

Chief Executive's Service

Service Improvement Plan 2024 - 27



Renfrewshire
Council



Welcome from the Chief Executive

Thanks for taking time to read this updated Service Improvement Plan, setting out how the Chief Executive's Service will help to deliver the strategic outcomes set out in our new Council Plan, relating to Place; Economy; Fair; Green, Living our Values; and the cross-cutting focus on Improving Outcomes for Children and Families. We will continue to focus on the priority areas we set out in last year's plan.

All Council services are operating in a challenging context, but we continue to listen and target our resources to the areas and programmes that need it most. Within the Chief Executive's service, a key priority remains tackling inequalities and supporting Renfrewshire communities through the cost-of-living crisis, with the Fairer Renfrewshire programme driving forward activity to support local people.

Communities are at the heart of everything we do, whether that's working on the regeneration and development of our towns and villages, attracting large-scale investment and jobs into Renfrewshire, supporting small businesses, helping people into work, or finding new ways to partner with communities to tackle the issues that matter most locally.

Alongside our brilliant events programme, we continue to work hard to make sure that residents, staff and visitors get the information they need about the Council and Renfrewshire. We all work together as a team to continue to make Renfrewshire a great place to live, work and visit, and I'm thankful for the ongoing commitment and hard work of all my colleagues who share that goal.

Alan

Chief Executive's Services – Our Service



Tackling Poverty and Inequalities

Working to address sources of poverty



Supporting Business

To start-up, grow, & increase jobs and enterprise



Alcohol and Drugs

Working to reduce harm from substance use



Employment Support

Helping unemployed & low waged people find & sustain work



Digital Experience

Ensuring citizens can easily find and use information online about council services



City Deal

Major infrastructure projects bringing regeneration & economic opportunities



Events

Attracting visitors & positive economic impact

Cultural Infrastructure



Investments in significant heritage buildings in Renfrewshire

Marketing and Communication



Managing the Council's brand & communication with local people



Regeneration

Supporting the regeneration of our towns and villages



Planning and placeshaping

Delivering planning & building standards services, including policy



Community empowerment

Working with our communities, partners and third sector organisations



Strategy and Policy

Leading policy & strategy development, alongside performance, data and research



Community Learning and Development

Delivering youth work, adult and family learning and building communities

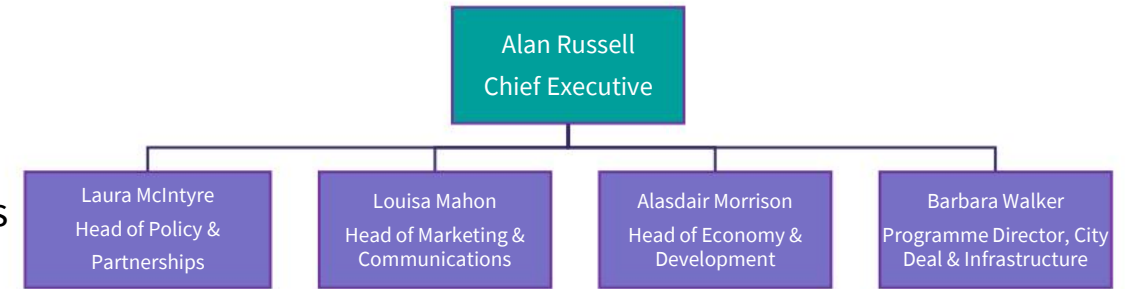


Estates

Managing the Council's estate

Chief Executive's Services - About Us

The Chief Executive's service is responsible for setting the strategic direction of the organisation, delivering large-scale infrastructure programmes and services to support Renfrewshire's economy, celebrating our cultural heritage and developing thriving communities and neighbourhoods across Renfrewshire. We build strong relationships with partners across the public, private and third sectors ensuring collaborative working towards shared goals



The Chief Executive is the Council's Head of Paid Service, responsible for ensuring the effective management of the Council in addition to leading this service. Within the service, the Chief Executive is supported by four Heads of Service, who deliver the four main work areas:

Policy & Partnerships: Coordinating the Council's approach and working with partners to tackle poverty and alcohol and drug harm, deliver community empowerment and learning and development, leading on asylum and migration issues, and policy, performance, data and analytics support.

Marketing & Communications: Strategic communications, marketing and public relations, media management, digital experience, cultural regeneration, major events and capital fundraising.

Economy & Development: Employability and business support, regeneration, supporting the creation of jobs and local investment, managing the council estate and providing building standards and planning services, including planning policy.

City Deal & Infrastructure: Delivering major infrastructure projects, including Glasgow Airport Investment Area (GAIA), Clyde Waterfront and Renfrew Riverside, Advanced Manufacturing Innovation District Scotland (AMIDS) and AMIDS South alongside the cultural infrastructure projects delivering significant investment across Renfrewshire's heritage buildings.

Our Resources and Risks

BUDGET

For 2024/25, the revenue budget approved for General Services on 29 February 2024 was **£549m**. The capital budget approved for General Services on 29 February 2024 was **£147.8m** for the period 2024/25 to 2028/29.

The Chief Executive’s Services revenue budget for 2024/25 is approximately **£10.5m**.

As part of the capital budget, just over **£200m** will be invested in City Deal and related infrastructure over the next three years. In 2024/25, there will also be **£21m** for economic development projects.

RISK MANAGEMENT

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.

Chief Executive’s Service risks are detailed below:

Risks	Evaluations
Our strategic risks	
Economy	Very High
Reducing Inequalities in Renfrewshire	Very High
Our corporate risks	
Cyber Attack	High
Asset management	High
Organisational learning from Dargavel investigation	High
Administering elections	Moderate

Transformation and Financial Sustainability

The Council's financial outlook remains significantly challenging. The most recent analysis reported to Council on 29 February 2024 suggests that Renfrewshire Council will experience a funding deficit in the range of £45m-£50m in the three years following 2024/25, unless mitigating action is taken.

The Council continues to explore ways to transform how we deliver our services – to improve the experience of our customers and service-users but also to ensure the Council's financial sustainability.

Chief Executive's Service continues to support this through:

Ensuring **corporate goals** are linked through all Council policy, and service plans reflect improvement and efficiency

Leading on the **Connected Communities** programme to transform how we work across localities

Supporting the cross-service **Financial Sustainability** workstreams led by the Corporate Management Team

Leading the council's public, staff and stakeholder **communications** that drive awareness of future change

Workforce innovation and wellbeing

The Council launched its people strategy [“Our People, Our Future”](#) in 2021, which was updated in 2023 with the following 3 priorities:



**Improving our
Employee Experience**



Workforce Planning



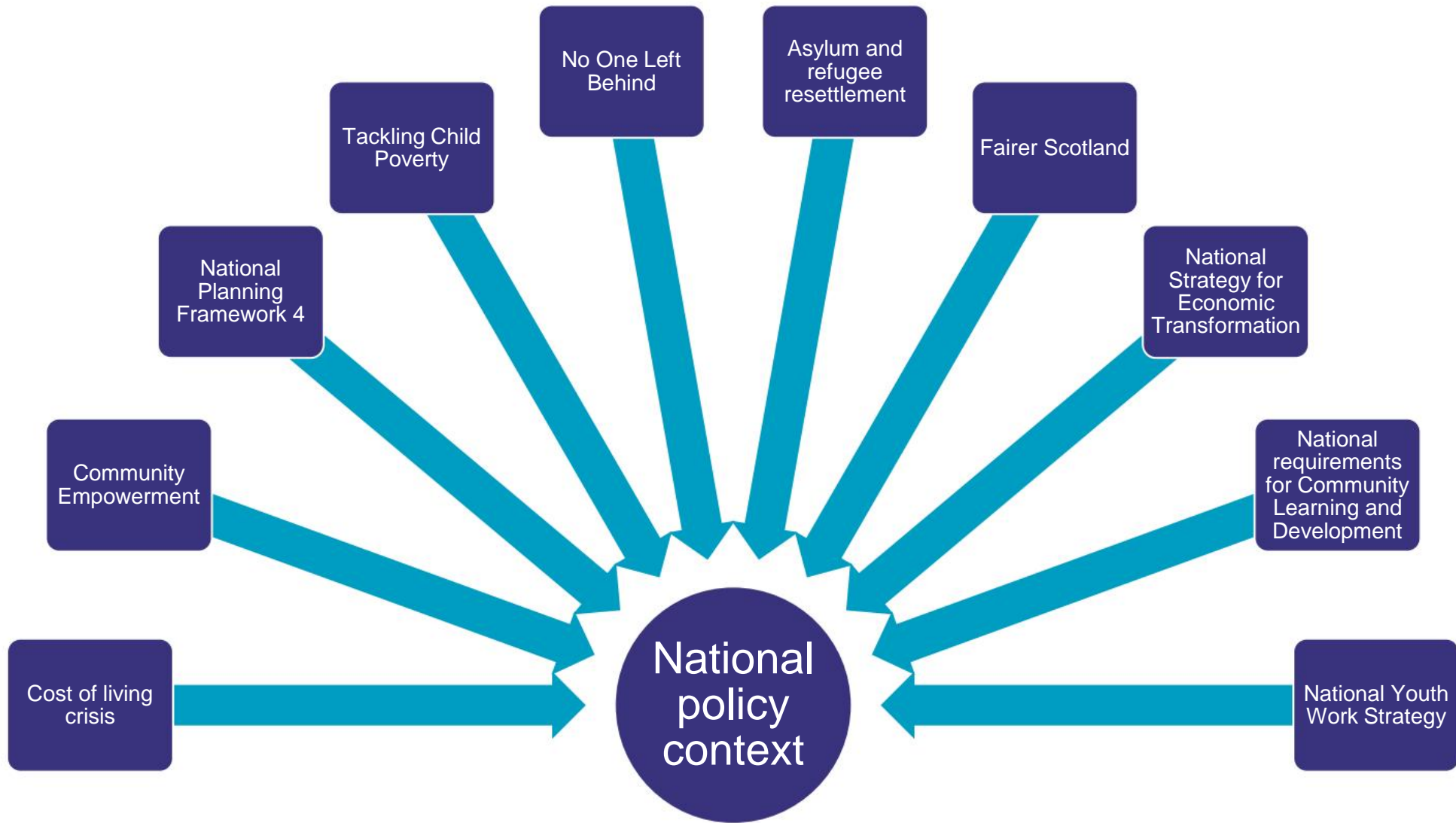
Equality, Diversity, and Inclusion

The strategy describes the Council’s organisational development vision and workforce planning activities under three strategic outcomes – **improving our employee experience, workforce planning and equality, diversity and inclusion.**

The strategy is aligned with the Council Plan and is focussed on the Council improving our employees’ experience whilst at work, looking at living our values, employee voice and recognitions which all positively impact on the culture within our workplace. There is a focus on workforce planning, there are many changes and challenges facing the Council in the coming years and this will ensure the right workforce and right skills are in place to deliver this. The last priority is focussed on inclusion, the council wants to be a place where everyone feels included and has a richness of diversity.

Chief Executive’s Service will ensure these priorities are reflected in both our strategic and day-to-day operations. High-level actions are embedded in our Service Improvement Plan, with a particular emphasis this year on supporting our teams through service redesigns across the Service and a close focus on Personal Development Planning (PDPs). Our redesigns have been and will continue to be collaborative and people-centred, reflecting our values with approaches such as Change Champions and regular workshops and catch ups. Our approach to PDPs is to empower our teams, celebrate our strengths, learn from the innovation and creativity of each other and find opportunities to try new things or do things better, ultimately to improve outcomes for our communities.

We will continue to explore opportunities to work with external partnerships to progress specialist and/or more complex pieces of work, where this would enhance in-house skills and capacity. We also continue to actively promote health and wellbeing policies and initiatives alongside managing absence - our Service absence measure is one of our core performance indicators within the Service Improvement Plan.



Other plans, strategies and reports

Local
Development Plan

Strategic Housing
Investment Plan

Renfrewshire
Economic
Strategy

Local Housing
Strategy

Major Events
Programme

Community
Learning and
Development Plan

Fairer
Renfrewshire
Programme

For Chief Executive's Services, reports are presented to different Policy Boards depending on the topic, and others go to Leadership Board. Papers and access to video recordings of past meetings are available on the Council's website.

Renfrewshire Council's Service Improvement Context



Chief Executive's Service Policy Context

Fairer Renfrewshire Programme

- Brings together existing programmes of work focused on achieving fairness and equity, and tackling the inequalities that exist across Renfrewshire's communities.

Regeneration

- Programmes of work focused on regenerating our town centres, making the most of heritage assets, and using culture as a route to regeneration.

Connected Communities

- Developing new options for services and partners to work together more closely across localities and develop community capacity

Local Development Plan

- Work is underway on Renfrewshire's third Local Development Plan, setting out a vision for area over the next 10 years, as a place to live and work.

Economic Development

- Investing in innovation, economic infrastructure and skills across Renfrewshire. Supporting people into work and supporting businesses to grow sustainably.

Glasgow City Region City Deal

- Delivering infrastructure projects that will bring jobs and investment to Renfrewshire and achieve community benefits from suppliers.

Trauma-informed and Responsive Renfrewshire Programme

- Lead on the delivery of our trauma programme which aims to increase awareness of the impact of trauma on individuals, and support services to develop responses which recognise that impact.

Alcohol and Drug Change Programme

- Take forward projects to deliver the recommendations from Renfrewshire's Alcohol and Drugs Commission to reduce drug and alcohol-related harms and promote recovery

Youth Engagement

- Encouraging youth participation working in partnership with schools to support young people to promote rights and equalities

Our key priorities

Driving a place-based approach to regeneration

Contributing to the growth of Renfrewshire's economy through infrastructure investment, support for local businesses and employability services

Continuing to develop our service models which deliver the Council's priorities and support its financial sustainability

Communicating and engaging with communities and stakeholders on our vision for Renfrewshire

Working with partners to reduce inequality and support low-income households through our Fairer Renfrewshire programme

Leading the Council's work on cultural regeneration

Our focus for 2024/25

- Deliver major infrastructure programmes which build on Renfrewshire's strengths to drive economic, cultural and physical regeneration
- Work in partnership to deliver increased investment and high-value jobs to the AMIDS site
- Drive place-based regeneration for our town centres
- Transition the Capital Appeal for Paisley Museum to a long-term sustainable fundraising model
- Deliver the second phase of the Local Partnerships through our new Local Plans, Local Priorities and Local Voices programme
- Lead the Council's strategic approach to migration, asylum and population change
- Continue to deliver the Fairer Renfrewshire programme, with a focus on equalities, tackling child poverty and the evaluation of the Alcohol and Drugs Change Programme

Our focus for 2024/25

- Through ongoing service review, design new models of service delivery that support Council and Community Planning priorities, with a focus this year on Connected Communities and on being a data-driven organisation
- Deliver a new Renfrewshire.gov.uk and an approach to transform digital information and services and enhance service design
- Evaluate the Future Paisley programme, implement cultural policy and deliver new partnerships with Renfrewshire's cultural sector
- Define a council-wide model for publishing and promoting citizen engagement as part of a new council marketing and communications strategy
- Support workforce innovation through engagement, collaboration and a programme of personal development planning
- Co-ordinate the work programme to ensure the Council achieves a positive best value assessment

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Deliver Renfrewshire's Cultural Infrastructure Investment Programme	Renfrewshire will have state of the art cultural venues and attract people to the area	31 July 2025
Deliver a sustainable transport link between AMIDS, Paisley Gilmour Street and Inchinnan.	Sustainable links will enhance economic potential and reduce carbon.	31 March 2026
Launch of second phase of the Local Partnerships through our new Local Plans, Local Priorities and Local Voices programme	Activity and funding is targeted at priorities that communities themselves decide upon. Community representatives and groups have an opportunity to identify and address specific local needs.	31 March 2025
Design a new Connected Communities service model for the Council – implementing a new service structure and developing the corporate approach for the whole organisation	By working together, we will maximise the opportunities to support communities in ways that are empowering, sustainable and tailored to local needs.	31 December 2025
Develop and consult on a new Renfrewshire events strategy and implement a revised event delivery model.	Our annual events programme will take place across Renfrewshire and to support sector restart, promote local and regional economic growth and help address visitor seasonality, all in a sustainable way.	31 March 2025

Delivering the Council Plan - PLACE

What will we do?	What difference will we make?	When will we do it by?
Deliver on the ambitions of our town centre strategies/visions and specifically working with partners to transform our key centres.	Deliver changes within the identified key areas Outline a clear vision for the future of the town centres	31 March 2026
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	31 March 2025
Deliver Renfrewshire's Strategic Housing Investment Programme in partnership with other housing providers in Renfrewshire	The SHIP is key to the targeting of resources are effectively targeted to deliver new and improved housing which meets local housing priorities.	31 March 2028
Deliver Renfrewshire's Local Housing Strategy 2023-2028	The 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.	31 March 2028
Deliver the Local Development Plan, the 10 year spatial strategy for Renfrewshire	The LDP 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.	31 March 2027

Delivering the Council Plan - PLACE

Performance Indicator	Frequency	2022/23 Value	Latest Update	Latest Value	2024/25 Target
Fundraising income target	Annual	£969,000	2023/24	£969,000	£500,000
Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley.is destination brand	Quarterly	204,638,668	2023/24	268,082,849	150m
Number of properties on the Buildings at Risk Register	Quarterly	27	2023/24	28	27
Percentage of first reports (Building Standards) issued within 20 days	Quarterly	66%	2023/24	69.6%	95%
Amount of Vacant and Derelict Land (hectares)	Annual	254	2023/24	248	Data only
Amount of land brought forward for re-use and development contributing to economic activity and enhancing the built and natural environment (hectares)	Annual	7.5	2023/24	7.5	20
Affordable housing completions	Annual	369	2023/24	369	200
Private housing completions	Annual	422	2023/24	422	500

Delivering the Council Plan - ECONOMY

What will we do?	What difference will we make?	When will we do it by?
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.	31 March 2025
Develop an Investment Proposition for Renfrewshire that is clear on our economic ambitions for place	Setting out our goals and the benefits of investing in Renfrewshire will provide opportunities for local communities in terms of economic potential and wealth creation.	31 March 2025
Maximise funding for regeneration of Renfrewshire's places through grant submissions to external sources including UK and Scottish Governments	Supporting the economic growth of our communities and places and benefitting from national funds.	31 March 2026
Fully participate in the AMIDS joint venture.	The AMIDS Joint Venture will unlock employment opportunities and support social and economic regeneration.	31 March 2026
Complete the Tech Terrace development and attract the first large occupier.	The Tech Terrace facility will provide high-quality bespoke accommodation for start-ups and small tech businesses, supporting local employment and regeneration.	31 March 2026

Delivering the Council Plan - ECONOMY

Performance Indicator	Frequency	2022/23 Value	Latest Update	Latest Value	2024/25 Target
Measure of Civic Pride related to events (% of people agreeing that local events make them proud of their home town)	Annual	84%	2023/24	91%	85%
Number of people participating in the events programme	Quarterly	3,140	2023/24	2,904	1750
Number of people performing in the event programme	Quarterly	568	2023/24	509	400
Number of volunteering hours supporting the development and delivery of the events programme (new)	Quarterly	NEW	2023/24	2,020	45
Number of people attending the events programme	Quarterly	151,500	2023/24	137,927	95,000
Economic impact and local spend of attendees to the events programme (New)	Quarterly	NEW	2023/24	£5.4m	Baseline tbc
Average spend per head of attendees to the events programme (New)	Quarterly	NEW	2023/24	£136.03	Baseline tbc
Number of new business start-ups in Renfrewshire with Business Gateway support	Quarterly	206	2023/24	305	320
Number of local businesses securing growth support, training or grants from Renfrewshire Council Business Team	Quarterly	350	2023/24	366	300
Number of Social Enterprises supported to grow / develop / income generate with Council support	Quarterly	89	2023/24	62	80

Delivering the Council Plan - ECONOMY

Performance Indicator	Frequency	2022/23 Value	Latest Update	Latest Value	2024/25 Target
Number of trainee type posts created for unemployed people at Renfrewshire Council	Quarterly	68	2023/24	65	40
Number of unemployed/ low waged people being supported through Renfrewshire Council Employability Programme	Quarterly	1,370	2023/24	1,521	1,100
Number of unemployed / low waged people securing qualifications through Renfrewshire Council Employability Programme	Quarterly	507	2023/24	618	400
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme	Quarterly	538	2023/24	528	350
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme	Annual	340	2023/24	268	180

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Develop the Trauma Informed and Responsive Renfrewshire Programme	We recognise trauma and the impact it can have on people who use services and on staff. Services embed approaches which recognise the impact of trauma and respond appropriately. Staff feel supported.	31 March 2025
Deliver the Fairer Renfrewshire programme supporting residents through the cost of living crisis and advancing equality of opportunity across Renfrewshire.	A co-ordinated programme of activities is in place which targets action where it is needed most to reduce inequalities.	31 March 2025
Develop the Fair Food Renfrewshire strategy.	Vulnerable individuals will be able to access support to manage the issues of food insecurity.	31 March 2024
Deliver external sports infrastructure improvements.	Communities, particularly children and young people have more opportunities to participate in sport and other physical activity through the provision of high-quality facilities. This improves outcomes in relation to health and wellbeing.	31 March 2026

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Progressing a new workstream that will focus on advancing equality of opportunity and ensuring we have a robust and authentic organisational approach to implementing our duties (including UNCRC).	A consistent, robust and transparent approach to advancing equality of opportunity will ensure that our decision-making considers the impact on all of our communities .	31 March 2026

Delivering the Council Plan - FAIR

What will we do?	What difference will we make?	When will we do it by?
Developing new and potentially radical approaches to tackling child poverty in Renfrewshire	Poverty has a persistent and pervasive impact on communities and individuals, and can impact on child development and future outcomes. A partnership approach which helps address causes and the impact of poverty will support improved outcomes for Renfrewshire's communities.	31 March 2027
Leading on the Council's migration and population change response – developing detailed understanding of the diversity of Renfrewshire's communities in 2024	Understanding the changing needs of Renfrewshire's population will help the Council ensure that services can adapt and that barriers to accessing services can be removed.	31 March 2026

Delivering the Council Plan - FAIR

Performance Indicator	Frequency	2022/23 Value	Latest Update	Latest Value	2024/25 Target
Community Asset Transfer - number of months from receipt of an application to a determination being issued from the Council	Annual	4	2023/24	2	6
Number of people engaged with Adult and Family learning team	Quarterly	NEW	2023/24	424	220
Number of school visits undertaken to raise awareness of environmental action and the impact of anti-social behaviours.	Quarterly	NEW	2023/24	44	100

Delivering the Council Plan - GREEN

What will we do?	What difference will we make?	When will we do it by?
Review opportunities within the Council's infrastructure pipeline projects to align with the skills transition and green skills development for local people	This will contribute to job creation and our Community Wealth Building Plan as well as ensuring the local population has the skills that potential investors need.	31 December 2024
Deliver a feasibility study on the expansion of the District Heating Network.	This will contribute to Renfrewshire's Net Zero ambitions and show the value of sustainable energy projects.	31 March 2025
Deliver the AMIDS South Active Travel Links plan.	This will identify opportunities to further enhance the impact of the AMIDS development and contribute to our Net Zero goals.	31 March 2027

Delivering the Council Plan - GREEN

Performance Indicator	Frequency	2022/23 Value	Latest Update	Latest Value	2024/25 Target
Number of local businesses working with the Council to progress the Net Zero agenda	Quarterly	50	2023/24	50	40
Number of local businesses securing Net Zero growth grants from Renfrewshire Council Business Grants	Quarterly	2	2023/24	0	2
Number of visits by Environmental Taskforce to flytipping hotspots	Quarterly	559	2023/24	506	1,500
Number of members of the Team Up to Clean Up Facebook Community	Quarterly	NEW	2023/24	5400	5,000

Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Undertake an independent assessment of the Paisley brand to identify recommendations for Renfrewshire's future place marketing strategy	Citizen's trust and value the council and we are able to attract and retain talent. We are fair.	31 March 2025
Launch a new Council website – Renfrewshire.gov.uk – and implement the digital experience strategy, transforming how citizens interact with the Council across digital platforms.	We will build trust with local people and improve our responsiveness. Services will be easier to access, people will feel more connected to the council and will have a greater understanding of our functions, priorities and the services we deliver.	31 March 2027
Deliver a new, long-term support model for Renfrewshire's cultural sector.	Renfrewshire's vibrant cultural sector has a sustainable future in which the benefits of participation in cultural activity are available to all.	31 March 2025
Deliver self-assessment activity across the organisation in line with revised best value audit methodology	We are committed to continuous improvement and base our improvement work on a clear understanding of our strengths and our areas for development.	31 March 2026

Delivering the Council Plan – LIVING OUR VALUES

What will we do?	What difference will we make?	When will we do it by?
Developing a corporate data and analytics team model which supports the aspirations of the Council to be a data driven organisation	Robust data and intelligence will support decision-making. Specialist resources will be targeted appropriately.	31 December 2024
Delivering savings required to support the financial sustainability of the organisation	The ongoing financial challenges facing all councils are addressed through the commitment of all services to deliver savings.	31 March 2025
Produce a best-practice corporate approach to engagement as part of the Council's Marketing and Communications Strategy	Good quality engagement with Renfrewshire's residents is undertaken as a means of identifying needs and supporting decision making. A shared corporate approach provides consistency.	31 March 2025

Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2022/23 Value	Latest Update	Latest Value	2024/25 Target
% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	71%	2023/24	76.9%	100%
% of frontline resolution complaints responded to within timescales agreed with customer (Chief Executive's)	Quarterly	54%	2023/24	35.7%	85%
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Quarterly	1.205	2023/24	6.5	6.5
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Quarterly	97%	2023/24	91.5%	100%
Number of people engaging with the Council's digital channels (not including website).	Quarterly	69,287	2023/24	72,847	65,000
Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity	Quarterly	316,560,958	2023/24	290,935,192	250m
% of staff who feel that the information they receive from internal communications is helpful	Annual	85%	2023/24	88%	85%

Delivering the Council Plan – LIVING OUR VALUES

Performance Indicator	Frequency	2022/23 Value	Latest Update	Latest Value	2024/25 Target
Time to issue a building warrant or amendment to warrant from receipt of application (days)	Quarterly	96.5	2023/24	104	60
Percentage of building warrants or amendments issued within 10 days of receipt of all satisfactory information	Quarterly	80.5%	2023/24	80.8	90%
Average Time for processing Planning Applications (Householder) (weeks)	Quarterly	13.4	2023/24	10.2	8

Delivering the Council Plan – Cross cutting theme

IMPROVING OUTCOMES FOR CHILDREN AND FAMILIES

‘Across all of our work and all of our efforts, we hope for loving and happy lives for Renfrewshire’s **children** – working together to get it right for children, families and communities – protecting, learning, achieving and nurturing. Every priority of this Council Plan will contribute to improving the lives of Renfrewshire’s children and their families. It is our fundamental duty as an organisation and our shared responsibility as citizens of this place to ensure that our children inherit a Renfrewshire where their wellbeing is nurtured, their futures are bright, and their environment is safe and healthy.’ *Council Plan 2022-2027*

In order to deliver this cross-cutting theme, the outcomes of children and families will be considered while implementing all actions within the following action plan, but those marked ‘(CF)’ will be particularly relevant. Additionally, the following actions will be a priority for the service:

What will we do?	What difference will we make?	When will we do it by?
Contribute to the Council’s commitment to The Promise for all care experienced people	Care experienced young people have better outcomes and a more positive experience of care; feel listened to and valued; can build and maintain good relationships	31 March 2027
Through Future Paisley, facilitate improved access to cultural activity for children and families.	Access to cultural activity is known to directly contribute to improving wellbeing.	31 March 2025

Chief Executive's Service

Service Improvement Plan 2024 – 27

For more information, please contact:
policycefar@renfrewshire.gov.uk



Renfrewshire
Council