
To: Finance, Resources and Customer Services Policy Board
On: 27 March 2019

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan 2019-22

1. Summary

- 1.1 This Service Improvement Plan for the Chief Executive's Service covers the period from 2019/20–2021/22. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available. The plan sets out:
- what we do;
 - our strategic context;
 - key priorities for the service;
 - our resources;
 - how we contribute to the delivery of the Council Plan;
 - an action plan for improvement; and
 - how we will measure our progress.
- 1.2 The Service Improvement Plan sits alongside the Risk Management Plan and the Workforce Plan to form a suite of documents which provide the strategic direction for the service. These plans are aligned to the priorities set out in the Council Plan 2017-2022 and include those areas of the Council Plan for which the Chief Executive's Service is the lead.
- 1.3 The service has identified key actions that it will work to achieve over the next three years to deliver improved outcomes for local people and communities and how it contributes to the delivery of the Council Plan 2017-22.
- 1.4 The action plan is the core of the Service Improvement Plan. It sets out the priorities being addressed; the key tasks to be implemented; the implementation time-table and the measures of success. The service scorecard sets out a range of key indicators against aspects of performance the service will be measured against.

- 1.5 A mid-year progress update on the Service Improvement Plan will be submitted to the Finance, Resources and Customer Services Policy Board in November 2019.
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2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- (a) approves the 2019/20 to 2021/22 Service Improvement Plan for the Chief Executive's Service; and
 - (b) agrees that a six-month progress report be reported to the Board in November 2019.
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3. Purpose of the Service Improvement Plan

- 3.1 The Service Improvement Plan is one of the ways in which elected members are able to scrutinise the work of the Chief Executive's Service and to consider and decide upon policy options as necessary. Refreshing Service Improvement Plans annually allows each service to consider the context in which they operate and revise plans where appropriate.
- 3.2 The Service Improvement 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 on its objectives. The action plan details the specific actions the service will progress in order to support the Council's priorities and help deliver improved outcomes for Renfrewshire residents.
- 3.3 The service will measure and report on progress through updating the action plan and by reporting on performance indicators. The plan also gives details of these indicators and details our targets, where this is appropriate.

4. Key achievements for 2018/19

- 4.1 During 2018/19 the service continued to develop and improve. Key achievements include:

Economic regeneration

- continuing to make good progress in the main City Deal projects, in particular, the planning approval for the Clyde Waterfront and Renfrew Riverside project, which includes an opening bridge over the River Clyde. This project will transform the waterfront, connecting communities on both sides of the river, improving access to work, education, hospitals and leisure. It is anticipated that the project will create more than 2300 jobs and inject £867 million into the regional economy;
- good progress continuing to be made on developing the proposition for the Advanced Manufacturing Innovation District Scotland (AMIDS) which will be

anchored by the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC). AMIDS also featured as a key project in the Scotland Pavilion at MPIM 2019 and has been included as a key investment prospect in a number of high profile national investment prospectuses;

- the City Deal team being awarded the New Civil Engineer Low Carbon Award for their work introducing low carbon measures into the City Deal project work to date;
- services continuing to focus on supporting employment and business growth. Over the period, the Invest in Business Programme has supported approximately 300 new business start-ups and delivered 100 Business Gateway workshops with 287 attendees and 14 Digital Boost workshops with over 700 attendees;
- work continuing at pace to promote Renfrewshire as a place to live, work in and visit. Specific activity has included the launch earlier this year of the **paisley.is** destination website and dedicated social media channels, with the website achieving 190,808 unique visitors to date. An online training portal has also been launched across Renfrewshire's tourism businesses; and
- delivering an enhanced events programme for 2018/19, which attracted increased audience numbers and £4.7 million combined economic impact and UK-wide media coverage. A spectacular Winter Events programme proved to be hugely successful, with the Halloween Festival attracting 34,000 attendees, the highest number yet.

Our communities

- developing a new model of 'Local Partnerships', which represents a new way of working for communities, elected members and partners to work together at a local level;
- the launch of the Community Empowerment Fund in July 2018 alongside the establishment of a single point of contact for communities. The fund is progressing well with a number of awards made to date;
- the establishment of a new youth panel comprising of 20 young people who took part in the supported event design and delivery of the Halloween Festival as part of the Year of Young People;
- £4 million of income being generated for local people through the Tackling Poverty programme;
- marketing and communications support for the Team Up to Clean Up campaign, with a very successful thank you event held for volunteers and all involved in the Town Hall in September 2018;
- developing a British Sign Language (BSL) Plan in consultation with BSL users and the wider public which will be delivered in partnership with service users, the Council and partners;
- the Renfrewshire Fairtrade steering group continuing to meet regularly to support communities in achieving and renewing Fairtrade status; and
- the adoption of the international Fairtrade charter which has also been fully endorsed by the Renfrewshire Fairtrade steering group and signals that

Renfrewshire Council is committed to the Fairtrade principles set out in the charter.

Improving our services

- over 700 community benefits being offered through current council contracts to external providers, including a broad range of employment and education initiatives. Over half of all community benefits offered by external providers provided employment and work placement opportunities for priority groups;
- embedding sustainable procurement, including consultation with the Soil Association Scotland to ensure the promotion of sustainable food;
- the Procurement Team increasing its PCIP assessment score from 83% to 88% which recognises the level of excellence in procurement in Renfrewshire;
- the completion of a review of the Council's complaints handling policy to improve our engagement with citizens;
- receiving a positive Annual Audit report from Audit Scotland;
- the use of geographic information, population projections and economic data provided by the data analytics team to help service planning and improvement; and
- the completion of phase 1 of the council's new intranet with a refreshed internal communications plan approved in May 2018.

5. National context and challenges

- 5.1 The Council continues to operate in a challenging financial environment. Its medium-term financial outlook is uncertain, particularly around future levels of government grant support, future pay awards and a range of demand-related service pressures. Budget projections for 2020 to 2022 include assumptions around key pressures that could range from £24m to £55m. The organisation will be required to respond to these challenges in new and innovative ways, modernising services but also working more closely with communities to develop shared priorities and programmes of work. The Chief Executive's Service provides the strategic lead for this process within the organisation.
- 5.2 Service delivery is shaped and influenced by a wide range of national policy and legislative change, such as the Community Empowerment (Scotland) Act 2015, the Fairer Scotland Action Plan, the Child Poverty (Scotland) Bill, the Scottish Local Government Partnership Working Framework for Employability and the Town Centre Regeneration fund amongst others. The Chief Executive's Service will continue to work with partners and communities to ensure they are supported to participate effectively in any aspects of legislation that affect them.

6. Key priorities for the service

- 6.1 The key priorities for the Chief Executive's Service over the period 2019 to 2022 include:

- **Driving the cultural and economic regeneration of Renfrewshire** – the service will continue to maximise opportunities for economic growth and regeneration, relating to City Deal, the development of the manufacturing innovation sector in Renfrewshire, implementation of the Renfrewshire Economic Strategy and Action Plan as well as wider town centre development, including plans for the Town Centre Capital Grant Fund.

Work will continue on the implementation of the destination marketing plan which promotes Renfrewshire as a place to visit, live and work. Alongside this, the service will continue to deliver our events programme with the focus of this work overall being to attract visitors to Renfrewshire and to boost economic growth. The service will deliver the Paisley Museum Funding Strategy and support the establishment of an independent Charitable Trust to support the £5 million Capital Appeal Campaign for Paisley Museum.

- **Financial sustainability and transformation** – the service will play a leading role in the development of the next phase of the Council's transformation programme. This will be critical to ensuring that the organisation remains financially sustainable in the face of significant financial, economic and demographic challenges. The service will lead a programme of engagement with employees on the development of new values for the organisation.
- **Empowering communities** – the service will work with partners to maximise the opportunities from the Community Empowerment (Scotland) Act 2015 for local communities and the Council. New approaches will be developed which support the development of community organisations and strengthens the approach to engagement through new local partnerships. The service will play a leading role in terms of developing the Council's approach to participatory budgeting and responding to any recommendations from the national review of local governance.
- **Tackling inequality** – the service will provide the strategic lead for all activities which aim to support local people impacted by poverty. A key focus of the work will be in-work poverty and working to tackle the inequality gap within communities. Key to this will be engaging with local people and working with services and partners to promote an inclusive growth approach locally, creating opportunities for all from ongoing economic and cultural regeneration. A significant programme of work relates to the establishment of the Renfrewshire Alcohol and Drugs Commission which aims to assess the true impact of drug and alcohol misuse in Renfrewshire and make recommendations on the actions which can be undertaken by the Council and partners to improve life chances for local people.
- **Brexit** – the UK is scheduled to leave the EU on the withdrawal date of 29 March 2019. Work has been undertaken by officers to assess the impact of EU withdrawal for Renfrewshire and the service will lead the Council's strategic response to Brexit, working closely with community planning partners on specific priorities. Over the medium to longer term we will continue to support employability and local business.

- **Strengthening partnership working** – the service will continue to foster strong and positive working relationships across sectors, communities and business. In addition we will develop a strategic partnership with the chamber of commerce, working together to deliver key priorities jointly for the benefit of local businesses.
- **Promoting and enhancing the Council's reputation** – the service will engage with local citizens and communities to enhance awareness and understanding of the Council and the services which are delivered and celebrate their achievements.

7. Reporting progress

- 7.1 Progress on the implementation of the Service Improvement Plan is regularly monitored by the Chief Executive's senior management team each quarter and will be reported to the Finance, Resources and Customer Services Policy Board on a six-monthly basis. A review of progress will be brought to this Board in November 2019.

Implications of the Report

1. **Financial** – The Service Improvement Plan highlights resourcing pressures arising from increasing demand for services and the current financial environment.
2. **HR & Organisational Development** - none
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving* – none
 - *Our Renfrewshire is well* - none
 - *Our Renfrewshire is fair* - none
 - *Our Renfrewshire is safe* - none
 - *Reshaping our place, our economy and our future* - none
 - *Building strong, safe and resilient communities* - none
 - *Tackling inequality, ensuring opportunities for all* - none
 - *Creating a sustainable Renfrewshire for all to enjoy* - none
 - *Working together to improve outcomes* - none
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** - none

10. **Risk** – Risk 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

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Chief Executive's Service Improvement Plan 2019/20 – 2021/22



Contents

1.	Executive summary	Page 1
2.	Introduction	Page 4
3.	What we do	Page 5
4.	Strategic context	Page 10
5.	Key priorities for the service	Page 12
6.	Our resources	Page 14
7.	Contributing to the Council's strategic priorities	Page 16
8.	Outcome 1 – Reshaping our place, our economy and our future	Page 17
9.	Outcome 2 – Building strong, safe and resilient communities	Page 25
10.	Outcome 3 – Tackling inequality, ensuring opportunities for all	Page 27
11.	Outcome 4 – Creating a sustainable Renfrewshire for all to enjoy	Page 30
12.	Outcome 5 – Working together to improve outcomes	Page 32
13.	Appendix 1 – LGBF Indicators	Page 37

1. Executive Summary

- 1.1 This Service Improvement Plan sets out the strategic direction for the Chief Executive's Service for the next three years and outlines key priorities, actions and improvements which the service intends to deliver, based on the financial and employee resources expected to be available.
- 1.2 The plan sets out the key priorities for the service over the duration of the improvement plan, identifies the key actions to be undertaken to meet these priorities and sets out the performance indicators to be used to monitor progress.
- 1.3 The key priorities for the Chief Executive's Service over the period 2019 to 2022 include:

- **Driving the cultural and economic regeneration of Renfrewshire** – the service will continue to maximise opportunities for economic growth and regeneration, relating to City Deal, implementation of the Renfrewshire Economic Strategy and Action Plan as well as wider town centre development, including plans for the Town Centre Capital Grant Fund.

Work will continue on the implementation of the destination marketing plan which promotes Renfrewshire as a place to visit, live and work. Alongside this, the service will continue to deliver our events programme with the focus of this work overall being to attract visitors to Renfrewshire and to boost economic growth. The service will deliver the Paisley Museum Funding Strategy and support the establishment of an independent Charitable Trust to support the £5 million Capital Appeal Campaign for Paisley Museum.

- **Financial sustainability and transformation** – the service will play a leading role in the development of the next phase of the Council's transformation programme. This will be critical to ensuring that the organisation remains financially sustainable in the face of significant financial, economic and demographic challenges. The service will lead a programme of engagement with employees on the development of new values for the organisation.
- **Empowering communities** – the service will work with partners to maximise the opportunities from the Community Empowerment (Scotland) Act 2015 for local communities and the Council. New approaches will be developed which support the development of community organisations and strengthens the approach to engagement through new local partnerships. The service will play a leading role in terms of developing the Council's approach to participatory budgeting and responding to any recommendations from the national review of local governance.
- **Tackling inequality** – the service will provide the strategic lead for all activities which aim to support local people impacted by poverty. A key focus of the work will be in-work poverty and working to tackle the inequality gap within communities. Key to this will be engaging with local people and working with

services and partners to promote an inclusive growth approach locally, creating opportunities for all from ongoing economic and cultural regeneration. A significant programme of work relates to the establishment of the Renfrewshire Alcohol and Drugs Commission which aims to assess the true impact of drug and alcohol misuse in Renfrewshire and make recommendations on the actions which can be undertaken by the Council and partners to improve life chances for local people.

- **Brexit** – the UK is scheduled to leave the EU on the withdrawal date of 29 March 2019. Work has been undertaken by officers to assess the impact of EU withdrawal for Renfrewshire and the service will lead the Council's strategic response to Brexit, working closely with community planning partners on specific priorities. Over the medium to longer term we will continue to support employability and local business.
- **Strengthening partnership working** – the service will continue to foster strong and positive working relationships across sectors, communities and businesses. In addition we will develop a strategic partnership with the chamber of commerce, working together to deliver key priorities jointly for the benefit of local businesses.
- **Promoting and enhancing the Council's reputation** – the service will engage with local citizens and communities to enhance awareness and understanding of the Council and the services which are delivered and celebrate their achievements.

2. Introduction

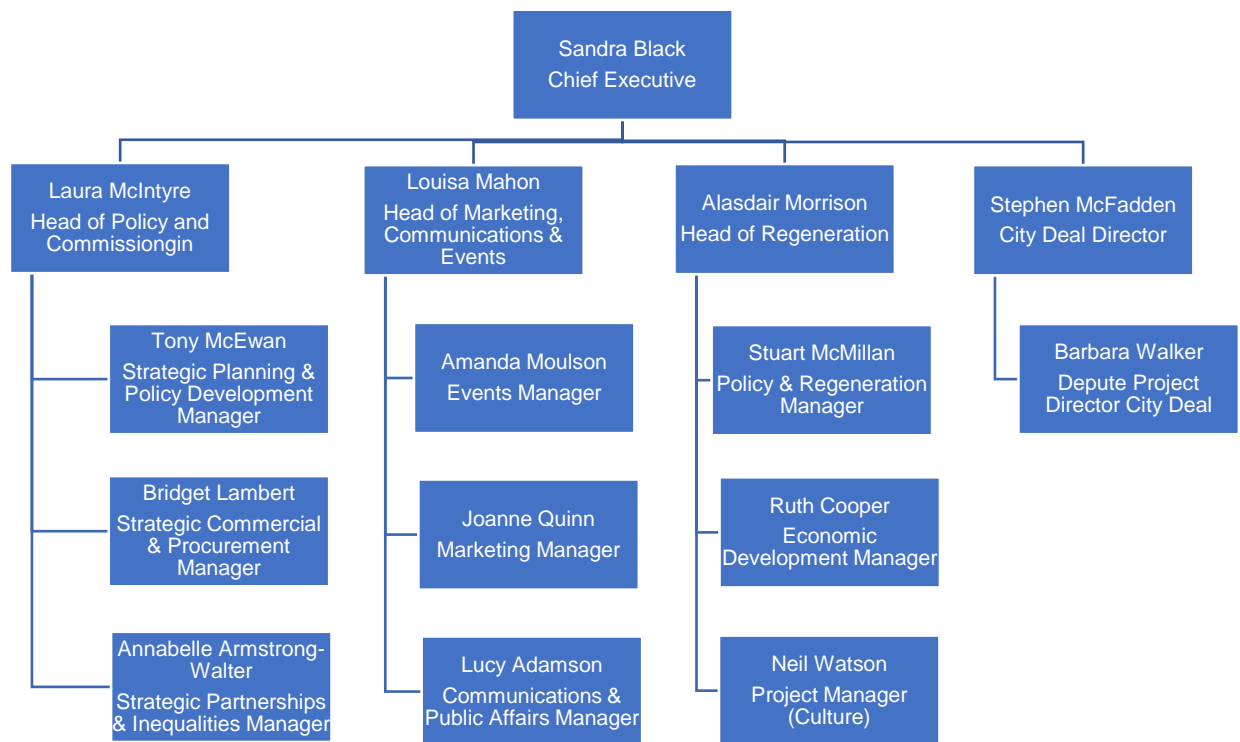
- 2.1 This Service Improvement Plan for the Chief Executive's Service covers the period from 2019/20 to 2021/22. The plan outlines what the service intends to achieve over the next three years based on the resources expected to be available.
- 2.2 The Service Improvement Plan is the overarching document which sets out, for elected members and staff, the programme of development and improvement activity within the service and also sets the context for budget decisions. It sits alongside the Workforce Plan and the service's Risk Register. The service has operational and project plans which sit beneath this plan which provide more details on how specific programmes will be progressed.
- 2.3 The major factors that this Service Improvement Plan will require to respond to are the continuing challenging financial environment, tackling inequality, regenerating Renfrewshire, public sector reform as well as its role in delivering the key aspects of the Council Plan and Community Plan. The plan sets out the likely impact that these issues will have on the service and the actions to address them.
- 2.4 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan sets out an ambitious programme of work. The Chief Executive's Service will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- 1. Reshaping our place, our economy and our future;**
 - 2. Building strong, safe and resilient communities;**
 - 3. Tackling inequality, ensuring opportunities for all;**
 - 4. Creating a sustainable Renfrewshire for all to enjoy; and**
 - 5. Working together to improve outcomes.**
- 2.5 Renfrewshire's Community Plan was developed alongside the Council Plan ensuring the two plans are closely aligned, focusing the work of the Council and our partners towards shared objectives and a shared vision for Renfrewshire. The four community plan themes are:
- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable;
 - Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities;
 - Our Renfrewshire is fair: addressing the inequalities that limit life chances; and

- Our Renfrewshire is safe: protecting vulnerable people and working together to manage the risk of harm.

- 2.6 The Service Improvement Plan clearly articulates the Council Plan strategic outcomes and many of the actions also contribute to Community Plan objectives and actions. This creates a golden thread through these three strategic documents and shows the role that the Chief Executive's Service has in delivering the strategic vision for Renfrewshire. The Chief Executive's Service also has a lead role in driving the implementation of these plans. Service level workforce, financial and risk plans are also closely aligned to the Service Improvement Plan which translates into team and individual development plans.
- 2.7 Service planning informs the budget process by enabling budget proposals to be seen in a wider policy context. In turn, the outcomes of the budget process shape the final content of the service improvement plan. The integration of the budget and the service planning process supports elected members in arriving at budget decisions in the full knowledge of how these will impact at a service level.

3 What we do

- 3.1 The Chief Executive's Service is responsible for driving the strategic direction of the organisation. It does this through a range of activities delivered by several key services: policy and commissioning, economic development and regeneration, City Deal, communications, marketing and events. The service is delivered by 227 employees, led by the Chief Executive who is supported by the Head of Policy and Commissioning, the Head of Marketing, Events and Communication, the Head of Regeneration and the City Deal Director.
- 3.2 During 2018, services led by the Head of Regeneration and City Deal directorate transferred to the Chief Executive's Service structure. These areas of service delivery are critical to the transformation of Renfrewshire and have therefore been closely aligned with the wider strategic services delivered through the Chief Executive's Service. This structure is reflected in the senior leadership team structure chart below.



3.3 A list of key lead responsibilities for the Chief Executive's Service is provided below but strong collaboration between teams to support the effective delivery of these responsibilities is a strong feature of the approach to service delivery within the service.

Core responsibilities

- providing leadership and strategic direction to the organisation; and
- strengthening collaborative relationships with national organisations and other key Council partners across the private, public and third sector.

Policy and commissioning

- providing strategic policy support to senior officers, elected members and the corporate management team;
- driving corporate and service level performance through robust performance management and effective scrutiny;
- leading the Council's corporate and community planning processes;
- working closely with community groups and organisations to strengthen relationships and promote community empowerment;
- driving and co-ordinating the Council's approach with partners to tackling inequalities which exist across Renfrewshire's communities, for example through the Tackling Poverty programme;
- providing a corporate data analytics and research service to support sound knowledge management and evidence-based decision making across the Council;
- leading on the development of major initiatives such as Improving the Cancer Journey and the establishment of an Alcohol and Drugs Commission;

- leading on digital policy development including the implementation of the public wi-fi programme, proposals for a local full-fibre network and digital participation more widely; and
- leading the Council's procurement activity to deliver best value and wider Council and community benefits.

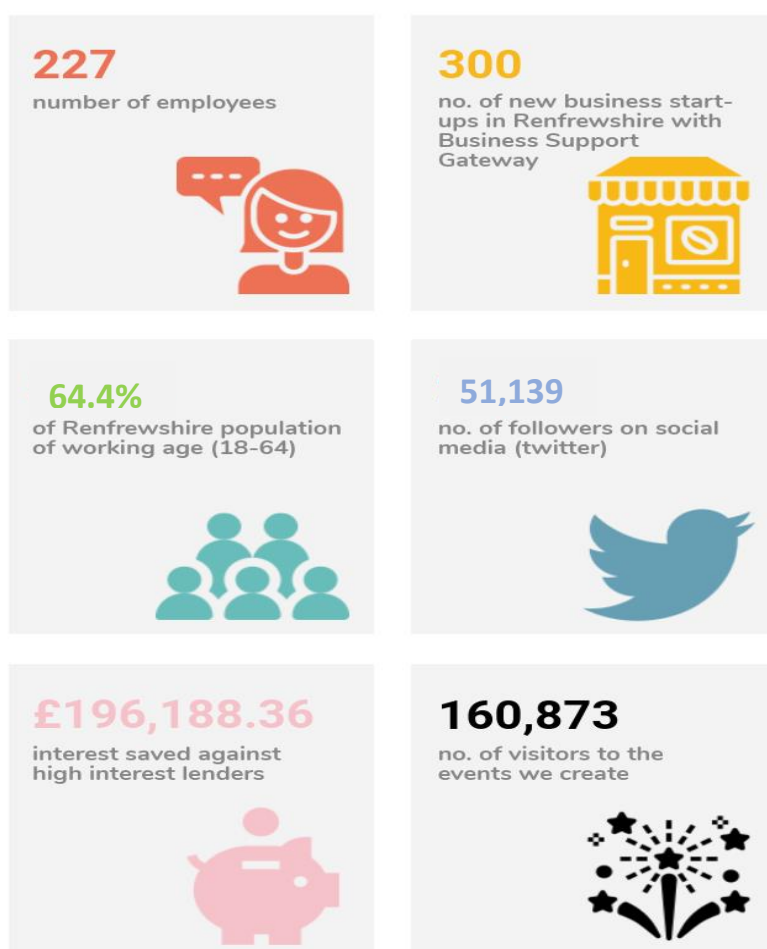
Regeneration

- leading on the delivery of the Glasgow City Region City Deal programme;
- representing the Council on various groups leading on transport, economy, enterprise and skills at Glasgow City Region level;
- supporting the regional economic framework and the Renfrewshire economic leadership panel through the economic strategy and action plan;
- delivering a range of town centre and heritage-led regeneration projects across Renfrewshire, including the Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project;
- leading on employability for Renfrewshire and supporting unemployed people into work;
- delivering a programme of support to Renfrewshire's business community to support economic growth and an increase in local jobs;
- supporting new business start-ups across Renfrewshire and promote enterprise; and
- leading on the regeneration of the rural areas through the management of the EU LEADER programme across Renfrewshire, East Renfrewshire and Inverclyde.

Communications, marketing and events

- managing the Council's reputation and placing meaningful communication with employees, local people and partners at the heart of its day-to-day business;
- increasing visitors to Renfrewshire through the delivery of the Renfrewshire tourism strategy;
- delivering high quality marketing campaigns to position Renfrewshire positively in digital and traditional media, raise awareness of Council services, policy changes and promote positive behavioural change leading to improved lives;
- delivering an annual programme of major events that attract visitors, deliver positive economic impact and increase cultural participation;
- promoting Renfrewshire's story to local, UK and international audiences and promote Renfrewshire UK-wide as a place to live, work and visit; and
- delivery of the fundraising strategy and capital appeal to develop Paisley Museum.

3.4 Some key facts and figures relating to the service are provided below:



4 Strategic context

- 4.1 The Service Improvement Plan takes account of key national reviews and policies which have clear implications for the future delivery of public services. The main policy, economic, social and technological changes and challenges which will affect service delivery over the next three years are listed below and reflect the key issues which the Chief Executive's Service will be focusing on in the first year of this Service Improvement Plan.
- 4.2 **Financial sustainability and transformation** – Local government continues to operate in a challenging financial environment. The Council's medium-term financial outlook is characterised by considerable and ongoing uncertainty, particularly around future levels of government grant support and a range of demand-related service pressures. As reported to Council in the Revenue Budget and Council Tax 2019/20 paper on 28 February 2019, budget projections over the medium-term include assumptions around key pressures that range from £24m to £55m. The organisation will be required to respond to these challenges in new and innovative ways, modernising services but also working more closely with communities to develop shared priorities and programmes of

work. The Chief Executive's Service provides the strategic lead for this process within the organisation.

- 4.3 **Town centre regeneration** – The Scottish Government recently announced that funding of £50 million would be made available for 2019/20 to support town centre regeneration. The aim of the funding is to support work to regenerate and repurpose town centres. Renfrewshire's allocation has been confirmed as being in the region of £1.6 million, with key plans now under development by officers for approval.
- 4.4 **The Community Empowerment (Scotland) Act 2015** – continues to be implemented in stages by the Scottish Government which impacts on the services the council provides. The service will play a lead role in developing new arrangements which support the development of partnerships between services and with local communities. The ultimate aim of these arrangements will be to strengthen existing partnership working and to ensure that processes are simplified and as easy to navigate as possible for community groups and organisations.
- 4.5 **Fairer Scotland Action Plan** – The Fairer Scotland duty was introduced by the Scottish Government as part of the Fairer Scotland Action Plan and came into force in April 2018. It places a duty on all public sector bodies to tackle social and economic disadvantage in local areas. In particular, the duty aims to make sure that the strategic decisions about the most important issues are carefully thought through so they are as effective as they can be in tackling socio-economic disadvantage and reducing inequalities.
- 4.6 **Child Poverty (Scotland) Bill** – The Scottish Government introduced the Child Poverty (Scotland) Bill on 9 February 2017. The Bill establishes a framework for reducing child poverty and puts in place mechanisms to assess progress. It requires local authorities and health boards to report jointly on what local actions are being taken to contribute to meeting targets. The Chief Executive's Service will lead local planning activities in order to ensure that the key requirements of the legislation are fully implemented in Renfrewshire.
- 4.7 **Local Governance Review** – The Local Governance Review was launched jointly by the Scottish Government and COSLA in 2017 to ensure that local communities have more say about how public services in their area are run and has involved everyone with an interest in an inclusive dialogue on the future of local democracy in Scotland. During 2018 conversations took place with local communities across Scotland alongside consultation with public sector partners and the findings of the review are due to be published in 2019.
- 4.8 **Scottish Local Government Partnership Working Framework for Employability** – the Scottish Government and COSLA signed a new partnership working arrangement for employability in Scotland in December 2018. The framework identifies a new collective approach to positively shape employability nationally and deliver it locally.

- 4.9 **UK Withdrawal from the EU** – The UK is scheduled to leave the EU on the withdrawal date of 29 March 2019. Work has been ongoing between the EU and UK Government to finalise and agree a withdrawal agreement. This is a legally binding document which sets out the agreed terms of withdrawal and is accompanied by a political agreement setting out the basis for defining a future relationship between the UK and EU.

Work has been undertaken by officers to assess the impact of EU withdrawal for Renfrewshire, and in recent months the scope of this work has expanded to consider and ensure contingencies are in place to mitigate the impact of a no-deal Brexit scenario. Regardless of the outcome there is a specific requirement for the service to lead the Council's strategic response to Brexit.

Equalities

- 4.10 All services across the Council have a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 4.11 The Council recognised that equality both needs to be mainstreamed fully into its policies and procedures and to ensure that equality outcomes are given high priority by being part of mainstream progress reporting.
- 4.12 Particular areas of achievement for the Chief Executive's Service in terms of equalities include: the development of staff equality specific forums; leading on the development of the Council's British Sign Language Plan in consultation with partners and BSL users in the community; and supporting the work of the gender-based violence working group.

Partnerships and providers

- 4.13 Partnership working across the Council and beyond is vital to the delivery of services to Renfrewshire's communities. The Chief Executive's Service works with many different partners across the public, private and third sectors including; Engage Renfrewshire, West College Scotland, the University of the West of Scotland, the Disability Resource Centre, local Credit Unions, Renfrewshire Chamber of Commerce and Visit Scotland.

Best Value

- 4.14 Following the Council's positive Best Value Audit inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and will be driven at a service level through the service improvement planning process. The Chief Executive's Service is leading on the delivery of the improvement plan and in particular contributes to the actions relating to community engagement and strengthening partnership working. The service is also involved in

ongoing work with the Audit Team and will regularly provide progress reports on of the action plan.

Risk

4.15 The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny Board, and all services represented on the Corporate Risk Management Group. Actions related to strategic or corporate risks, where the Chief Executive's Service is the owner or joint owners of the risks, are reflected in this service improvement action plan; this ensures an additional layer of monitoring in the management of these risks. Other risks which may occur only for, or within our own service are contained within a service risk register used for operational management purposes.

4.16 Current service risks are listed here:

Area of risk	Evaluation	Council Priority
Poverty levels in Renfrewshire	V High	Outcome 3 – Tackling Inequality, ensuring opportunities for all
Delivery of community empowerment expectation	High	Outcome 2 – Building strong, safe and resilient communities
Preparing for the longer-term impacts of Brexit	High	Outcome 1 – Reshaping our place, our economy and our future
Renfrewshire Events Strategy	High	Outcome 1 – Reshaping our place, our economy and our future
Regeneration of Renfrewshire's town centres	High	Outcome 1 – Reshaping our place, our economy and our future

Continuous improvement

4.17 The service remains committed to self-evaluation and improvement and is developing an appropriate model that can be used across all staff groups and services, which is easily accessible and fit-for-purpose. The model is expected to be implemented in 2019/20 and the actions from the agreed self-evaluation process will be mainstreamed within services' future service improvement plans and reported accordingly.

Workforce planning

4.18 The Council's Organisational Development Strategy helps the Council continue to deliver its core business and service objectives, with an engaged and motivated workforce

during this climate of continued financial and resource constraints. The Chief Executive's Service has developed a workforce plan which provides analysis of the key workforce issues for the service. The aim of the plan is to ensure our employees are deployed to the right place with the right skills at the right time. Therefore, the workforce plan is closely linked to this service improvement plan and is based on the five key objectives of the Council's workforce plan to work towards having a workforce that is strategic, flexible, modernised, skilled, developing and resilient.

- 4.19 The Chief Executive's Service workforce plan continues to be implemented and is subject to ongoing monitoring and review. The workforce plan addresses effective employee deployment, skills gaps, developing employees to reach their full potential, succession planning, employee engagement, supporting a healthy, inclusive work environment and working in partnership in support of employee capacity and capability. It is action-focused, with a suite of actions under five key themes as outlined above. In partnership with our colleagues in Organisational Development, the Chief Executive's Service will roll out the actions across our workforce and progress will be reported through the service improvement planning process.

5 Key priorities for the service

- 5.1 This Service Improvement Plan sets out the strategic direction for the Chief Executive's Service over the next three years and outlines key priorities, actions and improvements which the service intends to deliver based on the financial and employee resources expected to be available.
- 5.2 The plan sets out the key priorities for the service over the duration of the improvement plan, identifies the key actions to be undertaken to meet these priorities and sets out the performance indicators to be used to monitor progress.
- 5.3 The key priorities for the Chief Executive's Service over the period 2019 to 2022 include:

- **Driving the cultural and economic regeneration of Renfrewshire** – the service will continue to maximise opportunities for economic growth and regeneration, relating to City Deal, the development of the manufacturing innovation sector in Renfrewshire, implementation of the Renfrewshire Economic Strategy and Action Plan as well as wider town centre development, including plans for the Town Centre Capital Grant Fund.

Work will continue on the implementation of the destination marketing plan which promotes Renfrewshire as a place to visit, live and work. Alongside this, the service will continue to deliver our events programme with the focus of this work overall being to attract visitors to Renfrewshire and to boost economic growth. The service will deliver the Paisley Museum Funding Strategy and support the establishment of an independent Charitable Trust to support the £5 million Capital Appeal Campaign for Paisley Museum.

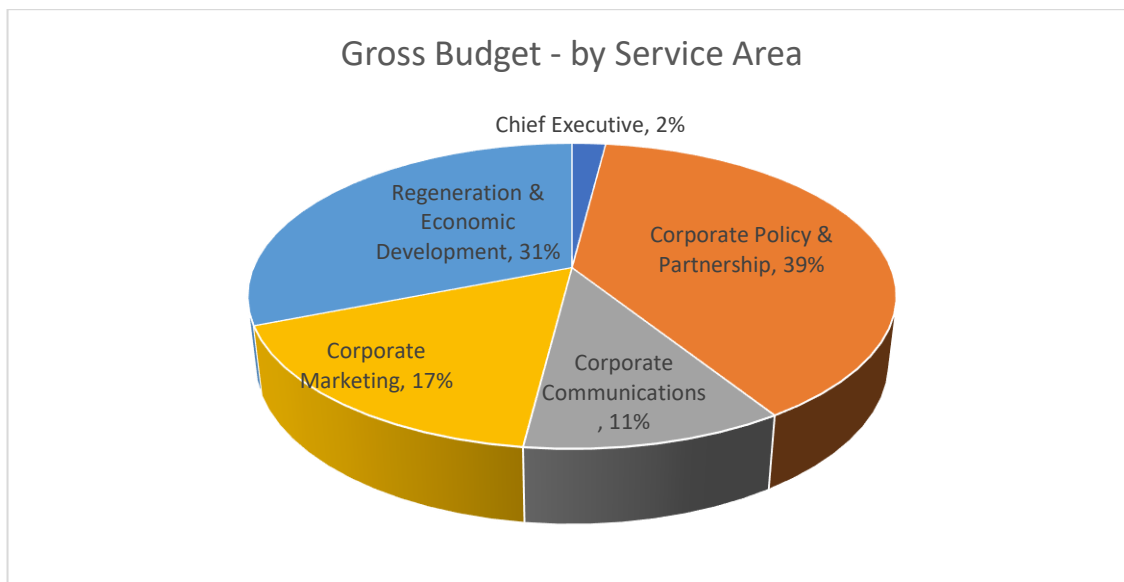
- **Financial sustainability and transformation** – the service will play a leading role in the development of the next phase of the Council's transformation programme. This will be critical to ensuring that the organisation remains financially sustainable in the face of significant financial, economic and demographic challenges. The service will lead a programme of engagement with employees on the development of new values for the organisation.
- **Empowering communities** – the service will work with partners to maximise the opportunities from the Community Empowerment (Scotland) Act 2015 for local communities and the Council. New approaches will be developed which support the development of community organisations and strengthens the approach to engagement through new local partnerships. The service will play a leading role in terms of developing the Council's approach to participatory budgeting and responding to any recommendations from the national review of local governance.
- **Tackling inequality** – the service will provide the strategic lead for all activities which aim to support local people impacted by poverty. A key focus of the work will be in-work poverty and working to tackle the inequality gap within communities. Key to this will be engaging with local people and working with services and partners to promote an inclusive growth approach locally, creating opportunities for all from ongoing economic and cultural regeneration. A significant programme of work relates to the establishment of the Renfrewshire Alcohol and Drugs Commission which aims to assess the true impact of drug and alcohol misuse in Renfrewshire and make recommendations on the actions which can be undertaken by the Council and partners to improve life chances for local people.
- **Brexit** – the UK is scheduled to leave the EU on the withdrawal date of 29 March 2019. Work has been undertaken by officers to assess the impact of EU withdrawal for Renfrewshire and the service will lead the Council's strategic response to Brexit, working closely with community planning partners on specific priorities. Over the medium to longer term we will continue to support employability and local business.
- **Strengthening partnership working** – the service will continue to foster strong and positive working relationships across sectors, communities and business. In addition we will develop a strategic partnership with the chamber of commerce, working together to deliver key priorities jointly for the benefit of local businesses.
- **Promoting and enhancing the Council's reputation** – the service will engage with local citizens and communities to enhance awareness and understanding of the Council and the services which are delivered and celebrate their achievements.

6 Our resources

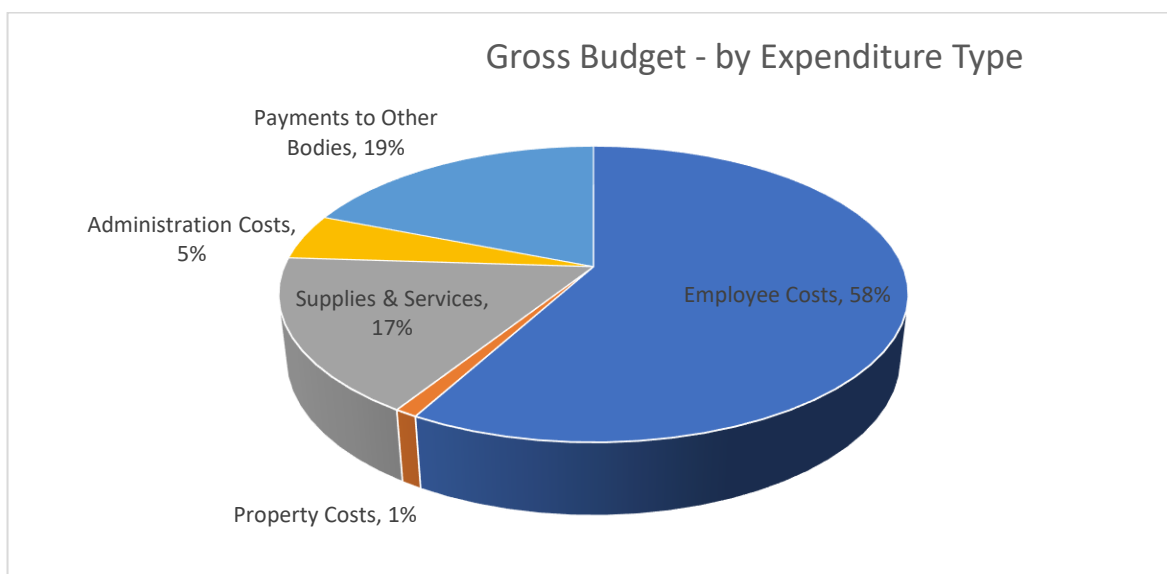
- 6.1 Local government continues to operate in a challenging financial environment. The Council's medium-term financial outlook is uncertain, particularly around future levels of government grant support, future pay awards and a range of demand-related service pressures.
- 6.2 As reported to Council in the Revenues Budget and Council Tax report on 28 February 2019, budget projections for 2020 to 2022 include assumptions around key pressures that could range from £24m to £55m.
- 6.3 Budgets are approved each year for both Capital and Revenue purposes. Capital budgets allow for expenditure on the creation or enhancement of assets. The Capital budget agreed for the Chief Executive's Service is still to be confirmed. The exhibit below shows the key areas in which this spend is planned for 2019/20:

Project 1	• City Deal - 2019/20 budget £22,572m
Project 2	• Community Empowerment Fund - 2019/20 budget £0.3m
Project 3	• Local full-fibre network in Renfrewshire - 2019/20 budget £1.5m
Project 4	• Cultural Infrastructure Programme - 2019/20 budget £6,310m
Project 5	• Townscape Heritage 2 - 2019/20 budget £1,267m

- 6.4 Revenue budgets allow for expenditure and income on day-to-day operational activities, such as employee costs, or supplies. The Revenue budget agreed for the Chief Executive's Service in 2019/20 is £9.5m. The charts below show how this is allocated across areas of service and different types of cost.



- 6.5 The gross budget for the Chief Executive's Service of £9.965m will be augmented by the £4.5m of revenue resources invested in a 5-year Employability Programme for Renfrewshire as agreed by Council on 2 March 2018 and any European Funding which can be levered in.
- 6.6 In addition to the gross budget detailed in the table above, the service also manages the leisure services budget of £10.759m which includes the service requisition payment to Renfrewshire Leisure of £10.383m to deliver leisure and culture services across Renfrewshire together with £376,000 for property costs.



Capital Investment Programme

Programme	2019/20
Project Title	£'000
<u>City Deal</u>	
Glasgow Airport Investment Area	17,821
Clyde Waterfront & Renfrew Riverside	1,022
Airport Access	3,730
Total City Deal	22,573
<u>Investment in Paisley Venue & Town Centre Infrastructure</u>	
Paisley Arts Centre Redevelopment	275
Paisley Town Hall Redevelopment	3,045
Flexible Outdoor Facility/Travel & Accessibility Infrastructure	2,400
St James Playing Fields Redevelopment	590
Total Paisley Venue & Town Centre Infrastructure	6,310
Townscape Heritage/CARS 2	1,267
Local Green Networks Project	75
Paisley Learning & Cultural Hub	1,746
Paisley Museum	3,400
TOTAL ECONOMIC & REGENERATION PROGRAMME	35,371

7 Contributing to the Council's strategic priorities

- 7.1 This Service Improvement Plan includes actions and performance measures aligned to the priorities set out in the Council Plan. This section of the Service Improvement Plan gives a brief outline of how the Chief Executive's Service contributes to each priority and lists some of the key achievements in this area over the last year. An action plan and performance indicators are provided to show the specific detail of how we will contribute to each priority over the life of this plan.
- 7.2 The Chief Executive's Service also makes use of the indicators in the Local Government Benchmarking Framework (LGBF) to monitor performance. These indicators are included as an appendix to this plan.
- 7.3 The following section provides details of how the service contributes to the delivery of council priorities and includes a list of specific actions and performance measures for each priority.

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

8 Strategic outcome overview

8.1 The Chief Executive's Service delivers this priority through our ongoing work to support cultural and economic regeneration. Work will continue on the City Deal programme, moving forward with work on the Clyde Waterfront and Renfrew Riverside (CWRR) road opening bridge and submission of planning applications for other aspects of the programme. There is a particular focus on culture and events, including the continued implementation of the Events Strategy, Renfrewshire Visitor Plan and Destination Brand.

Achievements 2018/19

8.2 During 2018/19, our achievements included:

- the Council supporting inward investment of around £300m for the Renfrewshire area, including: £65m establishing the National Manufacturing Institute; £56m for the Medical Manufacturing Innovation Centre; £16.5m for 'Future Forge'; £9.5m by Lightweight Manufacturing Centre; and £96m announced by HM Treasury for advanced forming research centre (AFRC). Work is ongoing to ensure these significant investments benefit local people in terms of employability and infrastructure. An economic development conference focusing on "inclusive growth" was held to support this approach in November 2018;
- good progress continuing to be made by the main City Deal projects. Scottish Ministers recently approved the planning application for the Clyde Waterfront and Renfrew Riverside project, which includes an opening bridge over the River Clyde. This will transform the waterfront, connecting communities on both sides of the river, improving access to work, education, hospitals and leisure. It is anticipated that the project will create more than 2300 jobs and inject £867 million into the regional economy. The City Deal team were recently awarded the New Civil Engineer Low Carbon Award for their work introducing low carbon measures into the City Deal project work to date;
- good progress continuing to be made with the Townscape Heritage Initiative/Conservation Area Regeneration Scheme (THI/CARS) project, with one building repair project successfully completed and several projects onsite, including the first new residential flats on Paisley High Street for a generation. Funding has also been secured through the Heritage Lottery Fund for Renfrewshire's Great Place Scheme;
- services continuing to focus on supporting employment and business growth. Over the period, the Invest in Business Programme has supported approximately 300 new business start-ups and delivered 100 Business Gateway workshops and 14 Digital Boost workshops which together reached almost 1000 attendances;

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

- work continuing at pace to promote Renfrewshire as a place to live, work in and visit. Specific activity has included the launch earlier this year of the **paisley.is** destination website and dedicated social media channels, with the website achieving 190,808 unique visitors to date. An online training portal has also been launched across Renfrewshire's tourism businesses;
- Paisley winning the 'Great Town' award at the Academy of Urbanism awards ceremony in London, beating off competition from shortlisted Barnsley in Yorkshire and Chelmsford in Essex, and in recognition for its 'outstanding' efforts to transform its fortunes. Paisley is the first Scottish place to win the title since the inaugural awards in 2006;
- the delivery of an enhanced events programme for 2018/19, which attracted increased audience numbers and £4.7 million combined economic impact and UK-wide media coverage. The Winter Events programme proved to be hugely spectacular, with the Halloween Festival attracting 34,000 attendees, the highest number yet; and
- 366 million opportunities to see or hear something positive about Renfrewshire with a PR value of £4.6 million, through destination and visitor marketing.

8.3 Priorities 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- leading on the Glasgow City Region City Deal, including working with partners to deliver the Advanced Manufacturing Innovation District Scotland and the National Manufacturing Institute for Scotland (NMIS) Governance arrangements;
- taking forward the actions in the Renfrewshire Economic Strategy and Action Plan;
- expanding our enterprise programmes and business support to increase the number of new local business start-ups, whilst increasing business sustainability, productivity, competitiveness and growth;
- delivering Year 2 of the destination marketing plan and year 2 action plan as part of the Renfrewshire Visitor Plan. Alongside establishing a commercialisation model that reconnects the Paisley Pattern to Paisley;
- progressing our digital ambitions with a new Digital Strategy and developing plans for investment in a full fibre network in Renfrewshire; and
- building capacity of local supply base to promote 'grow local'.

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

8.4 Priority Actions

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Complete the implementation of a rural development programme across Renfrewshire, East Renfrewshire and Inverclyde through the effective delivery and management of the EU LEADER programme	Increased local services Business diversification Community capacity building Increased / sustained rural employment	Economic Development Manager	31 December 2021
Implement the Renfrewshire Economic Strategy and Action Plan	Help provide a vision for the future local economy in Renfrewshire	Head of regeneration	31 March 2019
Expand our enterprise programmes and business support to increase the number of new local business start-ups	Increase registered businesses per 10,000 adults to at or above the Scottish average Increase the new business start-up rate in Renfrewshire closer to the Scottish average	Economic Development Manager	31 March 2021
Increase business sustainability, productivity, competitiveness and growth through a revised package of incentives, business support, training and advice	Increase GVA in Renfrewshire Grow / sustain local employment Improve skill levels Facilitate business growth	Economic Development Manager	31 March 2020
Promote international trade and connectivity through supporting those businesses looking to export to new markets	Sustain / grow businesses and local employment Increase the number of businesses trading out with Scotland	Economic Development Manager	31 March 2022
Work with partners to enhance provision, accessibility and take up of business support services and to identify where new services are required	Increase the take up rate of enterprise support Improve the three-year business survival rate Support the growth of businesses locally	Economic Development Manager	31 March 2021
Engage with local businesses to understand the needs of the labour market and ensure our skills and employability provision reflect those needs	Improve employment outcomes Ensure businesses can recruit locally Reduce unemployment	Economic Development Manager	31 March 2020

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

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Reduce skills gaps in the area and respond to growth sectors	<p>Ensure a supply of labour</p> <p>Promote and encourage higher level skills</p> <p>More collaborative and joined up academic and skills planning</p> <p>Greater education-skills alignment</p>	Economic Development Manager	31 December 2022
Ensure a strong and active local employability partnerships to support all people to be job ready and to access employment	<p>Increase employment levels</p> <p>Reduce unemployment</p> <p>Tackle poverty and exclusion</p> <p>Increased partnership working</p>	Economic Development Manager	31 December 2022
Actively promote entrepreneurship to encourage enterprise in its widest sense and we have new products to support self-employment	<p>Increased enterprise activities across Renfrewshire</p> <p>Improve start-ups and self-employment levels</p> <p>Increase economic activity and participation</p>	Economic Development Manager	31 December 2022
Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	Engaging with key partners in the public, academic and private sectors to realise for a high-quality advanced manufacturing innovation district (AMIDS) which aims to deliver up thousands of new jobs	Project Director (City Deal)	31 March 2020
Participate fully in all aspects of the new National Manufacturing Institute for Scotland (NMIS) Governance arrangements	Engaging with key partners in the public and academic sectors to ensure NMIS is established and operational timeously	Project Director (City Deal)	31 December 2021
Monitor benefits of City Deal Projects	Benefits will include new jobs and training and upskilling opportunities for Renfrewshire residents	Project Director (City Deal)	31 March 2022
Develop and coordinate the delivery of a Development Framework for Paisley North/GAIA South	Identify regeneration opportunities for the Paisley North Area	Regeneration Manager / Assistant Manager (Regeneration)	31 March 2022

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

What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre	Deliver changes within the identified key areas Outline a clear vision for the future of the town centres	Regeneration Manager / Assistant Manager (Regeneration)	31 March 2022
Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project	Repair and refurbish a number of priority buildings Improve areas of public realm Raise people's awareness of Paisley's heritage and culture	Regeneration Manager / Assistant Manager (Regeneration)	31 March 2022
Advance Paisley's position as the UK's Great Town to town's and regeneration audiences in the UK	Enhance the role that heritage plays in the future of Renfrewshire as a place Lead to a wide range of social, environmental and economic benefits that heritage can achieve	Regeneration Manager / Assistant Manager (Regeneration)	31 September 2020
Prepare the Renfrewshire Economic Strategy with the Economic Leadership Panel	Contribute to economic growth Delivery of positive step change across Renfrewshire	Head of Regeneration	30 June 2019
Review and development of the Heritage Asset Strategy for Renfrewshire	Build on the transformation of Renfrewshire further using heritage and cultural assets	Regeneration Manager / Assistant Manager (Regeneration)	31 December 2019
Develop project proposals for new Scottish Government Town Centre Fund	Drive local economic activity Stimulate and support place based economic improvements to town centres	Head of Regeneration	31 March 2020
Develop specific regeneration projects for Johnstone and Renfrew	Projects will target the specific issues for each town Drive local economic activity	Head of Regeneration	31 March 2020
Implement the Cultural Infrastructure Investment programme	Renfrewshire will have state of the art cultural venues and attract people to the area	Head of Regeneration	31 March 2021
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,	Regeneration Manager / Assistant	31 March 2022




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

	enhance and return to use key assets	Manager (Regeneration)	
What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally	Promote business growth and investment in emerging sectors linking to other key plans in this area such as City Deal and culture led regeneration	Head of Regeneration	31 March 2022
Implement Year 2 of the destination marketing plan	Improve UK and international profile for Renfrewshire	Head of Marketing, Communications and Events	31 March 2021
Implement Year 2 action plan as part of the Renfrewshire Visitor Plan	Position Renfrewshire as a day visitor destination Increase visitor numbers to Renfrewshire Increase visitor spend Increase hotel occupancy Improve UK and international profile for Renfrewshire	Marketing Manager	31 March 2021
Deliver the 2019 programme as part of the events strategy to 2022	Increase local spend Generate direct spend economic impact Improve area image Increase cultural participation Increase day visitors	Events Operations Manager	31 March 2020
Establish a commercialisation model that reconnects Paisley Pattern to Paisley	Change perceptions of Paisley Reconnect the pattern to Paisley Generate income	Head of Marketing, Communications and Events	31 March 2021
Deliver Fundraising Strategy and Capital Appeal for Paisley Museum	Generate £5 million private fundraising target	Head of Marketing, Communications and Events	31 December 2022












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

What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Develop new Digital Strategy for Renfrewshire Council	Improve digital skills of Renfrewshire residents	Strategic planning and policy development manager	31 December 2019
Develop proposals, in collaboration with ICT services, for investment in a full fibre network in Renfrewshire	Renfrewshire residents and businesses will benefit from improved connectivity Promote economic growth and attract investment	Strategic planning and policy development manager	31 October 2019
Build capacity of local supply base, promote 'grow local'	Improve local contractors' knowledge of Council procurement processes	Strategic Commercial and Procurement Manager	31 March 2022

8.5 Performance Indicators

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)	Q3 2018/19	214	250		1,000	1,000	1,000	1,000
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)	2017/18	238	150		150	180	180	180
Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programmes	2018/19	291	350		350	350	350	350

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

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
Number of businesses supported by Council economic development activity (excluding Business Gateway)	New for 2019/20	-	-	-	-	480	480	480
Number of new business start-ups in Renfrewshire with Business Gateway support	Q3 2018/19	67	75		300	300	300	300
Renfrewshire Claimant Count (NOMIS)	Q3 2018/19	3,135	-		-	-	-	-
Town Vacancy Rate	2017/18	11.7%	-		-	-	-	-
Number of properties on Buildings at Risk Register	Q3 2018/19	39	42		42	40	38	36
Percentage of Renfrewshire population working age (16-64)	2017/18	64.4%	-		-	-	-	-
Number of vacant retail units in Paisley Town Centre	2017/18	64	68		68	68	68	68
Number of visitors to the events we create	2018/19	160,873	190,000		190,000	160,000	*	*
Local spend at events	2018/19	£3,200,000	£562,500		£562,500	£3,500,000	*	*
Regional economic impact of events	2018/19	£1,500,000	£750,000		£750,000	£1,750,000	*	*
Number of visits to Renfrewshire (and Paisley) attractions	2017/18	1,759,021	1,800,000		1,830,000	1,830,000	1,990,000	*
Opportunities to see or hear something positive about Renfrewshire	2018/19	314,000,000	120,000,000		120,000,000	120,000,000	120,000,000	120,000,000

* targets for 2020/21 and 2021/22 will be shaped by review and new programme

Strategic Outcome 2: Building strong, safe and resilient communities

9 Strategic outcome overview

The Chief Executive's Service contributes to this priority through a range of activities undertaken by the Partnerships and Inequalities Team who work with local community groups and organisations to support engagement and empowerment.

Achievements 2018/19

9.1 During 2018/19, our achievements included:

- developing a new model of 'Local Partnerships', which represents a new way of working for communities, elected members and partners to work together at a local level. The new Local Partnerships were developed following an extensive programme of engagement with communities and elected members and the first set of meetings were held in early 2019;
- the annual programme of community planning engagement events taking place in October 2018, with the Partnership Team getting out and about talking to interested groups and individuals about the new Local Partnerships;
- the launch of the Community Empowerment Fund in July alongside the establishment of a single point of contact for communities. The fund is progressing well with a number of awards made to date;
- the establishment of a new youth panel comprising of 20 young people who took part in the supported event design and delivery of the Halloween Festival as part of the Year of Young People;
- the establishment of a cultural programming group to support a co-ordinated approach to events delivery and cultural programming across Renfrewshire;
- the LEADER programme, the European Union funded Community Development Scheme which focuses on delivering a bottom-up method of support for rural development working with a wide range of community organisations and private businesses, resulted in five applications being approved for funding; and
- over 700 community benefits being offered through current council contracts to external providers, including a broad range of employment and education initiatives. 25% of all contracts were awarded to providers located within Renfrewshire. Over 50% of all Community Benefits offered by external providers provided employment and work placement opportunities for priority groups.

Strategic Outcome 2: Building strong, safe and resilient communities

9.2 Priorities for 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- working with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities and to support communities to develop local action plans to tackle the issues people care about most;
- continuing to develop single point of contact function for community groups and organisations, working with other council services to streamline the process; and
- delivering a framework for mainstreaming Participatory Budgeting.

9.3 Priority Actions

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities	Communities will feel more empowered	Strategic Partnerships and Inequalities Manager	31 March 2022
Work with communities to develop local action plans to tackle the issues people care about most	Communities will have more ownership for their areas	Strategic Partnerships and Inequalities Manager	31 March 2022
Implement findings from review of corporate grants process and monitoring arrangements	Strengthened corporate grants process	Strategic Partnerships and Inequalities Manager	31 December 2019
Implement new Local Partnership Model (new)	Increase effectiveness of community level governance	Strategic Partnerships and Inequalities Manager	31 December 2019
Deliver framework for mainstreaming Participatory Budgeting	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 March 2021
Continue to develop single point of contact function for community groups and organisations, working with other council services to streamline processes	Communities will have single point of contact for enquiries	Strategic Partnerships and Inequalities Manager	31 December 2019

Strategic Outcome 2: Building strong, safe and resilient communities

9.4 Performance Indicators

There are no indicators for this outcome

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

10 Strategic outcome overview

The Chief Executive's Service contributes to this priority through supporting vulnerable people impacted by poverty.

Achievements 2018/19

10.1 During 2018/19, our achievements included:

- £4 million of income being generated through the Tackling Poverty programme for local people, with the programme continuing to support developments such as Renfrewshire's Advice Partnership, Affordable Credit group and the Credit Union Forum;
- undertaking a mapping exercise to understand the support services available across Renfrewshire in preparation for Universal Credit rollout, working as part of the wider Advice Renfrewshire partnership to ensure services are ready to support the impact;
- developing a British Sign Language (BSL) Plan in consultation with BSL users and the wider public which was submitted to the Scottish Government in October 2018. A new BSL Action Plan was agreed to be progressed in partnership by service users, the Council and partners; and
- ensuring fair working practices are considered for all providers tendering to provide products and services to and for the Council.

10.2 Priorities 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- implementing year 2 of the tackling Poverty Programme funding;
- working with local equalities led community groups and employees to deliver progress against the six equalities outcomes;
- promoting fair working practices including payment of the living wage across the council's supply base;

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

- developing and publishing the Local Child Poverty Action Report;
- establishing and supporting the Renfrewshire Alcohol and Drugs Commission, which aims to make recommendations on the actions which can be undertaken by the Council and partners to improve life chances for local people; and
- implementing the Macmillan Renfrewshire Improving the Cancer Journey project.

10.3 Priority Actions





What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme	Community Planning Partners have a co-ordinated approach to tackling the causes of poverty and reducing the inequalities caused by it	Strategic Partnership and Inequalities Manager	31 March 2022
Implement Year 2 of the Tackling Poverty Programme funding	Continue to reduce the impact of poverty on Renfrewshire communities	Strategic Partnership and Inequalities Manager	31 March 2020
Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes	Equality groups experience inclusive interactions with the Council and see diverse needs met	Strategic Partnership and Inequalities Manager	31 March 2022
Promote fair working practices including payment of the living wage across the council's supply base. Include Fair Work as a standard agenda item at supplier review meetings to be considered alongside all other contract management matters	<p>Promote the importance and value of Fair Work Practices to our suppliers</p> <p>Help protect the rights of suppliers' employees</p> <p>Improve the quality of the delivery of services to the Council</p>	Strategic Commercial and Procurement Manager	31 March 2021
Develop and publish Local Child Poverty Action Report	To detail the activity taken to reduce child poverty in Renfrewshire	Strategic Partnership and Inequalities Manager	30 June 2019
Develop Centre for Excellence for Consultation Practice	Develop expertise in consultation practice	Strategic Partnership and Inequalities Manager	31 December 2019

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Implementation of the Macmillan Renfrewshire Improving the Cancer Journey Project	Provide a clear pathway and support for those diagnosed with a cancer and those who support them (carers and families)	Head of Policy and Commissioning	31 December 2019
Establish and support the Renfrewshire Alcohol and Drugs Commission	Support local people and communities affected by drug and alcohol misuse, to support recovery and improve life outcomes	Head of Policy and Commissioning	31 December 2019
Maximise use of community benefits – ensure that ambitious community benefits are included in all appropriate tenders. Improve the monitoring of delivery and the support provided to contractors to help get maximum value from Community Benefits	Benefits will be delivered to the communities that need them most	Strategic Commercial and Procurement Manager	31 March 2022
Develop and implement a new Inclusive Growth framework and action plan	<p>Aim to improve our SIMD ranking for the bottom 5% datazones at every publication</p> <p>Measure increased outcomes for the most disadvantaged</p> <p>All CPP partners are contributing to the agenda</p> <p>Use the public pound to increase local wealth and create opportunities for the most disengaged</p>	Economic Development Manager	31 December 2022
Deliver bespoke employability services targeted at the needs of inactive and unemployed priority groups (with a key focus around health) to move them closer to work	<p>“Economically active” rate will improve</p> <p>Moving people closer towards employment</p> <p>Unemployment is reducing as more people enter work</p>	Economic Development Manager	31 December 2022
New employability programmes being developed to target in work poverty as part of the child poverty action plan	<p>Reduce the number of families / children in poverty</p> <p>Increase job opportunities and improve wages for those on low incomes</p>	Economic Development Manager	31 March 2022

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

10.4 Performance Indicators

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
Number of people who felt they have been engaged within the community planning process	2017/18	928	928		1000	1000	1000	1000
Number of Credit Union members	Q3 2018/19	20,162	19,000		38,000	38,200	38,400	38,600
Interest saved against high interest lenders	Q3 2018/19	£10,594	£11,250		£45,000	£45,000	£45,000	£45,000
Increase % of people participating in events from our most deprived communities	2018/19	536	500		500	650	725	800

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

11 Strategic Outcome Overview

The Chief Executive's Service contributes to this priority through the work on sustainable procurement and Fairtrade.

Achievements 2018/19

11.1 During 2018/19, our achievements included:

- the Renfrewshire Fairtrade Steering Group continuing to meet regularly to support communities in achieving and renewing Fairtrade status. The Steering Group supported World Fairtrade Day, the Paisley 10k and the Renfrewshire schools Fairtrade Awards. At the Council meeting on 28 February 2019, the Council formally approved the adoption of the International Fairtrade Charter which has also been fully endorsed by the Renfrewshire Fairtrade Steering Group and signals that Renfrewshire Council is committed to the Fairtrade principles set out in the Charter;
- providing strategic marketing and communications to support the introduction of waste changes to keep the public fully informed and manage customer enquiries through social media;

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

- winning the New Civil Engineer Low Carbon Leader Awards through incorporating a range of measures to reduce carbon emissions on our Glasgow Airport Investment Area and Clyde Waterfront and Renfrew Riverside City Deal Infrastructure projects;
- continued marketing and communications support for the Team Up to Clean Up campaign, with a very successful thank you event held for volunteers and all involved in the Town Hall in September 2019; and
- embedding sustainable procurement, including consultation with the Soil Association Scotland to ensure the promotion of sustainable food.

11.2 Priorities 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Adopting International Fairtrade Charter as agreed at full Council on 28 February 2019; and
- continuing to co-ordinate the communications and marketing campaign to support the changes to waste management and the Team Up to Clean Up campaign.

11.3 Priority Actions

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Adopt International Fairtrade Charter	Promotion of fair and ethical products	Head of Policy and Commissioning	31 March 2021
Continue to coordinate the communications and marketing campaign to support the changes to waste management and the Team Up to Clean Up campaign	Improved recycling rates Raised awareness of the campaign Attendance at related events	Communications and Public Affairs Manager / Marketing Manager	31 March 2021

11.4 Performance Indicators

There are no indicators for the outcome

Strategic Outcome 5: Working together to improve outcomes

12 Strategic Outcome Overview

The Chief Executive's Service contributes to this priority through a leadership and improvement role on the Council Plan and Best Value Improvement Action Plan. The Service drives performance management, self-evaluation, quality assurance and scrutiny and supports staff engagement and internal communications.

Achievements 2018/19

12.1 During 2018/19, our achievements included:

- the completion of a review of the Council's complaints handling policy with new guides being developed for members of the public and staff;
- receiving a positive Annual Audit report from Audit Scotland which recognised the progress being made to implement the recommendations in our Best Value Assurance Report;
- services now enhancing the use of geographic information, population projections and economic data provided by the data analytics team to improve the efficiency and accessibility of services;
- supporting services to submit successful applications for external accreditation such as the COSLA Excellence Awards, the Guardian Public Services Awards and the Holyrood Public Services Awards;
- development of a Communications and Marketing Strategy to direct priority and public awareness campaigns to be delivered during 2018/19;
- the completion of phase 1 of the council's new intranet with a refreshed internal communications plan approved in May 2018; and
- the Procurement Team increasing its PCIP assessment score from 83% to 88% which recognises the level of excellence in procurement in Renfrewshire.

12.2 Priorities 2019/20

The key priorities the service aims to achieve over the duration of the improvement plan are:

- implementing a new model for self-assessment;
- developing our data analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities and expanding the use of the Geographic Information System (GIS) across services;

Strategic Outcome 5: Working together to improve outcomes

- continuing to strengthen communications by implementing year 1 of the council's website and intranet strategy and year 2 of the marketing and communications strategy;
- developing and embedding the Council's brand values programme through a programme of staff and community engagement;
- developing and publishing the new Procurement Strategy; and
- supporting the Transformation Programme.

12.3 Priority Actions

What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Implement a new model for self-assessment	The council will have a robust mechanism for self-assessment	Strategic Planning and Policy Development Manager	31 December 2019
Implement Chief Executive's Service Workforce Plan	Better understanding of service needs and resources and planning for the future	Head of Policy and Commissioning	31 March 2020
Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions	The council will be recognised for the work it does and employees will feel valued for the work they do	Strategic Planning and Policy Development Manager	31 March 2021
Expand the use of the Geographic Information System (GIS) across services	Deliver efficiencies through better use of data and improve service delivery and information for the public. Achieve best value for our investment in the system	Strategic Planning and Policy Development Manager	31 March 2020
Develop our data analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach	Better use of data analytics to plan services Better understanding of how to improve outcomes for local people	Strategic Planning and Policy Development Manager	31 March 2020
Implement Year 1 of the council's website and Intranet Strategy	Staff will have access to information that helps them to do their jobs	Communications and Public Affairs Manager	31 March 2020

Strategic Outcome 5: Working together to improve outcomes

What will we do?	What difference will we make?	Who is leading on this?	When will we do it by?
Implement Year 2 of the marketing and communications strategy	Residents are well informed about council decisions and policies Social media engagement will be increased	Communications and Public Affairs Manager / Marketing Manager	31 March 2020
Protect the council's reputation and enhance profile locally and nationally	Provide positive opportunities for people to see and hear something positive about Renfrewshire	Communications and Public Affairs Manager	31 December 2021
Develop and embed the council's brand values programme	Staff and communities will have a shared understanding of the council values and vision and have been able to contribute to their development Development of staff and community deals	Head of Marketing, Communications and Events	30 November 2019
Develop staff engagement and internal communications strategy to support the council's transformation programme	Staff will be supported and informed about changes that will impact them	Head of Marketing & Communications	31 March 2019
Support the Transformation Programme	Support financial sustainability of the Council Improved outcomes for local people and communities	CEX Heads of Services	31 March 2022
Implement new public services panel survey arrangements for community engagement	Strengthen engagement with communities and residents of Renfrewshire	Data Analytics and Research Manager	31 December 2019
Implement the new complaints handling procedure across the Council	The council will have a robust complaints handling process that will allow us to learn from complaints	Strategic Planning & Policy Development Manager	31 March 2020
Review and implement new approach to Public Performance Reporting arrangements	It will be easier for the public to find out information and feel more informed about the performance of the council.	Assistant Strategic Planning & Policy Development Manager	31 December 2019
Strengthen the commissioning model between policy and procurement teams	Greater partnership working between teams	Strategic Planning & Policy Development Manager / Strategic Commercial &	31 March 2021




Strategic Outcome 5: Working together to improve outcomes

Procurement Manager			
What will we do?	What difference will we make?	Who is leading this?	When will we do it by?
Prepare for Brexit in terms of procurement and supply chain implications	The Council will have robust plans in place for Brexit implications	Strategic Commercial and Procurement Manager	30 April 2019
Develop capacity to analyse spend across services	Support the delivery of efficiency savings for the Council	Strategic Commercial and Procurement Manager	31 August 2019
Develop and publish the new Procurement Strategy	Support the delivery of the Council's strategic objectives through procurement	Strategic Commercial and Procurement Manager	31 December 2019
Support Purchase to Purchase (P2P) rollout on Business World	Robust system in place for purchasing	Strategic Commercial and Procurement Manager	31 March 2020

12.4 Performance Indicators

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department	Q3 2018/19	100%	100%		100%	100%	100%	100%
% of staff who feel well informed about matters that are important to them	2016/17	60.44%	60%		60%	-	65%	-
Number of followers on social media (twitter)	Q3 2018/19	23,700	15,000		16,000	17,000	18,000	19,000
Number of friends on Facebook	Q3 2018/19	18,634	8,500		9,000	10,000	11,000	12,000

Strategic Outcome 5: Working together to improve outcomes

Performance Indicator	Last Update	Current Value	Current Target	Status	2018/19	2019/20	2020/21	2021/22
					Target	Target	Target	Target
% of complaints responded to within timescales agreed with customer	Q3 2018/19	59%	100%		100%	100%	100%	100%
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	Q3 2018/19	2.18	0.51		2	6.5	6.6	6.5
% of invoices paid within 30 days by the Chief Executive's Service	Q2 2018/19	100%	90.5%		90.5%	90.5%	90.5%	90.5%

Appendix 1 – LGBF Performance Indicators

Name of Indicator	2016/17	2017/18
Percentage of unemployed people assisted into work from council operated / funded employability programmes	27.11%	29.9%
Percentage of procurement spend on local enterprises	29.02%	25.37%
Number of business gateway start-ups per 10,000 population	18.53	14.99
Cost of economic development and tourism per 1,000 population	£90,477	£90,471
Proportion of people earning less than the living wage	22.40	17.70
Proportion of properties receiving superfast broadband	89	93.71
Town Vacancy Rates	11.8	10.95
Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan	26.53%	27.72%