

To: Leadership Board

On: 25 April 2018

Report by: Chief Executive

Heading: Council Plan 2017-2022: Six monthly progress update

1. Summary

1.1 The Council Plan is a key strategic document, which sets out for Council employees, local people, businesses, partner organisations and voluntary organisations, what the Council is aiming to achieve over a period of time.

1.2 The new Council Plan was approved by the Council on 28 September 2017, following an extensive programme of consultation and engagement. The Council Plan was developed in tandem with the Community Plan, with both plans being considered by the Cross Party Sounding Board in August 2017. This has allowed for the priorities as set out in the Council Plan, to be closely aligned to those of our key partners, as agreed in the Community Plan.

1.3 The Council Plan is purposefully high level and strategic in nature. It sets out how the Council will work with partners, communities and businesses to specifically progress 5 key outcomes:

- Reshaping our place, our economy and our future
- Building strong, safe and resilient communities
- Tackling inequality, ensuring opportunities for all
- Creating a sustainable Renfrewshire for all to enjoy
- Working together to improve outcomes

1.4 On 12 December 2017, the Leadership Board approved the performance framework which will be used to measure progress in terms of implementing the Council Plan and the impact of activity across the 5 key strategic outcomes highlighted in the plan. Specifically, the framework includes a targeted suite of actions and indicators, progress against which will be

reported to the Leadership Board every 6 months. This report provides the first 6 monthly update to the Leadership Board.

- 1.5 A full summary of performance against each of the 5 strategic outcomes is provided in Appendix 1 of this report.

2. Recommendations

- 2.1 It is recommended that members:

- Note progress achieved to date in terms of progressing the key outcomes and priorities detailed in the Council Plan;
- Note that the next 6 monthly update will be reported to the Leadership Board in December 2018.

3. Background

- 3.1 The Council Plan 2017-2022 is a high level strategic plan which sets out for elected members, communities, businesses and partners what this organisation will aim to achieve over the period. The Plan was developed in tandem with the new Renfrewshire Community Plan during 2017, with both plans being approved by full Council on 28 September 2017.

- 3.2 The organisation has a strong focus on improving outcomes and tackling inequalities; outcomes which are intrinsically linked to the Community Plan 2017-2027. The Council Plan effectively sets out the organisation's role in working towards those partnership outcomes.

- 3.3 Specifically, the Council Plan is focused on driving improvements across 5 outcomes:

- Reshaping our place, our economy and our future.
- Building strong, safe and resilient communities.
- Tackling inequality, ensuring opportunities for all.
- Creating a sustainable Renfrewshire for all to enjoy.
- Working together to improve outcomes.

- 3.4 Services are taking forward a range of initiatives and improvement activities which will aim to deliver on the Council's 5 strategic outcomes. A performance framework to underpin the performance monitoring and reporting of Council Plan activity, was approved by the Leadership Board on 12 December 2017.

- 3.5 All of the indicators and actions contained within framework are embedded within Service Improvement Plans with progress monitored on a regular basis through service management teams.

- 3.6 Full detail of progress achieved against each strategic outcomes is contained in Appendix 1. A summary of key areas of progress is highlighted below:

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

Progress to date

- Planning applications for the City Deal projects at the Glasgow Airport Investment Area (GAIA) and the CWRR were submitted in July 2017, with consent granted for the core GAIA project in November 2017. Specimen designs for both the GAIA and CWRR projects have been completed, with the tender documents for GAIA due to be issued in February 2018.
- The Renfrewshire Economic Leadership Panel was established to work with leading partners across sectors to deliver economic regeneration and are developing a robust suite of data and performance indicators to measure progress.
- The Council is currently engaging with key partners to realise the vision for an advanced manufacturing innovation district (AMIDS) which will encompass the Netherton Farm site, Westway and Inchinnan Business Parks, with the potential to deliver thousands of jobs. AMIDS will capitalise on the advanced engineering and manufacturing expertise that exists across multiple technologies in both industry and academia in Scotland; and to further strengthen that capability to create competitive advantage for existing and new companies to remain globally competitive, and drive inclusive, sustainable growth in the Scottish economy.

The anchor for this is the new £65million National Manufacturing Institute for Scotland (NMIS), which will be located on the Netherton Farm site. NMIS will comprise a Manufacturing Skills Academy, a Digital Factory 2050 and an Innovation Collaboratory.

- Bringing the Business Gateway service in house has created a more structured approach to supporting businesses focusing on those businesses with growth potential and ambitions to grow. A range of interventions to support the local business base continued to be delivered in order to stimulate investment and growth in the local economy.
- Phase 1 of the public wifi project commenced in 2017 and is nearing completion. 29 out of the 33 Phase 1 buildings switched over to the new public wifi in mid November 2017. Phase 2 is progressing well, with Johnstone town centre wifi going live in December 2017.
- As part of the 2021 UK City Of Culture Bid Legacy Plan, there is an extensive cultural infrastructure programme which will deliver significant investment, addressing major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.
- The destination brand "Paisley.is" was launched early March. This includes brand guidelines, toolkit for stakeholders and partners, a new website, social media

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

channels and new town centre dressing. The three-year marketing strategy will now be implemented and support the delivery of the Events Strategy (2018-2022), Renfrewshire Visitor Plan (2018-2022), City Deal activity and the Legacy plans to deliver the step changes from the UK City Of Culture bid.

- The Renfrewshire Visitor Plan 2018-2021 was approved by the Leadership Board in December 2017, following consultation with industry and endorsement by Visit Scotland. An internal tourism working group has been established to implement the 7 portfolios within the strategy – the group includes regeneration, employability, culture, tourism, marketing and community and environment teams.
- An enhanced events programme for Renfrewshire continues to be delivered, attracting increased audience numbers and positive media coverage. The events programme delivered £2.45m in local and visitors spend and audience numbers increased from 122,500 to 162,925 with event visitor numbers increasing from 24,100 to 56,200. In 2017 we also bid for and won the British Pipe Band Championships. The Scottish Album of the Year Awards, MG Alba Scottish Trad Awards 2017 and the Royal National Mod which will be hosted in either 2021 or 2022. External funding was received from Event Scotland for Weave and The Spree and the British Council for The Spree allowing an enhanced and international programme to be developed for both festivals.

Strategic Outcome 2: Building strong, safe and resilient communities

Progress to date

- The Scottish Government requires the Strategic Housing Investment Plan (SHIP) to be updated annually. Consultation on the new SHIP for the period 2018/19 to 2022/23 was carried out in August and September 2017 with the final SHIP being presented to the Communities, Housing and Planning Board on the 7th November 2017.
- Our housing regeneration programmes continue across Renfrewshire - rehousing and demolition in Johnstone Castle is progressing on target. Public consultations were held in June 2017 on the proposed West End Masterplan with the finalised masterplan being approved by the Leadership Board in December 2017. Housing development on the former ordnance factory site in Bishopton continues and officers from Development and Housing Services are reviewing options for housing investment in Ferguslie Park.
- We are working with housing associations to deliver new build housing projects within the Strategic Housing Investment Plan (SHIP). Sanctuary Scotland has completed the first phase of development at Andrew Avenue in Renfrew (77 new homes), with a further 67 new homes at Inchinnan Road in Renfrewshire under construction and due to be completed in May 2018. The second phase (60 new homes) at Andrew Avenue is due to be completed in December 2018.
- The final plans for the improved welfare facilities in the development of the Community Safety Hub have been approved to allow the project to be initiated and completed in quarter 4. The

CCTV operations room continues to run 24 hours a day to allow the detection and prevention of crime across Renfrewshire.

- During 2017/18 the Street Stuff programme had over 30,000 attendances delivering football, dance, clubbercise, boxercise and multi-media activities in communities across Renfrewshire on 6 out of 7 days. Holiday camps including festive programmes and weekend activities also provided healthy food. Street Stuff won the Community Champion award at Renfrewshire Chamber of Commerce ROCCO Business Awards, the Community Engagement category at the Scottish Public Sector Awards and the COSLA Excellence Awards in the 'Local matters' category.
- The reported number of incidents of anti-social behaviour in the year to date at the end of quarter 3 was 1,512. This was in line with the 1,471 reported at the end of quarter 3 in 2016/17. By the end of quarter 3, there were a total of 305 complaints regarding youth disorder. This is down from 602 complaints over the same period last year. 2017/18 was the baseline year for this indicator.
- The percentage of adults who agree that Renfrewshire is a safe place to live has increased from 82% in 2016/17 to 84.6% in 2017/18 meeting the annual target of 84%. The percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live" has increased from 81% in 2016/17 to 83.5% in 2017/18 but was below the target of 87%. Over the last five years performance for both indicators has fluctuated but has aligned in recent years so that a more consistent response is being received across both indicators. This is believed to reflect a more accurate measurement of feelings of safety and satisfaction across Renfrewshire and its neighbourhoods.
- 2017 saw the opening of Riverbrae School, the refurbishment of Mossvale and St James Primaries, and the commencement of work on the new shared campus for Bargarran and St John Bosco Primaries, and at St Paul's Primary and Foxlea Pre 5 Centre. Good progress continues to be made across all projects with St John Bosco / Bargarran scheduled to be completed in April 2018.
- A review of the Local Area Committees (LAC) structures in Renfrewshire is now nearing completion. The review included benchmarking the Renfrewshire model against those of other Scottish local authorities, undertaking significant engagement with all stakeholders and others not currently engaged in LACs and undertaking an analysis of grant funding applications and awards over the last five years. A report on the first phase of engagement was agreed by the Council on 21 December 2017, which approved a second phase based on nine proposals for action. This phase of engagement will be completed by April 2018 and finalised proposals reported to Council for approval and implementation during 2018/19.
- Work will take place during 2018/19 to build the Council's capacity to undertake participatory budgeting exercises. One of the proposals of the review of Community Level Governance Arrangements being consulted on during January-April 2018 is for participatory budgeting to become the means of deciding allocation of the Youth Challenge component of current LAC budgets during 2019/20.
- Following engagement with communities and community planning partners during 2017 and 2018, the 'Our Renfrewshire Community Plan 2017-27' was published by the Scottish

Government deadline of 1 October 2017. An associated Locality Plan was also published.

- A streamlined community planning structure was implemented during 2017/18 to create a fit for purpose vehicle to develop and implement the 'Our Renfrewshire Community Plan'. A Renfrewshire Community Planning Partnership Executive Group of chief officers of the key partners and an Oversight Group of elected members have been established to strengthen governance of the Community Planning Partnership.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Progress to date:

- Over £4 million of income has been generated through the Tackling Poverty programme for local people, with the programme continuing to support developments such as Renfrewshire's Advice Partnership, Affordable Credit Group and the Credit Union Forum. The Tackling Poverty Programme won the Programme of the Year award at the Association of Project Management Awards 2017.
- A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in September 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.
- Services have increased the percentage of pupils who have achieved the expected level for their educational stage in all curricular areas. At all stages (S4, S5 and S6), Renfrewshire pupils performed as well or better in all literacy and numeracy measures than the virtual comparator and national average figures.
- The total average complementary tariff for school leavers living in the 30% most deprived areas in Renfrewshire has improved, both compared with 2015/16 leavers and over a 5-year period. This positive trend suggests that although pupils in the most deprived areas do not yet perform as well as those from the least deprived areas, the number and level of qualifications gained by these pupils are consistently increasing. However, within Renfrewshire there has been improvement across the board which means that the attainment gap between most and least deprived pupils is largely unchanged.
- The four Attainment Challenge work-streams (Learning and Teaching, Families and Communities, Leadership and Data Analysis) are delivering a range of quality interventions and approaches in order to improve learning and teaching, health and wellbeing and to disrupt the pattern and relationship between poverty and attainment. Local outcomes and indicators for each project have been developed along with a growing evidence base. The evidence highlights the impact that each work-stream is having in relation to the attainment gap in Renfrewshire.
- Continuing the successful partnership with the University of Strathclyde with the Literacy Development Programme. A recent publication of a literacy evaluation suggests improved performance on reading attainment for all pupils.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

- Work is underway in terms of planning the expansion of early learning and childcare from 600 hours to 1140 by 2020. A phased approach is currently being developed. An initial plan which outlined Renfrewshire's expansion proposal was submitted to the Scottish Government at the end of September 2017, this plan is now being further developed to reflect the level of resource that is expected to be made available to support the expansion. Governance arrangements have been established to support the expansion, this includes a steering board, workforce, infrastructure and policy groups. Renfrewshire is also an active member of the West inter-authority partnership group on the expansion of 1140 hours of early learning and childcare. The focus for this group relates to quality, workforce and delivery models.
- A Young Carers strategy has been developed which will be implemented from 1 April 2018. The service has also appointed a dedicated worker for young carers.
- Success in a multi-agency bid under the Scottish Government's Employment, Innovation and Integration Fund, for Criminal Justice services to improve employment opportunities for people with convictions.
- The HSCP supports numerous services including the Community Connectors Programme, Reaching Older Adults Renfrewshire and the Carers Centre which help people sustain and renew connections with others. Well in Renfrewshire (WiRE) provides access to over 600 community based resources that will help to improve health and wellbeing by providing opportunities to be more active, meet new people and try new activities. In the context of self-directed support, WiRE provides greater choice for adults and carers, enabling them to access information about resources in their communities, to support them to achieve their identified outcomes. Many people use Self Directed Support budgets to access services which allow them opportunities to interact with others and take part in purposeful activity.
- In addition to the main cultural, sport and leisure activities available in our cultural and leisure facilities, Renfrewshire Leisure runs a range of classes, activities and projects in our libraries, leisure centres, museum and town halls which advise on, promote, support and encourage positive health and mental well-being. The Vitality, Live Active NHS referral and McMillan Move More programmes directly help people to make changes in their lifestyles and help those recovering from illness and injury. Sports Services work closely with schools and in the local community to encourage participation in sports activities. The Library and Heritage teams also work closely with children and their families to encourage reading, play and participation in cultural related activities which all help contribute to positive physical and mental well-being.

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

Progress to date:

- The Team Up to Clean Up campaign was launched in October 2017 to improve the cleanliness of Renfrewshire's streets and local communities. A Team Up to Clean Up branded welcome pack was developed to support local communities and provides litter picking equipment and dedicated guidance to first time organisers on how to promote locally organised clean-up events through the use of branded posters and fliers. Over 20 community clean-ups took place in quarter 2 with over 400 bags of litter being removed from Renfrewshire streets. The work of well-established community groups has inspired and encouraged other locals to get involved with new community groups being created in Johnstone, Ferguslie, Foxbar and Paisley's west end. A Team Up to Clean Up Facebook page was launched and is proving to be a popular site for community groups and individuals seeking advice on community clean-ups and a great place to share good practice.
- The percentage of Renfrewshire's streets assessed as clean has improved from 88% in 2015/16 to 91.3% for 2016/17. In 2016/17 the Scottish average was 93.9% which was up 0.5% from the 2015/16 average. The cleanliness score is based on 3 sample surveys carried out throughout the year.
- Renfrewshire's Street Lighting Investment Strategy has been substantially completed, with 97% of Renfrewshire's 30,756 street lights converted to LED Lanterns (to be fully completed April/May 2018). The programme is on course to deliver the estimated gross revenue savings of £1.391m and the agreed net revenue saving of £750,000 per annum through reduced energy and carbon consumption and reduced maintenance costs.
- There has been a significant reduction in CO2 emissions from public space lighting in 2016/17 due to the implementation of the LED replacement programme. This figure continues to show a significant improvement during 2017/18 through the energy usage compared to previous years. Early indications are that CO2 emissions have been reduced by 64%.
- The draft Renfrewshire Air Quality Action Plan containing action measures aimed at improving air quality within the three Renfrewshire Air Quality Management Areas was prepared and submitted to the Scottish Government starting the formal consultation process.
- We continue to provide an ongoing, sector leading programme of work around Carbon Reduction across a range of council assets and activity and an increased focus on carbon and financial standing through monitoring and targeting.

Strategic Outcome 5: Working together to improve outcomes

Progress to date:

- During 2017 we developed a new Council Plan and Community Plan which were both approved by full Council in September 2017. The plans were developed in parallel through an extensive programme of consultation and engagement.

Strategic Outcome 5: Working together to improve outcomes

- In August 2017, the Best Value Assurance Report for Renfrewshire Council was published which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. An improvement plan to address the recommendations met has made significant progress.
- The Data Analytics & Research Team is now well established with staff working to develop our Graphical Information Systems (GIS) and our research and analysis capabilities. Key projects in the current period are an open data platform, automated scheduling & routing using GIS and population modelling.
- We developed and are implementing the new Customer Strategy for the Council, focusing on using innovative technology and developing services that are based upon the needs of our customers.
- The Better Council Change Programme now has 34 projects split across 5 key themes including: Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change. Looking forward the team will look to develop proposals to support the delivery of savings and efficiencies for 2019 and beyond
- A new People, Performance and Talent Policy is in the final stages of development and is scheduled to be presented to the Finance, Resources and Customer Services Policy Board on 6 June 2018 for approval. Existing appraisal processes will continue until the new policy is approved.
- We have delivered online access to over 28,000 customers in Renfrewshire through the MyAccount Online Customer Portal, and this continues to grow steadily with each passing week.
- Phase 2 of the Lens intrapreneurship programme was launched in November 2017. The deadline for applications to be submitted from staff was 23 February, 11 applications were received and the judging panel shortlisted 8 finalists to pitch their ideas at the Lens final in June 2018.

3.7 Progress against all key activities outlined in the Council Plan, will be monitored by the Corporate Management Team on a regular basis. The next update to the Leadership Board on progress will be submitted to the Leadership Board in December 2018.

Implications of the Report

1. **Financial** – The key outcomes targeted through the Council Plan and associated initiatives will require to be managed within existing resources, with additional investment secured where appropriate. The financial pressures facing the organisation remain substantial, however the Council was recognised as having “effective financial management” in the recent Best Value Assurance report published by Audit Scotland.

2. **HR & Organisational Development** – The Council Plan highlights how the organisation will continue to develop its approaches to workforce planning, organisational development and the support which is offered to employees.
3. **Community / Council Planning** – The Council Plan is closely aligned to Renfrewshire's Community Plan 2017-2027, with the Council Plan clearly demonstrating the organisation's contribution to progressing the key priorities highlighted within the Community Plan.

Community Plan themes
 - *Our Renfrewshire is thriving*
 - *Our Renfrewshire is well*
 - *Our Renfrewshire is fair*
 - *Our Renfrewshire is safe*
Council Plan themes
 - *Reshaping our place, our economy and our future*
 - *Building strong, safe and resilient communities*
 - *Tackling inequality, ensuring opportunities for all*
 - *Creating a sustainable Renfrewshire for all to enjoy*
 - *Working together to improve outcomes*
4. **Legal** – n/a
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
7. **Equality & Human Rights** - *none*
 - (a) 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 because for example it is for noting only. 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** – n/a
9. **Procurement** – n/a
10. **Risk** - n/a
11. **Privacy Impact** – n/a
12. **COSLA** - n/a

Council Plan Performance Framework




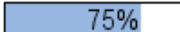



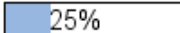








Action Status		Key:
	Overdue	CE – Chief Executive's CS - Children's Services DHS - Development and Housing EC - Environment and Communities FR - Finance and Resources HSCP - Renfrewshire Health and Social Care Partnership RLL - Renfrewshire Leisure
	Check Progress	
	In Progress	
	Completed	



Local Outcome 01: Reshaping our place, our economy and our future


ACTIONS

Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.DHS.08	Deliver our City Deal Projects – the Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes		<div><div></div>20%</div>	31 – Mar – 2022	DHS	Throughout 2017/18 progress continued on Renfrewshire's City Deal projects – in May 2017 we carried out the third (statutory) round of consultations on the Glasgow Airport Investment Area (GAIA) and Clyde Waterfront and Renfrew Riverside (CWRR) City Deal projects prior to submitting the planning applications. The extensive consultation process allowed communities the opportunity to input to the project development stages and influence the shape of the projects.


Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						Planning applications for the City Deal projects at the GAIA and the CWRR were submitted in July 2017, with consent granted for the core GAIA project in November 2017. Specimen designs for both the GAIA and CWRR projects have been completed, with the tender documents for GAIA issued in March 2018.
CP17.DHS.01	Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel			31-Mar-2022	DHS	We have established the Economic Leadership Panel to work with leading partners across sectors to deliver economic regeneration. We are currently developing a robust suite of data and performance indicators to establish baseline and measure progress.
CP17.CE.01	Progress our digital ambitions, implementing free public Wi-Fi across our town centres and working with partners to promote digital skills and development			31-Mar-2022	CE	Phase 1 of the public Wi-Fi project is nearing completion. 29 out of the 33 Phase 1 buildings switched over to the new public Wi-Fi in mid-November 2017. The anticipated go live date for Paisley and Renfrew Town Centres will be early June 2018. Johnstone Town Centre Wi-Fi went live in December 2017.
CP17.RLL.01	Invest in our cultural and economic infrastructures, transforming Paisley Town Hall, Paisley Learning Hub and Paisley Museum			31-Mar-2022	DHS/RLL	<p>As part of the Bid Legacy Plan, there is an extensive cultural infrastructure programme which will deliver significant investment, addressing major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.</p> <p>A Cultural Infrastructure Director's post has been advertised and is currently at the final stages of recruitment. Following this, a team to support the workstream will be created.</p>
CP17.DHS.02	Deliver on the ambitions of our town centre strategies, and specifically working with partners to transform Paisley Town Centre			31-Mar-2021	DHS	<ul style="list-style-type: none"> • Early discussions with Network Rail regarding Paisley Gilmour Street. • Public Realm Masterplan commissioned by Environment & Communities. • West End Masterplan public consultations held in June 2017. • Paisley Town Centre Transport Strategy commissioned by Environment & Communities. • Supporting shopfront improvement for shopkeepers via Retail Improvement Scheme. • Property title searches carried out for Abbey Quarter area.







Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						<ul style="list-style-type: none"> • Abbey Drain regeneration project – initial feasibility study completed (SLR Consultants). • ‘Wee Dig 2017’ archaeology project was delivered in Sept 2017 (HLF funding secured).
CP17.EC.01	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes			31–Mar–2022	EC	<p>Support for the infrastructure associated with the Glasgow Airport Investment Area and other City Deal projects continues. Close working is being maintained with regard to the Renfrewshire Economic Strategy/Framework and the Paisley 2021 Legacy. Key service actions:</p> <ul style="list-style-type: none"> • Traffic and transport plans for Johnstone phase 1 of 4 has been completed. Phase 2 signage is progressing for delivery by the end of 2017/18 • Traffic and transport plans for Paisley town centre are in development in support of the Paisley Town Centre Action Plan • Cycling, Walking and Safer Streets Grant has been used to promote cycling and walking by introducing facilities to make Renfrewshire's infrastructure more accessible to cyclists and pedestrians
CP17.CE.02	Implement our destination marketing plans			31–Mar–2022	CE	<p>The destination brand "Paisley.is" was launched early March. This includes brand guidelines, toolkit for stakeholders and partners, a new website, social media channels and new town centre dressing. The three-year marketing strategy will now be implemented and support the delivery of the Events Strategy (2018–2022), Renfrewshire Visitor Plan (2018–2022), City Deal activity and the Legacy plans to deliver the step changes.</p>
CE.SIP.17.01.01	Deliver a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances			31–Mar–2018	CE	<p>An enhanced events programme continues to be delivered, attracting increased audience numbers and positive media coverage. The events programme delivered £2.45m in local and visitors spend and audience numbers increased from 122,500 to 162,925 with event visitor numbers increasing from 24,100 to 56,200.</p> <p>We bid for and won the British Pipe Band Championships. The Scottish Album of the Year Awards, MG Alba Scottish Trad Awards 2017 and the Royal National Mod which will be hosted in either 2021 or 2022.</p> <p>Weave and Halloween were listed as top 20 events to attend. External funding was received from Event Scotland for Weave and The Spree and the British Council for</p>




Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						The Spree allowing an enhanced and international programme to be developed for both festivals.
CP17.DHS.03	Work to increase the number of new business and social enterprise start ups in Renfrewshire, using innovative approaches to encourage entrepreneurship and innovation		<div><div>35%</div></div>	31– Mar– 2022	DHS	<p>Business Start Up – two Business Start Up Advisers are now in place and are operating from our enterprise hub at InCube on the High Street. Having had no high street presence for a number of years the location has served to raise the profile of the programme and to remind people of the wide range of support mechanisms that can be accessed from Business Gateway.</p> <p>Business Growth – Bringing the Business Gateway service in house has created a more structured approach to supporting businesses focusing on those businesses with growth potential and ambitions to grow. A range of interventions to support the local business base continued to be delivered in order to stimulate investment and growth in the local economy.</p>
CP17.DHS.04	Proactively work with property owners to bring some of the area's most valued assets back into use		<div><div>20%</div></div>	30– Mar– 2021	DHS	<p>Russell Institute After being vacant for four years, the category A-listed building was transformed through £5million investment into a Skills and Employability Hub, opening in 2017. Distinctive features of the building have been retained and restored, including the ornate sculptures on the outside of the building, and the staircase and balcony on the inside. It now houses around 120 employees, including careers and employability staff helping unemployed people across Renfrewshire, and works closely with local businesses to create further jobs and grow the local economy.</p> <p>Thomas Coats Memorial Church Following discussions during 2017, a community steering group has been working with the current trustees to explore options to preserve this important category A-listed landmark, which will require significant investment in order to be retained for future generations. A proposal will be developed to change the use of the building to an arts and events venue, as well as allowing continued use of the church by community groups who are currently based there. A new trust will be created, Coats</p>


Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						Memorial Church Paisley Ltd., involving local people and businesses who are all keen to ensure this landmark is preserved.
CP17.DHS.05	Support growth activity in relation to emerging manufacturing, digital, culture and creative industries locally		<div><div>10%</div></div>	31 – Mar – 2022	DHS	<p>The Council are currently engaging with key partners to realise the vision for an advanced manufacturing innovation district (AMIDS) which will encompass the Netherton Farm site, Westway and Inchinnan Business Parks, with the potential to deliver thousands of jobs.</p> <p>AMIDS will capitalise on the advance engineering and manufacturing expertise that exists across multiple technologies in both industry and academia in Scotland; and to further strengthen that capability to create competitive advantage for existing and new companies to remain globally competitive, and drive inclusive, sustainable growth in the Scottish economy.</p> <p>The anchor for this is the new £65million National Manufacturing Institute for Scotland (NMIS), which will be located on the Netherton Farm site. NMIS will comprise a Manufacturing Skills Academy, a Digital Factory 2050 and an Innovation Collaboratory.</p> <p>As part of the Bid Legacy programme of work, we are developing support arrangements for creative industries to grow this area in Renfrewshire.</p>

INDICATORS


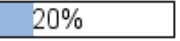
PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CE.CP.EV01 Number of visitors to the events we create		122,500	115,000	162,925	140,000	190,000	27,000	20,000	20,000	20,000	84,958	60,000	An enhanced events programme continues to be delivered, attracting increased audience numbers. Attendances grew from 122,500 to 136,958.


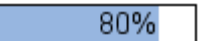



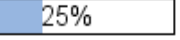



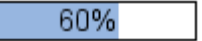


PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CE.SIP17.EV0 2 Local spend at events		New measure for 2017/18		£2,050,000	£150,000	£700,000	£997,190	£150,000	£249,347	£150,000	£1,489,600	£150,000	The events programme contributed £2.05m to the local economy through the delivery of the Monte Carlo Rally, Food Festival, Weave, Paisley Pipe Band, Fireworks, Halloween Festival and Paisley Christmas Lights.
CE.SIP17.EV0 3 Regional economic impact of events		New measure for 2017/18		£402,000	£500,000	£1,200,000	£234,315	£250,000	-£44,656	£250,000	-	£250,000	Events contributed £402k to regional economic impact. This did not meet the target of £550k and was due to a larger local audience attending the events. The events have been further reprofiled for 2018/19 to target day visits and tourists.
CE.SIP17.EV0 4 Number of visits to Renfrewshire (and Paisley) attractions			1,740,000	1,770,000	1,130,000	1,800,000	1,830,000	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters		Full 2017 data is not yet available, this figure is provisional at present. Figures are provided by the Moffat Centre and should be available mid May 2018.
CE.SIP17.EV0 5 Opportunities to see or hear something positive about Paisley and Renfrewshire		72,000,000	45,000,000	600,000,000	120,000,000	120,000,000	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters		Not measured for Quarters		Paisley 2021 generated 600 million opportunities to see or hear something positive about Paisley and Renfrewshire. 19.2 million social media reach was also achieved.
DHS.CP.RR01 Number of properties on Buildings at Risk Register		45	-	-	42	-	43	42	41	42	42	42	Kilbarchan Old Parish Church has been added since previous quarter. The congregation are no longer using it, and it has been identified as surplus to requirements. Overall building is in 'fair' condition.
DHS.EMP.01 Number of unemployed people being supported		1,464	-	848	1,500	-	287	375	323	375	238	375	This is the total number of new registrations in this period. Invest will still have an active caseload of customers registered in previous months.


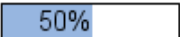

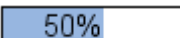
PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
through Renfrewshire Council Employability Programme (INVEST)													Caseloads are reducing as more people enter work. The Invest team now tend to get referrals for those most disengaged. *Following the budget setting process, targets for the coming years will now be set.
DHS.EMP.08 Number of new business start-ups in Renfrewshire with Business Gateway support		326	-	183	300	-	68	75	57	75	58	75	Figures for quarter 3 can be further broken down as follows: October 17 November 29 December 12
DHS.EMP.09 Renfrewshire Claimant Count (NOMIS)		3,040	-	Not yet available	-	-	3,065	-	3,030	-	3,090	-	Please note that this figure reflects the 'claimant count' for Renfrewshire at end of December 2017. Of this figure, claimants aged 18-24 years = 545 Claimants aged 50+ years = 845 This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits, so doesn't count all unemployed people in the area.
DHS.SLAEDO C9 Town Vacancy Rate		11.8%	-	-	-	-	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		This annual indicator measures the vacancy units as a percentage of the total units in Renfrewshire's town centres. For comparison, the Scottish figure is 9.3% for 16/17.





PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
DHS.WORKP OP Percentage of Renfrewshire population working age (16-64)		64.4%	-	-	-	-	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>The overall % for the Glasgow City Region is 65.9%</p> <p>Renfrewshire has the joint third highest % with West Dunbartonshire. Glasgow City has the highest (70.4%) and East Renfrewshire the lowest (60.5%).</p>

Local Outcome 02: Building strong, safe and resilient communities


Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.DHS.09	Deliver the Local Housing Strategy to ensure good quality and affordable housing is available which meets the needs of the local population going forward			31-Mar-2021	DHS	<p>The annual Local Housing Strategy (LHS) update 2017 was presented to and approved by the Communities, Housing and Planning Board on the 29th August 2017. Our Housing regeneration programmes continue across Renfrewshire – rehousing and demolition in Johnstone Castle is progressing on target. Public consultations were held in June 2017 on the proposed West End Masterplan with the finalised masterplan being approved by the Leadership Board in December 2017. Housing development on the former ordnance factory site in Bishopton continues and officers from Development and Housing Services are reviewing options for housing investment in Ferguslie Park.</p> <p>We are working with housing associations to deliver new build housing projects within the Strategic Housing Investment Plan (SHIP). Sanctuary Scotland has completed the first phase of development at Andrew Avenue in Renfrew (77 new homes), with a further 67 new homes at Inchinnan Road in Renfrewshire under construction.</p> <p>The Scottish Government requires the SHIP to be updated annually. Consultation on the new SHIP for the period 2018/19 to 2022/23 was carried out in August and September 2017 with the final SHIP being presented to the Communities, Housing and Planning Board on the 7th November 2017.</p>


Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						94 private sector adaptation installations have been completed since April 2017, with grant support of £330,000. Renfrewshire and East Renfrewshire Council have concluded the joint tendering of private sector adaptation and small repairs services and a three-year contract was awarded commencing 1 November 2017.
CP17.EC.06	Work to tackle unregistered private landlords to ensure required housing standards are met			31-Mar-2022	EC	To date, 557 unregistered landlords have been identified with 268 of these having now registered and 151 who have failed to register, being issued with Rent Penalty Notices, the remaining are in the process of being pursued. There have also been 108 Repairing Standard investigations undertaken with four landlords being reported to the Housing and Property Chamber First Tier Tribunal for Scotland.
CHS.SIP.17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.			31-Mar-2019	CS	Updates on the work of the national Child Protection Improvement Programme is reported to Renfrewshire Child Protection Committee and the Chief Officers Group. We will continue to progress any recommendations as they emerge. Progress reflects the long-term nature of this action.
CHS.SIP.17.06.03	Continue to develop residential provision in childcare.			31-Oct-2018	CS	31 October 2018 has been agreed as the revised due-date. The contractor experienced delays in securing the necessary building warrants and work did not commence until mid-January 2018.
CP17.CE.03	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities			31-Mar-2022	CE / EC	Work is on-going with partners in relation to working with communities to realise their vision for improving their communities. The framework for delivering this is currently being drafted with discussions taking place with relevant services that work with and in communities to potentially re-align services.
CP17.EC.02	Develop and deliver strategies for how the Council will respond locally to the risks posed by serious organised crime and terrorism			31-Mar-2022	EC	Renfrewshire Council's Integrity Group sets the Council's strategy on reducing the threat posed internally from Serious Organised Crime and Corruption. The group membership encompasses representation from key Council Services, with Police Scotland acting in an advisory capacity.
CP17.HSCP.01	Design a new way of working with key partners to improve outcomes for the most vulnerable adults in our area, ensuring they get the right support at the right time			31-Mar-2022	HSCP	The Health and Social Care Partnership has been working to develop stronger relationships with key partners through the Strategic Partnership Group (SPG). The Integrated Joint Board's Strategic Plan sets the strategic direction for the HSCP and it has a locality focus which incorporates the GP cluster arrangements and sits with the HSCP's financial and workforce plans. The SPG meets every 2 months and the meetings allow partners to come together to discuss and decide on the strategic path





Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						<p>the HSCP should take. This framework is supported by fora including the Leadership Network; Staff Partnership Forum; Provider forums; Strategic groups working on Dementia and Palliative care and engagement with partners such as the Carers Centre. The Integrated Joint Board has approved and is regularly updated on the HSCP's change and improvement programme which will support the delivery of the partnership's strategic outcomes.</p> <p>The HSCP is currently developing its approach to strategic commissioning which incorporates the HSCP's unscheduled care commissioning intentions. This work includes the production with its key partners of a market facilitation framework which will set out the services required within Renfrewshire and indicates the resources available to deliver them.</p>
CP17.DHS.07	Along with our key partners we will monitor and review the impact of the range of services we provide to homeless people and those threatened with homelessness			31-Mar-2022	DHS	<p>There continues to be a range of services provided to those who are homeless or threatened with homelessness in Renfrewshire, including:</p> <ul style="list-style-type: none"> • family mediation, • assistance when moving into a new tenancy, • tailored support from specialist providers such as Turning Point Scotland, Blue Triangle Housing Association and so on. <p>There is a range of temporary accommodation available utilising council properties, RSL stock and private sector leasing, and the satisfaction level from service users provided with temporary accommodation increased from 75% in 2015/16 to 83% in 2016/17.</p> <p>Similarly, the proportion of homeless applicants who sustained a Council tenancy for over 12 months increased from 72% to 78% in the same time period.</p> <p>The Renfrewshire Homelessness Partnership continues to meet quarterly, and closely reviews performance in tackling and preventing homelessness.</p>
CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.			31-Mar-2018	EC	<p>The final plans for the improved welfare facilities in the development of the Community Safety Hub have been approved to allow the project to be initiated and completed in quarter 4. The CCTV operations room continues to run 24 hours a day to allow the detection and prevention of crime across</p>





Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.CE.04	Implement a new approach for Local Area Committees		<div><div>75%</div></div>	31 – Mar – 2020	CE	A review of Local Area Committees (LAC) structures commenced in 2017. The review included benchmarking the Renfrewshire model against those of other Scottish local authorities, undertaking significant engagement with all stakeholders and others not currently engaged in LACs and undertaking an analysis of grant funding applications and awards over the last five years. A report on the first phase of engagement was agreed by the Council on 21 December 2017, which approved a second phase based on nine proposals for action. This phase of engagement will be completed by April 2018 and finalised proposals reported to Council for approval and implementation during 2018/19.
CP17.CE.05	Work with communities to develop local action plans to tackle the issues people care about most		<div><div>10%</div></div>	31 – Mar – 2022	CE	A review of Community Level Governance Arrangements proposals is currently taking place during January to April 2019 and includes provision for the establishment of new Local Partnerships. It is intended that each Local Partnership would have, as an early task, the development of action plans that identify and address the issues that local people care about most.
CP17.CE.06	Make Renfrewshire a leader in supporting volunteering within communities		<div><div>5%</div></div>	31 – Mar – 2022	CE	Work has commenced to consider / map current approaches to volunteering in Renfrewshire.
CP17.CS.01	Continue to modernise our school estate, maximising opportunities for communities to benefit from new facilities		<div><div>25%</div></div>	31 – Mar – 2022	CS	Good progress continues to be made across all projects with St John Bosco / Bargarran scheduled to be completed in April 2018.



INDICATORS

PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CHP/CF/DD/01 Number of acute bed days lost to delayed discharges (inc AWI)		1,910	-	-	-	-	554	-	892	-	810	-	Acute services are a demand led service and subject to multiple variables. Performance has been affected by the high prevalence of winter flu, the rise in accidents and emergencies associated with extreme weather coupled with a rising aging population.

PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
													<p>In addition service performance has been affected by the availability of services such as care home places. The number of places available during quarters 2 and 3 of 2017/18 has been reduced due to the care homes being under a moratorium due to Adult Protection inquiries into the care provided an outbreak of illnesses such as the Noro virus closing units temporarily.</p> <p>The service will look to put into place a maintenance level target for this indicator for 2018/19 based on 2016/17 and 2017/18 data.</p>
CHS/CJ/CPO/02 % of NEW unpaid work orders/requirement complete by the required date		New indicator for 2017/18		-	72%	72%	69%	72%	67%	72%	72%	72%	<p>Performance meets the target set, this is despite ongoing increases in workload. The capacity to improve beyond this is limited, pending budgetary constraints in terms of national funding allocation would significantly reduce capacity within this service.</p>
CHS/LGBF/01 Percentage of Looked After Children cared for in the community		93.8%	-	-	-	-			Not measured for Quarters				<p>The percentage of looked after children cared for in the community has remained stable at 93% in Q3 of 2017/18. Please note, this indicator is also reported annually and the figure for the annual figure is derived from the Local Government Benchmarking Framework indicator CHN9 'Balance of care for 'looked after children': % of children being looked after in the community'.</p>
													<p>Street Stuff uses statistical data and analysis to improve targeting for the delivery of the programme and maximise the effectiveness of resource.</p>
CR.PP.06c Number of recorded attendances at Street Stuff activities		43,758	50,000	Not yet available	32,000	25,000	6,252	8,000	10,095	8,000	5,568	8,000	<p>The profile of the Street Stuff programme is be amended to target the areas where incidents of anti-social behaviour are occurring. This is reviewed on a regular basis with the timetable changing on a quarterly basis. As one of the activities is the use of Street Stuff buses, these can be moved at short notice depending on attendance, demand and incidents.</p> <p>The number of attendances reflects a reduced number of sessions being held at the St Mirren Paisley 2021 Stadium where a higher number of</p>





PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
													attendees can be expected (typically around 100 young people) and increased numbers of sessions being held in outlying communities with lower numbers of attendances expected (typically between 10 – 30 young people).
													The reported number of incidents of anti-social behaviour in the year to date at the end of quarter 3 was 1,512. This was in line with the 1,471 reported at the end of quarter 3 in 2016/17.
CR.PP.07 Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service		1,916	1,700	Not yet available	1,750	1,800	558	438	487	438	467	438	Performance reflects the very challenging nature of the target and a drive to improve reporting and recording of all incidents of anti-social behaviour. The types of anti-social behaviour recorded include Disorder/Youth disorder including youths gathering, gang fighting, drinking in public and carrying offensive weapons; Vandalism, graffiti, fireworks and fire raising, drugs including dealing and paraphernalia; Noise complaints including domestic, industrial and commercial, general banging, parties and disturbances; Verbal abuse, bullying/harassment and racist or sectarian incidents; Minimotos, joy riding, illegal parking and abandoned vehicles; suspicious persons, missile throwing and intruder alarms.
CR.PP.32 Number of complaints regarding youth disorder		747	750	Not yet available	740	740	169	185	50	185	86	185	By the end of quarter 3, there were a total of 305 complaints regarding youth disorder. This is down from 602 complaints over the same period last year. 2017/18 was the baseline year for this indicator.
HPCMT05 Average time from household presenting themselves as homeless to completion of duty (number of weeks)		23.02	21	23.43	23	23	23.1	23	23	23	24.2	23	A slight increase was predicted as a consequence of addressing the issue of 'repeat homelessness'. Additionally there has been an impact due to two cases being closed (one was 745 days duration and the other was 661). These two cases were both subject to Public Protection arrangements and length of time to secure accommodation is subject to environmental scan and agreement with the responsible authorities which always takes more time
HPCMT13a % of Council housing stock which meets		91.4%	100%	Not yet available	100%	100%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Last year the service brought a further 698 properties up to SHQS. At the end of 2016/17, 11,168 of the Council's stock of 12,220 properties met the SHQS. The Council has 1,052 properties in abeyance where the


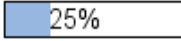

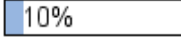

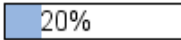


PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
the Scottish Housing Quality Standard													current tenant has refused internal works/ the Council has been unable to secure owner participation to allow external works to be carried out to comply with SHQS.
HPSIP01 Affordable housing completions		108	200	Not yet available	200	200	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		In relation to the delivery of affordable homes, there has been a steady rate of completions. This rate of new affordable homes completions is likely to increase in line with the housing supply targets, as Renfrewshire Council assist the Scottish Government with the 'More Homes Scotland' priority, delivering 50,000 new affordable homes over the next few years. It is anticipated that the ambitious target of 200 affordable homes per annum will be delivered over the coming years.
SOA10.10a Private housing completions		643	500	Not yet available	500	500	Not measured for quarters		Not measured for Quarters		Not measured for Quarters		The delivery of new homes in Renfrewshire has been increasing year on year since the challenging years of the recession. In terms of private sector completions, the number of new homes that have been delivered has been increasing by around 100 units per annum. This year there has been a significant number of private sector completions, numbers which have not been seen for around 10 years.
HSCP/AS/HC/02 Percentage of long term care clients receiving intensive home care (National Target – 30%)		27%	30%	Not yet available	–	–	30%	30%	27%	30%	27%	30%	<p>However we can look at both the number of clients that received a community meal in the period which was approximately 545 clients aged 65+ and the number of meals delivered within the week which was approximately 3.882 meals (this figure is for lunch and tea deliveries) in an average week in December 2017. Then if we look at each meal preparation taking approximately 15 minutes this would be an additional 970.5 hours of home care delivered in a week.</p> <p>The scheduled hours snapshot hours delivered in a week as at 31 December 2017 was 14,641 this additional 970.5 hours approximately would mean the new total would be 15,611.05. This would equate to a rise in hours delivered of 6.6%.</p>
HSCP/CI/HCES/02 Percentage of adults supported at home who agree that they are supported to live		Not yet available		–	–	–	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		The Health and Care Experience Survey is done on a bi-annual basis. The survey for 2015/16 was published in December 2017, with 81% of respondents agreeing they supported to live as independently as possible.




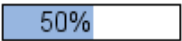
PI Code	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance			
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target				
as independently as possible																
SOA08.09o		82%	84%	84.6%	84%	85%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Indicators SOA08.09o and SOA09.1218 are both annual indicators from the Council's Public Services Panel survey. This is a snap shot survey which takes place once a year. In the most recent survey there were 839 respondents (43% response rate).						
Percentage of adults who agree that Renfrewshire is a safe place to live.										The percentage of adults who agree that Renfrewshire is a safe place to live has increased from 82% in 2016/17 to 84.6% in 2017/18 meeting the annual target of 84%.						
The percentage of adults who agree with the statement “I am satisfied with my neighbourhood as a place to live” has increased from 81% in 2016/17 to 83.5% in 2017/18 but was below the target of 87%.																
Over the last five years performance for both indicators has fluctuated but has aligned in recent years so that a more consistent response is being received across both indicators. This is believed to reflect a more accurate measurement of feelings of safety and satisfaction across Renfrewshire and its neighbourhoods. Despite the fluctuations, overall current performance has improved for both indicators since 2014/15.																
SOA09.1218a % of adults who agree with the statement “I am satisfied with my neighbourhood as a place to live”.		81%	86%	83.5%	87%	88%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	In addition to measuring the impact of reductions in anti-social behaviour, crimes and violence both indicators reflect a wider sense of well-being that has been driven by a range of investments and projects undertaken by the Council and its partners. These include: <ul style="list-style-type: none">• A strengthened and widened Community Safety Partnership, which incorporates daily tasking and investment by the Council in the Community Safety Hub and CCTV;• Renfrewshire Council’s Tackling Poverty programme;• Investments in the housing stock; and• Improved access to youth employability programmes. The overall combined impact of these investments has led to people continuing to feel safe in their community and neighbourhood.						



Local Outcome 03: Tackling inequality, ensuring opportunities for all

ACTIONS



Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CE.SIP.17.02.10	Deliver a range of interventions to support financial inclusion across Renfrewshire		<div><div>75%</div></div>	31-Mar-2018	CE	A range of activities continue to be underway including supporting Renfrewshire's Advice Partnership, an Affordable Credit group and the Credit Union Forum. The recommissioning of external advice services in the area is underway and due to be completed by the end of this financial year. Angela Constance MSP launched the Scottish Government's funeral payments scheme in Renfrewshire in recognition of Renfrewshire's leadership in tackling funeral poverty in partnership with our network of Credit Unions.
CP17.CS.02	Take forward a "Celebrating Youth" programme, offering young people in Renfrewshire the chance to get involved and to participate in a range of social, cultural, digital and sport activities.		<div><div>10%</div></div>	31-Mar-2022	CS	Youth services continue to support our young people. Steering Group to be established to ensure all Council services embrace the celebrating youth approach.
CP17.CECS.01	Introduce a youth and equalities forum as a key element of local engagement		<div><div>5%</div></div>	31-Mar-2022	CE/CS	Initial scoping exercise on how youth services facilitates the forum is underway. Proposals will be developed by June 2018 for consideration by SMT.
CP17.CS.03	Ensure Renfrewshire is a "Child Friendly" place where children are nurtured and thrive.		<div><div>10%</div></div>	31-Mar-2022	CS	<ul style="list-style-type: none"> Continued development of the nurture strategy. Improving awareness of adverse childhood experiences (ACES) amongst staff Screening of the Resilience film to a wide audience of staff Working with the youth commission to develop a Renfrewshire approach to supporting the health and wellbeing of our children and young people







Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						<ul style="list-style-type: none"> Preparation for the Implementation of the young carers strategy (from 1.4.18) to support young people to have a life outside caring
CHS.SIP.17.02.04	Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.			31-Mar-2020	CS	Work is underway in terms of planning the expansion of early learning and childcare from 600 hours to 1140 by 2020. A phased approach is currently being developed. An initial plan which outlined Renfrewshire's expansion proposal was submitted to the Scottish Government at the end of September 2017, this plan is now being further developed to reflect the level of resource that is expected to be made available to support the expansion. Governance arrangements have been established to support the expansion, this includes a steering board, workforce, infrastructure and policy groups. Renfrewshire is also an active member of the West inter-authority partnership group on the expansion of 1140 hours of early learning and childcare. The focus for this group relates to quality, workforce and delivery models.
CP17.CS.04	Provide high quality education and support to narrow the poverty related attainment gap			31-Mar-2022	CS	The four Attainment Challenge work-streams (Learning and Teaching, Families and Communities, Leadership and Data Analysis) are delivering a range of quality interventions and approaches in order to improve learning and teaching, health and wellbeing and to disrupt the pattern and relationship between poverty and attainment. Local outcomes and indicators for each project have been developed along with a growing evidence base. The evidence highlights the impact that each work-stream is having in relation to the attainment gap in Renfrewshire. A detailed analysis of the Renfrewshire Attainment Challenge progress can be viewed in the bi-annual report.
CP17.CE.07	Working with local equalities led community groups and employees to implement specific and meaningful equalities outcomes			31-Mar-2022	CE	Six new meaningful and measurable equality outcomes were developed in consultation with Renfrewshire community groups. Implementation of the outcomes is taking place in collaboration with local community groups. Inside the Council, two equality led staff networks are developing and will further contribute to the outcomes.
CP17.HSCP.02	Develop innovative approaches for tackling social isolation across all groups in society			31-Mar-2022	HSCP	The HSCPS is one of the lead organisations who support residents who are experiencing social isolation. It's strategic partnerships and operational interfaces with Housing and third sector organisations for example enable it to identify and support adults who may have little contact with other people. The work of the HSCP very much compliments the activity led by the Council to ensure Renfrewshire is a safe and thriving and inclusive community and help people to overcome the impacts of poverty and poor health.



Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						<p>The HSCP supports numerous services including the Community Connectors Programme, Reaching Older Adults Renfrewshire and the Carers Centre which help people sustain and renew connections with others. Well in Renfrewshire (WiRE) provides access to over 600 community based resources that will help to improve health and wellbeing by providing opportunities to be more active, meet new people and try new activities. In the context of self-directed support, WiRE provides greater choice for adults and carers, enabling them to access information about resources in their communities, to support them to achieve their identified outcomes. Many people use Self Directed Support budgets to access services which allow them opportunities to interact with others and take part in purposeful activity.</p> <p>A key strand of the HSCP's health improvement activity is to ensure that people take steps to ensure they remain active and as healthy as they can to ensure they remain independent and mobile. Similarly, resources are targeted towards recovery based, rehabilitation and reablement services which successfully help people to overcome setbacks to their functioning and engage in activities of daily living and regain their confidence.</p> <p>Some early work is under way to further explore the opportunities to use technology through our Technology Enabled Care service. The roll out of the digital telephony network provides an opportunity to support housebound people to maintain connections.</p>
CP17.HSCP.03	Take forward targeted action to address the number of drug related deaths in Renfrewshire			31-Mar-2022	HSCP	<p>There are a number of actions currently underway as a result of the development of the Drug Deaths Action Plan. These include increasing the provision of Naloxone problem drug users as well as families and wider stakeholders; all drug related deaths in Renfrewshire reviewed by the Drug Deaths Action Group; an evening fixed site needle exchange pilot and the implementation of overdose awareness campaigns.</p> <p>The Community Planning Partnership recently agreed plans to undertake a local impact study on drug and alcohol and misuse in Renfrewshire which will be lead by the Chief Executive's Service.</p>
CP17.RLL.02	Maximise use of leisure assets in Renfrewshire, promoting positive health and mental wellbeing			31-Mar-2022	RLL	<p>In addition to the main cultural, sport and leisure activities available in our cultural and leisure facilities, Renfrewshire Leisure runs a range of classes, activities and projects in our libraries, leisure centres, museum and town halls which advise on, promote, support and encourage positive health and mental well-being. The Vitality, Live Active NHS referral and McMillan Move More programmes directly help people to make changes in their lifestyles and help those</p>

Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
						recovering from illness and injury. Sports Services work closely with schools and in the local community to encourage participation in sports activities. The Library and Heritage teams also work closely with children and their families to encourage reading, play and participation in cultural related activities which all help contribute to positive physical and mental well-being.
CP17.CS.05	Review support for young carers, identifying opportunities to improve life chances		<div><div>50%</div></div>	31-Mar-2022	CS	Young carer's social worker has been appointed. Eligibility criteria and young carers strategy approved at policy board. Contact with Carers Centre renegotiated in line with the aims of the strategy. Implementation plan progressed to ensure compliance with strategy responsibility commencing 1 April 2018.
CE.SIP.17.02.09	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms		<div><div>75%</div></div>	31-Dec-2018	CE	A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in September 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms.

INDICATORS


PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CHS/ATT/04 No. of opportunities for young people to achieve through accredited awards		1,004	1,030	Not yet available	1,130	1,130	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		Performance is slightly below the annual target as some services transferred to Renfrewshire Leisure (Go Mountain Bike, Bikeability, Sailability). The figure captures Duke of Edinburgh Award, Saltire, John Muir Award, Dynamic Youth Award, Youth Achievement Award through learning programmes and youth activities across school and community. Future targets will be revised.
CHS/ATT/10 Average complementary tariff score of pupils living in SIMD 30% most deprived areas		-	-	515	-	-	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		The total average complementary tariff for school leavers living in 30% most deprived areas has improved, both compared with 2015/16 leavers and over a 5-year period. This positive trend suggests that although pupils in the most deprived areas do not yet perform as well as those from the least deprived areas, the number and level of qualifications gained by these pupils are consistently increasing. However, within Renfrewshire there has been improvement across the








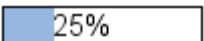


PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
													board which means that the attainment gap between most and least deprived pupils is largely unchanged.
CHS/ATT/11 Average complementary tariff score of all school leavers in Renfrewshire		-	-	692	-	-	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		The total average complementary tariff from 2016/17 school leavers has improved on 2015/16 and over a 5-year period. The average complementary tariff had remained relatively static over the previous 3 years; however the 2016/17 figures represents a considerable improvement. Renfrewshire's results in the 2017 exam diet saw levels of National 5 and Higher awards being maintained, with an increase in the number of Advanced Higher awards. Advanced Highers are allocated a very high number of tariff points and therefore having more pupils reaching this level of attainment will have been a key factor in increasing the average complementary tariff for school leavers.
CHS/EY/02 % of entitled 2 year olds accessing 600 hours of early learning and childcare		-	-	65%	-	-	39.5%	-	65%	-	-		The 2017/18 year end position will not be available until the end of July 2018. The year-end position is captured at the end of the academic year, however, the data is required to undergo additional data quality and verification processes.
CHS/YC/01 Number of young carers engaged with services		New measure for 2017/18		Data not available yet	-	-			Not measured for quarters				Data is not yet available for 2017/18.
CP.RLL.PL.01 Number of attendances at pools		507,794	-	89,340	-	-	113,489	-	126,141	-	89,340		Swimming pool usage traditionally reduces over the winter period. Swimming lessons, family tickets and membership offers remain popular and will continue to be in place to encourage usage of the facilities.
CP.RLL.SL.01 Number of attendances at indoor sport and leisure facilities excluding pools		1,906,662	-	232,264	-	-	149,261	-	175,652	-	232,264	--	The figures reported to date excludes an adjustment for the usage of facilities by members; an adjustment will be made in q4 to account for usage of the facilities by members. A number of major events have been held in the facilities which has increased attendance figures in the facilities at different points in the year.
CR.FM(S).01 % uptake of free school meals in		69.4%	73%	72%	75%	75%	72%	75%	70.9%	75%	73%	75%	School meal uptake at the end of Period 3 was 72%. This is slightly below the target of 75%.


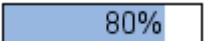


PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
primary and secondary schools													For the first time pupil absence is now taken into account when calculating school meal uptake. This provides a more accurate record of actual meal uptake. However comparisons with historic uptake is now not possible as the data is not like for like.
HSCP/CI/HCES/08 Percentage of carers who feel supported to continue in their caring role.	 Not yet available	-	-	-	-	-	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	The Health and Care Experience Survey is carried out on a bi-annual basis. The survey for 2015/16 was published in December 2017: 39% of carers feel supported to continue in their caring role.
HSCP/HI/ADS/06 Reduce the estimated prevalence of problem drug use amongst 15-64 year olds (percentage of total population age 15-64)	 Not yet available	-	-	-	-	-	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	This figure is calculated on a 3-yearly basis. Data will be available Autumn 2018.

Local Outcome 04: Creating a sustainable Renfrewshire for all to enjoy



ACTIONS




Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.EC.03	Work to meet the challenging targets set in our carbon management plan – through our council fleet, street lighting, public		<div><div>50%</div></div>	31 – Mar – 2022	EC	<p>The modernisation of the Council's street lighting to LED lanterns has reduced CO₂ emissions from street lighting by 64%.</p> <p>The Council continues to purchase Euro 6 for heavy fleet and increase electric vehicles asset in the light fleet with 28 vehicles at present, which will increase to over 35 by the end of 2017/18.</p>



Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
	realm and floodlight strategy					
CRSIP17.01.04.14	Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management solution			31-Mar-2019	EC	<p>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.</p> <p>Primary Treatment works are ongoing at Viridor Clyde Valley at Bargeddie, North Lanarkshire. The secondary treatment plant at Dunbar is still in construction phase, but still on schedule to allow contract deliveries including commissioning waste to commence.</p> <p>The Linwood Waste Transfer station refurbishment works will now commence on 2 April 2018, with an estimated completion date of late June / early July.</p>
CRSIP17.01.04.15	Deliver the requirements of the Scottish Household Recycling Charter and related service changes.			31-Mar-2019	EC	<p>The service changes approved by Board in November 2017, allows for transition to Household Recycling Charter compliance. This is being achieved through further segregation of dry recyclates into two distinct streams:</p> <p>(1) Paper / Card</p> <p>(2) Plastics, Cans and Glass</p>
CRSIP17.01.04.17	Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs.			30-Sep-2017	EC	<p>Renfrewshire's Street Lighting Investment Strategy has been substantially completed, with 96% of Renfrewshire's 30,756 street lights converted to LED Lanterns and 83% of the planned 1,356 column replacements as of mid-December 2017, increasing to 97% in February 2018. A further 2% will be converted as part of a specialist programme during 2018.</p>
CP17.EC.04	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status			31-Mar-2022	EC	<p>Work is ongoing with The Soil Association and Renfrewshire Council representatives to progress Sustainable Food Cities status.</p> <p>Environment & Communities has led on the implementation of Renfrewshire's Sustainable Food Strategy and delivering food education programmes with partners.</p>
CP17.EC.05	Deliver the Team Up, Clean Up campaign throughout			31-Mar-2022	EC	<p>The Team Up to Clean Up campaign was launched in October 2017 to improve the cleanliness of Renfrewshire's streets and local communities. It has supported several enhanced operational programme activities and an integrated marketing and media campaign.</p>

Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
	Renfrewshire, involving local communities					<p>The operational activities have included; increased mechanical sweeping and gulley cleaning, a highly visible litter picking presence, an expanded Rapid Response Team service, and the removal of redundant infrastructure and the repair, replacement and cleaning of signage.</p> <p>A Team Up to Clean Up branded welcome pack was developed to support local communities and provides litter picking equipment and dedicated guidance to first time organisers on how to promote locally organised clean-up events through the use of branded posters and fliers.</p> <p>Over 20 community clean-ups took place in quarter 2 with over 400 bags of litter being removed from Renfrewshire streets. The work of well-established community groups has inspired and encouraged other locals to get involved with new community groups being created in Johnstone, Ferguslie, Foxbar and Paisley's west end.</p> <p>A Team Up to Clean Up Facebook page was launched and is proving to be a popular site for community groups and individuals seeking advice on community clean-ups and a great place to share good practice.</p>
CP17.EC.06	Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently			31-Mar-2022	EC	The integrated enforcement policy continues to be adhered to with an annual report being provided to the Leadership Board. All enforcement activities take cognisance of the integrated enforcement policy and follow the principles of Better Regulation to ensure communities are treated fairly and consistently.
CRSIP17.01.04.18	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire			30-Sep-2017	EC	<p>Three Air Quality Management Areas have been declared for Paisley Town Centre, Johnstone High Street and Renfrew Town Centre. A first draft of a Renfrewshire Air Quality Action Plan has been developed which covers these areas.</p> <p>Meetings were held with internal partners to devise specific action measures to tackle air quality and technical advisers were instructed to assist with developing sections of the plan which required specialist support.</p> <p>The refreshed draft Air Quality Action Plan was approved at the January meeting of the Infrastructure, Land and Environment Policy Board and has now been submitted to the Scottish Government for their approval before undergoing a consultation process with statutory consultees and the general public.</p>

INDICATORS




PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CR.PP.01 Air Quality – Annual average PM10 value across all continuous monitoring sites		13.7	18	Not yet available	18	18	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>This performance indicator measures air quality across Renfrewshire's 3 automatic monitoring sites. It does this by measuring the average level of particulate matter (fine dust particles) which are 10 micro-meters or less in diameter (PM10). It is measured in micrograms per cubic meter ($\mu\text{g}/\text{m}^3$).</p> <p>The annual target of $18 \mu\text{g}/\text{m}^3$ is the statutory objective that must be met for this pollutant. In 2016/17 the average PM10 value across the 3 monitoring sites in Renfrewshire was within the target value of 18. Renfrewshire's measured PM10 levels have been well within target in recent years.</p> <p>Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future exceedances may occur and be recorded.</p> <p>On this basis, air quality monitoring will continue to be undertaken. A first draft of a Renfrewshire Air Quality Action Plan was approved at the January meeting of the Infrastructure, Land and Environment Policy Board for approval.</p>
CR.PP.01b Air quality – average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits		0	45	Not yet available	44	43	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>This performance indicator measures air quality across monitoring sites in Renfrewshire. It does this by measuring the average level of nitrogen dioxide (NO_2) and is measured in micrograms per cubic meter ($\mu\text{g}/\text{m}^3$).</p> <p>The 2017/18 target of $44 \mu\text{g}/\text{m}^3$ will be reduced to $40 \mu\text{g}/\text{m}^3$ by 2020 to meet the Scottish Government's target for this pollutant.</p> <p>During 2016/17, no monitoring sites within the Air Quality Management Areas exceeded average nitrogen dioxide limits.</p> <p>Air quality is affected by a number of factors including weather conditions. Whilst the results of monitoring during 2016/7 were positive it is likely that in future, exceedances may occur and be recorded.</p>


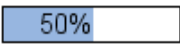

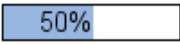



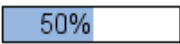
PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
													On this basis, air quality monitoring will continue to be undertaken. A first draft of a Renfrewshire Air Quality Action Plan was approved at the January meeting of the Infrastructure, Land and Environment Policy Board for approval.
													The percentage of Renfrewshire's streets assessed as clean has improved from 88% in 2015/16 to 91.3% for 2016/17. In 2016/17 the Scottish average was 93.9% which was up 0.5% from the 2015/16 average.
CR.SSL.01a Street Cleanliness Score – % of areas assessed as clean		91.3%	90%	Not yet available	90%	90%	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	Not measured for Quarters	<p>The cleanliness score is based on 3 sample surveys carried out throughout the year. The overall result relates to both internal and external audits. The external audit being carried out by the independent body, Keep Scotland Beautiful.</p> <p>This score represents the percentage of areas assessed as acceptably clean (categories A and B) using Keep Scotland Beautiful's Local Environmental Audit and Management System (LEAMS) methodology.</p> <p>Renfrewshire's ranking position relative to other Scottish Councils has improved from 29th in 2015/16 to 26th in 2016/17.</p>
CR.W.09a % of household waste recycled		48.5%	55%	Not yet available	50%	52%	43.6%	50%	53.2%	50%	48.6%	50%	<p>This is the data for the third quarter of 2017 calendar year and is an estimate which has not yet been verified by SEPA. The recycling rate was estimated to be 48.6%.</p> <p>Waste performance data is measured on a calendar year basis.</p>
SOA13CR.08 % of the vehicle fleet which uses alternative fuels, such as electricity		6.7%	5%	Not yet available	7%	9%	6.7%	7%	6.7%	7%	6.9%	7%	<p>The percentage of the vehicle fleet which uses alternative fuel such as electricity increased from 6.7% in quarter 2 to 6.9% at the end of quartet 3. This was up from 6.7% in quarter 2. This figure is based on a total of 28 electric vehicles. The vehicle replacement programme for light fleet is being reviewed to consider the feasibility of electric alternatives. All diesel is 7% biodiesel.</p> <p>The service is in the process of purchasing 9 additional electric vehicles. This would take the percentage of electric vehicles to 8.8%.</p>





PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
SOA13CR.09 Amount of CO ₂ emitted by the public vehicle fleet		3,109	3,060	Not yet available	2,950	2,840	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>This indicator reflects the tonnes of CO₂ emitted from Renfrewshire Council vehicle fleet based on the fuel usage with a reduction in the amount of CO₂ emitted by the public fleet in 2016/17.</p> <p>The fleet has reduced its CO₂ emissions and continues to purchase economical engines and increase the number of electric vehicles in the Council fleet.</p>
SOA13CR.12 Reduce the amount of CO ₂ emitted from public space lighting.		5,191	6,451	Not yet available	3,200	3,000	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		<p>There has been a significant reduction in CO₂ emissions from public space lighting in 2016/17 due to the implementation of the LED replacement programme. This figure continues to show a significant improvement during 2017/18 through the energy usage compared to previous years. Early indications are that CO₂ emissions have been reduced by 64%.</p>

Local Outcome 05: Working together to improve outcomes


ACTIONS






Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.FR.01	Continue to manage the Council's resources, ensuring financial sustainability of the organisation		<div><div>25%</div></div>	31-Mar-2022	FR	Work continues to manage the Council's resources with the Better Council Change programme continuing to expand. The Council agreed it's budget for 2018/19 at the Council meeting on 2 March 2018.
CP17.FR.02	Take forward opportunities for transformation, innovation and efficiency through our Better Council Change Programme		<div><div>25%</div></div>	31-Mar-2022	FR	The Better Council Change Programme has expanded significantly over the last 6 months and now has 34 projects split across 5 key themes including: Commercialisation, Customer Experience & Digital, New Delivery Models, Optimising the use of our assets and Organisational Change. Looking forward the team will look to develop proposals to support the delivery of savings and efficiencies for 2019 and beyond
CP17.CE.08	Review existing strategic partnership agreements and work with community		<div><div>20%</div></div>	31-Mar-2022	CE	Existing partnership agreements with the University of the West of Scotland and West College Scotland are currently being reviewed as part of the annual process.




Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
	planning partners to identify opportunities to share and connect resources					A template partnership agreement relating to work with Community Organisations is currently being finalised.
CP17.CE.09	Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach			31-Mar-2022	CE	The Data Analytics & Research Team is now well established with staff working to develop our Graphical Information Systems (GIS) and our research and analysis capabilities. Key projects in the current period are an open data platform, automated scheduling & routing using GIS, population modelling. We'll now work with colleagues in ICT and other services to help develop public services through the better use of data.
CP17.FR.03	Continue to modernise our services, taking advantage of new technologies to deliver better, more accessible and more efficient services that meet customer needs – such as My Account			31-Mar-2022	FR	<p>There are over 28k customers in Renfrewshire with a My Account, and this continues to grow steadily each week. The main services available are Council Tax, Benefits, Housing Rent and Payments.</p> <p>A new digital end to end process for Special Uplifts is now live, resulting in a significantly streamlined process and improved response times for customers. Work is ongoing with Environment & Communities and our customers to define Roads and Lighting Fault Reporting utilising My Account.</p>
CP17.CS.06	Engage with proposed changes to education governance and local democracy, maximising opportunities for the organisation and communities			31-Mar-2022	CS	Responses have been made to Scottish Government Consultations. Awaiting publication of draft Education Bill in June 2018.
CP17.CE.10	Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit			31-Dec-2018	CE	A Best Value Improvement Plan has been developed to address recommendations from the Best Value Audit. An update on progress against the Improvement Plan is being taken to Leadership Board in April 2018.

Code	What we will do	Status	% complete	Due Date	Lead Service	Progress update
CP17.FR.04	Roll-out the Performance Development and Review programme across the Council		<div><div>75%</div></div>	31-Mar-2018	FR	A new People, Performance and Talent Policy is in the final stages of development and is scheduled to be presented to the Finance, Resources and Customer Services Policy Board on 6 June 2018 for approval. Existing appraisal processes will continue until the new policy is approved.
CP17.FR.05	Implement new leadership and management development programmes		<div><div>40%</div></div>	31-Mar-2022	FR	New Management and Leadership Development Programmes have been launched and are progressing well with approximately 250 managers from across all services participating in Leaders of the Future, ASPIRE and the Chartered Management Institute (CMI) Level 3 Certificate in First Line Management. Across all programmes 14 cohorts have commenced, with 89 workshops having been delivered.
CP17.CE.11	Fully embed our staff "intrapreneurship" programme and recognising staff for success		<div><div>50%</div></div>	31-Mar-2020	CE	Phase 1 of the Lens programme was completed in May 2018 where 5 projects received funding to be taken forward. Phase 2 of the Lens intrapreneurship programme was launched in November 2017. The deadline for applications to be submitted from staff was 23 February, 11 applications were received and the judging panel shortlisted 8 finalists to pitch their ideas at the Lens final in June 2018.
CP17.FR.06	Implement our workforce plan for Renfrewshire Council		<div><div>40%</div></div>	31-Mar-2022	FR	The Council Workforce Plan, approved by the Finance, Resources and Customer Services Policy Board in August 2017 continues to be implemented across services. In addition, each service has implemented its own workforce plan aligned to the key themes of the Council Workforce Plan. Progress is being monitored through the Council's Pentana Performance System ensuring the robust monitoring of progress and workforce planning is not seen as a standalone activity. A progress report is due to be presented to the Finance, Resources and Customer Services Policy on 6 June 2018.

INDICATORS

PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
CMTABS01d Councilwide –		10.19	8.96	Not yet available	–	–	2.54	1.79	2.32	1.79	3.32	2.69	The Council has recorded an overall absence rate of 3.32 days lost per FTE employee, which is 0.63 days above the target figure of 2.69 days.

PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
Average number of work days lost through sickness absence per employee													Performance against the same period for 2016/17 2.64 has increased during 2017/18 (3.32) by 0.68 days
CW.SPSO.02d Number of complaints closed at stage 1 as a percentage of all complaints		96.33%	95%	96.88%	95%	-	98.03%	95%	97.75%	95%	94.86%	95%	Performance has declined slightly in quarter 3. Performance for the year remains relatively stable. A review of the complaints handling procedure is due to commence in April 2018.
CWFOI01 % Of FOI requests completed within timescale		New for 2017/18		94%	90%	-	98%	95%	96%	95%	89%	95%	A new system was introduced in September 2017 to track and monitor FOI's. This has taken a period of adjustment and is reflected in the dip in quarterly performance. A new Records Manager has been recruited to manage the FOI process alongside a new team and this will hopefully improve performance. For 2017/18, performance has exceeded target.
FCSCSU03 % of calls answered by the Customer Service Unit within target (40 seconds)		52%	70%	69%	70%	70%	69%	70%	62%	70%	74%	70%	The service has continued to deliver strong performance over the year with an above target performance from September through to February despite the increase in call volumes associated with winter weather. As is usual, call response times were impacted by the increase in calls associated with the annual council tax billing exercise during March.
FCSKPI001 Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)		95.96%	96%	94.45%	93.99%	96%	32.68%	32.54%	60.27%	59.84%	88.32%	87.99%	Council Tax collection is 0.33% up on the same position for 2016/17. A proportion of this is due to the successful implementation and collection of the increased charges in bands E to H. A significant number of new chargeable properties, added, billed and collected by the Revenues Team have also boosted collection.
HPCHARTER13 % of reactive repairs carried out in the last year completed right first time		94.8%	91.0%	Not yet available	92.0%	-	Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		More than 34,600 reactive repairs were completed 'right first time' last year. This represents more than 9 out of 10 repairs (94.8%) and shows very good performance in efficiently and effectively diagnosing repair problems and in planning for work to be completed.

PI Code & Short Name	Status	2016/17		2017/18		2018/19	Q1 2017/18		Q2 2017/18		Q3 2017/18		Explanation of Performance
		Value	Target	Value	Target	Target	Value	Target	Value	Target	Value	Target	
HPCHARTER31 Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.		5.35%	8.00%	Not yet available	6.00%	-	4.69%	6.00%	5.13%	6.00%	5.07%	6.00%	Rent arrears have reduced from the previous quarter and remain below target
PT.DS.PPF.CMT01 Average Time for processing Planning Applications (Householder)		7.6	-	Not yet available	-	-	7.1	-	7.5	-	8	-	Performance has remained fairly steady so far this year although shows a slight decline in processing time
PT.DS.PPF.CMT.06 Application Approval Rate		97.7%	-	Not yet available	-	-	98.6%	-	98.6%	-	98.2%	-	Performance has remained steady so far this year and shows an improvement from last year.