting on insights. The Council website has a newly expanded staff area for news, guidance and frontline accessibility together with a Wellbeing Hub to support health and safety measures and awareness initiatives. The team devised and delivered a new RenTalks programme of virtual learning sessions, developed more people-led content for newsletters and social media and delivered a virtual Leaders Forum session for 150 senior leaders in June 2021.

## **5. Progress against performance measures**

- 5.1 The appendix provides an update on the progress against the service performance scorecard of indicators for quarter 1 of 2021/22. These indicators and associated targets were developed during the pandemic and where possible reflect the significant disruption to 'business as usual' activity and the context in which the Service and wider Council is now operating. There are also a range of new indicators, such as those around neighbourhood hubs or business grants, which have been developed as a direct result of the pandemic. Commentary is provided for each indicator, and, where relevant, includes further information on the pandemic has impacted on performance.
- 5.2 The Chief Executive's Service shows broadly positive performance against the indicators relevant to this Board, however elected members will note that the indicators relating to people moving into paid employment through Renfrewshire Council Employability Programme has been impacted by the COVID-19 and at 289 has not met the quarterly target of 350, however as also outlined in the appendices, there has been a wide programme of support for the local economy and employability, with the Kickstart programme a particular success in this area.

- 5.3 The Chief Executive's Service did not meet the 100% target of responding to frontline complaints within 5 days for quarter one. 7 frontline complaints were received and 4 were completed on time. Of the outstanding 3 complaints, 2 of these were responded to in less than 10 days and the remaining complaint took 14 days. All three complaints were reviewed and application of the escalation process to investigation would have been an appropriate route for dealing with complaints of that complexity. Further training will be offered to ensure officers are aware of the options available within the Council's Complaints Handling Policy.

## 6. Priorities over the next six months

- 6.1 Over the next six months, the focus for the Chief Executive's Service will continue to be on addressing the impact of COVID-19, with a strong focus on recovery, through the two plans – Renfrewshire's Social Renewal Plan and Economic Recovery Plan. Across the Service, and the Council, we will work to restart, stabilise and support services and the wider Renfrewshire community.
- 6.2 Priority areas for the Service over the next six 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. Key strands within this include a significant focus on tackling child poverty alongside ensuring that channel shift to digital does not disenfranchise Renfrewshire's citizens, particularly those already experiencing social and digital exclusion.
  - **Economic Recovery** – leading activity to support Renfrewshire's economic recovery through the Economic Recovery Plan and action plan alongside continuing to prioritise the local response on employability, with a particular focus on youth employment utilising the Youth Guarantee and Kickstart funding.
  - **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 Renfrewshire's Plan for Net Zero, underpinned by extensive partnership and community engagement.
  - **Alcohol and Drugs Commission** – leading the delivery of the Commission's recommendations with partners, progressing actions which were identified as



requiring immediate action and supporting the 12 projects which have already been allocated £1.43m of the £2m funding allocated by the Council.

- **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 Paisley and 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.
  - **Communications** - continuing to deliver effective communications and supporting communities throughout the pandemic recovery including public health advice and information on local services, community testing and vaccination.
  - **Regeneration, City Deal and Cultural Infrastructure** – continuing to progress these priority programmes to deliver the regeneration of Renfrewshire as a place, across many of the key priorities outlined above – our social and economic recovery, our physical and cultural regeneration, our climate ambitions - positioning Renfrewshire as a leading place to live, work and invest.
- 

## Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the report details a range of activities which reflect local council and community planning themes.
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none.
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** – Risks related to the delivery and management of services are regularly monitored and included in Renfrewshire Council's Corporate and Strategic Risk Registers.

**11. Privacy Impact** - none

**12. COSLA Policy Position** – none.

**13. Climate Change** - As noted in the report, the climate emergency remains a key priority for the Chief Executive's Service and high-level actions to date are detailed in both the covering report and appendix.

---

**List of Background Papers:** Finance, Resources and Customer Services Policy Board – 31 March 2021, Chief Executive's Service - Service Delivery Plan 2021- 22

---

For more information, please contact Pauline Moss, Strategy, Policy and Insight Manager




# Chief Executive's Service Development Plan 2021-2022





## Action Plan











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



Code	Title	Status	Progress	Due Date	Update
CESDP21 - 01 - 01	Coordinate the delivery of business support grants in relation to COVID-19		50%	31-Mar-2022	The Economic Development Team have been administering Scottish Government Grants to businesses since the start of the COVID-19 pandemic. These grants (once complete) are estimated to be in the region of £169m distributed through awards of grant to local businesses and self-employed people.
CESDP21 - 01 - 02	Develop a refreshed employability programme for Renfrewshire (utilising Youth Guarantee and Kickstart funding) to reduce unemployment among young people (18-24 yrs.) and to support local businesses		50%	31-Mar-2022	<p>Youth employment is a key priority within the Economic Recovery Plan and considerable progress has been made in terms of the action to reduce youth unemployment. The Council and its partners set out ambitious targets to create 700 new and additional jobs for unemployed young people in Renfrewshire by end December 2021 through the resources provided by the UK Government Kickstart Scheme and Scottish Government Young Persons Guarantee.</p> <p>Over 450 Kickstart places had been approved by the DWP for the Renfrewshire Council bid with 120 young people already started in post, and no longer claiming benefits, and 110 currently in the process of being recruited for.</p> <p>In addition to the new jobs being created the Young Persons Guarantee was launched in April 2021 and Renfrewshire was amongst the first to offer a new partnership website (<a href="http://ypguaranteerenfrewshire.com">ypguaranteerenfrewshire.com</a>) with an opportunities portal aimed at all young people in Renfrewshire, joining up the local offer from all partner organisations.</p>
CESDP21 - 01 - 03	Support and grow supply chain management and		25%	31-Mar-2022	The creation of a supply chain management programme for manufacturing SMEs is a priority to support economic recovery in Renfrewshire. In progressing this, partners (SE,

Code	Title	Status	Progress	Due Date	Update
	knowledge exchange among manufacturing SMEs to supply Scottish / UK businesses and global supply chain				Chamber, NMIS group and WCS) agreed to create a new a Manufacturing Business Forum which is currently being progressed.
CESDP21 - 01 - 04	Develop a programme to support work-place wellbeing across Renfrewshire companies Work with NMIS (Skills Academy)		25%	31-Mar-2022	<p>It is recognised that beyond promoting and supporting positive mental health and wellbeing can mitigate the impact the ability of local businesses to recover quickly and in a sustained manner.</p> <p>The Council, in partnership with Renfrewshire HSCP have develop a campaign that will focus on the support available, how this can be accessed and the importance of seeking assistance. A bespoke training package will be delivered to employers by SAMH aimed at supporting and guiding business owners and managers in their own efforts to help employees who may require support.</p> <p>The Renfrewshire Economic Leadership Panel have supported this initiative and Renfrewshire Chamber of Commerce, the Federation of Small Business, Hillington Park and Braehead have agreed to be ambassadors of the campaign.</p>
CESDP21 - 01 - 05	Develop a productivity and innovation programme for Renfrewshire manufacturing companies (aligned to the existing AMCF / Critical Engineer programme)		25%	31-Mar-2022	In order to establish and agree a delivery mechanism for productivity and innovation programme a business survey of local manufacturing companies has been developed to raise awareness of NMIS and Critical Engineer programme.
CESDP21 - 01 - 06	We will ensure that we raise awareness among locally based companies of our proposed procurement across Renfrewshire capital projects and purchase of supplies and services to enhance opportunities for successful bids		75%	31-Mar-2022	<p>A joint action plan between Economic Development and Corporate Procurement has been devised to enhance procurement awareness amongst locally based companies.</p> <p>A Community Wealth Building approach to progressive procurement has been adopted to:</p> <ul style="list-style-type: none"> <li>• Develop local supply chains of businesses likely to support local employment and keep wealth within communities.</li> <li>• Promote opportunities for youth employment through community benefits, supplier development programme and supplier guidance. This will aim to support the Youth Guarantee and priority 6 of the recovery plan.</li> <li>• Improve the delivery of community benefits to maximise opportunities for youth guarantee, supplier development and value added to the local community from Council contracts.</li> </ul>



Code	Title	Status	Progress	Due Date	Update
					<p>A core steering group has been established to oversee the action plan and approach and meets on a monthly basis. A number of new opportunities have arisen which has led to:</p> <ul style="list-style-type: none"> <li>Examining new systems and resources to improve the tracking of community benefits with the potential to introduce a new improved system.</li> <li>The Economic Development and Procurement team are part of a Scotland Excel pilot to further develop this area of work. Meet the buyer (Renfrewshire Council) session took place during July and work is ongoing.</li> </ul>
CESDP21 - 01 - 07	Bring forward actions to reduce health inequalities, improving economic participation, more secure earnings and greater earning power		50%	31-Mar-2022	A Health inequalities employability group (a sub group of the LEP) was formed over a year ago and is a key element of No-One Left Behind and a number of actions are already underway including These include: proposals for new Employer Recruitment Incentives being developed to support those most in need; and a new Supported Employment Initiative for people with a disability (and other health conditions).
CESDP21 - 01 - 08	Targeted interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors		50%	31-Mar-2022	A PACE redundancy service at Renfrewshire Council Employability Services has been developed with a single point of contact appointed and supporting people being made redundant from June 2021. A new employability grant programme was recently approved and launched on 1 <sup>st</sup> October to deliver enhanced skills across the area.
CESDP21 - 01 - 09	Promote a Renfrewshire Apprentice Framework that can be rolled out across local businesses wishing to participate		50%	31-Mar-2022	A new programme of Employer Recruitment Incentives has been developed to support the appointment of new apprenticeships. A city Region Chef Academy model has also been developed to support the hospitality sector. Work between the Council and West College Scotland aims to better promote the Foundation Apprenticeship programme to those still at school.
CESDP21 - 01 - 10	Create a clearly defined and publicised investment proposition to attract more investment and talent to the area that will see Renfrewshire secure its position as the primary location for manufacturing (research and development) investment in Scotland		25%	31-Mar-2022	The Communications and Marketing Team have been gathering information for an Investment Prospectus. The work is ongoing and publication depends on the completion of some specific tasks, including the appointment of a joint venture partner, detailing the specific parcels of land available for different end users and also the offer and terms of engagement for occupiers.





Code	Title	Status	Progress	Due Date	Update
CESDP21 - 01 - 11	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		15%	31-Mar-2022	<p>Planning application for Renfrew – Paisley Cycleway has been granted and project mobilisation is moving forward. Consultation underway by City Deal team on proposed Inchinnan to Renfrew active travel link.</p> <p>Work commenced on determining gaps in active travel links to employment locations. Following an unsuccessful invitation to tender in June 2021 a rescope commission will be tendered in October for assessment and analysis of required gaps, including survey/interview work with the employers and in major employment areas. Feasibility resource for this work has been secured from the Council's Climate Change Fund among other sources.</p>
CESDP21 - 01 - 12	Implement Year 3 action plan as part of the Renfrewshire Visitor Plan		30%	31-Mar-2022	In response to the pandemic, 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. Visitor Strategy and Tourism development has moved to Economy and Development as of January 2021.
CESDP21 - 01 - 13	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre through the Paisley Town Centre Action Plan 2016-2026.		25%	31-Mar-2022	<p>The Vision for Paisley Town Centre, developed in association with Scotland's Towns and Partnerships and supported by Scottish Government, was launched the Cabinet Secretary for Communities and Local Government in Paisley in January 2020. This ambitious document sets out a 10 year transformation for the town centre as a place to live, to socialise and civic life.</p> <p>Delivery of this strategy and those for Renfrewshire's other centres has been supported by the award of funding from the Scottish Government Town Centre Fund and is the basis of further grant applications being developed during 2021/22. The Leadership Board of September 2021 approved a schedule of projects for delivery commencing this financial year.</p> <p>A PAN notice in advance of a planning application for the redevelopment of the Paisley Centre, along the lines promoted by the Paisley Vision, was received in August 2021.</p>
CESDP21 - 01 - 14	Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project		45%	31-Mar-2022	TH/CARS grant funded Building Repair, Shopfront and Small Grant projects continue to be delivered with several currently progressing or about to progress on site and multiple projects complete. There has been some impact to the programme as a result of the pandemic with reserve repair projects brought forward to replace others which have dropped out. A final detailed scheme plan has been submitted to the funders for





Code	Title	Status	Progress	Due Date	Update
					approval with an extension requested to June 2023 to support the delivery of reserve projects given the impact of the pandemic. Work continues to progress public realm works in the High St area opposite the museum. A detailed programme of cultural activities continues to be supported, with further events and training planned.
CESDP21 - 01 - 15	Proactively work with property owners to bring some of the area's most valued assets back into use		25%	31-Mar-2022	Dialogue with building owners has continued and support has been provided to develop regeneration projects and begin work on-site including the former Mannequins nightclub by PACE Youth Theatre; 2/3 County Place tenement refurbishment; and the former Johnstone Police Station, by Active Communities A priority list of heritage assets has been agreed with the CHAPS Board, with individual contacts for these buildings being pursued to seek constructive dialogue.
CESDP21 - 01 - 16	Assist delivery of approved Town Centre Capital Grant Fund projects and develop project proposals for new Scottish Government Regeneration Capital Grant Fund *		75%	31-Mar -2021	A range of regeneration projects have been delivered, or are concluding, across Renfrewshire town centres including grants to third parties (Active Communities Johnstone, PACE Youth Theatre Paisley and Kustom Kruizers Renfrew) as well as restoration of commercial premises in Johnstone and Renfrew to bring vacant units back into use, development of the 'Start Up Street' facility in George St Paisley, improvements in Robertson Park Renfrew and Houston Square Johnstone.  Scottish Government have launched the RCGF programme for 2022/23 and five Stage 1 applications were submitted. One, for the final phase of works for the PACE Theatre project, has been shortlisted with a detailed application due at the end of October.
CESDP21 - 01 - 17	Review and development of the Heritage Asset Strategy for Renfrewshire **		50%	31-Mar-2022	This specific action has been replaced by/is being advanced through, the Great Place Scheme funded by NLHF and Council. The project is making good progress with over 70 local heritage organisations engaged to receive support and guidance with the aim of strengthening Renfrewshire's heritage network and the capacity of local organisations to protect, manage and understand their heritage assets. An extension of the project to March 2022 has been agreed by the National Lottery Heritage Fund, this will be important in supporting the heritage network in its recovery from the COVID-19 pandemic.
CESDP21 - 01 - 18	Deliver the strategies within the current Local Development Plan (LDP)		95%	31-Dec-2021	As the Proposed Renfrewshire Local Development Plan is still going through the processes and procedures in relation to the final adoption of the Plan, Planning continue to work with a range of partners, stakeholders and communities in delivering sustainable and inclusive economic growth alongside protecting and enhancing Renfrewshire's environmental, cultural and heritage assets.

Code	Title	Status	Progress	Due Date	Update
					Delivery of all of the Strategies in the Plan can be seen in how the policies set out in the Local Development Plan are considered and applied when dealing with a range of planning applications on a daily basis.
CESDP21 - 01 - 19	Develop the new LDP 2		80%	31-Dec-2021	<p>The Proposed Renfrewshire Local Development Plan was submitted to the Scottish Government on 31st January 2020 for Examination.</p> <p>The Examination Report was published on 2 February 2021 and included a number of recommendations from the Reporters which identify amendments to the Proposed Plan. The modifications to the Proposed Renfrewshire Local Development Plan were considered by the Communities, Housing and Planning Policy Board on 14 April 2021. The Head of Economy and Development then notified the Scottish Ministers of the Council's intention to adopt the Local Development Plan, subject to the modifications which the Board did not wish to accept.</p> <p>Scottish Ministers considered both the modified Plan and supporting information provided and concluded that they do not wish to intervene in the adoption of the Plan and that the Council may proceed to adopt the Modified Proposed Renfrewshire Local Development Plan. This process will be undertaken in due course.</p>
CESDP21 - 01 - 20	Progress the relevant workstreams of the Digital Strategy including work on smart data, and digital participation		15%	31-Mar-2022	<p>The Service is leading on a number of workstreams. In terms of the smart data workstream, work is currently underway to map the use of data across the Council and to identify early opportunities to progress our approach to data management and analysis.</p> <p>The Digital Citizen workstream is progressing well with the establishment of a new Citizen Voices group and proposals being developed include a place based digital inclusion pilot in partnership with SCVO. Free Online Safety Ambassador training has been offered out to the community and staff in partnership with GetSafeOnline.</p> <p>The service is a part of the Digital Skills and Leadership workstream working towards upskilling our workforce with plans to provide more digital skills training, self-serve resources online and recruit staff digital champions.</p> <p>The service also co-ordinates all activities relating to the Connecting Scotland programme with almost 2000 devices secured to date to support vulnerable people living across communities.</p>










Code	Title	Status	Progress	Due Date	Update
CESDP21 - 01 - 21	Implement Year 4 of the destination marketing plan		25%	31-Mar-2022	<p>Quarter 1 of the destination marketing strategy has focused on supporting sector restart and encouraging people to visit and spend money in Renfrewshire, this was managed in line with Government restrictions as Scotland moved through restriction levels.</p> <ul style="list-style-type: none"> <li>Designed and delivered local tactical campaigns – Spend Local and Tourist in our Town, designed to inspire local people to support local retailers and venues and rediscover Renfrewshire’s great outdoors by presenting them with new/different perspectives of their place, this continued through Levels 4 and 3.</li> <li>As restrictions lifted, we launched ‘Visit Now’ messaging and new digital content through Paisley Is channels – creating features across main audience themes with a bias to outdoors and providing practical information for visiting safely. This was used to target a local and regional market and has included digital campaigns and press pitches, and activation in other visitor attractions as they have reopened.</li> <li>Product development has continued with the design, development and marketing launch of the Radical Wars Walking Tour App. The new tour has been promoted as part of Renfrewshire’s suite of heritage tours and trails, through visitor marketing channels including VisitScotland digital campaigns.</li> <li>Ongoing development of a marketing plan for Clyde Muirshiel Regional Park.</li> <li>Focus on developing content partnerships that highlight outdoor activities with new brand photography</li> <li>Worked with the in-house Digital Experience team to apply SEO techniques to every webpage and ensure all content is optimised for search engines</li> <li>Regional marketing included Paisley Food Festival and Sma Shot Day, and planning continues to support live events restart and extend the visitor season through Spree and Halloween.</li> <li>A successful bid was made to the VisitScotland Destination and Sector Marketing Fund, with £40,000 awarded to support destination marketing activity until March 2022.</li> </ul>
CESDP21 - 01 - 22	Deliver a Covid secure events programme that supports sector restart		50%	31-Mar-2022	<p>Renfrewshire’s major events programme has been significantly impacted by the pandemic. Digital programming has taken the place of live events into the summer of 2021 and includes delivery of a digital Food Festival and a second digital Sma’ Shot Day celebration – which was supplemented with live programming as Renfrewshire moved to Tier 2. Due to the ongoing COVID-19 restrictions, the British Pipe Band Championships was cancelled for a second year and the partnership with the Scottish Pipe Band Association has now concluded, releasing additional resource for the safe development of the events programme. Throughout the pandemic the team have worked with Event Scotland and Scottish Government to ensure a safe and viable return to events. Event Scotland awarded three lots of funding (£77.4k), to the programme the Scottish Events Recovery Fund for both the Spree and Halloween Festivals to support with additional costs for covid secure arrangements and a rollover of Year of Coasts and Waters money</p>

Code	Title	Status	Progress	Due Date	Update
					into the Halloween festival. The funding is helping to support the return to live in person events late in 2021, with the return of The Spree and a reformatted Halloween Festival.
CESDP21 - 01 - 23	Deliver Fundraising Strategy for Paisley Museum		25%	31-Mar-2022	Applications to major Trusts and Foundations have continued in Q1, with a successful application to the Reo Stakis Charitable Foundation, resulting in a pledge of £100,000, bringing current pledges to £863,483. A further 3 applications to Trusts and Applications were submitted. Trustee meetings have continued online, and regular contact is being maintained with Patrons and Appeal Leaders. The campaign to target High Net Worth Individuals continues to be on hold, due to the impact on COVID-19 restrictions.
CESDP21 - 01 - 24	Lead delivery of cultural regeneration through Future Paisley		25%	31-Mar-2022	A comprehensive review of Future Paisley's step changes and outcomes was undertaken, considering the new context as Renfrewshire continues to emerge from the impact of COVID-19 and to align with priorities in the Council's social and economic recovery plans. Through a series of collaborative workshops with services, partners, and our cultural workforce we establish a new shared narrative for Future Paisley and confirmed new step change wording and new strategic outcomes, more closely aligned to programme activity. This has included reallocating resource to maximise programme impact and sustainability in the months leading to April 2024. Several programme budgets were reprofiled from financial years 2020/21 and 2021/22 to 2022/23 and 2023/24, which also aligned the programme to the revised milestones of the Cultural Infrastructure Programme. In terms of sector support, Future Paisley continued to provide recovery funding to support the cultural sector through the Renfrewshire Cultural Recovery and Renewal Fund. We also extended our partnerships with UWS's Centre for Culture, Society and Events and Glasgow School of Art. Programme activity continues in line with Scottish Government COVID-19 restrictions, with several projects being delivered digitally and in new formats or postponed until restrictions allow.
CESDP21 - 01 - 25	Implement the marketing strategy for Paisley Museum		25%	31-Mar-2022	The marketing strategy was approved in Spring 2021 and presented to key stakeholders including the Future Paisley Partnership Board and VisitScotland. Implementation is being aligned to the revised project delivery schedule and implementation will begin in Q4. In the meantime, work will begin work to develop the Paisley Museum brand to support the campaign launch in 2022. The 2021/22 Paisley Museum PR plan is being implemented.
CESDP21 - 01 - 26	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)		10%	31-Mar-2022	The delivery of AMIDS is now at a critical stage, between infrastructure delivery and securing the investment which will bring employment, skills and economic growth enabled by GAIA infrastructure, and a primary aim of AMIDS. This context is recognised within the Renfrewshire Economic Strategy 2020-2030 where AMIDS is noted as a key component.





Code	Title	Status	Progress	Due Date	Update
CESDP21 - 01 - 27	Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes		10%	31-Mar-2022	The monitoring of benefits associated with the CWRR City Deal Projects is at an early stage however, development including new residential and commercial developments, in the areas in the vicinity of both the GAIA and CWRR projects has been accelerated as a result of the significant City Deal investment. It is estimated that circa 10% of the projected outputs and outcomes have been realised.
CESDP21 - 01 - 28	Implement the Cultural Infrastructure Investment programme		10%	31-Mar-2022	The Cultural Infrastructure investment programme has progressed. The Paisley Museum Reimagined (PMR) project appointed a main works contractor in May 2021, with a site start in July. The Paisley Town Hall Refurbishment (PTHR) main works contract was awarded in March 2021 and works have commenced on site, with Practical Completion anticipated in November 2022. The Paisley Learning & Cultural Hub (PL&CH) main works contract is now underway with a site start during August 2021 and completion anticipated in late 2022. The Paisley Arts Centre refurbishment design process is approaching completion, with an Advance Works contract planned for Autumn 2021, Main Works during 2022 and completion in January 2023. The Public Realm & Junction improvements project has restarted with roads team leading on the junctions project and will be carefully re-programmed to accommodate project updates and dependencies, with a view to completion of consultation and design processes by the end of 2021.
CESDP21 - 01 - 29	Actively engage with Renfrewshire suppliers to increase opportunities to bid for council contracts and improve opportunities for local job creation		50%	31-Mar-2022	The procurement team are working with the Supplier Development Programme to help achieve this objective. Online events include the national Meet the Buyer event held in July this year and events aimed at Renfrewshire businesses to help them understand procurement in Renfrewshire Council.
CESDP21 - 01 - 30	Carry out a full review of the current Community Benefits Outcome Menu to maximise local employment opportunities and include an option for tenderers to offer support for the Youth Guarantee		50%	31-Dec-2021	The review is currently ongoing and an update on the Community Benefits Strategy will be provided to the Finance, Resources and Customer Services Policy Board later in 2021.



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

Code	Title	Status	Progress	Due Date	Update
CESDP21 - 02 - 01	Review Local Partnership arrangements and implement recommendations as appropriate		25%	31-Mar-2022	<p>Local Partnerships have continued to operate through the pandemic, In early 2021, Local Partnerships were briefed on the progress of the Community Impact Assessment, particularly the findings of the Public Services Panel by Local Partnership area. In May and June 2021, partnerships met to award grand funding.</p> <p>The planned review of Local Partnerships was put on hold due to officer capacity during the pandemic, however this has now commenced and is scheduled for completion by early Spring.</p>
CESDP21 - 02 - 02	Deliver framework for mainstreaming Participatory Budgeting		75%	31-Mar-2022	<p>Framework has now been developed and will be subject to further engagement with the Corporate Management Team and elected members during late 2021.</p> <p>Additionally, work has continued to develop our local approach to PB, with the launch of a community Investment exercise in partnership with Environment and Infrastructure, the development of options for PB within schools, and a further round of the Celebrating Renfrewshire programme which is currently underway.</p>
CESDP21 - 02 - 03	Continue to deliver Neighbourhood Hub support in response to COVID-19, and continue to develop the Neighbourhood Hub model as part of mainstream service delivery.		50%	31-Mar-2022	<p>Hub support has continued to be provided during 2021. This has shifted to crisis support mainly around issues such as food provision or prescription delivery due to self-isolation.</p> <p>Proposals are being developed to support the next phase of this model as part of the wider Right for Renfrewshire programme.</p>
CESDP21 - 02 - 04	Continue to engage with community groups to support the humanitarian response effort		50%	31-Mar-2022	<p>During 2021, the Partnerships and Inequalities team have continued to engage with local groups and organisations, particularly in relation to the provision of community food and income and energy advice.</p>
CESDP21 - 02 - 05	Seek to proactively engage with communities around Community Benefits		50%	31-Mar-2022	<p>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</p>




Code	Title	Status	Progress	Due Date	Update
					win contracts in Renfrewshire to open up sub-contracting opportunities to Renfrewshire based businesses.
CESDP21 - 02 - 06	Support the delivery of the key outcomes from the current Local Housing Strategy (LHS) 2016- 2021 and report progress annually		90%	31-Mar-2021	<p>The Local Housing Strategy sets out the strategic vision for housing and housing-related services in Renfrewshire and seeks to provide a clear direction for strategic housing investment. Since the Strategy's approval in 2016, it continues to achieve progress is delivering the 7 Outcomes set out in the Plan.</p> <p>This year we have seen the completion of around 750 private sector homes and over 250 new affordable homes across Renfrewshire. Many of these new homes have been completed in our towns and villages, with an emphasis on targeted investment on regeneration and sustainable sites, creating attractive places and neighbourhoods.</p> <p>There has also been significant investment into existing Council housing stock and stock managed and operated by Housing Associations in Renfrewshire with the aim of delivering high quality, well managed homes that are energy efficient, seeking to reduce fuel poverty.</p> <p>Through the Pandemic advice and assistance continued to be provided to people in housing need in Renfrewshire aiming to prevent homelessness and ensuring that vulnerable people received advice and support.</p>
CESDP21 - 02 - 07	Support the development of the new Local Housing Strategy (LHS) for the next five-year period 2021-2026		50%	31-Mar-2022	<p>As the current Local Housing Strategy is nearing the end of the five years since it was prepared, the preparation of the next Renfrewshire Local Housing Strategy has already begun in earnest with the first stage of consultation and engagement undertaken in early in 2021, with an online questionnaire returning 101 responses. The results of this consultation were reported to the Communities, Housing and Planning Policy Board on 16 March 2021. These responses have been reviewed and feedback is being used to shape and inform the development of a draft Local Housing Strategy.</p> <p>It is anticipated that a draft Local Housing Strategy 2022-2027 will be presented to the Communities, Housing and Planning Policy Board in early 2022. This will be followed by a 12-week period of consultation and engagement with a wide range of stakeholders and partners, including tenants, local communities, housing providers, Health and Social Care Partnership and the Scottish Government.</p> <p>The final Local Housing Strategy 2022-2027 will be presented to the Communities, Housing and Planning Policy Board later in 2022.</p>

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

Code	Title	Status	Progress	Due Date	Update
CESDP21 - 03 - 01	Implement the recommendations of the Renfrewshire Alcohol and Drugs Commission		25%	31-Mar-2022	<p>The final report of the Alcohol and Drugs Commission was presented to the Council and Community Planning Partnership in December 2020. An update on progress was provided to the Leadership Board on 15 September. 12 projects are currently being supported by the £2m funding allocated by Council to support the work of the commission, with £1.34m of funding allocated to date.</p> <p>This work is being overseen by a programme board chaired by the Chief Executive</p>
CESDP21 - 03 - 02	Work with partners to deliver the Social Renewal Plan's initial action plan		30%	31-Mar-2022	<p>An update on the plan was brought to Leadership Board in June 2021. Following an initial assessment, actions are being progressed by partners as a priority during 2021 specifically relating to:</p> <ul style="list-style-type: none"> <li>• Income, poverty and financial security</li> <li>• Community resilience and capacity</li> <li>• Digital exclusion</li> </ul> <p>In September 2021, a range of proposals were approved by the Leadership Board to support fuel and food insecurity over the winter months. This includes the launch of a Community Food Fund, credit union development, a benefits take up campaign and engagement with low income households in partnership with the Poverty Alliance.</p> <p>A Social Renewal Lead Officer post is currently being recruited to coordinate work in this area.</p>
CESDP21 - 03 - 03	Implement Year 4 of the Tackling Poverty Programme funding, and review and refresh the programme in light of COVID-19 impacts		50%	31-Mar-2022	<p>The Tackling Poverty Programme has continued to operate throughout the year, adapting where appropriate to deliver vital projects throughout COVID restrictions with proposals for the 2021/22 programme agreed by Leadership Board in April 2021.</p> <p>Through the Social Renewal Plan that was agreed by Council in early 2021, linked work has also been undertaken in terms of developing further supports around food and fuel insecurity, and the provision of advice and support for people affected by redundancy, furlough etc.</p>
CESDP21 - 03 - 04	Work with local equalities led community groups to develop and publish		75%	31-Mar-2022	<p>Following engagement, draft equality outcomes were agreed by Council and published in March 2021. These will be subject to further engagement during 2021 in light of COVID.</p>





Code	Title	Status	Progress	Due Date	Update
	new equality outcomes for Renfrewshire				
CESDP21 - 03 - 05	Develop and publish Local Child Poverty Action Report		100%	30-Jun-2021	<p>The Local Child Poverty Action report was agreed by Leadership Board in June 2021 and subsequently published.</p> <p>Child poverty has been identified as a particular area of focus for the Community Planning Partnership, and an initial scoping session for partners to identify next steps around child poverty was held in September 2021.</p>
CESDP21 - 03 - 06	Support the delivery of the Connecting Scotland Programme		50%	31-Mar-2022	<p>To date, from June 2020 to August 2021 there have been five application phases of the programme which delivers Wi-Fi enabled devices and Mi-Fi's providing internet connectivity to end users who are digitally excluded. Free, unlimited data is provided for two years. End users are also provided with telephone support from their support organisation in the form of Digital Champion support, to help them set up and use the device. SCVO provide the online Digital Champion training.</p> <p>Successful applications were submitted across all phases by Renfrewshire Council COVID-19 neighbourhood hubs, Children's Services and Communities and Housing Services, with 835 devices secured for service users. A further 1101 devices were awarded to a wide range of Renfrewshire public sector and community based organisation across all phases giving a total of 1936 for the Renfrewshire area.</p>





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

Code	Title	Status	Progress	Due Date	Update
CESDP21 - 04 - 01	Lead and coordinate the process of securing the renewal of Renfrewshire's status as a Fairtrade Zone *		0%	31-Mar-2022	<p>Work continues to support the Fair Trade movement in Renfrewshire, including exploring the links between Fair Trade and the Council's climate programme.</p> <p>In terms of the renewal of Renfrewshire's Fairtrade Zone status, this action was paused due to the pandemic and further work will be undertaken to develop a new timetable.</p>
CESDP21 - 04 - 02	Lead the coordination of Council-wide efforts to respond to the climate emergency and support the work of the Climate Change Sub Committee, including the partnership forum, adaptation plan, citizens engagement panel / assembly, and community food growing		30%	31-Mar-2022	<p>Work is currently being progressed to develop a plan for net zero, which will set out the actions required to achieve the net zero by 2030 target set by Council in 2019. Support is being commissioned to provide an evidence base for the plan and quantify the carbon saved from a range of proposed interventions.</p> <p>A survey was distributed to Renfrewshire's Public Services Panel and also made available to Renfrewshire's citizens in order to understand the public's knowledge, views and priorities in terms of the climate emergency and also to recruit for Renfrewshire's Climate Panel which is due to have its first session shortly.</p> <p>An initial scoping session of the partnership forum took place in summer with a further meeting due shortly and plans for a survey of Renfrewshire businesses in partnership with the Chamber of Commerce.</p> <p>A Climate Emergency Lead Officer was recently recruited to coordinate this programme of work and they started in post at the end of September.</p>
CESDP21 - 04 - 03	Ensure that climate considerations are taken into account in our procurement strategies and tenders with a focus on reducing emissions.		75%	31-Mar-2022	<p>The Scottish Government Sustainability Test is used for all contracts with a value of greater than £50,000, the output from the Test is included in our contract strategies. For higher value complex contracts there is a strong focus on the delivery of sustainability throughout the whole contract and beyond.</p>



## Strategic Outcome 5: Working together to improve outcomes

Code	Title	Status	Progress	Due Date	Update
CESDP21 - 05 - 01	Working with HR and OD, develop the relevant actions in line with the Council's new People Strategy		15%	31-Mar-2022	During 2020/21 the Council began to develop the 'Our People Our Future 2021-2026' – People Strategy which was presented to the Finance, Resources and Customer Services Policy Board in March 2021, replacing the Council's Organisational Development Strategy 2016-2019 and Workforce Plan 2017-2020. Chief Executive's Service will continue to work with HR and OD colleagues throughout 2021 to develop actions which fit the needs and duties of its staff. This includes ensuring a service-wide focus on absence, supporting managers with training, embedding policies, and supporting the health and wellbeing of employees.
CESDP21 - 05 - 02	Supporting our employees' health and wellbeing, better understanding of service needs and resources and planning for the future		50%	31-Mar-2022	Supporting the health and wellbeing of employees across the service is a key priority, particularly given the current working arrangements and additional pressures that may be felt. Where it was felt to be beneficial to team members, arrangements have been made to have additional access to Renfrewshire House. Absence levels are closely monitored with weekly reporting and monthly absence monitoring meetings with HR and OD colleagues to explore what further support can be offered to employees who are unwell such as occupational health referrals, time for talking counselling and CBT where appropriate.
CESDP21 - 05 - 03	Work closely with suppliers, Scotland Excel, Scottish Government Procurement and COSLA to monitor the impact of Brexit		75%	31-Mar-2022	We have identified all of our strategic critical suppliers and assessed their capacity and contingency planning. Supply chains and any related issues are kept under regular review.
CESDP21 - 05 - 04	Embed the Council's brand values		25%	31-Mar-2022	We continued to support HR & OD to embed our values with the launch of the 'Living Our Values' training for managers and continued support for wellbeing. This included a thank you film from the Chief Executive, Directors, HSCP and RL to staff for their contribution in 20/21.

Code	Title	Status	Progress	Due Date	Update
CESDP21 - 05 - 05	Implement Year 4 of the Council's marketing and communication strategy to support recovery		25%	31-Mar-2022	<p>The marketing and communications strategy for 2021/22 was approved at CMT, and objectives agreed:</p> <ul style="list-style-type: none"> <li>• Strengthen our Council brand and realign Paisley Is</li> <li>• Support local delivery of COVID-19 response and national campaigns</li> <li>• Support delivery of Covid-safe election 2021 process</li> <li>• Support Council (and place) priorities for emerging social, economic, and organisational recovery and renewal</li> <li>• Support our staff through the pandemic</li> </ul> <p>The team provided communications support to the Scottish Parliament elections and continued support for the Council's role in the delivery of a safe election process. We continue to provide weekly communications to support staff and general public through the pandemic, including the national COVID-19 vaccination and community testing programme, public health messaging and Scottish Government guidance. Communications were also provided to support the return of schools after Easter 2021, and a thank you film for Council staff to mark their contribution was also published. Support was provided to businesses through promotion of the Young Person's Guarantee and hiring three young people through the Kickstart scheme. Continued promotion for cycle routes, the Big Summer Clean and measures to tackle climate change.</p>
CESDP21 - 05 - 06	Implement the internal communications and engagement strategy to support the Council's social, economic, and organisational recovery		25%	31-Mar-2022	<p>The internal communications team continue to support organisational recovery and transition to new ways of working, surveying staff on the impact of COVID-19 and reporting on insights. The Council website has a newly expanded staff area for news, guidance and frontline accessibility together with a Wellbeing Hub to support health and safety measures and awareness initiatives such as mental health awareness week. The team devised and delivered a new RenTalks programme of virtual learning sessions on Microsoft Teams, developed more people-led content for newsletters and social media and delivered a virtual Leaders Forum session for 150 senior leaders in June 2021.</p>
CESDP21 - 05 - 07	Deliver Part 1 Digital Experience strategy		25%	31-Mar-2022	<p>Through the release of a procurement opportunity on the GOV.UK Digital Marketplace, the Digital Experience team has appointed two digital agencies – Manifesto and FutureGov - to undertake research activities in Part 1 of the Digital Experience programme. These activities, which are currently under way, will lead to a set of recommendations that will define how we implement the Council's vision to consolidate, diversify, and protect our digital experience estate, starting with the development of a new Renfrewshire.gov.uk. The options for Part 2 of the strategy will be presented in November 2021</p>
CESDP21 - 05 - 08	Develop new content strategy		100%	31-Mar-2022	<p>Following the audit of the Council's social media channels in January 2021, a Seven-Day Content Plan was introduced across the Council's Facebook and Twitter channels in Spring</p>
















Code	Title	Status	Progress	Due Date	Update
					2021. Facebook reach increased by 8.8% in May and engaged users rose 80% in May on February's stats. Twitter impressions increased 11.2% in May and engagements increased 67.1% in May on our February stats. The strategy is now being rolled out across all channels. Work is now underway to create a new social media content strategy to Following its success, the plan has now been rolled out across the majority of our social media channels, and a new content strategy is being developed to respond to the audience insights gathered through the Audit and Review.

















## Chief Executive's Service Development Plan 2021-2022 PI Scorecard






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

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Explanation of performance
					Value	Target	Value	Target	
DHS.EMP.01	Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				924	1,100	226	275	<p>The Employability Service has been delivering a reduced service due to the current working conditions, but numbers are increasing steadily.</p> <p>In addition to the numbers of people registering for the Invest Programme the team are also dealing with several hundred other young people for the Kickstart Programme which is not captured within this indicator as it stands. The majority of these young people are shorter term unemployed and do not require the full Invest support. Over 450 Kickstart places had been approved by the DWP for the Renfrewshire Council bid with 120 young people already started in post and no longer claiming benefits, and 110 currently in the process of being recruited for.</p>
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council				170	180	Not measured for Quarters		<p>These numbers are lower than expected – this is due to the job losses and business disruption as a result of COVID-19. In addition, business closures/ home working etc. has meant that (in many cases) information has not been returned / follow up as not been possible and in other cases jobs have been lost.</p>

	Employability Programme (INVEST)								
CE.EMP.01	Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme				289	350	Not measured for Quarters		289 unemployed people were moved into work during 2020-21 through the Council employability programme. This was considerably less than usual due to the pandemic, however as noted above, there is a wide programme of support in terms of employability and the local economy within the context of the pandemic.
DHS.EMP.08	Number of new business start-ups in Renfrewshire with Business Gateway support				86	310	80	80	The Start Up figures are improving on last year however the Business Team were still working on the COVID-19 grants for some of Quarter 1 and so were not full time on the BG start up work.
CE.SDP21.BusSup	Number of businesses applied for support relating to COVID-19 funding schemes				New indicator	Data only	3728	Data only	3728 businesses applied for COVID-19 funding schemes; the breakdown is outlined in the indicator below.
CE.SDP21.Grants	Amount of grants and loans approved to businesses in relation to COVID-19 funding schemes (£)				New indicator	Data only	£14,703,500	Data only	The breakdown of these grants is as follows: Taxi driver £1,515,000 Taxi Operator £604,000 Discretionary Fund £2,749,000 SFBS £9,835,500 Which gives a total of £14,703,500
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)				7,285	Data only	5,985	Data only	Please note that this figure reflects the 'claimant count' for Renfrewshire at end of June 2021.  Of this figure, claimants aged 18-24 years = 1,060  Claimants aged 50+ years = 1,565  This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits so doesn't count all unemployed people in the area













DHS.WORKPOP	Percentage of Renfrewshire population working age (16-64)				64.2%	Data only	Not measured for Quarters		Source: ONS Population estimates
DHS.CP.RR01	Number of properties on Buildings at Risk Register				30	42	30	30	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 30 Renfrewshire properties, a reduction of two since the start of 2020.
DHS.VDL.01	Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment				*	20	Not measured for Quarters		*There has been a delay in providing this data due to the impact of COVID-19 on carrying out the audits within the usual timeline. The audits have now been carried out and the data is being verified.
CE.SDP21.Events1	Number of people participating in the events programme, digitally or in person				New indicator		200	75	Q1 events, Paisley Food and Drink Festival and Renfrew Gala day had 200 participation opportunities. In the food and drink festival workshops for pakora making and gin tasting experiences as well as cookery demonstrations and workshops on food sustainability and food poverty. Families were able to learn how to make low-cost nutritional family meals and received food donations through EBI Unites and Bridgewater Housing Association. Renfrew Gala day programming featured a series of Renfrew on Film screenings and a walking challenge for residents to explore areas of the town.  This is a new indicator with an annual target of 300, and the baseline position for 2020 was 150.
CE.SDP21.Events2	Number of people performing in the events programme, digital or live performance				New indicator		50	25	Performance opportunities in the Q1 programme came primarily from the Food and Drink Festival programme with live music being delivered in both the opening and closing evenings of the programme and poetry and film production by young producing group Art Boss.  This is a new indicator with an annual target of 100, and the baseline position for 2020 was 50.
CE.SDP21.Events3	Number of volunteers supporting the				New indicator		3	3.75	Q1 events included the Paisley Food and Drink Festival and Renfrew Gala Day, both of which were delivered as online events, provided volunteering opportunities for three people. The 3 volunteers spent 48 hours on photography, videography, blog writing and research. The work of the







	development and delivery of the events							volunteers supported the delivery of local groups, who would have been otherwise unable to take part in a digital event, the opportunity to deliver online video workshops and tutorials.  This is a new indicator with an annual target of 15.
CE.SDP21.Events4	Number of people viewing or attending the events programme	✅	▬	▬	New indicator	18,300	16,250	Two events took place in Q1 and were delivered digitally. Over 17,000 people tuned in to watch the wide-ranging Food and Drink festival programme, including live cookery demos, cooking and bake along family sessions, interactive cocktail making, crafts and live music. Renfrew Gala day was delivered online as a showcase to Renfrew and featured local businesses, groups, films and blogs on the history of the town. The British Pipeband Championships had to be cancelled due to ongoing COVID-19 restrictions, impacting on attendance/viewing numbers.  This is a new indicator with an annual target of 65,000, reflecting the restrictions on large scale outdoor events in Q1 and 2.
CE.SDP21.FundIT	Fundraising Income Target	⚠️	▬	▬	New indicator	100,000	125,000	The annual target of £1m was reduced to £500,000 in 21/22 to reflect our pausing of the HNWI campaign and postponing a corporate campaign due to the impact of COVID-19 on fundraising. Instead, Q1 fundraising activity focused on Trust and Foundation applications only. 3 applications were made with decisions expected in Autumn 2021. 1 application was approved in summer 2021.
CE.SDP21.PaisMus	Paisley Museum PR target (OTSH)	✅	⬆️	▬	New indicator	3,300,000	5.5m (annual target)	Q1 PR performance was very strong due to national interest features. This included the main works contract which attracted national and trade PR, and the anniversary of 150 <sup>th</sup> Paisley Museum and #ShowUsYourPaisley campaign which had UK-wide media reach. 47 media articles were achieved with a PR value of £235,328.  This is a new indicator with an annual target of 5.5 million, and the baseline for 2020 was 4 million.

CEX.OTSH.PI	Opportunities to see or hear something (OTSH) positive about Paisley and Renfrewshire as part of Paisley is destination brand				160,185,805	240,000,000	19,200,000	30,000,000	<p>Visitor and events PR and marketing continued to be restricted in the first quarter of the year, as Renfrewshire moved through ScotGov restriction levels. This meant the usual annual event marketing to support Paisley Food Festival was significantly reduced (digital event) and no national marketing took place to support the British Pipe Band Championships (cancelled). The 2021 spring/summer visitor campaign (regional and digital marketing) was replaced with a local campaign to promote outdoors attractions and spend local. Regional &amp; national visitor marketing will re-start in line with the easing of COVID-19 restrictions on travel.</p> <p>The annual target was revised to 120m (year 1 destination marketing target), to reflect the impact of ScotGov restrictions on visitor and event marketing.</p>
-------------	---	---	---	---	-------------	-------------	------------	------------	--









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
















Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Explanation of performance
					Value	Target	Value	Target	
HPSIP01	Affordable housing completions				250	200	Not measured for Quarters		<p>The Local Housing Strategy sets out Renfrewshire's Housing Supply target for 1,000 new affordable homes over the five-year period 2016-2021. This target equates to an annual indicative target of 200 completions. However, it is not expected to see completions evenly distributed across the five-year period in practice and targets are set based on the programme. The affordable newbuild housing programme involves both Council and Housing Association developments across a range of sites in Renfrewshire.</p> <p>Despite the Pandemic, the Council along with the Housing Associations active in Renfrewshire and the Scottish Government have worked in partnership to continue to deliver affordable housing across Renfrewshire with completions above the target set.</p>
SOA10.10a	Private housing completions				751	500	Not measured for Quarters		Targets have been met largely by success at Dargavel Village in completing a range of homes.
CE.SDP.21.%PSPI	Percentage of respondents who agree that they can influence decisions about public services and other issues of public interest				21.2%	Data only	Not measured for Quarters		In Renfrewshire's Public Services Panel (December 2020), respondents were asked if they agreed that they 'can influence decisions about public services and other issues of public interest' - 21.2% agreed. Whilst not directly comparable with the Scottish Household Survey question, the 2019 data for 'influencing' showed 11% of respondents agreeing in Renfrewshire.
CE.SDP21.%LONELY	Percentage of respondents who have felt lonely some, all or most of the time				47%	Data only	Not measured for Quarters		This figure comes from Renfrewshire's Public Services Panel (December 2020) and compares broadly with a similar question in a Scottish Government National COVID-19 Survey where the figure for Scotland was 40%. Some caution should be exercised here as the national survey was a telephone survey and the Public Services Panel was a written questionnaire so perhaps people may be more likely to disclose sensitive emotions such as loneliness.













CE.SDP21.%NHIMP	Percentage of respondents who agree that this is a neighbourhood where local people take action to help improve the neighbourhood				49%	Data only	Not measured for Quarters	This figure comes from Renfrewshire's Public Services Panel (December 2020).
CE.SDP21.%NHKIND	Percentage of respondents who agree this is a neighbourhood where people are kind to each other				72%	Data only	Not measured for Quarters	This figure comes from Renfrewshire's Public Services Panel (December 2020) and compares broadly with a similar question in the Scottish Household Survey where the figure for Scotland in 2018 was 83%.

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




Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Explanation of performance
					Value	Target	Value	Target	
CE.SDP21.NHubref	Number of referrals supported by the Neighbourhood Hub teams				New indicator		75	Data only	The Neighbourhood Hubs experienced relatively low numbers of referrals in Q1, which corresponds to lower levels of community transmission of COVID-19. The majority of these requests continue to be focussed on access to food for those self-isolating, as well as prescription delivery. As COVID-19 rates have risen over the summer, referrals to the Hubs have also risen throughout Q2.
CPP.INCOMETP	Income maximised in Tackling Poverty projects				758,675.49	Data only	340,662.49	Data only	The amount of income maximised was less at the beginning of the year as advice services switched channels from predominantly face to face to predominantly telephone or online. Once things normalised and new styles of service provision became better known, income max increased. In addition, throughout the year as unemployment has increased and furlough has reduced income, more clients are coming forward.

## Service Outcome Strategic Outcome 5: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term	Long Term	2020/21		Q1 2021/22		Explanation of performance
					Value	Target	Value	Target	
PT.DS.PPF.CMT.06	Application Approval Rate				96.9%	Data only	*	Data only	* This indicator is verified by the Scottish Government bi-annually, therefore Q1 data is not yet available.  Q1 and Q2 data will be submitted to the Scottish Government in October 2021. It is anticipated that the data analysis will be returned by the end of November 2021.
PT.DS.PPF.CMT01	Average Time for processing Planning Applications (Householder)				6.9	8	*	8	* This indicator is verified by the Scottish Government bi-annually, therefore Q1 data is not yet available.  Q1 and Q2 data will be submitted to the Scottish Government in October 2021. It is anticipated that the data analysis will be returned by the end of November 2021.
PT.DS.PPF.CMT.07	Percentage of applications dealt with under delegated authority				98.1%	Data only	97.9%	Data only	This varies year on year depending the types of applications that are submitted.
DHS.BSTAN.1a	Time to issue a building warrant or amendment to warrant from receipt of application (days)				96.9	60.0	103.3	60.0	A new software system was introduced in April 2021. The system is still settling down however it is expected to assist in enhancing the performance of the team.  In addition, it should be noted that as a result of a significant backlog of applications the team have been undertaking a period of overtime, while four new Assistant Surveyors are due to take up post in the coming months which will assist in improving performance.
DHS.BSTAN.1b	Time to issue a first report (95% issued within 20 days)				50.8	95.0	28.2	95.0	A new software system was introduced in April 2021. The system is still settling down however it is expected to assist in enhancing the performance of the team.

									In addition, it should be noted that as a result of a significant backlog of applications the team have been undertaking a period of overtime, while four new Assistant Surveyors are due to take up post in the coming months which will assist in improving performance.
DHS.BSTAN.1c	Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information				47.3	90.0	55.4	90.0	<p>A new software system was introduced in April 2021. The system is still settling down however it is expected to assist in enhancing the performance of the team.</p> <p>In addition, it should be noted that as a result of a significant backlog of applications the team have been undertaking a period of overtime, while four new Assistant Surveyors are due to take up post in the coming months which will assist in improving performance.</p>
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				93%	100%	95%	100%	31 single departmental requests were received in Q1, an increase of 18 compared to Q1 2020/21. Due to the complex nature of the requests, 3 responses were issued late.
CE.SDP21.%FRComp	% of frontline response complaints responded to within timescales agreed with customer (Chief Executive's)				63%	100%	57%	100%	<p>In Q1 the Chief Executive's Service received 7 Frontline complaints, 4 were completed within timescales. On reviewing the 3 complaints which were not responded to in time, in 2 of the 3 cases these were responded to in less than 10 days and the remaining complaint took 14 days to respond to.</p> <p>In future, complaints of this nature should be escalated to investigation given the complexity of the complaint and the resource required to resolve them.</p>
CE153	% of investigation complaints responded to within timescales agreed				100%	100%	100%	100%	In Q1 the Chief Executive's Service received 1 investigation complaints which was completed within timescale.

	with customer (Chief Executive's)								
CEABS01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)				5.56	6.5	0.96	1.3	Q1 figure includes COVID-19 related absence at 0.96 work days lost and is below the target of 1.3
CE.SDP21.IntComs	% of staff who feel that the information they receive from internal communications is helpful				New indicator		85%	75%	Based on results of the Smarter Ways of Working Survey issued to all staff in June 2021. The survey results show that 85% feel the information they receive from internal communications is very helpful (26%) or helpful (59%) This is measured annually.
CE.SDP21.RCWeb1	Number of total users to Council website				New indicator		347,640	1,177,200 (annual target)	COVID-19 information has a significant impact on the Council website traffic. Number of users decreased 13.7% in Q1 21/22 compared to Q1 20/21.  This is explained by a reduction of visits to our COVID-19 section due to Council services being less disrupted, including schools, and a stabilisation of restrictions. However, number of total users for all normal service sections are increasing on pre-pandemic levels (estimated 5% per year).
CE.SDP21.RCWeb2	Number of new users visiting the Council website				New indicator		*see note	*see note	*This indicator can't be tracked currently due to a technical issue with the website Content Management System (GOSS) and issues with cookie tracking. This is a medium-term issue.
CEX.DIGCHANNELS	Number of people engaging with the Council's digital channels (not including website).				55,130	54,400	57,915	54,000	Our social media accounts had a combined following of 57,915 people in June 2021. This represents an increase of 2,785 on our 2020/21 value for the same period. Our accounts with the largest followings during this period were Twitter (28,428) and Facebook (26,032).

CEX.OTSH.RC	Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity				77,513,670	120,000,000	84,208,049	30,000,000	Overall OTSH has increased compared to 20/21 due to coverage returning to normal due to the pandemic recovery. The significant increase in Q1 relates to updated reach figures (provided by Kantar) for the Daily Record website. This increased from 116,384 to 1,386,667. Renfrewshire Council had 99 positive articles on the Daily Record website in Q1.
-------------	--	---	---	---	------------	-------------	------------	------------	--