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**To: Finance and Resources Policy Board**

**On: 13 May 2015**

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**Report by: Chief Executive.**

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**Heading: Chief Executive's Service Improvement Plan - Outturn report to 31 March 2015**

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**1. Summary**

- 1.1 The Chief Executive's Service Improvement Plan for the period 2014/15 to 2016/17 was presented to the Board in May 2014. The Service Improvement Plan provides a comprehensive statement of what the service aims to achieve over the next three years. It sets out what the service will do, based on the resources available, and it details the specific actions which will contribute to the implementation of the Council's priorities.
- 1.2 The report currently before the Board contains an update on what has been achieved with our action plan tasks up to the end of March 2015, to allow the Board to review progress, along with a report on our performance indicators.
- 1.3 The progress update covers all the services based within the Chief Executive's Service during the period: the Communications Team, the Policy and Partnerships Team and the Civil Contingencies Team. The Board will wish to note however that the Civil Contingencies Team has now moved to Community Resources and actions will not be included for this team in our new Service Improvement Plan.
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## 2. **Recommendations**

2.1 It is recommended that the Finance and Resources Policy Board:

- notes the progress that has been made with implementation of the 2014/15 – 2016/17 Service Improvement Plan actions and performance indicators
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## 3. **Background**

3.1 One of the purposes of the Service Improvement Plan Outturn report is to enable elected members to assess progress with the action plan. The Outturn report is also part of the process of cascading the Council's priorities throughout the Service and it provides the means to integrate the various other action plans. Service Improvement Plans link council and community planning priorities to Individual Development Plans, so that every employee knows how they help contribute to the Council achieving its objectives.

3.2 The action plan lies at the core of the Service Improvement Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the outcomes and measures against which progress can be assessed.

3.3 Appendix 1 provides a summary of progress achieved in tackling the key areas set out in our Service Improvement Plan action plan to the end of March 2015. It highlights areas where significant advances have been made and also any actions that have been reviewed or delayed.

3.4 Appendix 2 provides the Board with the details of the Chief Executive's Service performance indicators.

3.5 The Service Improvement Planning process is a key part of our Public Performance Reporting framework. Information is also included on our Council web pages.

## 4 **Summary of main achievements**

4.1 Our key achievements from April 2014 to the end of March 2015 are highlighted below.

- The Community Plan year 1 progress report was approved by the Community Planning Partnership Board in April 2015 and showed good progress towards targets. The Renfrewshire Health and Social Care Partnership continues to lead the management of the

Community Planning process, demonstrating the strong partnership approach and shared ownership of the Plan.

- Similarly, progress towards the actions set out in the Council Plan was reported to the Leadership Board on 18 February 2015 and good progress was demonstrated over a number of key areas.
- The Service has driven forward the implementation of the Local Government Benchmarking Framework, working with Services to review data, provide contextual information and report to the public. The aim of the LGBF is to drive service improvement by making comparisons across Councils and through understanding the differences in cost, service performance and customer satisfaction. The Council is represented on a number of national working groups which are integral to the development of this approach.
- The Service is also driving forward a range of other improvement frameworks such as Customer Service Excellence and the Public Service Improvement Framework (PSIF). PSIF cycle 2 is now complete with improvements being made across all services. The annual assessment for the Customer Service Excellence standard was carried out in April 2015 and we successfully retained the standard with only two partial compliances being noted.
- The Service is continuing to support the Fairtrade movement in Renfrewshire, encouraging local people to become involved in the campaign and raising awareness of issues affecting third world producers. Fairtrade is distinctive in bringing together schools, local residents, community groups, chamber of commerce, retail outlets, businesses, employers, colleges, universities, churches, and community councils to work collectively to help producers. The Service worked with the Fairtrade steering group to organise a range of activities for Fairtrade Fortnight in February 2015.
- The Communications Team supported services and partners with printed communications and campaigns, including work on the Paisley Town Centre Heritage Asset Strategy, the Spree, Families First, Invest in Renfrewshire, Community Planning, and Welfare Reform,
- The Service produced the second report on the Council's equality outcomes and progress on mainstreaming the general equality duty in April 2015, demonstrating compliance with the Equality Act 2010.
- The Civil Contingencies Service has undertaken a new approach working with local communities to build capacity and develop local resilience. A key achievement for the service was developing the first community resilience plan for Howwood. Given the success of this model, the Team is now offering the same approach to all

communities in Renfrewshire, creating an innovative approach to enabling communities to help themselves.

- 4.2 Full details of the service's progress in terms of implementing the tasks outlined in the Service Improvement Plan over this period are included as Appendix 1 to this report. Progress against our Service Scorecard is contained in Appendix 2.

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## Implications of the Report

1. **Financial** - none

2. **HR & Organisational Development** - none

3. **Community Planning –**

**Children and Young People** – The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

**Community Care, Health & Well-being** - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

**Empowering our Communities** - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

**Greener** - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

**Jobs and the Economy** - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

**Safer and Stronger** - The Chief Executive's Service will support services and partners to meet the targets set out in the Community Plan.

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** - none
- 11. **Privacy Impact** - none

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#### **List of Background Papers**

None

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# Appendix 1 - Chief Executive's Service Action Plan 2014 – 2017

| Action Status                                                                       |             |
|-------------------------------------------------------------------------------------|-------------|
|  | Overdue     |
|  | In Progress |
|  | Completed   |
| A Better Future                                                                     |             |

## Service Outcome 1 - The Council's vision and priorities are driven and communicated across Renfrewshire

| Status Icon                                                                           | Action Code & Title                                                                                                                                            | Progress Bar              | Due Date    | Latest Note                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | CE.SIP.14.01.01 Produce and implement a communications strategy for each of the main Community Plan and Council Plan themes                                    | <div><div>30%</div></div> | 31-Mar-2017 | An integrated communications strategy is currently being developed. Part of this will work will be to define key messages for each theme, to identify all key stakeholders and to identify most effective communications channels.                                                                                                                                                                                                                                               |
|  | CE.SIP.14.01.02 Produce and promote the Community Planning website in conjunction with Engage Renfrewshire                                                     | <div><div>65%</div></div> | 31-Mar-2017 | The website is now well established and holds content from a wide range of partners and across all of the community planning themes. It is now being used as the main repository for information on cross-partnership areas such as the children and young people's services review in 2014/ 2015.<br><br>The structure of the website is being expanded to accommodate increased demand for hosting documents, reports and other information under each of the six plan themes. |
|  | CE.SIP.14.01.03 Maintain partnership structures that drive actions in the 2013 Community Plan/Single Outcome Agreement and undertake supported self evaluation | <div><div>50%</div></div> | 31-Mar-2017 | The Service is maintaining partnership structures and supporting each of the thematic boards as well as the Partnership Board. Action plans have been developed for each of the thematic boards. The Community Planning Partnership Board has completed the assessment and improvement planning phases of the supported Self Evaluation                                                                                                                                          |

| Status Icon                                                                           | Action Code & Title                                                                                                                                                             | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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|                                                                                       |                                                                                                                                                                                 |                            |             | process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|    | CE.SIP.14.01.04 Support Engage Renfrewshire in promoting volunteering                                                                                                           | <div><div>100%</div></div> | 31-Mar-2015 | The council has provided support to Engage Renfrewshire to develop the Renfrewshire Forum for Empowering Communities. A volunteering toolkit has been developed and used by local community groups and a number of volunteer recruitment campaigns have been initiated for organisations. There has been an increase in the number of people registering to become a volunteer - from 614 in 2012/13 to 675 in 2013/14.                                                                                                         |
|    | CE.SIP.14.01.05 Support Engage Renfrewshire to ensure that community and Voluntary groups are involved in and contribute to community planning outcomes                         | <div><div>50%</div></div>  | 30-Sep-2015 | The Council has provided support to Engage Renfrewshire to develop the Renfrewshire Forum for Empowering Communities. Membership of Engage Renfrewshire has been increasing steadily - from 290 member organisations in May 2014 to 322 organisations in December 2014.                                                                                                                                                                                                                                                         |
|    | CE.SIP.14.01.06 Support Renfrewshire Community Planning Partnership to develop a resource plan                                                                                  | <div><div>100%</div></div> | 31-Mar-2015 | Renfrewshire Community Planning Partnership has completed an exercise to identify the estimated public sector revenue expenditure in Renfrewshire. This showed that £975 million is spent by partners in Renfrewshire. Following this exercise the Community Planning Partnership Board identified two areas for the partnership to investigate: opportunities for assets/property and learning and development. This work is now underway and will be reported to future meetings of the Community Planning Partnership Board. |
|  | CE.SIP.14.01.07 Promote awareness of the refreshed Council Plan, Single Outcome Agreement and Community Plan amongst employees                                                  | <div><div>100%</div></div> | 30-Sep-2014 | A summary version of the Community Plan was produced and distributed to employees. In September 2014 staff awareness raising drop in session was held for Renfrewshire Community Health Partnership employees. Following a successful evaluation, a similar event was held at the University of the West of Scotland on 31 March 2015.                                                                                                                                                                                          |
|  | CE.SIP.14.01.08 Implement the Communications Strategy and Action Plan for Renfrewshire Community Planning Partnership                                                           | <div><div>75%</div></div>  | 31-Mar-2017 | Community planning thematic and local events completed successfully. Website launched and social media platforms are up and running and will be developed to reach more people and organisations in Renfrewshire.                                                                                                                                                                                                                                                                                                               |
|  | CE.SIP.14.01.09 Implement an integrated communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our | <div><div>30%</div></div>  | 31-Mar-     | Development of an integrated communications strategy is being undertaken.                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

| Status Icon                                                                         | Action Code & Title                                                                    | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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|                                                                                     | development of all communications channels and support the council and community plans |                            | 2017        |                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|  | CE.SIP.14.01.10 Monitor progress of the Council Business Plan                          | <div><div>20%</div></div>  | 31-Mar-2017 | The year 1 progress report on the Council Plan was reported to the Leadership Board in February 2015.                                                                                                                                                                                                                                                                                                                                               |
|  | CE.SIP.14.01.11 Lead on the co-ordination of the Greener Thematic group                | <div><div>35%</div></div>  | 31-Mar-2017 | The Greener Renfrewshire Board have agreed the action plan which is being delivered by four sub groups, each led by one of the community planning partners. Updates on progress have been provided by the Greener Communities, Carbon Management and Waste Reduction, Greener Transport and Greener Housing sub groups. An annual progress update was provided as part of the year one progress report to the Community Planning Partnership Board. |
|  | CE.SIP.14.01.12 Provide support for a partnership asset mapping exercise               | <div><div>100%</div></div> | 31-Mar-2015 | The key community planning partners have undertaken an asset mapping exercise and this information was presented to the Community Planning Partnership Board. Subsequently, the Board approved the establishment of a Property Development and Regeneration Group with a view to identifying shared work streams that could be developed to make better use of our physical assets                                                                  |

## Service Outcome 2 - Increased, sustainable investment in our economy

| Status Icon                                                                         | Action Code & Title                                                                                                                                                                       | Progress Bar              | Due Date    | Latest Note                                                                                                                                                                                                               |
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|  | CE.SIP.14.02.13 Provide branding and promotions to support the Heritage Strategy                                                                                                          | <div><div>20%</div></div> | 31-Mar-2017 | The Paisley Town Centre Heritage Asset strategy was launched successfully last year. The Service has developed a Paisley branding strategy and a programme of communications research to support the regeneration agenda. |
|  | CE.SIP.14.02.14 Develop targeted communications to support the Invest in Renfrewshire programme                                                                                           | <div><div>20%</div></div> | 31-Mar-2017 | The Invest in Renfrewshire programme and brand is recognised and understood. The next focus area will be to develop communications that encourage further engagement and support inward investment.                       |
|  | CE.SIP.14.02.15 Include and maintain detailed data about the businesses, industry, transport infrastructure and economic profile of the communities of Renfrewshire in the Knowledge Bank | <div><div>20%</div></div> | 31-Mar-2017 | Collection of this information is on hold while the Knowledge Bank is developed. This will be carried out in line with the recently published Scottish Open Data strategy.                                                |

## Service Outcome 3 - Improved health, wellbeing and life chances for children and families

| Status Icon                                                                           | Action Code & Title                                                                                                                                                                                                   | Progress Bar              | Due Date    | Latest Note                                                                                                                                                            |
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|  | CE.SIP.14.03.16 Continue to develop targeted communications to support the Early Years Strategy and Family Centres initiative as part of the Children and Young People and Tackling Poverty communications strategies | <div><div>40%</div></div> | 31-Mar-2017 | Communications activity is planned and delivered within six monthly action plans which focus on communicating key elements and milestones of the Early Years Strategy. |
|  | CE.SIP.14.03.17 Increased awareness of the Families First programme amongst families in Linwood and Ferguslie                                                                                                         | <div><div>40%</div></div> | 31-Mar-2017 | The communications team continues to work closely with the two Core Teams to ensure information is targeted to relevant families within the areas.                     |

**Service Outcome 4 - Improved support to vulnerable adults**

| Status Icon                                                                         | Action Code & Title                                                                                                                                    | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                                                                                                                                             |
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|  | CE.SIP.14.04.18 Develop targeted communications to support the Self-Directed support programme                                                         | <div><div>100%</div></div> | 31-Mar-2015 | Support has been provided for the launch of the plan and on-going communications will be provided as and when required.                                                                                                                                                                                                                                                                                 |
|  | CE.SIP.14.04.19 Communications Team will develop and implement strategy to support the Public Protection Committee, colleagues and other professionals | <div><div>75%</div></div>  | 31-Mar-2017 | A communications strategy for the public protection committee has been developed and is being implemented. This includes web content providing information about power of attorney, and information has been developed on advice and awareness around scams and financial harm. A Newsletter has also been produced to raise awareness amongst partners and give information to local community groups. |

**Service Outcome 5 - Citizens who experience financial exclusion, poverty and inequality are effectively supported and have access to advice**

| Status Icon                                                                           | Action Code & Title                                                                                                                                                  | Progress Bar              | Due Date    | Latest Note                                                                                                                                                                                                                                                                                           |
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|  | CE.SIP.14.05.21 Continue to develop targeted communications schedule to support the Welfare Reform programme as part of the Tackling Poverty Communications Strategy | <div><div>30%</div></div> | 31-Mar-2017 | Communications activity is planned and delivered within six monthly action plans which focus on communicating key elements of the Welfare Reform programme and the Tackling Poverty agenda.                                                                                                           |
|  | CE.SIP.14.05.22 Continue to drive the Council's policy on Fairtrade and support local campaign groups and schools                                                    | <div><div>31%</div></div> | 31-Mar-2017 | The Service is continuing to drive forward the Fairtrade campaign and recently met with the Scottish Fairtrade Forum. Meetings of the group have been hosted by the towns and villages over recent months. The Steering group delivered a range of successful events during Fairtrade fortnight 2015. |

| Status Icon                                                                         | Action Code & Title                                                                | Progress Bar               | Due Date        | Latest Note                                                                                                                                                                                                                                                     |
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|  | CE.SIP.14.05.23 Coordinate and monitor progress of the Council's equality outcomes | <div><div>100%</div></div> | 30 - Apr - 2015 | Progress on equality outcomes was collected and reported to the Leadership Board on 1 April 2015 and will be published on the Council's website to meet the requirements of the Equality Act. Next public reporting date for progress against outcomes is 2017. |

#### Service Outcome 6 - Communities are safer and stronger

| Status Icon                                                                           | Action Code & Title                                                                                                                                                  | Progress Bar               | Due Date       | Latest Note                                                                                                                                                                                                                                                                                                                             |
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|    | CE.SIP.14.06.24 Streamline arrangements relating to the co-ordination and dissemination of both internal and public facing information for disruptive events         | <div><div>30%</div></div>  | 31- Mar - 2017 | The Communications Team have new crisis communications arrangements in place and a plan is being drafted.                                                                                                                                                                                                                               |
|    | CE.SIP.14.06.25 Continue to engage with local communities on community resilience issues, finding new opportunities to raise their awareness and share best practice | <div><div>60%</div></div>  | 31- Mar - 2017 | CCS has now established contact with all community areas and has offered assistance in putting in place resilience arrangements and creating a community resilience plan. A portfolio is now in production for dissemination to all community groups which will supply them with material to assist in making themselves more resilient |
|  | CE.SIP.14.06.26 Offer advice and assistance to local companies and voluntary agencies on business continuity                                                         | <div><div>50%</div></div>  | 31- Mar - 2017 | CCS website now has updated business information on website and produced and distributed a leaflet on business resilience                                                                                                                                                                                                               |
|  | CE.SIP.14.06.27 Civil Contingencies Service to ensure crisis communications arrangements are reflective of a changing environment                                    | <div><div>33%</div></div>  | 31- Mar - 2017 | Item on CRMT Action log. The Communications Team have new crisis communications arrangements in place and a plan is being drafted.                                                                                                                                                                                                      |
|  | CE.SIP.14.06.28 Maintain and update response and recovery arrangements and put in place arrangements to                                                              | <div><div>100%</div></div> | 31- Mar -      | Risk Preparedness Assessments are currently being carried out at a National/Regional level. CCS are leading the process in this area and the findings of this project will set the                                                                                                                                                      |

| Status Icon                                                                           | Action Code & Title                                                                                                                                                                                                                            | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                       | respond to emergency hazards and threats                                                                                                                                                                                                       |                            | 2015        | work plan for putting the appropriate arrangements in place                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|    | CE.SIP.14.06.29 Update and renew emergency plans across the Council                                                                                                                                                                            | <div><div>100%</div></div> | 31-Mar-2015 | Schedule for updating plans is incorporated into the work programme and is currently on track with updated "Major Accident Hazard Pipeline" and "Human health" plans currently out for consultation                                                                                                                                                                                                                                                                                                                                             |
|    | CE.SIP.14.06.30 Implement strategy to provide flexible communications for the Do Your Bit campaign as part of the Greener and Safer and Stronger Communications Strategies                                                                     | <div><div>20%</div></div>  | 31-Mar-2017 | Key activities for Greener and Safer and Stronger Do Your Bit messages are agreed and being implemented. An integrated communications plan is being developed.                                                                                                                                                                                                                                                                                                                                                                                  |
|    | CE.SIP.14.06.31 Work with partners to share information on hazards and vulnerabilities, enabling all public services within the area to access information in one place                                                                        | <div><div>100%</div></div> | 31-Mar-2015 | Resilience Direct now fully active and key responders have access. Council websites now have updated resilience information posted.                                                                                                                                                                                                                                                                                                                                                                                                             |
|    | CE.SIP.14.06.33 Continue to coordinate the activities/actions of the Diversity and Equality Alliance Group, promoting positive attitudes, encouraging participation of individuals and groups from the diverse communities across Renfrewshire | <div><div>82%</div></div>  | 31-Mar-2016 | Partners and members are actively contributing to 6 relevant Equality outcomes. Evidence of progress is now being held electronically on Covalent and is a key agenda item at meetings.                                                                                                                                                                                                                                                                                                                                                         |
|  | CE.SIP.14.06.34 Maintain the ability to set up an emergency response facility including a Incident Response coordination centre and rest centres                                                                                               | <div><div>100%</div></div> | 31-Mar-2015 | The ability to set up a incident response centre was tested and all of the equipment worked well. This set up will be replaced in June 2015 with the opening of the "community safety partnership hub, which will act as a incident coordination centre both during day to day response and for major incidents. Rest Centre arrangements have also been tested and the arrangements work sufficiently well, although the upcoming restructure of the councils Social Work service will mean that the arrangements will require a major update. |

## A Better Council

### Service Outcome 7 - The Council has high levels of customer satisfaction across all Services

| Status Icon                                                                           | Action Code & Title                                                                                                        | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                                                                           |
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|    | CE.SIP.14.07.35 Work with partners and across the Council to develop the consultation Strategy for Renfrewshire            | <div><div>100%</div></div> | 31-Mar-2015 | The Consultation Strategy has been updated and is now available on Renfo. As part of the Consultation Strategy, the council's Survey Monkey account has also been reviewed and is now managed by each service using separate login details. This enables services to develop surveys which suit the needs of their customers.         |
|    | CE.SIP.14.07.36 Work with Engage Renfrewshire to conduct Public Services surveys to address Council and partner priorities | <div><div>40%</div></div>  | 14-Mar-2017 | Engage Renfrewshire submitted questions for the winter 2014/15 Public Services Panel and are regularly invited to input into the PSP programme.                                                                                                                                                                                       |
|    | CE.SIP.14.07.38 Continue to extend the use and understanding of technology and new communications channels                 | <div><div>20%</div></div>  | 31-Mar-2017 | The council is launching a MyRenfrewshire website which aggregates information published online by community groups and presents in one easily-accessible place for local residents. Development work is ongoing to introduce a My Account feature on the council's website which will allow users to sign-in and personalise content |
|  | CE.SIP.14.07.39 Maintain corporate accreditation for Customer Service Excellence                                           | <div><div>30%</div></div>  | 31-Mar-2017 | The Customer Service Working Group organised the recent Customer Service Excellence assessment over 3 days in April. The Customer Service Excellence standard was successfully retained for the Council.                                                                                                                              |

**Service Outcome 8 - People are informed, confident and effective at work**

| Status Icon                                                                           | Action Code & Title                                                                                                                                                         | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                                                 |
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|    | CE.SIP.14.08.40 Clarify knowledge and understanding of the roles and responsibilities of critical responders at service and individual levels                               | <div><div>66%</div></div>  | 30-Apr-2015 | Incident Response Procedures documents were updated and issued before the winter shutdown. a number of business continuity plans have been updated, but a few still require more work to make them fit for purpose                                                                                          |
|    | CE.SIP.14.08.41 Develop communications for employee volunteering campaign                                                                                                   | <div><div>20%</div></div>  | 31-Mar-2017 | Communications were developed for the Team Renfrewshire volunteering trip to South Africa, supporting their fundraising efforts and general awareness of the project. Regular communications are issued about food bank volunteering and one off volunteering opportunities such as the Queens Baton Relay. |
|    | CE.SIP.14.08.42 Increase the pool of staff trained in specific elements of response and facilitate the delivery of general awareness raising training for employees         | <div><div>100%</div></div> | 30-Apr-2015 | A new raft of "Council incident officer" and "Incident response decision makers" training was delivered in November 2014. All CRMT members are now fully trained Council incident Officers and the majority of service level resilience management teams have been delivered basic resilience training      |
|    | CE.SIP.14.08.43 Support Services and community planning partners to make the Council's annual COSLA applications, and coordinate all necessary arrangements for submissions | <div><div>100%</div></div> | 31-Mar-2017 | A range of partnership and council projects were selected and submitted in 2014.                                                                                                                                                                                                                            |
|  | CE.SIP.14.08.45 Support employee recognition via events and development of an employee recognition model                                                                    | <div><div>60%</div></div>  | 31-Mar-2017 | The People Awards ceremony took place in October 2014 with nominations for 45 teams and individuals. The judging panel decided on the winners in each of the five categories. Each winner was presented with the prize sponsored by Renfrewshire Leisure. The next event will take place in 2017.           |
|  | CE.SIP.14.08.47 Develop a communications module within the corporate induction pack and management development programme                                                    | <div><div>10%</div></div>  | 31-Mar-2016 | This will be undertaken in line with the new Organisational Development Strategy                                                                                                                                                                                                                            |

| Status Icon                                                                           | Action Code & Title                                                                                                                                                                     | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                                            |
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|    | CE.SIP.14.08.48 Implement 2013-15 Corporate Workforce and Organisational Development Strategy action Plan for Chief Executive's                                                         | <div><div>10%</div></div>  | 31-Mar-2017 | Work is taking place to ensure that a plan is in place that supports the priorities of the Service. This will be reviewed in light of the proposed corporate support model and the services which are being brought together in the Chief Executive's Service.                                         |
|    | CE.SIP.14.08.49 Increase engagement with Critical Responders, Managers and elected Members through learning and development, tailoring training to individual needs                     | <div><div>100%</div></div> | 31-Mar-2015 | A new raft of "Council incident officer" and "incident response decision makers" training was delivered in November 2014. All CRMT members are now fully trained Council incident Officers and the majority of service level resilience management teams have been delivered basic resilience training |
|    | CE.SIP.14.08.50 Inform the CMT of bi-monthly communications activities implemented                                                                                                      | <div><div>30%</div></div>  | 31-Mar-2017 | Regular updates are given to the Corporate Management Team and to the Better Council Strategic Programme Board.                                                                                                                                                                                        |
|    | CE.SIP.14.08.51 Monitor and coordinate progress of integrated approach to equality and human rights impact assessment                                                                   | <div><div>80%</div></div>  | 31-Mar-2016 | Meetings have been undertaken with the SMT and Officer Working Group to support the EQHRIA approach. A further series of SMT meetings is being arranged to improve and develop the integrated approach.                                                                                                |
|    | CE.SIP.14.08.52 Work in partnership with SHRC/EHRC to identify and develop capacity building packages to improve equality and human rights impact assessment in practice and evaluation | <div><div>100%</div></div> | 31-Mar-2015 | A final report on the pilot project with the SHRC/EHRC was published on 23 April 2014. Employees now have access to the relevant information to improve assessments and assist with achieving better outcomes.                                                                                         |
|  | CE.SIP.14.08.53 Develop Toolbox section in Renfrewshire Today to facilitate and provide access to a wide range of equality and human rights information                                 | <div><div>100%</div></div> | 30-Jun-2014 | The Toolbox section of Renfo was published and circulated in April 2014, including a range of information to support services.                                                                                                                                                                         |
|  | CE.SIP.14.08.54 Continue to use priority management techniques within each team and review implementation                                                                               | <div><div>100%</div></div> | 31-Mar-2015 | Priority management techniques continue to be used throughout the Service and new staff are trained as required.                                                                                                                                                                                       |
|  | CE.SIP.14.08.55 The Service works in an agile way, deploying staff within different parts of the council and externally where needed                                                    | <div><div>100%</div></div> | 31-Mar-2015 | Staff continue to work in flexible ways in response to the needs of the Council. Staff have been seconded to Renfrewshire Health and Social Care Partnership to support the community planning agenda, and to Engage Renfrewshire to develop and support the                                           |

| Status Icon                                                                         | Action Code & Title                                                         | Progress Bar               | Due Date    | Latest Note                                                                                              |
|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------|-------------|----------------------------------------------------------------------------------------------------------|
|                                                                                     |                                                                             |                            |             | Renfrewshire Forum for empowering communities.                                                           |
|  | CE.SIP.14.08.56 Complete and implement the Policy review                    | <div><div>100%</div></div> | 31-Mar-2015 | A revised structure was agreed and implemented for the policy team resulting in savings for the Service. |
|  | CE.SIP.14.08.57 Develop an improved induction process for Chief Executive's | <div><div>100%</div></div> | 31-Mar-2015 | new induction process in place for all new employees                                                     |

#### A High Performing Council

#### Service Outcome 10 - The Council is performing well and has effective public performance reporting

| Status Icon                                                                           | Action Code & Title                                                                                                                                                                                  | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                                                           |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | CE.SIP.14.10.60 Build on the publication of the Community Planning Public Performance Reporting magazine, working with partners to improve PPR arrangements alongside the new Community Plan and SOA | <div><div>100%</div></div> | 31-Dec-2014 | A new community planning website, providing a range of community planning performance information is now operational. The 2013/14 Public Performance Reporting page of the Council website has direct links to the community planning website as well as the year one progress report on community planning outcomes. |
|  | CE.SIP.14.10.61 Implement the next stages of the Local Government Benchmarking Framework                                                                                                             | <div><div>60%</div></div>  | 31-Mar-2017 | The next stage of the LGBF is well underway. Renfrewshire is represented on all of the current benchmarking family groups. The Improvement Service is working with a sports services benchmarking group to take forward that element of the framework. Renfrewshire                                                   |

| Status Icon                                                                           | Action Code & Title                                                                                                                                                                                | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                       |                                                                                                                                                                                                    |                            |             | officers are members of the sub group that is overseeing the LGBF development plan.                                                                                                                                                                                                                                                                                                    |
|    | CE.SIP.14.10.62 Provide the CMT with quarterly performance reports on the Council's priorities                                                                                                     | <div><div>100%</div></div> | 31-Mar-2015 | A new CMT Scorecard of performance indicators was developed that reflects strategic service priorities. This is reported to the CMT on a quarterly basis                                                                                                                                                                                                                               |
|    | CE.SIP.14.10.63 Ensure that all Services undertake suitable benchmarking activity to facilitate improved performance and working practices, as part of the Local Government Benchmarking Framework | <div><div>60%</div></div>  | 31-Mar-2017 | The Council is participating in the Local Government Benchmarking Framework exercise. We were involved in two pilots, (Positive destinations and Roads), and are represented in the next phase which includes: waste services, sports services, looked after children and Council tax. Service benchmarking takes place for example, in Housing Services, through SHBVN and Housemark. |
|    | CE.SIP.14.10.64 Ensure a robust Service Planning process                                                                                                                                           | <div><div>30%</div></div>  | 31-Mar-2017 | Service planning guidelines were published for services. The approach for 2014/15 was flexible, enabling services to adapt the structure to best fit their needs. This is alongside ensuring a robust process with regular monitoring.                                                                                                                                                 |
|    | CE.SIP.14.10.65 Ensure all services are monitoring and implementing their PSIF Improvement Plans from Cycle 2                                                                                      | <div><div>100%</div></div> | 31-Mar-2015 | All services that took part in the PSIF assessment sessions for cycle 2 have developed and submitted their improvement plans and are monitoring them. The overall PSIF results have been evaluated and presented to the CMT.                                                                                                                                                           |
|    | CE.SIP.14.10.66 Lead on the Council's PPR framework for 2014/15                                                                                                                                    | <div><div>100%</div></div> | 31-Mar-2015 | All elements of the Public Performance Reporting framework for 2014/15 are complete and all data is available on the website to comply with Audit Scotland's requirements.                                                                                                                                                                                                             |
|  | CE.SIP.14.10.67 Develop and maintain the Chief Executive's Health and Safety action plan                                                                                                           | <div><div>40%</div></div>  | 31-Mar-2017 | Chief Executive's Health and Safety action plan for 2015/2016 has been developed and will be submitted to the Finance and Resources Policy Board in May 2015.                                                                                                                                                                                                                          |
|  | CE.SIP.14.10.68 Deliver on Audit Scotland's Statutory Performance Indicator Direction and fulfil our statutory duties                                                                              | <div><div>100%</div></div> | 30-Sep-2014 | The Service ensured that the Council met all the requirements of the annual Direction issued by Audit Scotland in terms of collecting and publishing data on the Statutory Performance Indicators.                                                                                                                                                                                     |

| Status Icon                                                                         | Action Code & Title                                                                                                                        | Progress Bar               | Due Date    | Latest Note                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | CE.SIP.14.10.69 Ensure that the Council has a robust code of corporate governance, which is consistent with national guidance              | <div><div>30%</div></div>  | 31-Mar-2017 | The relevant sections of the code have been reviewed and presented to the Audit Scrutiny and petitions Board. The next review is due to take place in 2015/16.                                                                                                                     |
|  | CE.SIP.14.10.70 Lead on Best Value ensuring that the Council is prepared for the audit process                                             | <div><div>30%</div></div>  | 31-Mar-2017 | The service co-ordinated the annual submission to the auditors for the shared risk assessment in December 2014. The auditors will publish their report (the Local Scrutiny Plan) in May 2015, however they have indicated that no additional scrutiny for the Council is required. |
|  | CE.SIP.14.10.71 Ensure all risk management arrangements are implemented and maintained                                                     | <div><div>30%</div></div>  | 31-Mar-2017 | Quarterly reporting is ongoing and an updated risk management plan will be reported to the Finance and Resources Policy Board in May 2015.                                                                                                                                         |
|  | CE.SIP.14.10.72 Implement phase 2 of the new complaints process and ensure compliance with Scottish Public Services Ombudsman requirements | <div><div>100%</div></div> | 31-Mar-2015 | Phase 2 implemented and the first annual report was presented to the Audit Scrutiny and Petitions Board in March 2015.                                                                                                                                                             |

**Service Outcome 9 – The Council has a knowledge bank to act as the single source of data statistics, qualitative information and performance about Renfrewshire**

| Status Icon                                                                           | Action Code & Title                                                                                                            | Progress Bar              | Due Date    | Latest Note                                                                                                                                                                                                                                                                                         |
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|  | CE.SIP.14.09.58 Make thorough use of intelligence/data, especially SIMD, to inform policy and strategy development             | <div><div>30%</div></div> | 31-Mar-2017 | This is an ongoing action to ensure that we make best use of intelligence and data sourced from within Council service areas and other government and non government organisations.                                                                                                                 |
|  | CE.SIP.14.09.59 Establish and maintain a Knowledge Bank to improve partnership capability to analyse data and inform decisions | <div><div>10%</div></div> | 31-Mar-     | The original proposal for a Knowledge Bank is being reworked due to the recently released Scottish Government strategy on Open Data (February 2015) in which all public service organisations are expected to have their own Open Data strategy approved and published by the end of 2015. Relevant |

| Status<br>Icon | Action Code & Title   | Progress Bar | Due<br>Date | Latest Note                                                                                                                                                                                                                                     |
|----------------|-----------------------|--------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                | that improve outcomes |              | 2017        | data should be made "open" in accordance with Scottish Government guidelines by 2017. Currently a revised proposal is being drafted. The Council's Open Data strategy will be developed in line with the overall Connect Renfrewshire strategy. |

## Appendix 2 - Chief Executive's Service Performance Indicators Report 2014 2017

| PI Status                                                                           |                    |
|-------------------------------------------------------------------------------------|--------------------|
|  | On target          |
|  | Just missed target |
|  | Missed target      |

**Service Outcome** Service Outcome 07: The Council has high levels of customer satisfaction across all Services

| PI Code | Performance Indicator                                                       | On Target                                                                            | 2012/13<br>Value | 2013/14<br>Value | 2014/15<br>Value | 2014/15<br>Target | 2015/16<br>Target | 2016/17<br>Target |
|---------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| CE118   | Number of partial compliances with the Customer Service Excellence standard |    | 5                | 2                | 2                | 4                 | 3                 | 2                 |
| CE138   | Number of followers on social media (twitter)                               |    | 6,860            | 9,570            | 10,500           | 10,000            | 11,000            | 12,000            |
| CE139   | Number of friends on facebook                                               |    | 3,802            | 6,689            | 7,593            | 8,000             | 9,000             | 10,000            |
| CE140   | Overall online social media influence of Renfrewshire Council               |   |                  | 62               | 62               | 55                | 56                | 57                |
| CE151   | Percentage of responses received for the Public Services Panel              |  |                  | 49%              | 64%              | 60%               | 65%               | 67%               |
| CE153   | % of complaints responded to within timescales agreed with customer         |  |                  | 100%             | 100%             | 100%              | 100%              | 100%              |
| CE155   | Number of unique website visitors                                           |  |                  | 182,415          | 266,059          | 185,000           | 193,000           | 200,000           |
| CE156   | Individual users of the Civil Contingencies area of the website             |  |                  | 1,000            | 2,000            | 1,500             | 2,000             | 2,500             |

**Service Outcome** Service Outcome 08: People are informed, confident and effective at work

| PI Code                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Performance Indicator                                                                                          | On Target                                                                          | 2012/13<br>Value | 2013/14<br>Value | 2014/15<br>Value | 2014/15<br>Target | 2015/16<br>Target | 2016/17<br>Target |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| CE119                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | % of Chief Executive's employees trained in equalities legislation                                             |  |                  | 100%             | 100%             | 100%              | 100%              | 100%              |
| CE158                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | % of CRMT and Deputies who are trained to an appropriate level for their enhanced role                         |  |                  | 80%              | 100%             | 100%              | 100%              | 100%              |
| CE159                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | % of Service level CRMT and Deputies who are trained to an appropriate level to respond to critical situations |  |                  | 66%              | 75%              | 100%              | 100%              | 100%              |
| <p><i>Note of performance:</i><br/> The Civil Contingencies Service offers a number of training programmes to ensure officers feel confident to carry out their incident response duties. In the case of service level Resilience Management Teams this is offered to all members of the service management teams. Training was organised but not all officers could attend the events and a number of officers have changed role since the events took place. This training will again be organised again in this financial year with the aim of achieving 100% coverage.</p> |                                                                                                                |                                                                                    |                  |                  |                  |                   |                   |                   |
| CEABS01dii                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)               |  | 3.72             | 1.6              | 2.13             | 2                 | 2                 | 2                 |
| CEPERSOD09                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | % of CE employees having completed IDPs (from MDP/MT/IPD)                                                      |  | 53%              | 57%              | 62%              | 65%               | 70%               | 75%               |

**Service Outcome** Service Outcome 10: The Council is performing well and has effective public performance reporting

| PI Code                                                                                                                                                                                                                                                             | Performance Indicator                                                                         | On Target                                                                            | 2012/13<br>Value | 2013/14<br>Value | 2014/15<br>Value | 2014/15<br>Target | 2015/16<br>Target | 2016/17<br>Target |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|
| CE08                                                                                                                                                                                                                                                                | % of FOI requests in a quarter completed within timescale in the Chief Executive's Department |    | 100%             | 100%             | 100%             | 100%              | 100%              | 100%              |
| CE120b                                                                                                                                                                                                                                                              | % of PSIF improvement actions completed (cycle 2)                                             |  |                  | 20%              | 46%              | 50%               | 100%              | N/A               |
| CE36                                                                                                                                                                                                                                                                | % of general correspondence responded to within 10 days.                                      |  | 88.5%            | 91.7%            | 92.3%            | 80%               | 80%               | 80%               |
| CE95                                                                                                                                                                                                                                                                | % Satisfaction levels with Council's Public Performance Reporting arrangements                | See Note                                                                             | 77%              | 77%              | See Note         | 85%               | 90%               | 92%               |
| <p><i>Note of performance:</i><br/> Satisfaction levels are collected from the Public Services Panel Survey. The data for 2014/15 will be available in July 2015 and will be reported to the Board in the 6 monthly Service Improvement Plan monitoring report.</p> |                                                                                               |                                                                                      |                  |                  |                  |                   |                   |                   |
| FCSCREDCE01f                                                                                                                                                                                                                                                        | % of invoices paid within 30 days by the Chief Executive's Service                            |  | 99.3%            | 98.7%            | 100%             | 100%              | 100%              | 100%              |