
To: Finance, Resources and Customer Services Policy Board

On: 14 November 2018

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan 2018-21 Mid-Year Monitoring Report

1. Summary

- 1.1. The Chief Executive's Service Improvement Plan 2018-21 was approved by the Finance, Resources and Customer Service Policy Board in March 2018.
- 1.2. In April 2018, the Leadership Board agreed to implement changes to the senior management arrangements for the council. For the Chief Executive's Service, this involved the transfer of the post and responsibilities of the Head of Regeneration and City Deal Director to the service. A number of actions and performance indicators relating to regeneration, economic development and City Deal, which were previously included in the Development and Housing Service Improvement Plan 2018-21, are now reported in the Chief Executive's Service Improvement Plan.
- 1.3. This report acts as an interim report as the approved Service Improvement Plans were based on the previous service arrangements. New Service Improvement Plans will reflect the new service structure next year.
- 1.4. This report reflects the new service structure and contains details of the Chief Executive Service's performance over the period 1 April 2018 to 30 September 2018. The main purpose of the report is to provide:

- details of the key achievements of the service over the period;
- a progress update on implementing the action plan linked to the 2018-21 Service Improvement Plan;
- details of how the work of the service contributes to the service scorecard of core performance indicators; and
- an overview of priorities for the service over the next six months.

- 1.5. The service has an overarching strategic role within the organisation, working with external partners at a local and national level, and with internal services to drive improvement and to progress the strategic objectives of the organisation.
- 1.6. Key services that are delivered relate to: communications and marketing, events management, procurement, community planning, the development and delivery of the City Deal programme, economic growth and regeneration, strategy development and the provision of policy advice and support. Officers across the service also provide support and advice to elected members, directorate management teams, senior officers across the Council and to the Corporate Management Team. The nature of this work ranges from policy briefings, press and media support or in relation to the development of key plans and strategies.
- 1.7. In addition, officers across the service also lead on key initiatives relating to the Council's Digital Strategy, the City Deal programme, the Tourism Strategy, the tackling poverty programme and the organisation's equalities agenda amongst other areas.

2. Recommendations

- 2.1 The Finance, Resources and Customer Services Policy Board is asked to:
- note the progress that has been made on service performance from April to September 2018;
 - note the progress made on actions and performance in the action plan; and
 - note that an outturn report will be provided on full year performance to this Board in June 2019.

3. Background

- 3.1. The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members

to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

- 3.2. The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress made in the first six months of the 2018-21 plan.
- 3.3. Section 5 of this report provides details of the service's achievements, aligned to the Council Plan priorities, over the period April to September 2018. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detail is provided in the Action Plan and Performance Scorecard which forms Appendix 1.
- 3.4. An outturn report providing full year performance will be brought before this board in summer 2019.

4. Service update

- 4.1. In April 2018, the Leadership Board agreed to implement changes to the senior management arrangements for the council. For the Chief Executive's Service, this involved the transfer of the posts and responsibilities of the Head of Regeneration and City Deal Project Director to the service.
- 4.2. The Chief Executive's Service is now made up of several broad service areas: Policy and Commissioning, Marketing, Communications and Events, and Economic Development and Regeneration, each with associated delivery units and employing 225 staff. The service also has a varied remit and oversees cross-council services such as policy, communications, marketing, economic development and procurement. Joined-up cross-departmental working is a core purpose of the Chief Executive's Service, with teams providing support to other services as they work towards meeting the Council's strategic objectives and priorities in line with corporate practice alongside working closely with external stakeholders and partners.
- 4.3. The service also has a lead role in terms of supporting continuous improvement and achieving best value through the work of the Council.

5. Key achievements in last six months – by Council Plan priority

- 5.1. Detailed below are some of the service's achievements over the last six months, aligned to the Council Plan priorities. Full detail on the service's

progress in terms of implementing the tasks outlined in the current Service Improvement Plan over this period is included as Appendix 1 to this report.

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

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- the delivery of an enhanced events programme for 2018/19, which has attracted increased audience numbers and UK media coverage. The most recent events delivered were the very successful Spree Festival and the massively successful Halloween Festival which attracted 34,000 attendees;
- the launch of the paisley.is destination website and dedicated social media channels, with the website achieving 75,000 unique visitors during quarter 1;
- the development and launch of the Paisley Welcomes online training portal for product familiarisation and customer service excellence for Renfrewshire tourism businesses, with 15 tourism businesses across Renfrewshire currently engaged and 56 trainees in progress;
- the Paisley 2021 campaign winning the UK Chartered Institute of PR's award for excellence, the COSLA Excellence Awards and being shortlisted for the Holyrood Public Services Awards;
- our cultural infrastructure project team are critical to the delivery of the 2021 Legacy Plan. The team have worked successfully to achieve "concept design" stage for the Paisley Town Hall refurbishment and new Paisley Library and working towards concept design for Paisley Museum investment by end 2018;
- for the first time, securing the headline position for Renfrewshire Council across broadcast media for 2018 exams results, focusing on telling the story of the impact that Council services have on local people, for example in relation to attainment;
- the team have worked with services such as the Health and Social Care Partnership to deliver market engagement events to promote upcoming tender opportunities and to encourage providers to feedback on how best to shape our services;
- the service is in the final stages of completing the £1million investment programme for public Wi-Fi. Johnstone and Renfrew are now live and the Paisley go live will be finalised during winter 2018;
- the Procurement Team was recently recognised in the Annual Audit Report prepared by Audit Scotland. The report concluded that the Council has good procurement practices in place and is committed to continuous improvement.

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

For example:

- the Live Contracts Register is now published online providing information on all current contracts keeping supply base informed and providing early notice of contract renewal dates;
 - 25% of all current contracts were awarded to providers located within Renfrewshire;
 - Over 700 Community Benefits have been offered through current Council contracts awarded to external providers, including a broad range of employment and education initiatives. These include a ten week programme offered by a Paisley based contractor, of woodwork classes provided in schools by one of the contractors joiners, the contractor will also provide all of the materials for the class to use, promoting learning and skills for life;
 - the Strategic Procurement Team winning the GO Procurement Project of the Year Award for their input into the Council's Street Lighting Replacement Programme.
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- significant progress has been achieved in terms of progressing City Deal projects; tenders for the main Glasgow Airport Investment Area contract being received and currently being evaluated;
 - the team are focused on maximising all opportunities relating to local investments and are continuing to work with partners on the delivery of an Advance Manufacturing Innovation District in Renfrewshire;
 - the Townscape Heritage Initiative/Conservation Area Regeneration Scheme (THI/CARS) project continues to make good progress with one building repair project successfully completed and several projects on site including the first new residential flats on Paisley High Street for a generation;
 - funding being secured through the Heritage Lottery Fund for Paisley and Renfrewshire's Great Place Scheme;
 - our economic development service is focused on promoting business growth and employment locally. The Invest in Business Programme supported 123 new business start-ups and delivery of 38 Business Gateway workshops with 287 attendees. Benchmarking confirms that this performance compares well with our neighbouring authorities;
 - An economic development conference is planned for later in November 2018 with a specific focus on delivering inclusive economic growth in Renfrewshire; and
 - Project Search started its fifth intake in July with 12 new young people joining the programme.

Strategic Outcome 2: Building strong, safe and resilient communities

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- developing a new model of 'Local Partnerships', which was agreed by Council in late September. These new structures represent a new way of working for communities, elected members and partners to work together at a local level, and will see more power devolved to communities to establish local priorities and deliver against these. The new Local Partnerships were developed following an extensive programme of engagement with communities and elected members, including the Cross Party Sounding Board, with the first meetings arranged to take place in late 2018;
- the annual programme of community planning engagement events took place in October 2018, with the partnerships team out and about talking to interested groups and individuals about the new Local Partnerships;
- the launch of the Community Empowerment Fund in July alongside the establishment of a single point of contact for communities. The fund is progressing well with a number of awards made to date and a good pipeline of other applications coming forward for development;
- publication of the Community Planning Partnership Annual Report which was reported to Board in September and submitted to the Scottish Government. This highlighted real progress across a number of key areas and allowed partners to identify priorities for the next 12 months;
- holding several meetings and workshops with Community Planning Partners on Brexit preparations. A number of shared areas of interest have been identified with a report on the Council's preparations being prepared for submission to the Leadership Board in December;
- the establishment of a new youth panel comprising 20 young people who will take the lead on event design and delivery, including the very successful Halloween Festival;
- the LEADER programme, our European Union funded Community Development Scheme which focuses on delivering a bottom-up method of support for rural development working with a wide range of community organisations and private businesses, has resulted in five applications being approved for funding; and
- under Community Benefits offered by contractors awarded Council contracts, interactive sessions have been offered to school children on the dangers of construction sites, promoting safety and increasing hazard awareness.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- reviewing and implementing a new Tackling Poverty programme which was approved by Leadership Board in June 2018. This provided continued funding for programmes and initiatives having a real impact on the ground such as breakfast clubs, peer health initiatives and school counselling, amongst others;
- preparing for the implementation of the new Fairer Scotland duty with a report submitted to Leadership Board in September 2018 outlining future requirements for the Council;
- undertaking a mapping exercise to understand the support services available across Renfrewshire in preparation for Universal Credit rollout, working as part of the wider Advice Renfrewshire partnership to ensure services are ready to support the impact;
- the development of a British Sign Language (BSL) Plan in consultation with BSL users and the wider public which was submitted to the Scottish Government in October 2018. A new BSL Action Plan was agreed to be progressed in partnership by service users, the Council and partners;
- holding an affordable credit event over the summer for partners which was well attended; and
- ensuring fair working practices are considered for all providers tendering to provide products and services to and for the Council.

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

Achievements April 2018 – September 2018

The service's achievements to date in relation to this priority include:

- the Renfrewshire Fairtrade Steering Group continues to meet regularly to support communities in achieving and renewing Fairtrade status. The Steering Group supported World Fairtrade Day, the Paisley 10k and the Renfrewshire schools Fairtrade Awards;
- the provision of a marketing and communications plan supporting recent waste changes to keep the public fully informed;

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

- winning the New Civil Engineer Low Carbon Leader Award through incorporating a range of measures to reduce carbon emissions on our Glasgow Airport Investment Area and Clyde Waterfront and Renfrew Riverside City Deal Infrastructure projects;
- continued marketing and communications support for the Team Up to Clean Up campaign, with a very successful thank you event held for volunteers and all involved in the Town Hall in September 2018; and
- embedding sustainable procurement, including consultation with the Soil Association Scotland to ensure the promotion of sustainable food.

Strategic Outcome 5: Working together to improve outcomes

Achievements April 2018 – September 2018

The service's achievements to date for this priority include:

- the successful completion of the second round of The Lens intrapreneurship programme in Renfrewshire culminating in an awards ceremony for 8 finalists from across Council services in June 2018. The programme encourages front line staff to bring forward ideas which they receive support and investment to develop from industry leading professionals;
- a review being undertaken of the council's complaints handling policy which will be submitted to a future board for approval. New guides have been developed for members of the public and staff;
- the introduction of a new on-line survey platform to be used by services to improve citizen engagement;
- receiving a positive Annual Audit report from Audit Scotland which recognised the progress being made to implement the recommendations in our Best Value Assurance Report;
- the development of a self-evaluation toolkit, with services piloting this in December 2018. The aim of this approach will be to engage even more with staff about the improvement of their service;
- services now enhancing the use of geographic information, population projections and economic data provided by the data analytics team to improve the efficiency and accessibility of services;
- supporting services to submit successful applications for external accreditation such as the COSLA Excellence Awards, the Guardian Public Service Awards and the Holyrood Public Services Awards;

Strategic Outcome 5: Working together to improve outcomes

- the approval of the new Communications and Marketing Strategy 2018-2022 which outlines key projects and campaigns to be delivered during 2018/19; and
- the completion of phase 1 of the Council's new intranet with a refreshed internal communications plan being approved in May 2018.

5.2 Areas where actions have been reviewed or delayed

- 5.2.1 The due date for developing a new digital strategy for Renfrewshire, focusing on economic growth, digital skills and digital participation has been extended. This will allow for a more detailed strategic review to be undertaken which allows us to build on the success of DigiRen and work on enhancing digital skills, and the implementation of the public Wi-Fi project; and success of DigiRen and internal work on digital skills.
- 5.2.2 The review of corporate grants process and monitoring arrangement is slightly behind schedule due to team resource being focused on the new Community Empowerment Fund roll-out.

6. Progress against service scorecard

- 6.1. The service scorecard contains 28 indicators, a subset of which is reported on a quarterly basis, as part of the CMT scorecard.
- 6.2. Of the 21 indicators with targets, 15 are performing well, 1 requires monitoring and 5 are below target. Performance is regularly reviewed by senior managers across the service who use this information to target service improvement activity.
- 6.3. A full summary of performance is outlined in the service scorecard at Appendix 1. The scorecard highlights the following areas of positive performance:
- Number of followers on social media is increasing each quarter with an increase of 4,743 followers compared to quarter 2 2017/18;
 - Number of friends on Facebook is performing well, with an increase from 17,500 in Q1 2018/19 to 17,800 in Q2 2018/19;
 - Local spend at events is performing above the target of £200,000 for quarter 2 at £273,100;
 - Number of Credit Union members is above target with 20,261 members against a target of 19,000;

- 100% of invoices were paid within 30 days, which is above the target of 90.5%; and
- 39 properties are on the Buildings at Risk Register, which is above the target of 42.

6.4. The scorecard highlights the following areas which are currently below target:

- Average number of work days lost through sickness absence was 1.05 for Quarter 2 which is below the target of 0.48. The quarter 2 figure however represents an improvement since quarter 1, where it was 1.57 days. Due to the size of the service, a small number of long term absences can have a significant impact on this figure. Absence continues to be monitored by senior managers on an ongoing basis to support attendance;
- The regional economic impact of events was below target in quarter 2, £1,929 compared to target of £30,000. The monitoring of this figure has been impacted by a change of research company which provides us with this data;
- 89% of FOI requests were completed within timescales, compared to target of 100%;
- 70% of complaints were responded to within timescales, which is below target. The service led a review into our complaints handling policy and as the recommendations from the review are being implemented, performance will improve; and
- The number of unemployed people being supported through the council's Employability Programme is below target, 154 against a target of 250. The numbers are lower than anticipated for the quarter although traditionally unemployment figures are lowest during this quarter. The service recently underwent a full service redesign and has moved to a sectoral approach in line with growth sectors which should positively impact on this figure.

7. **Priorities over the next six months**

The service continues to deliver the actions contained in the plan and will prioritise the following over the next six months:

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

7.1 Progressing the investment programme of Paisley Town Centre. The proposed £100m+ investment into Paisley's strongest cultural assets, including Paisley Museum and library alongside the creation of outdoor event space which offer increased reasons for day visits and for local people to spend more time there.

- 7.2 Coordinating a partnership approach which seeks the best outcomes for the local area. A long-term Paisley Vision will be developed during 2019 with the Scottish Government and Scottish Towns Partnership which will aim to set out lessons for other traditional town centres.
- 7.3 Recent announcements linked to Advanced Manufacturing District at Inchinnan could see £350m invested (including NMIS and MMIC which will be unique in Scotland) in the next 5 years to an area centred around the new City Deal infrastructure. The service needs to ensure that this investment is co-ordinated around a strong brand and offer which attracts further investment beyond the stated levels. This will create significant employment opportunities at the site and within the supply chain and at present the service are commencing preparation of a Skills Action Plan with partners to ensure that the “workforce of tomorrow” is able to recognise and make the most of these opportunities.
- 7.4 Progressing the development and delivery of the 3 City Deal projects: Glasgow Airport Investment Area (GAIA); the proposition for the Advanced Manufacturing Innovation District Scotland (AMIDS); and Clyde Waterfront & Renfrew Riverside (CWRR).
- 7.5 Addressing the audit recommendations of Airport Access project (AAP): following the independent audit commissioned by Transport Scotland. This work is being undertaken in liaison with Transport Scotland, Network Rail and Jacobs
- 7.6 Work will continue with member authorities to look to develop a City Region approach to Youth Guarantee and for new Intensive Employability Programme for Parents (as part of the Tackling Child Poverty Delivery Plan 2018-22).
- 7.7 GAIA South/Paisley North project: work is continuing develop a draft business case for a possible Paisley North/GAIA South project. Following a review of the draft business case, the next steps for this will be agreed.
- 7.8 Undertaking contingency planning to prepare for Brexit outcomes and working across a number of other priority sectors for the local economy, including care, healthcare, creative industries and tourism.
- 7.9 Working with Renfrewshire’s first business led Economic Panel (and six sectoral sub-groups) to advise on the first ever Renfrewshire Economic Strategy which will be consulted upon by summer 2019.
- 7.10 Continue to deliver year 1 activity within the Renfrewshire Visitor Plan including successful delivery of the council’s winter events programme and associated marketing campaigns; and

- 7.11 Establishing the Charitable Trust for the Paisley Museum Capital Appeal and appointment of a Capital Appeal Director and fundraising team will be a priority of the marketing and communications service.
- 7.12 Work will continue to develop options for a possible bid to the Department for Digital, Culture, Media and Sport to support the Council's ambitions for a full fibre build throughout Renfrewshire as part of the Council's wider digital strategy.
- 7.13 We will continue to develop our Community Benefits strategy and promote partnership working across the Council and with the voluntary sector to drive regeneration and improve opportunities for all.

Strategic Outcome 2: Building strong, safe and resilient communities

- 7.14 The service will support the development of the new local partnerships and local area action plans. This is a significant exercise which will also be delivered alongside the continued development of the single point of contact for community groups and organisation of the community empowerment fund.
- 7.15 Strategic procurement will continue to work closely with all Council services and key stakeholders to promote early engagement and actively encourage a strategic commissioning approach to promote the delivery of sustainable services which deliver the Council's strategic outcomes and help to ensure financial sustainability.

Strategic Outcome 3: Tackling Inequality, ensuring opportunities for all

- 7.16 The development of new partnership arrangements to deliver on new Child Poverty Action Plans, required to be in place and led by health boards and local authorities in 2019.
- 7.17 The formation of a Drug and Alcohol Commission with the principal aim being to assess the nature, causes and impact of drug and alcohol misuse in Renfrewshire. It is envisaged that the first meeting of the Commission will take place in early 2019. with membership of the Commission being comprised of national and local experts in relation to the key areas of focus, as well as being drawn from lead professionals working in Renfrewshire to support people affected by drug and alcohol misuse.
- 7.18 The service will co-ordinate the scoping and implementation of Renfrewshire's Improving the Cancer Journey project, in conjunction with Macmillan. The main aim of the project is to develop and deliver for everyone in Renfrewshire with a cancer diagnosis.

Strategic Outcome 5: Working together to improve outcomes

- 7.19 Self-evaluation is an important aspect of understanding how we are performing and where there are areas for improvement. Services are currently being identified to take part in the piloting of our new self-evaluation framework with the aim of this commencing in December 2018.
- 7.20 We will continue to monitor absence and support attendance at work as part of a wider commitment to staff health and wellbeing.
- 7.21 We will focus on the continued delivery of the marketing and communications strategy. Over the next six months this will include: staff engagement and communications through the ongoing implementation of Business World and phase 2 intranet development; delivering the marketing and PR campaign to support changes to waste collections; supporting the 2019/20 budget process; providing communications support for the Better Council change programme; supporting the cultural infrastructure programme; ongoing deliver of service actions within the legacy programme for 2021; and development of the Advanced Manufacturing Innovation District - Scotland (AMIDS) brand and positioning of the wider City Deal Infrastructure projects.

8. Financial outlook

- 8.1 In September 2018, the Director of Finance and Resources submitted a report to full Council on the financial outlook for 2019-2021. The report noted that whilst the Council's current financial position remains stable, it is recognised that the Council will continue to face significant medium term financial challenges to maintain its financial stability and sustainability. The scale of this challenge remains subject to a significant degree of uncertainty in relation to the local government settlement and also because of other factors such as Brexit and pay inflation.
- 8.2 The report noted that each service is involved in an ongoing programme to identify existing resources which can be used to offset new emerging pressures, as well as new opportunities for change and transformation. The Chief Executive's Service continues to lead on these areas of activity.

Implications of the Report

- 1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital budget for 2018/19.

2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for the Chief Executive’s Service, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community/Council Planning** – as detailed in report
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report because it is for noting. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council’s website.
8. **Health & Safety** - None
9. **Procurement** - None
10. **Risk** – The Service Improvement Plan supports the overarching management of risk with Renfrewshire Council and aligns closely with the Chief Executive’s Service’s Risk Register.
11. **Privacy Impact** – None
12. **Cosla Policy Position** - None

List of Background Papers none

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Appendix 1

Chief Executive's Service Improvement Plan and Scorecard 2018-2021

Mid-year monitoring report



Action Status	
	Cancelled
	Overdue
	Check Progress
	In Progress
	Completed

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

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.01.01	Progress our digital ambitions, implementing free public Wi-Fi across our town centres and working with partners to promote digital skills and development		90%	31-Mar-2019	Johnstone Town Centre public Wi-Fi went live in December 2017, followed by Renfrew Town Centre in June 2018. Paisley Town Centre installation is almost complete subject to some final legal and technical issues being resolved. The anticipated go live date for Paisley Town Centre is late November. The DigiRen network continues to promote digital skills and development with partners.
CE.SIP.18.01.02	Develop a new digital strategy for Renfrewshire focusing on economic growth, digital skills and digital participation		10%	31-July-2019	Due date has been revised to 31 July 2019. The Digital Strategy 2016-2019 was published in 2016 and is now being reviewed and rolled forward for the next three years. A survey was conducted during the summer with the DigiRen network about digital maturity in Renfrewshire linked to the Digital Office for Local Government who we

Action Code	Action	Status	Progress	Due Date	Update
					continue to link with. The aim is to get the refreshed strategy in place for the 2019-2022 period.
CE.SIP.18.01.03	Lead on the Council's bid for national funding to support the implementation of a full fibre network in Renfrewshire		20%	31-Dec-2018	The Council is considering submitting to Wave 3 of the Department for Digital, Culture, Media and Sport (DCMS) Local Full Fibre Network Challenge Fund. There are no fixed submission dates for this Wave and DCMS have established iterative pre-dialogue and dialogue processes which the council is engaging in. Delivery of the destination marketing plan is well underway, with destination website paisley.is and social media channels launched and performing well. PR and social media activity has performed very well year to date against targets: - 120,000 unique web users year to date against an annual target of 100,000 - Combined social media following of 6,269 year to date against an annual target of 10,000 - 282 million opportunities to see or hear something positive about Paisley year to date against annual target of 120million – based on Paisley 2021 benchmark - 1,152 positive articles about Paisley year to date – across regional and national editorial and broadcast
CE.SIP.18.01.04	Implement our destination marketing plan		50%	31-Mar-2021	Partnerships established with Chamber of Commerce, St Mirren, The List, The Herald, Scotrail and Visit Scotland. Paisley trademark filed. The 2018/19 events programme will deliver 16 events against a target of 190,000 unique attendees. In Q1 and Q2, the programme was attended by 81,390 people. The following events have been delivered: Paisley Food Festival; St Mirren league celebration; British Pipe Band Championships; Renfrew and Barshaw Gala days; the Scottish Album of the Year Awards; Pagliacci; Sma' Shot and Weave Festival; Johnstone Fire Engine Rally; Renfrewshire Doors Open Day (including Abbey Drain and Gleniffer Braes).
CE.SIP.18.01.05	Deliver a range of diverse and exciting events to increase visitor numbers to our town centre and grow local event attendances		50%	31-Mar-2021	The Spree Festival (wee Spree and Spree for All – Renfrewshire-wide), Halloween Festival, Renfrewshire Fireworks and Christmas Lights switch-on events take place from October to December. Paisley's Halloween Festival secured £48,000 of EventScotland funding and is a Signature Event for Scotland's Year of Young people, with opportunities for 700 children and young people to co-design and participate in the event.

Action Code	Action	Status	Progress	Due Date	Update
					Year to date local spend is £864,653 with direct economic impact of £392,329. 36% of attendees to the event programme are day visitors from outside Renfrewshire. Good progress continues to be made across the seven portfolios contained in the plan. The tourism sector identified key priorities within the plan including establishing a tourism business network, improving visitor experience, developing and understanding target audience insights and improving facilities and itineraries for travel trade. Quarter 1 and 2 highlights include: launch of the destination brand; establishment of a tourism group and two tourism business networking events – supported by VisitScotland; the launch of Paisley Welcomes – online training programme covering Renfrewshire product familiarisation and customer service excellence; the development of summer and winter visitor campaigns and new national marketing materials; new visitor data – Paisley visitor survey extended and annual Visitor Attraction Monitor commissioned. Paisley.is was exhibited at VisitScotland EXPO 2018 which is Scotland's largest travel trade event and itineraries are now being developed with travel trade as a result.
CE.SIP.18.01.06	Implement the Renfrewshire Visitor Plan		50%	31-Mar-2021	
CE.SIP.18.01.07	Create a positive destination brand to drive positive perceptions of Paisley and Renfrewshire as a great place to live, work and visit, and implement the destination marketing strategy		100%	31-Mar-2021	The new destination brand, destination website and social channels were launched in March to mark Scottish Tourism Month, endorsed by VisitScotland. The destination marketing plan is now being implemented.
CE.SIP.18.01.08	Establish a commercialisation model that reconnects the Paisley Pattern to Paisley		30%	31-Dec-2020	Digitalisation of the Pattern Collection is completed and commissioning of Digital Asset Management tool underway. The first formal partnership agreement with an international brand is in place with a worldwide product launch in February 2019 – branded 'Paisley from Paisley'. A UK and International PR plan is being developed to support the launch. The Renfrewshire events strategy supports the targets set out in the Renfrewshire Visitor Plan and has a commitment to attract 400,000 event attendees annually by 2022. Events include the council's existing programme plus new events funded through the Paisley legacy programme. The 2018/19 events programme is well underway.
CE.SIP.18.01.09	Deliver the events strategy to 2022. This will include bidding for new events and delivering an enhanced events programme on an annual basis as part of the Paisley 2021 Legacy plan		25%	31-Mar-2021	- Successful event bids for 2018/19 – British Pipe Band Championships and Scottish Album of the Year Awards. - £48,000 of EventScotland funding secured to expand Halloween Festival as a Signature Event for Scotland's Year of Young People, supported by a national marketing plan – broadcast, outdoor, press and digital across Renfrewshire, Glasgow, Central Scotland and Edinburgh.

Action Code	Action	Status	Progress	Due Date	Update
					- Legacy events delivered in 2018/19 – Scottish Opera Pagliacci. Future legacy commissions will include Glen Cinema Commemoration 2019 and the Radical War events 2020. Currently developing a business case for a largescale cycling event for Renfrewshire. - Event evaluation has been implemented across the programme to measure economic, social and reputational impact – reported annually through the Renfrewshire Visitor Plan update to Leadership Board. - Paisley Food and Drinks Festival and the Spree listed as must-visit UK festivals, national media profile secured for Food and Drink Festival, Sma' Shot/Weave, Scottish Album of the Year Awards, Pagliacci, Doors Open Day and Halloween Festival. - Support provided for Lochwinnoch Arts Festival and Spree for All fringe festival programme in Renfrew, Johnstone, Linwood and Lochwinnoch. - Programming board established – Renfrewshire-wide cultural community.
CE.SIP.18.01.10	Develop population projections for localities and communities in Renfrewshire		25%	31-Mar-2019	A small area population projection using planning areas has now been developed and population groups established with Services to look at the available population data. New figures are now available for population and households and new models and scenarios will now be developed in conjunction with Services. The strategic procurement team hosted market engagement events to promote upcoming tender opportunities and to encourage providers to feedback on how best to shape our services. Events have included: Joint event with RHSCP, including engagement from Scotland Excel on Care Homes in Renfrewshire asking providers how we can work better together for Renfrewshire; Supplier engagement event hosted by the Strategic Procurement Construction Team for suppliers interested in Early Years opportunities; Our aim is to make better use of the Quick Quote facility for Works contracts up to £500,000 with a view to ensuring that 75% of the organisations asked to quote are local suppliers where suppliers with the right skills are available. Community Benefits are included in all relevant contracts. The CB forum work with procurement and suppliers to help maximise benefits and ensure that they are delivered.
CE.SIP.18.01.11	Build capacity of local supply base, promote 'grow local'		75%	31-Dec-2018	
CE.SIP.18.01.12	Maximise use of community benefits - ensure that ambitious community benefits are included in all appropriate tenders.		100%	31-Dec-2018	

Action Code	Action	Status	Progress	Due Date	Update
	Improve the monitoring of delivery and the support provided to contractors to help get maximum value from Community Benefits				Community Benefits delivery is monitored by contract officers and recorded in our Contracts Register - this information is required as part of our Annual Report for Scottish Government.
CP17.DHS.01	Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel		40%	31-Mar-2022	The Council has facilitated the creation of Renfrewshire's first business led Economic Panel and 5 sub-groups have been set-up: Tourism, Manufacturing, Creative Industries, Care and Transport. The Panel will advise on the new Renfrewshire Economic Strategy which will be consulted upon by summer 2019.
CP17.DHS.04	Proactively work with property owners to bring some of the area's most valued assets back into use		15%	30-Mar-2021	Discussions are ongoing with property owners and landlords to encourage use of vacant property with good progress being made with a number of vacant assets in the last six months.
CP17.DHS.05	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally		30%	31-Mar-2022	Work is progressing with partners (Scottish Enterprise and Scottish Government) to establish an Advanced Manufacturing Innovation District on the site of the former Netherton Farm with the National Manufacturing Institute for Scotland and the Medicines Manufacturing Innovation Centre (UK) as anchor tenants. Design teams are appointed, and work is progressing to turn Paisley Museum, Paisley Arts Centre and Town Hall into 21st century facilities. A new learning and cultural hub offering library services on the heart of the High Street is also in design and all the projects will be complemented by the recently approved £10m investment to improve the outdoor streetscape and transport links in the town.
DHS.SIP18 - 1.02	Work with partners to deliver the Advanced Manufacturing Innovation District –Scotland (AMIDS)		50%	31-Mar-2020	We are continuing to work with Scottish Enterprise and other key partners to ensure that the benefits from the AMIDS district are maximised. Work undertaken in relation to the main site includes preparation and submission of the Planning Permission in Principle (PPiP), work on a longer-term development strategy and a utilities strategy. Work continues with partners on the delivery of the National Manufacturing Institute for Scotland and Medicine Manufacturing Innovation Centre facilities, which will act as anchors for AMIDS.
DHS.SIP18 - 1.03	Deliver our City Deal Projects – the Glasgow Airport Investment Area (GAIA) Project, the Airport Access Project, the Clyde Waterfront and Renfrew Riverside (CWRR) Project and City Region wide employment programmes		50%	31-Mar-2020	Tenders for the main Glasgow Airport Investment Area (GAIA) contract have been returned and are currently being evaluated, with the aim of commencing on site in early 2019. Pending the decision on the called-in planning application for the Clyde Waterfront and Renfrew Riverside (CWRR) project, tender documents are being finalised for issue after a positive decision, with voluntary land

Action Code	Action	Status	Progress	Due Date	Update
					negotiations continuing in parallel to the preparation of a Compulsory Purchase Order.
					Work is continuing to progress the 'independent audit' actions for the Airport Access Project.
					Targets have been met for both employability projects.
					Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS) project is making good progress. One building repair project successfully completed. Several projects are due to start before March 2019.
DHS.SIP18 - 1.08	Develop and deliver a range of heritage led regeneration projects across Renfrewshire		35%	31-Mar-2021	Paisley Learning and Cultural Hub at 22 High St has reached concept and design stage with Hub West. Delivery of a wide programme of Heritage-led activities through TH/CARS Project and Doors Open Day. Paisley Museum is making good progress. Paisley Town Hall refurbishment also reached concept design stage and stakeholder engagement on both Learning & Cultural Hub and Town Hall commences October 2018
DHS.SIP18 - 1.09	Develop and coordinate the delivery of a Development Framework for Paisley North/GAIA South		10%	31-Mar-2021	Discussions and engagement with stakeholders is ongoing for the Paisley North/GAIA (Glasgow Airport Investment Area) South.
DHS.SIP18 - 1.10	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre		50%	31-Mar-2021	Paisley Town Centre Action Plan 2016/2026 is currently under review and will be reported to Leadership Board in December 2018. Initial review has indicated majority of short term actions have been achieved.
DHS.SIP18 - 1.11	Deliver Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project		20%	31-Mar-2021	One building repair project and one small grant project has been completed. Positive discussion with priority building owners is continuing. Two shopfronts onsite and an additional two are being delivered by March 2019. The tender process for the appointment of the design consultant for the public realm project is nearing completion. A comprehensive programme of activities continues to be delivered in association with a range of community and stakeholder groups.
DHS.SIP18 - 1.12	Develop and deliver the Great Place Scheme: Developing a Cultural Destination		5%	30-Sep-2020	Funding has been secured through Heritage Lottery Fund for Paisley and Renfrewshire Great Place Scheme. The recruitment process for a dedicated Project Officer has proved challenging, the post will be re-advertised, however progress continues to be made with the Great Place Scheme project.
DHS.SIP18 - 1.13	Deliver Invest in Renfrewshire (Invest in Business Programme)		50%	31-Mar-2021	During the first half of the year (Apr-Aug 2018) we have supported 123 business start-ups. The InCube programme commenced on the 5th intake of

Action Code	Action	Status	Progress	Due Date	Update
					small businesses in June, 7 new-start companies will undergo a 6-month period of incubation and support.
					We delivered 38 Business Gateway workshops with 287 people attending.
					We delivered 5 Digital Boost Workshops with 42 people attending. 47 people have been supported through our Expert Help programme.
					We have worked with 171 local companies looking to grow and develop and have provided 36 companies with grants or loans.
					During the first half of the year (Apr-mid Sep 2018) we have supported 1,306 people, 426 of the 1,306 were new registrations. 194 people have moved into jobs or paid positions (traineeships) over this time. Project Search (our programme for young people with a Learning Disability) started a fifth intake in July with 12 new young people joining the programme. Our new employability programme focussing on offenders has now engaged with 31 people and is proving very successful. We secured 2 SDS contracts to start on 1 April:
DHS.SIP18 - 1.14	Deliver Invest in Renfrewshire (Employability Programme)		50%	31-Mar-2021	- A contract for 41 places on the Employability Fund; and - A contract for 32 places for the Modern Apprenticeship Programme. Our pilot programme "9 Streets" to support those in Ferguslie's SIMD 1 area has been really successful and a number of people have moved into work over the last 6 months. There has been a service redesign of the Employability Service in Economic Development and a new structure was implemented in October 2018.

Strategic Outcome 1: Reshaping our place, our economy and our future – performance indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
DHS.E MP.01	Number of unemployed people being supported through Renfrewshire Council Employability				1,464	-	1,185	1,500	286	250	154	250	The Invest Employability Service continues to support around 1,500 unemployed people each year through the main hub at the Russell Institute Paisley and through the outreach and engagement programme across Renfrewshire. The service has recently undergone a full service redesign and has moved to a sectoral approach in line with growth sectors. The

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
Programme (INVEST)													
target figures represent the new and additional unemployed people registering with the service each year (estimate 1,000 new people and 500 existing people are supported each year).													
The numbers are lower than anticipated for the quarter (unemployment stats are lowest during June - Sept) but are likely to catch up in quarter 4 when unemployment is at its highest value.													
Please note that this figure reflects the 'claimant count' for Renfrewshire at end of September 2018.													
DHS.E MP.09	Renfrewshire Claimant Count (NOMIS)				3,040	-	3,290	-	3,225	-	2,855	-	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.SL AEDOC 9	Town Vacancy Rate				11.8%	-	11.7%	-	Not measured for Quarters				Vacancy in Renfrewshire's Town Centres has decreased slightly to 11.7% which is above the Scottish average of 9.2%. The vacancy rate across Renfrewshire is largely attributed to vacancy in Paisley Town Centre, although vacancy in Paisley continues to fall.
DHS.C P.RR01	Number of properties on Buildings at Risk Register				45		41	42	39	42	39	42	Of the 39 properties on the Buildings at Risk Register, 6 are described as undergoing a process of restoration.
DHS.E MP.08	Number of new business start-ups in Renfrewshire with Business Gateway support				326	-	265	300	76	75	73	75	The number of new business start-ups in the first two quarters of this year are up in comparison to the same period last year.
DHS.W ORKPO P	Percentage of Renfrewshire population working age (16-64)				64.4%	-	64.4%	-	Not measured for Quarters				These figures are based on NRS 2017 mid-year estimates

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CE.CP. EV01	Number of visitors to the events we create				122,500	115,000	165,088	105,000	57,000	60,000	24,390	30,000	Sma' Shot day, the Scottish Album of the Year Awards, Fire Engine Rally, Doors Open Day and Pagliacci contributed to the total attendance in Q2. The audience numbers fell short of our target of 30k visitors, this is attributed to Sma' Shot/Weave Festival not meeting our initial target. The Festival had benefited from external funding from Event Scotland in 2017 and the wider Weave programme was also financially sponsored by Paisley First. This funding was not available for the 2018 programme and therefore had an impact on the programming and in turn numbers who attended the event.
CE.SIP 17.EV0 2	Local spend at events				New PI for 2017/18		£2,046,373	£150,000	£591,487	£400,000	£273,100	£200,000	
CE.SIP 17.EV0 3	Regional economic impact of events				New PI for 2017/18		£402,000	£400,000	£390,400	£420,000	£1,929	£30,000	The only event measured in Q2 was Sma Shot/Weave Festival due to the unexpected and sudden closure of our previous research partners Culture Republic. It should be noted that whilst our target was not met in the figures reported here, Sma' Shot/Weave went from a negative impact in Q2 in 2017 of -£45 to a positive in 2018. Events also delivered within this quarter include The Scottish Album of the year Awards, Pagliacci and Doors Open Days and would have delivered a positive economic impact however we were unable to evaluate these.
CE.SIP 17.EV0 4	Number of visits to Renfrewshire (and Paisley) attractions				1,740,000	1,770,000	1,759,021	1,800,000	Not measured for Quarters				This data is provided by the Moffat Centre for all regions through the Annual Visitor Attractions survey. Data for 2018 is not yet available.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CE.SIP 17.EV05	Opportunities to see or hear something positive about Paisley and Renfrewshire (OTSH)				72,000.00	45,000.00	600,000.00	120,000.00	Not measured for Quarters		Not measured for Quarters		282 million opportunities to see or hear something positive about Paisley and Renfrewshire has been achieved year to date, against an annual target of 120 million – target based on Year 1 OTSH generated through the Paisley 2021 campaign.
SOA16 DH.13	Number of vacant retail units in Paisley Town Centre				71	-	64	68	Not measured for Quarters		Not measured for Quarters		The 2018 survey of Paisley Town Centre was completed in April and focuses on ground floor commercial units within the town centre and doesn't include upper floors. 64 units are currently vacant, which is 14% of the ground floor commercial units in Paisley Town Centre, this is down from 16% the previous year. The declining vacancy rates are related to a rise in local retail, cafe and service type uses in recent years.
CE.SIP 18.EV06	Increase participation across our communities				New PI for 2018/19		Not measured for Quarters		Not measured for Quarters		Not measured for Quarters		This is a new PI for 2018/19 and baseline data will be established this year.
DHS.E MP.02	Number of unemployed people supported into work through Renfrewshire Council's Employability Programme (INVEST)				613	-	523	500	Not measured for Quarters		Not measured for Quarters		This indicator shows a slight decline in comparison to last year but the figures still show a high number of people supported into work through the programmes. The proportion of jobs to registrations remained constant.
DHS.E MP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)				287	-	238	150	Not measured for Quarters		Not measured for Quarters		Sustainment figures are achieved by tracking those entering employment. In 2017/18 the figures exceeded the target of 150 and approximately 50% of clients supported into work sustained in work at 6 months. This figure may be higher but it is not always possible to track or contact all clients who enter employment.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
DHS.E MP.07 a	Number of new companies supported to grow a business				New PI for 2017/18		512	450			Not measured for Quarters		The Business Growth team have assisted local companies to identify and unlock any barriers to their growth potential to ensure they are in a position to play a full part in increasing local economic activity.

Strategic Outcome 2: Building strong, safe and resilient communities - actions

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.02.01	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities			31-Mar-2021	A single point of contact for community groups and organisations has been developed by the Partnerships team. Officers are currently engaging with a number of partner organisations to develop strategic partnership agreements and have a lead role for the administration and development of the Community Empowerment Fund in Renfrewshire, which has a key focus of asset transfer and development. The fund was launched in July and made awards to three organisations in August 2018.
CE.SIP.18.02.02	Implement a new approach for Local Area Committees			31-Mar-2019	Following an extensive programme of engagement with communities and elected members, the new model of local governance was approved by full Council on 27 September 2018. Local Area Committees have now been disbanded and the first meeting of new Local Partnerships will take place in late November/ early December.
CE.SIP.18.02.03	Work with communities to develop local action plans to tackle the issues people care about most			31-Mar-2021	The new Local Partnerships will be supported to develop local actions as an early priority. Local data profiles are being prepared to support the priority setting process.
CE.SIP.18.02.04	Make Renfrewshire a leader in supporting volunteering within communities			31-Mar-2021	The delivery of the Winter Events Programme will evidence a strong co-design approach through the creation of a new youth panel comprising 20 young people including those from hard to reach groups who will take a lead on event design and delivery. Part of this approach is also the delivery of a new creative learning programme for 180 young people to be trained by cultural, marketing and events professionals through master classes and workshops. We will also engage 15 new young volunteers to work with the events and marketing team in all aspects of event delivery.
CE.SIP.18.02.05	Launch and deliver new Community Plan			31-Oct-2018	Community Plan was approved in September 2017 and submitted to the Scottish Government. A performance framework has been developed and the first annual report was prepared and submitted to Scottish Government in September 2018.

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.02.06	Develop approach to deliver participatory budgeting / community choices			31-Mar-2021	The Council is working to a position of 1% of budget being allocated to participatory budgeting approaches. The Youth Challenge element of the new Local Partnerships grant funding will be disbursed through participatory budgeting. New funds such as the Community Empowerment Fund and Green Spaces and Villages Investment Fund also support this approach.
CE.SIP.18.02.07	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership			31-Dec-2018	The community planning governance arrangements have been implemented. The final stage of the programme related to the development of an Improving Life Chances board which has now met twice and is developing role / remit.
CE.SIP.18.02.08	Review of corporate grants process and monitoring arrangements			31-Mar-2019	The review of corporate grants has now commenced and is slightly behind schedule to allow for team resource to be focused on the new Community Empowerment Fund roll out.
During April to September 2018 we have supported 79 social economy organisations, and over the same period, have provided social enterprise investment totalling £12,936 to four organisations. During April to September 2018 we have worked with local communities on 10 funding applications and have so far secured £37,500 external funding over this period.					
DHS.SIP18 - 2.02	Deliver Invest in Renfrewshire (Invest in Communities Programme)			31-Mar-2021	The LEADER programme has worked with a wide range of community organisations and private businesses across Renfrewshire, East Renfrewshire and Inverclyde and has received 7 funding applications of which 5 have been approved these are: - Wider Connexions - helping adults and families affected by problematic substance use. - Financial Fitness - independent welfare benefits advice service. - Linwood 3G Pitch. - Garage for community mini-bus in Eaglesham. - Children's play park in Waterfoot.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all - actions

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.03.01	Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme		50%	31-Mar-2021	The next phase of the Tackling Poverty programme was approved by the Leadership Board in June 2018. Progress of funded projects will be reported on a six-monthly basis.
CE.SIP.18.03.02	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms		30%	31-Dec-2018	A programme of work is underway from the rollout of Universal Credit in September 2018. In particular, work has been undertaken to understand and map the support services across Renfrewshire, and to develop and deliver a communications strategy to keep residents, tenants and staff informed.
CE.SIP.18.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire		70%	31-Mar-2019	Partnership groups around key areas of financial inclusion continue to meet, including the Advice Partnership, Credit Union Forum and Renfrewshire Affordable Credit Alliance (RACA). In particular, the RACA group held an affordable credit event over the summer for partners which was well attended and are progressing with a focus on uptake on bank accounts.
CE.SIP.18.03.05	Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes		60%	31-Mar-2019	The Partnerships and Inequalities teams continue to support the development of both internal staff and community organisations. A report was submitted to the Leadership Board in September 2018 in relation to the new socio-economic duty and the work that will be undertaken by officers to ensure it is embedded within strategic activities and governance arrangements.
CE.SIP.18.03.06	Work with British Sign Language (BSL) users and relevant Council services to develop a local BSL plan		100%	31-Oct-2018	Following extensive service user and a full public consultation, the BSL plan was approved by the Leadership Board in September 2018. The plan was submitted to the Scottish Government by the required due date of 31 October 2018.
CE.SIP.18.03.07	Implement the digital participation plan to support low income families and other disadvantaged groups benefit from access to the internet		60%	31-Mar-2019	The Digital Strategy now supersedes the digital participation plan. A Digital Participation Officer was funded by the Tackling Poverty Programme to support the strategy actions on reducing Digital Exclusion. Additional funding from the Tackling Poverty programme to extend this work will seek to recruit a similar role targeting older adults and people with a disability on a temporary basis. Long term sustainability of this type of role in services will be explored in partnership. Communities, Housing and Planning have recruited a temporary Digital Participation Officer to increase digital participation of council tenants.
CE.SIP.18.03.08	Use the Events Strategy to increase participation across all communities		25%	31-Mar-2021	All events within the 2018/19 programme provide opportunities for community groups to co-design, co-produce and participate in events and includes active targeting of groups who face barriers to participation. Over 500 community

Action Code	Action	Status	Progress	Due Date	Update
					representatives across all age groups participated in the Sma' Shot parade – groups were involved in projects including dance, costume-making, float design and poetry. Through Scottish Opera, 100 tickets were allocated to community groups for Pagliacci – administered by Engage Renfrewshire – this included the Disability Resource Centre, Street Stuff and Police Scotland Youth Volunteers. 10% of Spree Festival tickets allocated to target groups through partnership with Engage Renfrewshire and Youth Services. Over 500 children were involved in the production of Paisley's Halloween Festival.
	Promote fair working practices including payment of the living wage across the councils' supply base. Include Fair Work as a standard agenda item at supplier review meetings to be considered alongside all other contract management matters		25%	31-Mar-2021	Fair working practices are assessed for all tenders. The Corporate Procurement Unit provides clear information to tenderers setting out our objectives and aspirations for the delivery of Fair Work Practices and payment of the Living Wage.
CE.SIP.18.03.09					

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all – performance indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CE.SIP1 7.CP01	Number of people who felt they have been engaged within the community planning process				New indicator for 2017/18		928	928	Not measured for Quarters				928 pledge cards and diagrams/surveys have been received by people involved in the community planning process.
CE.SIP1 7.TP02	Number of Credit Union members				New indicator for 2017/18		59,183	57,000	20,153	19,000	20,261	19,000	Credit Union membership continues to increase, supported through partnership working.
CE.SIP1 7.TP03	Interest saved against high interest lenders				New indicator for 2017/18		£196,188.36	-	£201,378.82	-	£9,175	-	Salary Stretcher Loans issued 19 loans over 6 months and Fast Cash Loans issued 3 loans over 26 weeks, interest saved was £9,175.
CE.SIP1 8.EV07	Increase % of people participating in events from our most deprived communities				New indicator for 2018/19				Not measured for Quarters				Baseline data will be established for 2018/19

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

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.04.02	Maintain commitment to being a Fairtrade Council		40%	31-Mar-2021	The Renfrewshire Fairtrade Steering Group has been meeting regularly to support Renfrewshire communities, towns and villages in achieving and renewing Fairtrade status. The Steering Group has also supported World Fairtrade Day, the Paisley 10k and the Renfrewshire Schools Fairtrade Awards. Over the next six months the Steering group will refresh the local Fairtrade networks, support Renfrewshire's Fairtrade campaign and work towards achieving its fair trade goals. This will involve developing a response to the recently published International Charter of Fairtrade and delivering a series of events to celebrate Fairtrade fortnight, 2019.
Waste changes – a marketing and communications plan has been developed to effectively communicate changes to the public ensuring those affected are fully informed. Phase 1 (awareness raising of recycling) is completed and Phase 2 is being implemented to highlight the changes. Measurement and evaluation takes place every six months.					
CE.SIP.18.04.03	Plan, implement and coordinate the communications and marketing campaign to support the changes to waste management and the Team Up to Clean Up campaign		50%	31-Dec-2019	Team Up to Clean Up campaign on track. Key stats for Q1 and Q2 include: - Media reach 719,000; - Local advertising circulation reach 1.79 million; - 25,000 people engaged on social media; and - Marketing campaigns delivered – Renfrewshire's Big Spring Clean and support for community clean-ups.

Strategic Outcome 5: Working together to improve outcomes - actions

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.05.01	Undertake a review of the complaints handling process and roll-out to all services		90%	31-Dec-2018	A review of the complaints handling procedure was completed in September 2018. Revised guidance has now been produced and work has begun on designing customer-friendly marketing material. From 1 October, all services are now using the revised policy and performance will be monitored by the corporate management team on a quarterly basis.
CE.SIP.18.05.02	Implement a new model for self-assessment		20%	30-Sep-2019	Service restructuring, inspections and priorities such as Business World resulted in postponements of the roll-out the self-evaluation pilots. A revised list of pilots is being developed for implementation in December 2018.

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.05.03	Develop collaborative relationships across Local Authorities and other public-sector bodies			31-Mar-2019	Strong relationship with other Councils but more active engagement with other public-sector bodies required.
CE.SIP.18.05.04	Review and enhance working relationships across the policy and commissioning team and with partner services			31-Mar-2019	These relationships are being strengthened through the new community planning governance arrangements. The Strategic Partnership Arrangement with West College Scotland will be reviewed in the forthcoming months.
CE.SIP.18.05.05	Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit			31-Mar-2019	The Improvement Plan is reported to the Leadership Board on a six-monthly basis, with the next update to be considered in November 2018. In the recently published Annual Audit Report, Audit Scotland confirm that the Council is making good progress in terms of implementing the recommendations made through the Best Value Assurance Report.
CE.SIP.18.05.06	Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions			31-Mar-2021	Strategic planning and policy development has led on the submission of applications to the COSLA Awards, the Guardian Public Services Awards and the Holyrood Public Services Award. A dedicated awards page is being developed for the intranet and the team is now developing an awards submission protocol to ensure consistency across the Council.
CE.SIP.18.05.07	Develop the scope and functionality of our open data platform and expand its use in the community			31-Mar-2019	An open data platform is now established and consultation is under way with Council staff, the Third Sector and communities on how the service will develop. Feedback is sought on the feel and layout of the site and on which datasets should be available. This consultation will be used as the basis for the expanded use of the open data platform in the Council and community.
CE.SIP.18.05.08	Expand the use of our Geographic Information Systems (GIS) across services			31-Mar-2019	GIS services continue to be developed throughout a range of Council Services. Developments of note include: - introduction of Survey123 as the Council's default survey platform being used by services to improve citizen engagement; - Continued migration of GIS ICT estate to new Pulsant datacentres. - Data sharing nationally with Spatial Hub; and - All LocalView internet sites decommissioned and replace with ArcGIS Online equivalents improving the online mapping available.
CE.SIP.18.05.09	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-2019	The data analytics and research team is now working with a number of services using geographic information, population projections and economic data to improve the efficiency and accessibility of services. As the Council's ICT capabilities expand with the roll out of Office 365 and Business World we will continue to support the use of data analytics to support services and the community.
CE.SIP.18.05.10	Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources			31-Mar-2019	Strategic Partnership Agreement with West College Scotland under review to be updated.

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.05.11	Fully embed our staff "intrapreneurship" programme and recognise staff for success			31-Mar-2019	Community Planning Partners engaged in relation to Brexit and contingency planning workshop held in October 2018.
					Collaborative Leadership Programme with Police Scotland and Scottish Fire and Rescue being piloted through the Chief Officers Group.
CE.SIP.18.05.12	Improve and evolve how we communicate with employees through the development of a new staff intranet and refreshed internal communications plan			31-Dec-2019	The second phase of the Lens programme is now complete, culminating in an award ceremony in June. So far in the two years of the programme we have had 15 ideas securing £127k in investment. 9 projects are now underway or have been implemented. Early evaluation of the programme shows an increase in key organisational innovation attributes like collaboration, empowerment and looking out, as well as an increase in key innovation skills among the programme participants. A full review of the programme is currently underway to inform the development of phase 3.
					Refreshed internal communications plan approved in May 2018 and new engagement channels in place. Phase 1 intranet launched successfully. Web Editor in post from October and phase 2 plans to be implemented by March 2019. Key highlights in Q1 and Q2 include the Lens, Management Programmes – Leaders of the Future, ASPIRE, CMI, digital skills training, GDPR, staff engagement on the next phase of the intranet and Business World communications.
CE.SIP.18.05.13	Development of organisational communications and marketing strategy			31-Dec-2019	Communications and Marketing Strategy 2018-2022 was approved by CMT. The strategy outlined a number of key projects and campaigns to delivered in 2018-2019.
CE.SIP.18.05.14	Protect the council's reputation, reinforcing the corporate vision and positioning the council as open, modern and ambitious, through the local and national media			31-Dec-2019	28 million opportunities to see and hear about Renfrewshire in media coverage has been generated in the first two quarters of 2018. Key highlights include: Team Up to Clean Up, Saints Streets housing redevelopment, Medicines Manufacturing Centre announcement, City Deal and 2018 exam results.
CE.SIP.18.05.15	Implement Chief Executive's Workforce Plan			31-Oct-2018	The Workforce Plan is well embedded within the service and progress reviewed every 6 months by the SMT. The Plan will require to be updated given the new service structure approved in June 2018.
CE.SIP.18.05.16	Promote Council Plan to a wider audience			31-Dec-2018	Engagement sessions with Heads of Service underway, with activities programmed against each of the Council Plan themes. Council Plan linked to new PPT process and to Leadership Development Programme.

Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.05.17	Review current Public Services Panel arrangements and investigate options for further development		100%	31-May-2018	Paper copies of the plan provided to all senior managers. CMT approved revised approach. New specification developed and working with procurement team to tender for new provider
CE.SIP.18.05.18	Refresh existing Business Continuity arrangements and develop new plan		100%	30-Sep-2018	Plan reviewed in Summer 2018 and in place. The plan will now be reviewed in light of the new service structure. A Service Crisis Resilience Management Team meeting takes place 2-3 times per year, chaired by the Head of Policy and Commissioning.
CE.SIP.18.05.19	Support Better Council Change Programme		75%	31-Mar-2019	The team continue to support services in delivering change initiatives whilst also leading on several such as the intranet development.

Strategic Outcome 5: Working together to improve outcomes – performance indicators

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		Q1 2018/19		Q2 2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				100%	100%	90.75%	100%	77%	100%	89%	100%	9 single department FOIs were received by the Chief Executive's Service in quarter 2, with 89% being completed within timescales.
CE.SIP1 7.CP02	% of local people who feel well informed about their Council				39%	-	63%	-	Not measured for Quarters		Not measured for Quarters		This question was asked as part of the Public Services Panel Winter survey. The percentage has increased significantly from 2016/17 to 63%.
CE.SIP1 7.IC01	% of staff who feel well informed about matters that are important to them				60.44%	60%	-	75%	Not measured for Quarters		Not measured for Quarters		This is a new indicator from 2016/17 internal comms staff survey. 60.44% of staff feel well informed about matters that are important to them. This will be measured in spring 2019.
CE138	Number of followers on social media (twitter)				17,512	14,000	22,915	15,000	23,000	15,000	23,200	15,000	The number of social media followers continues to grow with an increase of 4,743 followers on Twitter compared to the same quarter last year.
CE139	Number of friends on Facebook				11,055	8,000	17,181	8,500	17,500	8,500	17,800	8,500	The number of social media followers continues to grow with an increase of 5,442 friends on the council's Facebook channel compared to the same quarter last year.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17			2017/18			Q1 2018/19			Q2 2018/19			Explanation of Performance
					Value	Target	Value	Value	Target	Value	Value	Target	Value	Value	Target	Value	
CE153	% of complaints responded to within timescales agreed with customer				100%	100%	33%	100%	100%	72%	70%	100%	100%	70%	100%		The Chief Executive's Service received 29 complaints in quarter 2, with 70% being completed within timescales. The recently completed complaints review and subsequent recommendations will improve performance in future quarters.
CEABS01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)				8.12	2	9.61	2	1.57	0.48	1.05	0.5					Absence for quarter 2 was 1,049 days which is higher than the target of 0.5. However, represents a slight decrease since quarter 1. Monitoring of absence continues across the service with monthly reports being provided to senior managers showing monthly, cumulative and quarterly absence information.
FCSCRE DCE01f	% of invoices paid within 30 days by the Chief Executive's Service				98.71%	99.2%	98.98%	90.5%	99.2%	99.2%	100%	90.5%	90.5%	100%	90.5%		The Chief Executive's Service received 144 invoices during quarter 2, with all being paid within timescales.