

To: Leadership Board

On: 30 November 2016

Report by: Chief Executive

Heading: Council Plan – 6 monthly progress report

1. Summary

- 1.1 In December 2015, Council approved a refreshed Council Plan which set out the key priorities for the organisation for the period to March 2017. The Council Plan sets out for residents, elected members, employees and our partners what the Council will work to achieve over this period and how this will be taken forward. It is the Council's 'plan for action' and all other plans, including the annual service plans produced by each service in the council, derive from it.
- 1.2 The plan sets out 10 key priority areas which the Council will progress to invest in a **better future** for Renfrewshire and create a **better council** that will work with customers and partners to make it happen.
- 1.3 Progress in relation to the implementation of the Council Plan was last provided to the Leadership Board in June 2016. This progress report represents an update on activity between June and November 2016 and is structured around the three themes: Better Future: Place, Better Future: People and Better Council. Subsequent sections of the report provide an overview of progress that has been made by Council services against the three themes. Appendix 1 provides more detailed information on progress that has been achieved in terms of key actions outlined in the Council Plan.
- 1.4 The performance information outlined in this report confirms that Council services have made significant progress in terms of delivering the key priority actions outlined in the Council Plan. This progress has been achieved through close working with key partner organisations, with a clear focus on working together to achieve the best outcomes for local people, communities and businesses within the resources available.

- 1.5 Key priorities set out in the Council Plan include the focus on tackling poverty and mitigating the impact of welfare reform, driving economic and cultural regeneration, addressing the attainment gap, providing care and support to those most vulnerable, and modernising the way in which the Council does business, including the way in which services engage with service users, citizens and businesses.
- 1.6 The next progress update in relation to the Council Plan will be submitted to the Leadership Board in spring 2017.
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2. Recommendations

- 2.1 It is recommended that Elected Members:
- note the significant progress that has been made over the last 6 months in terms of implementing the Council Plan;
 - agree that a further progress update on the Council Plan will be submitted to the Leadership Board in Spring 2017; and
 - note that a new Council Plan is scheduled for development over Summer 2017.
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3. Background

- 3.1 The Council Plan was approved by Council on 17 December 2015. The Plan sets out the overarching strategic vision and objectives of the Council, with ten priorities identified and structured around three themes:

Better Future: Place

Priority 1: Driving Physical and Economic Regeneration

Priority 2: Building on our Culture and Heritage

Priority 3: Protecting the Public

Priority 4: Creating a Sustainable Renfrewshire

Better Future: People

Priority 5: Reducing the Level and Impact of Poverty

Priority 6: Raising Attainment and Closing the Attainment Gap

Priority 7: Supporting and Sustaining People into Employment

Priority 8: Improving Care, Health and Wellbeing

Better Council

Priority 9: Supporting our Employees

Priority 10: Continuing to be a Well Run Council

- 3.2 Progress against these priorities is actively monitored by services, with the underpinning actions and success measures part of the service improvement planning process.
- 3.3 Specifically, progress is monitored on a quarterly basis by the Corporate Management Team and reported to the Leadership Board every 6 months.

- 3.4 Sections 4-6 of this report provide a summary of progress in relation to the ten priority areas with a full progress update provided in Appendix 1.

4. Better Future: Place

- 4.1 The Council Plan articulates the ambition for Renfrewshire to be a location where people and families choose to live, work and visit. This theme is underpinned by four priorities which link to a number of high profile work programmes, including the Paisley UK City of Culture 2021 bid, delivering Glasgow City Region City Deal programme and the partnership approach being taken to community safety in Renfrewshire.

- 4.2 Key achievements realised over the past 6 months include:

Priority 1 - Driving Physical and Economic Regeneration:

- In September 2016, the Leadership Board approved plans to consult on a Paisley Town Centre Action Plan. Regenerating and investing in Paisley Town Centre is a key component of the wider Renfrewshire Economic Framework and the consultation is the first step towards achieving this goal. A range of consultation events involving key stakeholders were held in October and November 2016, and the final action plan will be presented to the Leadership Board on 30 November 2016.
- The Glasgow City Region City Deal programme is a key driver of physical and economic regeneration for Renfrewshire and progress over the last 6 months includes the preparation of the outline business cases and the first phase of public consultation.
- Invest in Business, the Council's flagship business development programme, continues to deliver support to nourish and grow local enterprise including delivering the InCube programme and continuing to support businesses to access a range of funding.
- Actions are ongoing to progress Renfrewshire's first Local Development Plan – over the past 6 months this has delivered new residential homes in Johnstone South West and Bishopton - Dargavel Village.
- Consultation has been undertaken on Renfrewshire's draft Strategic Housing Investment Plan, which subject to final policy board approval in January, will be submitted to the Scottish Government.
- Progress in relation to Johnstone Castle Regeneration has been continuing over the past 6 months, whilst significant regeneration plans in the West End of Paisley and at Orchard Street are also being progressed by services.

Priority 2 - Building on our Culture and Heritage:

- A great deal of activity has taken place over the last 6 months in relation to the Paisley UK City of Culture 2021 Bid. Extensive engagement has been undertaken with local groups and communities, and the draft bid is well advanced. A successful reception involving local performance groups was also hosted by local MPs during Summer 2016 to raise awareness of the local bid.
- Work in relation to the implementation of the Paisley Town Centre Heritage Asset Strategy continues, linking to the work of the bid development. The stage 1 bid to the Heritage Lottery Fund for the refurbishment and extension of Paisley Museum was unsuccessful but

valuable feedback was provided and the application is being reviewed for resubmission by the end of November 2016.

- An upscaled events programme for 2016/17 and 2017/18 is being implemented. This includes the delivery of up to 15 festivals and events. New events have been secured for the programme and include the SAY Awards, Trad Awards and British Pipe Band Championships.
- A new events strategy is being developed to further enhance the programme, linking to national partners and maximising external funding opportunities. Event Scotland has awarded us £25,000 towards an International Festival of Weaving to augment Sma Shot Day, as part of the YHHA 2017 Signature Events Programme.
- The organisation ran a “What’s Our Story” campaign from July 1 to September 4 to capture local views on what makes Paisley great. Over a thousand people contributed directly to the campaign, with content provided from local people in Paisley, Renfrewshire and internationally. The campaign reached over 102,000 people on Facebook and over 67,000 on Twitter.

Priority 3: Protecting the Public:

- Successful annual conferences were held in September and November on child and adult protection. The child protection conference received acclaim for the input of David Mandell, an internationally respected expert on issues relating to gender based violence.
- The Street Stuff programme continues to go from strength to strength. To date, in 2016/17, almost 28,000 attendances were recorded at Street Stuff activities with around 170 attendances per day during the summer programme.
- During October the fourth Street Stuff bus was unveiled and offers a range of interactive and cultural activities onboard and the fifth Street Stuff bus will develop this approach with a focus on cultural activities, performance art and creativity. Both buses will be deployed throughout Renfrewshire and be used for events and activities linked to the Paisley 2021 City of Culture bid.
- Extension to operational hours of the Renfrewshire Community Safety Partnership Hub has made it easier for the public to report incidents of anti-social behaviour, with 530 incidents reported to the Renfrewshire Community Safety Partnership between July and September 2016.
- Services are working with partners to achieve Purple Flag status for Paisley Town Centre, which essentially recognises work being undertaken to make town centres safer and consequently develop a more vibrant night-time economy.

Priority 4: Creating a Sustainable Renfrewshire:

- The second phase of the Council’s £11m investment programme for LED street lighting across Renfrewshire commenced in September 2016, for completion by end January 2017. Currently 25% of the Council’s lighting stock is using LED technology.
- The Carbon Management Team has successfully reduced carbon emissions across; public buildings, fleet, waste, street lighting and staff travel by over 20%.
- Services have increased the number of alternatively fuelled (electric) vehicles, and will continue to progress a phased approach to developing

the Council fleet. The number of electric vehicle charging points in Renfrewshire has also now increased to 30 located in Paisley, Renfrew, Erskine and Lochwinnoch with a further 2 planned in Johnstone later this year.

- The progression of the Clyde Valley shared services work stream for the procurement of a residual waste treatment and disposal solution is on target to be operational by December 2019.

5. Better Future: People

5.1 The second theme in the Council Plan demonstrates a commitment to improving life outcomes for local people. This theme sets out four priorities for the Council relating to tackling poverty, for children to have the best start in life, closing the gap in educational attainment, and ensuring vulnerable children, families and adults can access support when it is required.

5.2 A note of the progress and the key achievements since June 2016 has been provided below:

Priority 5 Reducing the Level and Impact of Poverty:

- Renfrewshire Council is now an accredited Living Wage employer following a successful application to the Living Wage Foundation. There are now 30 employers paying the Living Wage in Renfrewshire, compared with 23 in June 2016. Sixteen of these are currently Living Wage accredited.
- The Tackling Poverty Programme has achieved savings of over £1.7million for households across Renfrewshire, across a range of different projects.
- Advice Partnership Renfrewshire has now launched a website which has information on all advice agencies across Renfrewshire, what services they offer and how and when to access them, along with a freephone number hosted on behalf of the Advice Partnership by Citizens Advice Bureau.
- The Energy Advice Renfrewshire team have now visited 1,143 households, resulting in financial savings of £337k (£171k of annual savings and £166k of capital savings).
- The stigma training pilot with Star Project has been completed with staff from the Customer Service Centre and received a positive evaluation. The next phase is being carried out with Housing Officers throughout November 2016.

Priority 6 Raising Attainment and Closing the Attainment Gap:

- Renfrewshire has been chosen as one of Scotland's Attainment Challenge authorities with £1.5m of funding allocated for 2016/17 from the Scottish Government to support local work to raise attainment levels and close the attainment gap.
- The Literacy Development Programme in partnership with the University of Strathclyde has now entered its second year. Over 750 staff have now been trained in primary literacy coaching, across all 49 primary schools.

- All educational establishments have produced a standards and quality report and establishment improvement plan in line with the requirements of the National Improvement Framework.
- The first year of the teacher judgement survey has now been collected by the Scottish Government with the expectation that results will be published in December 2016.

Priority 7 Supporting and Sustaining People into Employment:

- The 3rd Annual Invest in Renfrewshire Awards ceremony was held in June 2016. The theme of this year's awards was 'Aiming Higher', in which we celebrated unemployed people from Renfrewshire who have transformed their lives through participating in local employability programmes and services. Over 120 nominations were received for the 9 categories and the ceremony involved all our community planning partners.
- The 'Aiming Higher' conference targeted a large number of employability and economic development practitioners from across Renfrewshire and provided an opportunity to network with other local staff and agencies, to generate awareness of what is happening and what is available across Renfrewshire, information on a range of new initiatives and discuss plans for the future.
- Renfrewshire Council act as lead for the Youth Gateway programme across the 8 local authorities within the City Region. The programme is currently running ahead of target, and given its success the focus is now turning to developing a joined up City Region employability service to commence in 2019.
- The third strand of Invest in Renfrewshire is the employability programme which continues to support around 2,000 people per year. In the past 6 months the service has delivered the Employability Fund and Modern Apprenticeship programmes and launched the new Renfrewshire Recruitment Initiative.

Priority 8 Improving Care, Health and Wellbeing:

- Renfrewshire Reconnection was successful in its bid for longer term funding for this project from the Big Lottery. The project has been granted the full amount of £850k to cover funding for the service for a further 5 years. Tackling Poverty funding has allowed the continuation of this key project by sustaining the project through a funding gap.
- Children's Services have now established Families First teams into Foxbar, Gallowhill and Johnstone. 285 families have received targeted support with over a third of all referrals coming from self-referrals. Income generated for families since April is now over £597,000 and debt managed total is almost £89,000.
- Children's Services has been working with the Centre for Excellence for Looked after Children In Scotland (CELCIS) on tests of change in relation to long-term planning for looked after children.
- Changes within the service have reduced the time taken to put permanent care arrangements in place for children, and this has made a significant contribution to the reduction in the number of Looked After and Accommodated Children.

- School Counselling and Peer Health Education is now live in all secondary schools across Renfrewshire.

6. Better Council

6.1 For the final theme, Better Council, the plan sets out how the Council will continue to support employees and will strive to continue to modernise and deliver high quality services within the resources available.

6.2 A note of the progress and the key achievements since June 2016 has been provided below:

Priority 9 Supporting our Employees:

- Work is underway to pilot a newly developed management programme for staff across the Council. It is anticipated that this will be formally launched in January 2017.
- The staff recognition awards scheme for 2016 is underway. There are six categories, all with a particular focus on partnership working and teams who are making a difference. The award ceremony will be held in January 2017.
- Consultation sessions have taken place with all services on the development of workforce plans.

Priority 10 Continuing to be a Well Run Council:

- The Council agreed a medium term financial outlook and strategy which outlined the anticipated financial position of the Council over the medium term on 29 September 2016. The outlook report detailed ongoing risks and an environment of increased economic uncertainty.
- Progress has been made by council services in terms of progressing options for Phase 3 of the Better Council change programme. Progress in relation to the programme is subject to a separate report to the Leadership Board.
- On line myaccount is now live for council tax and benefit customers. Work is being progressed in relation to online payments, Housing Rents and Housing Repairs.
- In November 2016, the organisation launched the Lens initiative. This is an “intrapreneurship” programme which encourages front line staff to support, involve and develop employees who have ideas they would like to put forward to support innovation and improvement within the Council.
- In November 2016, the organisation welcomed a new external audit team from Audit Scotland. The team will also assume a best value audit role and officers are working with the new team to kick off the next phase of the Best Value audit process. The Council will be one of the first six local authorities in Scotland to pilot this methodology.
- Work is progressing to implement the ERP system which will replace a number of corporate systems in 2017. Training programmes for staff are under development.

7. Next reporting stage

- 7.1 The next progress report to the Leadership Board in relation to the Council Plan will be submitted to Board in Spring 2017.

Implications of the Report

- 1 Financial – n/a.**
- 2 HR & Organisational Development – n/a**
- 3 Community Planning – n/a.**
- 4 Legal – n/a**
- 5 Property/Assets – n/a**
- 6 Information Technology – n/a**
- 7 Equality and Human Rights –** no negative impacts on equality groups or potential for infringement of individuals' human rights have been identified from the recommendations contained in this report. If required, 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 and Safety – n/a.**
- 9. Procurement – n/a**
- 10. Risk –** a number of the projects or actions set out in the Council Plan also feature within the Corporate and Services risk registers
- 11. Privacy Impact – none.**

List of Background Papers: Renfrewshire Council Plan "A Better Future, A Better Council" 2016-17

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Renfrewshire
Council

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Priority 1: Driving Physical and Economic Regeneration

Code	What we will do	Status	% complete	Due Date	Progress update
CRSIP1 6.01.0 1.04	Deliver the actions of the Paisley Town Centre Environmental Action Plan in order to make the town centre a more attractive place to work, live and visit.		100%	31-Mar-2017	Community Resources continue to work in partnership with Paisley First to deliver the key priorities of the joint plan.
DHSIP 16- 01-1- 1.1	Deliver first phase of Glasgow City Region City Deal programme		80%	31-Mar-2017	Glasgow City Region Glasgow City Deal aims to deliver an uplift of over £2 billion additional economic activity and 29,000 new jobs over the next 20 years. The three Renfrewshire Glasgow City Region City Deal projects are the £78 million Clyde Waterfront & Renfrew Riverside (CWRR) Project, the £51 million Glasgow Airport Investment Area (GAIA) Project and the £144 million Airport Access Project (AAP). Main actions include: - Options appraisal and development work has been ongoing in conjunction with external consultants and public engagement - Outline business cases will be presented to the Leadership Board and then the City Region Cabinet for approval in November / December 2016. These will provide details of the Outcomes of the development and options appraisal work undertaken to date - Further public engagement will take place in December 2016 to present project progress and allow feedback on emerging preferred options - Summer 2017 – Planning application submitted for CWRR and GAIA project - Consultants will be appointed to progress outline design for AAP. As part of Glasgow City Region City Deal, Renfrewshire also has two Labour Market Programmes; Youth Gateway and Working Matters. Both of these are on track to exceed all targets (including number of clients supported and number supported into permanent employment).
DHSIP 16-	Develop and adopt Town Centre Strategy and Action Plans		90%	31-Mar-2017	To ensure realistic, ambitious but deliverable Centre Strategies and Action Plans further consultation with local businesses and stakeholders was undertaken between July and September 2016 before finalising all

Code	What we will do	Status	% complete	Due Date	Progress update
01-3-3.3					strategies. Taking account of all of the representations and comments made during the consultation, the Finalised Centre Strategy and Action Plan for Johnstone town centre will be presented to the Planning and Property Policy Board in November 2016. Following additional consultation for the other Centre Strategies, the finalised Centre Strategies and Action Plans for Erskine, Linwood, Renfrew and Braehead will be presented to the Planning and Property Policy Board in January 2017. The baseline report will be prepared every two years to allow for regular review of the town centre strategies and their actions along with monitoring of their performance and delivery.
DHSIP 16-01-4-4.2	Deliver Strategic Housing Investment Plan (SHIP)			31-Dec-2016	The Draft Strategic Housing Investment Plan (SHIP) 2017/18 to 2021/22 was approved for consultation by the Housing and Community Safety Policy Board in August 2016. Consultation took place during September 2016 and the revised SHIP will be presented to the Policy Board for approval in January 2017 before submission to the Scottish Government. Once finalised, the new SHIP 2016-2021 will set out a programme which shows how grant funding will be utilised over the next five years and how the supply target for affordable housing will be met. Following submission of the SHIP to the Scottish Government, a Strategic Local Programme (SLP) for Renfrewshire will be agreed. This will form the basis of individual agreements between the Scottish Government, the Council and Registered Social Landlords on grant for specific projects.
RCPI6 01.02	Keep reducing the number of our young people that are unemployed or not in training.			31-Mar-2017	The claimant count rate for Renfrewshire for July 2016 was 4.1% with claimants totalling 620. This month the rate has gone up by 0.3% and largely reflects the end of the academic year across FE/HE in Scotland. The Scottish rate went up by a similar figure. The rate this time last year was also 4.1%. Renfrewshire is currently 19th out of the 32 Scottish Local Authorities for youth unemployment.
RCPI6 01.03	Support new business and social enterprise start-ups across Renfrewshire.			31-Mar-2017	Invest in Business, the Council's flagship business development programme, continues to deliver support to nourish and grow local enterprise including delivering the InCube programme; bringing the 'Business Gateway' contract in house to deliver a more joined up service for businesses; and continuing to support businesses to access a range of funding. Invest in Communities has recently developed a new delivery model

Code	What we will do	Status	% complete	Due Date	Progress update
RCPI6 01.04	Refresh the Economic Strategy for Renfrewshire		100%	31-Mar-2017	to deliver Community Economic Development services to Renfrewshire communities. Programme is now open for applications for the new LEADER programme; Renfrewshire Council is leading the delivery of the LEADER 2014–2020 programme for the rural areas within Renfrewshire, East Renfrewshire and Inverclyde, acting on behalf of the Local Action Group (LAG). The first approvals for the LEADER programme are expected in November 2016.
	Work with our Housing Association partners to build more affordable homes in Renfrewshire.		80%	18-Mar-2017	
RCPI6 01.05	Association partners to build more affordable homes in Renfrewshire.				The Council and our Housing Association partners recognise the important contribution that housing makes to the quality of people's lives. Investment in existing housing as well as the development of new housing of the right type and tenure in the right locations to meet the need and demand is important to all. There has been close partnership working and continues to be a good relationship with Housing Associations that operate in the Renfrewshire to deliver an ambitious affordable housing programme, meeting and going beyond the affordable housing targets that are set out in the current Local Housing Strategy. Building on the successful partnership working, where on average 170 affordable homes have been completed per annum over a 5 year period, the Council is setting the affordable housing target at 200 homes per annum, aiming to assist in delivering the Scottish National target of 50,000 affordable homes over the next four years. The Council in partnership with Housing Associations have prepared a Strategic Housing Investment Plan for the period 2017/18 – 2021/22, setting an ambitious programme of investment in new housing which will exceed the Council's target of 1000 affordable homes by 2020.
RCPI6 01.06a	Make improvements to the Social Housing available in Johnstone Castle		40%	31-Mar-2017	The Johnstone Castle regeneration project continues to progress on target. Demolition began in January 2016 and by the end of September 2016 a total of 66 houses have been demolished with over 100 households being rehoused as part of this initiative. In April 2016 a new build local consultation event was held and feedback from tenants was very positive. The first phase of new build is expected to start on site in spring/ summer 2017.
RCPI6 01.06 b	Make improvements to the Social Housing available in Paisley West End		20%	31-Mar-2017	Paisley West End – We are working with Sanctuary (Scotland) Housing Association our RSL partner to develop a draft Masterplan for the regeneration of Paisley West End.
RCPI6 01.07	Progress Community Growth Areas across Renfrewshire, ensuring benefits for existing and		20%	31-Mar-2017	There has been significant progress at both the Community Growth Areas of Johnstone South West and Bishopston – Dargavel Village. Both have seen new houses and infrastructure being successfully implemented, creating sustainable mixed communities. Focusing on creating good places within existing built up areas has

Code	What we will do	Status	% complete	Due Date	Progress update
	new residents				meant a reduction in Renfrewshire Council's vacant and derelict land, however more importantly it has meant a range and choice of new residential homes within existing communities.
RCPI6 01.09a	Complete the development of the Arnotts site		80%	31-Mar-2017	One of the Strategic Outcomes in the Local Housing Strategy is 'Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well functioning town centres.' Increasing and encouraging residential living in town centres is also an objective set out in the Renfrewshire Local Development Plan and Renfrewshire's Strategic Economic Framework. The re-development of the former Arnott's department store continues to progress, with the full occupation of the all of the 31 homes constructed by the Link Group. All of the homes for private sale have been sold and residents have moved into this unique grade B listed building in the centre of Paisley. Progress continues with the third phase of housing on Smithhill Street for the Link Group. A planning application for 2 blocks of flats providing 24 social rented units is due to be submitted with a site start in August 2017 and completion following quickly thereafter in August 2018. and transport links.
RCPI6 01.11	Use new and innovative approaches such as Simplified Planning Zones to attract new development and investment.		80%	31-Mar-2017	The success of Simplified Planning Zones as an innovative approach to investment and delivery of development is continuing at both Hillington Business Park and Renfrew Town Centre. In its second year, since establishing the Simplified Planning Zone at Hillington, there has been the delivery of an additional 7088 square metres of new floorspace, which brings the total amount of new floorspace created through the Simplified Planning Zones to 23,000 square metres. There has also been around 5 hectares of previously vacant land brought back into use for commercial purposes. More importantly, this is delivering development along the M8 frontage area which is a key strategic investment location for Renfrewshire and the Glasgow and the Clyde Valley Region. In Renfrew Town Centre, three vacant units have been brought back into use. A new retail unit which has taken up two previously vacant units and another vacant unit which is now occupied by a new estate agents in the town centre. The Simplified Planning Zone is also supporting business to enhance frontages, creating a vibrant and high quality area.

Priority 2: Building on our Culture and Heritage

Code	What we will do	Status	% complete	Due Date	Progress update
CE.SIP. 16.01. 01	Deliver a range of diverse and exciting events to increase visitor numbers to our town centre		60%	31-Mar-2018	An upscaled events programme for 2016/17 and 2017/18 is being implemented. This includes the delivery of up to 15 festivals and events. New events have been secured for the programme and include the SAY Awards, Trad Awards and British Pipe Band Championships. A new events strategy is being developed to further enhance the programme, link to national partners and maximise external funding opportunities. Event Scotland has awarded us £25,000 towards an International Festival of Weaving to augment Sma Shot Day, as part of the YHHA 2017 Signature Events Programme. New partnerships with national promoters are being developed. Professional event evaluation is in place.
CE.SIP. 16.01. 02	Implement the Renfrewshire Tourism Framework		25%	31-Mar-2018	This is underway and progress has been reported to the Economy and Jobs Board. New governance arrangements for tourism strategy implementation are being developed, as is a new strategy for 2017 to 2020.
CE.SIP. 16.01. 03	Develop and implement plans to expand free public wifi in Paisley and other town centres		50%	31-Mar-2017	Currently out to tender with plans being in place by March 2017.
CE.SIP. 16.01. 04	Launch our marketing campaign to promote Renfrewshire as a world class destination		50%	31-Mar-2018	The destination brand is in development with phase 1 and 2 of the development complete. The brand is due to be delivered in June 2017.
DHSIP 16-02-5-5.1	We will develop a successful bid for Paisley to be UK City of Culture 2021		70%	31-Dec-2017	April – October 2016 has been a period of setting the vision and step changes for the 2021 bid. The work streams have been supporting by collating baseline data and detailing measures for assessing the benefits of a successful bid. There have been a series of consultations with cultural organisations and practitioners and with the wider Renfrewshire communities which is informing the writing of the Bid and Cultural Programme for 2021. In addition a number of very successful engagement opportunities with businesses, national organisations and government have been held, including a reception within Westminster. A Holyrood reception is planned for December. . ONGOING – Remainder of community consultation and engagement activity based around the autumn events programme. . DECEMBER 2016 – Programme developed and draft bid prepared

Code	What we will do	Status	% complete	Due Date	Progress update
DHSIP 16-02-5-5.2	Implement the Paisley Town Centre Heritage Asset Strategy		20%	31-Mar-2019	. MARCH 2017 – Bid, review and production APRIL to NOVEMBER 2017 – The UK Government Bid Process, from submission of initial bid to announcement of winner Good progress continues to be made towards implementing the 10 year strategy. In June 2016 we completed current Paisley TH/ CARS programme. Following consideration of the first stage 1 bid to the Heritage Lottery Fund for the refurbishment and extension of Paisley museum, the application for funding is being reviewed for resubmission by end of November 2016. Other associated projects include the completion of the £5m Russell Institute refurbishment on schedule for early 2017 handover; the relocation of the Central Library to a High Street property. Following approval of funding applications preparations are underway to deliver the new Paisley TH/ CARS 2 project. This scheme will focus on building restoration, shop front improvements, public realm improvements and an extensive programme of complimentary activities. The museum store project will be completed with official opening in October 2017. 2016 ONWARD – - o to develop support and funding for the delivery of the strategy - o the development of business cases for capital works. - o to take forward a bid for UK City of Culture 2021 - o to support cultural and tourism activity in Paisley and across Renfrewshire - o to commission and recruit such specialist advice as required Progress on delivering the strategy is reported to the Economy and Jobs Policy Board on a regular basis.
RCP16 02.05	Finalise the funding and plans for the Paisley Museum development		50%	31-Mar-2017	Commencement of the OBC for the Paisley Museum and for Gallery extension and refurbishment; Work is proceeding on a revised application to the Heritage Lottery Fund (HLF) and Historic Environment Scotland have confirmed that they will support the funding application dependent on the bringing together of the overall project funding. Commencement of the design process for the relocation of the museum stores;

Priority 3: Protecting the Public

Code	What we will do	Status	% complete	Due Date	Progress update
CHSSIP 1617.03a	Ensure all relevant employees have the training, awareness and skills to keep those people at risk of harm as safe as possible.		60%	31-Mar-2017	A range of training modules are available in a number of different formats, and the Council also offers training on adult and child protection to partners free of charge. The child protection training programme has been updated to include internet safety and child sexual exploitation. Preparation for the implementation of the Children and Young People (Scotland) Act 2014 has also been a focus for training. This work is ongoing throughout the year and progress reflects this.
CHSSIP 1617.03b	Develop structures and approaches to support the transition of community justice services to a Community Planning Partnership model.		70%	31-Mar-2017	The Lead Officer Community Justice is now in post and work to prepare a strategic plan for community justice in Renfrewshire is underway. The Community Justice Steering Group reports on progress regularly to the Safer and Stronger Thematic Board. The draft national strategy and performance framework have recently been published and these will inform local planning and priority setting.
CRSIP1 6.01.0 3.09	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub		40%	31-Mar-2018	Work progresses on the detailed implementation plan. A trial of 24 hour CCTV will be undertaken in late 2016/early 2017. A working group is being set up to assess what services can use the Community Safety Hub under Phase 2.
CRSIP1 6.01.0 3.10	Deliver safer and stronger communities through improved intelligence sharing and provision of the Street Staff youth diversionary programmes.		35%	31-Mar-2018	The Building Safer Greener Communities Multi Agency Tasking Group continues to meet on a 2 weekly basis as the Group plan to move into Gallowhill in Sep/Oct 2016. Ferguslie Park was used as the first area with signal interviews undertaken and this has been assessed.
CRSIP1 6.01.0 3.11	Ensure all Council services have business continuity plans in place and that incident response guides are in place		60%	31-Mar-2018	Currently all services have business continuity plans in place. A number of them require updating due to structural and personnel changes, but this is an ongoing process and falls under the remit of the Crisis Reliance Management Team (CRMT) which has it as a standing item on its agenda and action log. A number of key commercial assets across the area already have "Incident Response Guides" in place and these are being rolled out to other businesses and Council premises as we identify those whose loss would most severely impact on the Council.
CRSIP1 6.01.0 3.12	Develop and deliver a strategy for how the Council will respond locally to the risks posed by serious organised crime		40%	31-Mar-2018	Renfrewshire Council's Integrity Group sets the Council's strategy on reducing the threat posed internally from Serious Organised Crime and Corruption. This group is based on a holistic approach to risks of fraud, corruption and organised crime; acting as a forum for a coordinated corporate approach. Group membership has recently been expanded with a view to include organisations that deliver services on

Code	What we will do	Status	% complete	Due Date	Progress update
CRSIP1 6.01.0 3.14	Support Paisley First to achieve Purple Flag status for Paisley			31-Dec-2016	the Council's behalf, such as Renfrewshire Leisure. The Integrity Group established an internal assessment of the risks posed to the Council and its services by fraud, corruption and organised crime at an early stage of its life. Police Scotland's Counter Corruption Unit has recently conducted an assessment of the risks faced by the Council. Coupled with the initial areas for action identified by the group, the recommendations will form a Renfrewshire Action Plan, setting out our approach to minimising risks of fraud, corruption and organised crime. The focus is on the highest risks identified or areas of significant vulnerability.
	Town Centre and deliver similar standards of community safety in all town centres across Renfrewshire				
RCPI6 03.03	Expand the range of activities provided by our successful Street Stuff programme and get more young people involved.			31-Mar-2017	The Street Stuff programme continues to be delivered throughout Renfrewshire and continues to go from strength to strength. To date, in 2016/17 almost 28,000 attendances have been recorded with around 170 attendances per day at summer holiday activities. During October 2016, the fourth Street Stuff bus was unveiled with a colourful wrap designed by Street Stuff participants as part of the summer programme of activities. The bus offers a range of interactive and cultural activities onboard. The bus will be deployed throughout Renfrewshire and will also be used for events and activities linked to the Paisley 2021 City of Culture bid.

The fifth Street Stuff bus will develop this approach further when it is unveiled later this month with a focus on cultural activities, performance art and creativity. This bus is slightly larger than the other four Street Stuff buses and will again be used to support the Paisley 2021 City of Culture bid.

Priority 4: Creating a Sustainable Renfrewshire

Code	What we will do	Status	% complete	Due Date	Progress update
CRSIP1 6.01.0 4.16	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution.		75%	31-Mar-2019	The contract for residual waste treatment and disposal has been finalised and plant build has commenced. Discussions are now taking place regarding delivery of commissioning tonnage to the new plant prior to the formal contract commencing. This ambitious collaborative project remains on target to be fully operational by 2019.
CRSIP1 6.01.0 4.19	Deliver the project to replace all street lighting in Renfrewshire with LEDs		25%	31-Mar-2017	The second phase of the Council's £11m investment programme for LED street lighting across Renfrewshire commenced in September 2016, for completion by end January 2017. At the end of October 2016 approximately 25% of the Council's lighting stock is using LED technology.
RCPI6 04.02	Increase the number of alternative fuel vehicles in the Council fleet.		70%	31-Mar-2017	The Council has increased the number of alternatively fuelled (electric) vehicles to 22, with more identified within the vehicle replacement programme for financial year 2016/17 although the final number will be influenced by grant funding availability. An approach has been made to Transport Scotland at the end of April 2016 and a final decision will be known by year end. This will be an ongoing process beyond 2017. Through this phased approach, when replacing select fleet groups where practicable and best value alternatively fuelled vehicles will continue to be added year on year to the Council's fleet. This will assist the Council with CO2 emission targets, help towards improve air quality and meet national vehicle policies and guidelines. Since the beginning of 2016/17 additional electric vehicle charging points have been installed bringing the total to 30, located in Paisley, Renfrew, Erskine and Lochwinnoch with a further 2 planned in Johnstone later this year.
RCPI6 04.03	Achieve the target of 5% of waste to Landfill by 2021		50%	31-Mar-2017	The progression of the Clyde Valley shared services work stream for the procurement of a residual waste treatment and disposal solution is on target to be operational by December 2019 as reported above. This will ensure compliance with the landfill ban which will be introduced in January 2020 and will improve the recycling rate through the extraction of heavy metals and heavy plastics, prior to processing. The current contract arrangements for refuse disposal ensure that landfill disposal targets are met.
RCPI6 04.05	Improve the energy efficiency of Council housing in Renfrewshire and strive to encourage the same in private housing.		50%	31-Mar-2017	Work is underway to assess future stock requirements taking account of the outputs of the Housing Needs and Demand Assessment. Following the conclusion of this exercise, a revised Housing Asset Management strategy will be developed which will set out proposals to ensure the housing stock continues to meet the required regulatory standards and address the delivery of the new Energy Efficiency Standard for Social Housing (EESH). The strategy will take account of the impact of proposed regeneration strategies and potential stock re-provisioning on the asset base (50%)

Priority 5: Reducing the Level and Impact of Poverty

Code	What we will do	Status	% complete	Due Date	Progress update
CE.SIP. 16.02. 06	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms		40%	31-Mar-2018	Priority analysis has been carried out with key services across the Council to identify areas where proposed welfare reforms will impact citizens and council services. Key projects have been identified to address these impacts. These include assessing the impact of the benefit cap introduced in late 2016, and identifying mitigating actions for impacted citizens, and assessing the potential financial implications of the full roll out of Universal Credit.
CE.SIP. 16.02. 10	Implement our digital participation plan to support low income families and other disadvantaged groups to benefit from access to the internet		20%	31-Mar-2018	The digital participation plan is still in the early stages of implementation. The Digital Strategy has been launched which sets out the vision and the approach to tackling digital exclusion in Renfrewshire.
RCPI6 05.01	Increase the number of Living Wage accredited employers (Income and Employment).		40%	31-Mar-2017	Renfrewshire Council is now an accredited Living Wage employer, following a successful application to the Living Wage foundation. There are now 30 employers paying the Living Wage in Renfrewshire, compared with 23 in June 2016. Sixteen of these are currently Living Wage accredited.
RCPI6 05.02	Prevent financial crisis and support low income families to make the most of their money (Managing money).		50%	31-Mar-2017	The Programme is now achieving significant financial gains for citizens across Renfrewshire, with a total saving to date of over £1.7 million – predominantly achieved by linked income advisers to key strategic projects such as Families First. This is supported by a number of projects to prevent financial crisis and improve financial capability. The Advice Partnership have now launched their website and phone line to make advice easier to access. Credit Union development work continues, boosting membership by 2,000 across Renfrewshire and offering low cost, ethical credit. An innovative peer-led financial capability project is also now underway with Barnardos Threads.
RCPI6 05.03	Improve levels of physical and mental health of children in low income families (Health).		50%	31-Mar-2017	A number of our projects are designed to improve mental wellbeing and resilience among young people: 1) the Sports Coach Academy traineeship programme is now complete and has been very successful. 2) Over 3,000 people have participated in over 1,200 hours of creative and cultural activity as part of our Making Future programme run by Renfrewshire Leisure. 3) Rolled out School Counselling across all secondary schools, our Peer Health Education programme supports young people in Renfrewshire to become peer health champions, and lead activities in their schools which support healthy living. 4) the Healthier Wealthier Children service has been live since April 2016, which provides dedicated income adviser support through key primary health care professionals such as midwives and health visitors. This

Code	What we will do	Status	% complete	Due Date	Progress update
RCPI6 05.04	Close the educational attainment gap between children from low-income families and their better off peers (Attainment).		50%	31-Mar-2017	service has achieved over £500k of financial gain for clients since April. 5) Renfrewshire Leisure has been offering free swimming lessons and family swim passes to children from low income households. 104 children have completed 8 weeks of swimming lessons and rejoined for block three. An additional 34 children joined block two taking the total lessons to 138. Renfrewshire has been chosen as one of Scotland's Attainment Challenge authorities and will attract significant additional funding from the Scottish Government to support this. A plan for how the work will be progressed must be submitted to the Scottish Government in September 2016 and this is being developed in close collaboration with Head Teachers. The Literacy Development Programme in partnership with the University of Strathclyde has now entered its second year. Over 750 staff have now been trained in primary literacy coaching, across all 49 primary schools. The first standardised assessments of numeracy and literacy at P1, P4 and P7 have taken place and work is ongoing to evaluate the testing process and consider the results within that context. Breakfast Clubs are now being successfully delivered in 10 schools, and have now delivered over 16,000 healthy breakfasts. The Cost of the School Day is now delivering its second year of funding in all schools to support low income parents with the cost of the school day, for example equipment and school trips.
RCPI6 05.05	Create neighbourhoods where people want to live and can afford to live (Neighbourhoods).		50%	31-Mar-2017	. Street Stuff continues to offer an expanded activities programme, with new Street Stuff buses in use and an extended programme of activities in new locations along with the offer of a healthy meal. . We are also undertaking research and analysis to help us understand total housing costs for tenants living in the social rented sector and are reviewing best practice from landlords in supporting tenants to sustain tenancies. Renfrewshire Council are working in partnership with Bridgewater Housing Association, Paisley South Housing Association, Williamsburgh Housing Association, Linstone Housing Association and Ferguslie Park Housing Association. . An additional enforcement officer to work within the private rented housing sector making sure that private landlords are registered, and they have 187 potential unregistered landlords, 85 of these have now applied for registration and 52 have had rent penalty notices issued.
RCPI6 05.06	Narrow inequalities by working in an inclusive, effective and evidence based manner (How Organisations should work).		50%	31-Mar-2017	Work continues to embed engagement and consultation approached throughout the programme and with key projects designed to achieve the Tackling Poverty Commission's recommendations around how organisations should work, for example by addressing poverty related stigma throughout the organisation. . The stigma training pilot with Star Project has been completed with staff from the Customer Service Centre

Code	What we will do	Status	% complete	Due Date	Progress update
					and received a positive evaluation. The next phase is being carried out with Housing Officers throughout November 2016. . The Digital Strategy for Renfrewshire has now been approved, which has digital participation at its heart. A Digital Participation Officer and Digital Volunteer Co-ordinator are working with local third sector organisations (Reaching Older Adults in Renfrewshire and the Disability Resource Centre) to provide targeted digital support to the most digitally excluded groups. . The Digital Skills Trainer is working with libraries staff across Renfrewshire so they can better support citizens looking to develop digital skills in the library. 70 libraries staff have now undertaken the 12 hour training course.

Priority 6: Raising Attainment and Closing the Attainment Gap

Code	What we will do	Status	% complete	Due Date	Progress update
CHSSIP 1617.06b	Implement the use of standardised assessments at key stages to support teacher professional judgement and establish a baseline in the attainment of literacy and numeracy.		100%	30-Jun-2016	All primary schools undertook standardised assessments in literacy and numeracy at P4 and P7 in May 2016. The results of these are being considered alongside the Teacher Judgement Survey recently undertaken for P1, P4, P7 and S3. Work is also ongoing with schools to evaluate the testing process. This information will provide the service with a baseline position from which to measure future progress in relation to the attainment gap.
CHSSIP 1617.06e	Implement the National Improvement Framework in our schools.		50%	31-Aug-2017	All establishments have produced a standards and quality report and establishment improvement plan in line with the requirements of the National Improvement Framework. The first year of the teacher judgement survey has now been collected by the Scottish Government with the expectation that results will be published in December 2016. Many of the planning requirements for schools and Councils will not take effect until the beginning of the school session 2017. We continue to monitor developments to legislation in the meantime.
CHSSIP 1617.06f	Make better use of the data we hold to support the learning and teaching of young people.		60%	31-Mar-2017	All secondary schools use 'Insight' to benchmark their attainment data and support school improvement. Progress is measured in literacy and numeracy, improving attainment for all, leavers destinations and closing the attainment gap. In 2015 and 2016, we provided secondary schools with more detailed data on attainment. Work is ongoing to improve the quality of benchmarking data to primary schools. The Scottish Government has implemented a Teacher Judgement Survey for all pupils in P1, P4, P7 and S3 and high-level data will be published in 2017. Work is underway locally to analyse the information from the survey and from the standardised assessments undertaken towards the end of 2015/16 session. Detailed analysis of attainment information is a key strand of the Council's proposed Scottish Attainment Challenge action plan. Preparation is ongoing for the delivery of a second large scale survey of children and young people in Renfrewshire (following on from the 2011 survey) and this will inform the future development of a range of services for children and young people.
CHSSIP 1617.09a	Deliver the Literacy Development Programme in partnership with University of Strathclyde to provide high quality professional learning opportunities for teachers.		60%	31-Mar-2017	Literacy Development is a key focus of the Council's Tackling Poverty work and the service is targeting children in the 20% most deprived areas of Renfrewshire. Training for head teachers and class teachers has been developed in partnership with the University of Strathclyde to support this. The work is ongoing throughout the year and progress reflects this.

Priority 7: Supporting and Sustaining People into Employment

Code	What we will do	Status	% complete	Due Date	Progress update
RCPI6 07.01	We will create additional waged opportunities for young people through (i) wage incentives to local employers to create new jobs, (ii) provide paid graduate internships (iii) providing work experience .			31-Mar-2017	The Council's Invest in Renfrewshire Employability Programmes supports around 2,000 people each year. Key deliverables as part of this include: .APRIL – MARCH 2017 – Increase take up of Tackling Poverty funds for Childcare and Access to Work. .APRIL – MARCH 2017 – Renfrewshire Council will increase traineeships from 40 to 120 this year. .In April 2016 we commenced delivery of Employability Fund and Modern Apprenticeship programme contracts from Skills Development Scotland. April 2016 also saw the launch of the new Renfrewshire Recruitment Initiative .The 3rd Annual 'Celebrating Success' Awards ceremony was held in June 2016. Also in June, the Annual Invest in Renfrewshire partnership conference was held. .The Official launch of second intake of Project SEARCH took place in August 2016. August also saw the Official launch of retail academy at InCube shop .Renfrewshire Council Act as lead for the Youth Gateway programme across the 8 local authorities with the City Region. The programme is currently running ahead of target, and given its success the focus is now turning to developing a joined up City Region employability service to commence in 2019.
RCPI6 07.02	We will create a range of operational programmes for the development of Youth and Adult Employability services using the approved £6.4m European Structural Fund grant and will endeavour to secure additional EU funds.			31-Mar-2017	A range of programmes have been developed and are now all operational.
RCPI6 07.03	We will focus and target the 50+ age group to improve job			31-Mar-2017	The adult Claimant rates for those aged 50+ has decreased in the second quarter and is currently 1.8% with claimants totalling 665. The Claimant Count*

Code	What we will do	Status	% complete	Due Date	Progress update
	outcomes through a range of programmes based on the success of some of our youth employment programmes.				(experimental) figures now show that the rate for this group has decreased from last year's figure of 1.9%. Renfrewshire is currently 22nd out of 32 local authorities for 50+ claimant count but we are confident that this will improve in the next few months *The claimant count is a measure of the number of people with live claims for the principal reason of being unemployed. Previously, Job Seeker's Allowance (JSA) was the main unemployment benefit. Now, Universal Credit (UC) is a new benefit also incorporated. However, UC is not an unemployment benefit entirely, given that some UC claimants will be in work, while others are unemployed but not required to seek work.
RCPT6 07.04	We will deliver the City Region City Deal Working Matters programme, targeting those on health related benefits and support them back into employment.			31-Mar-2017	As part of the Invest In Renfrewshire Employability program we are now second year of the City Deal Working Matters programme – tackling those with health related issues
RCPT6 07.05	We will have an increased focus on employability support at school, ensuring that greater numbers progress to positive destinations and supporting our young people to make the best career and educational choices for future work			31-Mar-2017	The Joint Employability Project has 14 strands and offers a range of opportunities for S1 to S6, some universal and some targeted to address the key needs of our most vulnerable young people. Youth Services deliver a range of programmes targeted at school leavers, which help young people develop employability skills. Figures on positive destinations indicate that Renfrewshire is in line with national average. This work is ongoing throughout the year and progress reflects this.

Priority 8: Improving Care, Health and Wellbeing

Code	What we will do	Status	% complete	Due Date	Progress update
CHSSIP 1617.05a	Expand the Families First approach to Gallowhill, Foxbar and Johnstone to ensure children have the best start in life.		100%	30-Jun-2016	Staff teams have been recruited and the service has now commenced. The first two projects, in Ferguslie and Linwood, have already been evaluated and has been shown to have a positive impact on families.
CHSSIP 1617.08a	Roll out new approaches to permanency planning for looked after children to ensure children have the opportunity to reach their full potential from a safe and secure base.		60%	31-Mar-2017	Children's Services has been working with the Centre for Excellence for Looked after Children In Scotland (CELGIS) on tests of change in relation to long-term planning for looked after children. The focus on finding long-term stable placements has been very successful. Our emphasis is, and will continue to be, on ensuring that placements are sustainable, whether this is a permanent return home, a permanent arrangement to remain with kinship carers or foster carers, or in some cases, adoption. Changes within the service have reduced the time taken to put permanent arrangements in place for children, and this has made a significant contribution to the reduction in the number of Looked After and Accommodated Children. However, all placement decisions will always prioritise the safety and needs of the individual child. This work is ongoing throughout the year and progress reflects this.
CHSSIP 1617.08c	Ensure compliance with the provisions of the Children & Young People (Scotland) Act 2014, in particular Named Person, Child's Plan and Information Sharing.		100%	31-Mar-2017	Arrangements were in place to ensure that Renfrewshire Council was ready to implement the provisions of the Act for the expected commencement date of August 2016. Following a decision of the Supreme Court the implementation of the Named Person scheme has been delayed. Renfrewshire will contribute to the Scottish Government consultation on addressing the concerns of the Supreme Court.
RCP16 08.04	Support the completion of the Renfrewshire Health and Social Care Partnership's Strategic Plan for 1 April 2016		100%	01-Apr-2016	The HSCP Strategic Plan is now complete following a period of public consultation.
RCP16 08.05	Extend the provision of telecare and telehealth services to provide efficient and effective care in people's homes		90%	31-Mar-2017	Renfrewshire HSCP continues to be at the forefront of the implementation of Technology Enabled Care (TEC) the service continues to develop solutions to allow dementia sufferers to engage with their communities using the extra funding secured from the Scottish Government.
RCP16 08.06	Support the third sector and community groups to develop and		75%	31-Mar-2017	he Community Link Team continues to support third sector and community groups to deliver support within their communities and enables and empowers the groups to be involved in community and strategic planning

Code	What we will do	Status	% complete	Due Date	Progress update
	deliver support within their local communities				processes. The service is working closely with Carers Centre to deliver a new Carers Strategy and is carrying out consultation events with this aim.
RCPI6 08.07	Integrate Renfrewshire Leisure's cultural, community and leisure services to increase opportunities for people to participate in activities that will improve their health and well being		40%	31-Mar-2017	Renfrewshire Leisure has been involved in a number of Tackling Poverty work streams to improve the health and well being of Renfrewshire Residents.

Priority 09: Supporting our Employees

Code	What we will do	Status	% complete	Due Date	Progress update
FR-SIP-16-09-13	Implement the Organisational Development Strategy, with a focus on three key priorities. Key Priority 1 – Workforce planning strategy . Key Priority 2 – People development . Key Priority 3 – Performance appraisal		35%	31-Mar-2019	The Council's OD strategy 2016-19, highlights 3 priorities. 1. Workforce Planning, 2. People Development, 3. Performance Appraisal. The core products for all three are in final stage development. A holistic approach has been applied to align these key themes. All activity is underpinned by the requirement to support delivery of the Councils priorities within the BCCP. Key documents are; A workforce strategy and plan. An implementation plan to describe the programme activities and planning controls for a management development programme, a performance appraisal process.
FR-SIP-16-09-14	Review HR policy & guidance to support our people going through future workplace change		40%	31-Mar-2017	A review of HR policies is ongoing. HR policy and guidance support has been incorporated in people development programme to support employees going through workplace change.
FR-SIP-16-09-16	Designing and implementing an approach to succession planning.		35%	31-Mar-2018	A Succession planning strategy has been developed and will be incorporated into the workforce planning approach.
FR-SIP-16-09-18	Review our policies for supporting the health, safety and wellbeing of our employees		60%	31-Mar-2019	The Council is preparing for a certification audit from BSI against the 18001 standard. The audit is scheduled for late November 16.
RCPI6 09.01	Get much better at telling our employees what we're doing, the challenges we are facing and the difference we are making		75%	31-Mar-2017	An internal communication strategy was approved by the Corporate Management Team in February 2016 and an action plan has been developed. An initial scope has been drafted for a new Intranet site and a project team established. Workshops across all services are scheduled for October.
RCPI6 09.05	Implement a training and development programme to provide employees with the skills		40%	31-Mar-2017	The Organisational Development Strategy 2016-2019 was approved by Council in December 2015. The strategy focuses on 3 immediate priority areas to support the development of the workforce and deliver on key outcomes – one of these is People Development. Over the last 3 months, a bespoke, tailored programme

Code	What we will do	Status	% complete	Due Date	Progress update
	they need to do their jobs well.				for line managers has been developed. The programme is underpinned by key themes to strengthen and develop skills in the areas of Change Management, leadership, workforce planning, communications and performance management.
RCP16 09.06	Design and implement a performance appraisal system		20%	31-Mar-2017	The Organisational Development Strategy 2016-2019 (implementation plan) highlights a number of key tasks to be undertaken under the key priority of Performance Appraisal. A new process for performance appraisal for all levels of the workforce is being developed and will be carried forward into the next service improvement plan. The process will support the development of the full workforce in the context of performance aligned to the Councils priorities and outcomes and supports the vision, aims, and objectives of the Better Council Change Programme.
RCP16 09.07	Develop mechanisms to encourage employees and managers to be innovative and try out new ideas and ways of working		50%	24-May-2017	In November 2016, the organisation launched the Lens initiative. This is an intrapreneurship programme which encourages front line staff to support, involve and develop employees who have ideas they would like to put forward to support innovation and improvement within the Council.
CE.SIP. 16.03. 04	Develop a corporate staff recognition programme that celebrates success and recognises great individual and team contributions to the delivery of the Council, Community and Service Plans		75%	31-Mar-2017	Staff recognition awards scheme launched in October 2016. Nominations are now subject to a judging process culminating in an awards ceremony in January 2017. Active long service recognition will be recognised as part of this scheme.

Priority 10: Continuing to be a Well Run Council

Code	What we will do	Status	% complete	Due Date	Progress update
FR-SIP-16-10-20	Develop and implement a financial strategy which maintains the Council's financial stability, supports the delivery of the Council's existing transformation and investment programmes, delivers the necessary saving requirements and addresses, on a sustainable basis, the financial challenges the Council will face over the medium term.		60%	31-Mar-2019	The Council agreed a medium term financial out look and strategy which outlined the anticipated financial position of the Council over the medium term on 29 September 2016. The outlook detailed ongoing risks and an environment of increased economic uncertainty. Finance officers will continue to closely monitor the position and plan for a range of outcomes which may be presented in the revised Comprehensive Spending Review to be issued in November, and in the following Scottish Government budget announcements.
FR-SIP-16-10-21	Supporting the Better Council Change programme workstreams – led by Finance and Resources – Customer Access Strategy and ERP.		35%	31-Mar-2019	Progress is at 35% as the Customer Access Project has progressed the implementation on the Customer Portal, with Council Tax now live on Myaccount and Benefits nearly complete. Work is being progressed in relation to on line payments, Housing Rents and Housing Repairs. Marketing is being aligned to the deployment of new services on the Portal, and use of the new channel tracked and monitored.
FR-SIP-16-10-27	Implementing the key strategic actions from the Corporate Asset Management Strategy to ensure that the property assets are managed effectively and efficiently through the provision of relevant management and performance information.		50%	31-Mar-2018	The Corporate Asset Strategy was approved by the Planning and Property board in August 2015. A road asset management plan (RAMP) has now been created to support the management and investment within the road network. This will be used to ensure that investment requirements are outlined and that the most appropriate model for management of the network is in place. A strategy is being developed for our parks to deliver a community led approach to manage these assets. Ambitious master plans have already been agreed for Barshaw and Robertson Parks with work due to commence in 2017.
FR-SIP-16-10-31	Implementing the Customer Access Strategy action plan		50%	31-Mar-2019	Progress is at 50% as the Customer Access Project has progressed the implementation on the Customer Portal with Council Tax now live on Myaccount and Benefits nearly complete. Work is being progressed in relation to on line payments, Housing Rents and Housing Repairs. Marketing is being aligned to the deployment of new services on the Portal, and use of the new channel tracked and monitored. Initial work is to develop on line reporting linked to recycling and waste collection and other services provided by Community Resources.

Code	What we will do	Status	% complete	Due Date	Progress update
RCPI6 10.03	Encourage the organisation to be ambitious and innovative		50%	31-Mar-2017	To encourage innovation across the Council the Lens initiative was launched in November.
RCPI6 10.04	Successfully implement the ERP solution and deliver the benefits set out in the business case		30%	31-Mar-2017	Enterprise Resource Planning (ERP) team has established a series of working groups to assess and improve current procedures for the new system. The go live date is anticipated to be 1st April 2017.
RCPI6 10.05	Ensure we have the right organisational structures and processes to support effective and efficient service delivery		50%	31-Mar-2017	Services continue to review and implement changes to structures which support the operational delivery of services, with required consultation undertaken with employees and trade unions.
RCPI6 10.08	Involve our customers more in the design and review of our services and actively seek their ideas for improvement		20%	31-Mar-2017	A community planning partner stakeholder engagement framework is currently being developed. The Forum for Empowering Communities has agreed to act as a reference group for the framework.