



To: Finance and Resources Policy Board

On: 16 March 2016

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan 2016/17 to 2018/19

1. Summary

- 1.1. The Chief Executive's Service Improvement Plan outlines what the service intends to achieve over the next three years, based on the resources likely to be available. The Service has identified core service priorities that it will work to achieve and these are linked to the vision for Renfrewshire set out in our Council Plan.
- 1.2. The Service Improvement Plan provides information on the service, our action plan for improvement and our measures of performance. The action plan is the core of the service improvement plan. It sets out the priorities being addressed, the key tasks to be implemented, timescales and the outcomes against which progress will be measured.
- 1.3. The main focus of activities in the Chief Executive's Service over the period of the plan will be to:
 - Lead on the development and delivery of efficient Corporate and Community Planning processes and associated performance management arrangements;
 - Lead the corporate response to poverty and continue to work with community planning partners to implement the recommendations of the Renfrewshire Tackling Poverty Commission.
 - Drive the Better Council change programme to adapt the organisation to meet new demands on service alongside financial constraints, and support employees to manage upcoming changes.

- Strengthen and focus our relationships with key partner organisations around our key mutual priorities for improving outcomes in Renfrewshire;
- Implement a strategic commissioning approach across Council Services and ensure service development and improvement is evidence based and driven by robust needs assessment;
- Ensure the Council's procurement and grant funding arrangements deliver best value and maximise the wider policy benefits arising from the Council's external spend;
- Provide high quality internal and external communications, marketing, media and public relations services for the Council and all its services.

1.4 A progress update on the Service Improvement Plan will be submitted to the Finance and Resources Policy Board in November 2016.

2. **Recommendations**

- 2.1 It is recommended that the Finance and resources Policy Board:
- a) approves the attached Service Improvement Plan; and
 - b) agrees that progress with this plan should be reported to the Board in November 2016.

3. **Background**

Changes to the Service

- 3.1 The Council continues to focus on the delivery of key policy priorities despite continued financial constraints and reducing resources. The shape of the Chief Executive's Service has changed significantly in recent years to support Council services to implement the significant level of transformational change expressed in the refreshed Council Plan.
- 3.2 A new Policy and Commissioning team is currently being developed which will bring officers from policy and planning functions within Council Services together with procurement and project management functions for the first time. This team will drive the implementation of a strategic commissioning approach to the planning, development and delivery of services within the Council and with partners locally, building analytical and research capacity within the Council to apply evidence based improvements.

Key priorities

- 3.3 The Chief Executive's Service has several core service priorities that reflect the complex role of the Service and the vibrant environment in which the Service operates. They aim to reflect the ambitions and commitments contained in the Council Plan whilst balancing the various different strands of the Service. Key priorities include:
- Delivery of the Council Plan;
 - Delivering the second phase of the Better Council Change Programme;
 - Developing a vision for Paisley and our Destination Brand;
 - Continuing to implement the Tackling Poverty Strategy and programme of work;
 - Promoting digital participation across Renfrewshire;
 - Engaging and communicating with our citizens and customers on service design and priorities;
 - Continuing to lead on building partnerships across the public sector, private sector and third sector to improve outcomes for individuals and communities in Renfrewshire;
 - Delivering efficient and effective strategic support services;
 - Making better use of data and information to support evidence based decision making and strengthen our strategic and operational planning processes;
 - Providing a pro-active and responsive policy development function and ensure Renfrewshire contributes to national dialogue, and
 - Driving innovative thinking and action in our approach to improving outcomes for Renfrewshire's communities.
- 3.5 Progress on the implementation of the Service Improvement Plan will be monitored and reported to the Finance and Resources Policy Board on a six monthly basis. An update on progress will be brought to the Board in November 2016. An outturn report on last year's Service Improvement Plan will be brought to Board in the spring 2016 for scrutiny. This will include a full update on the action plan and the performance indicators that are used to measure progress with the service's outcomes.

Implications of the Report

1. **Financial – None**
2. **HR & Organisational Development – None**
3. **Community Planning –** The Service Improvement Plan is designed to support and strengthen our community planning arrangements.
4. **Legal - None**

5. **Property/Assets - None**
6. **Information Technology - None**
7. **Equality & Human Rights** - The Service Improvement Plan is designed to support and strengthen our approach to monitoring and mitigating the impact of the Councils plans and action on equalities and human rights.
8. **Health & Safety - None**
9. **Procurement - None**
10. **Risk - None**
11. **Privacy Impact - None**

List of Background Papers - None

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Renfrewshire Council

Chief Executive's Service Improvement Plan

2016/17 – 2018/19

Chief Executive's Service Improvement Plan 2016-2019

Contents

1. Introduction
2. What we do
3. What we want to achieve
4. Looking forward – key priorities
5. What we will do between 2016/17 – 2018/19
6. How we will measure our progress

1. Introduction

- 1.1. The Chief Executive's Service Improvement Plan covers the period 2016/17-2018/19 and sets out what the service will achieve over this three year period based on the financial and employee resources likely to be available. The plan is set out as follows:
 - What we do
 - What do we want to achieve
 - What difference do we make
 - What we plan to do
 - How we will measure our progress
- 1.2. 2015/16 was been a significant year for the Council and for the Chief Executive's Service, which is supporting the delivery and implementation of a range of high profile corporate and organisational initiatives, including the Tackling Poverty Programme, the Better Council Change Programme, the City of Culture Bid 2021 and the delivery of the refreshed Council Plan in December 2015.
- 1.3. The Council Plan clearly expresses the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work and priorities for Renfrewshire. The focus is on achieving a number of key outcomes, including:
 - Driving physical and economic regeneration
 - Building on our culture and heritage
 - Reducing the level and impact of poverty
 - Raising attainment and closing the attainment gap
 - Supporting and sustaining people into employment
 - Improving care, health and wellbeing
 - Protecting the public
 - Creating a sustainable Renfrewshire
- 1.4. The Chief Executive's Service saw a significant re-structuring during 2015/16 as part of the Corporate Support Model initiative which was designed to strengthen the capacity and focus of the service to support Council Services deliver these key outcomes.
- 1.5. A new Policy and Commissioning Division has been created within the Chief Executive's Service which has brought together the existing Corporate Procurement Unit, the Programme Management Unit and, a new Strategic Planning and Policy Development unit made up of specialist policy, performance, analytical and commissioning staff drawn from across Council departments. This new Division will ensure that the Council's processes for strategic planning, policy analysis and development, strategic service commissioning, service improvement and change

management are fully integrated and focussed on delivery of the priority outcomes for Renfrewshire.

- 1.6. Our Communications Unit has also been strengthened and a new Marketing Unit created to help create and articulate the compelling and ambitious vision we have for Renfrewshire and to ensure we effectively engage our staff, customers, partners and wider stakeholders in the development and delivery of that vision.
- 1.7. Supporting our Service Department customers deliver the priorities set out in the Council and Service plans is central to the work of the Chief Executive's Service. All our teams are focussed on building strong collaborative and mutually supportive working relationships with our Service colleagues across the Council. Over the coming year we aim to further strengthen our strategic working arrangements and processes to ensure that the Council:
 - puts customers at the heart of everything we do;
 - develops a compelling and ambitious vision for Renfrewshire;
 - communicates that vision and gains the support of our communities, citizens and staff for its delivery;
 - creates and implements the strategies and change management programmes necessary to deliver our vision, including the implementation of strategic commissioning across all key service areas;
 - can meet the financial challenges it faces through effective change management and procurement processes;
 - has a skilled and adaptable workforce that can deal effectively with the scale of change underway;
 - builds strong collaborative working with partner organisations across the public, private and third sectors to support our mutual objectives;
 - has access to the data, information and associated research and analytical skills necessary to support effective performance management, service re-design, strategic commissioning and evidence based decision making;
 - proactively responds to external political, social, economic and technology developments and seeks to influence these where appropriate, and
 - has strategic planning and performance processes that are efficient and add value for Council Services.

2. What we do

2.1. The Chief Executive's Service is made of the following three Divisions and associated delivery Units:

- Policy and Commissioning
 - Strategic Planning and Policy Development
 - Corporate Procurement and Commercial
 - Change Management
- Marketing
 - Corporate Marketing
 - Events Management
 - Graphic Design
- Corporate Communications

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

- **Policy and Commissioning**
 - Support the Chief Executive and Council Leader in their Corporate and Civic Leadership roles;
 - Manage the business of the Council Management Team;
 - Lead the Council's Corporate and Community Planning processes and associated performance management and reporting arrangements;
 - Lead on the development and adoption of a strategic commissioning approach to the planning and development of services;
 - Lead on the development of the Better Council Strategic Change Programme and the provision of effective programme and project management support and benefits realisation processes;
 - Lead on the development and implementation of major policy focussed strategic programmes – (the Tackling Poverty Strategy in Renfrewshire and the Digital Renfrewshire Strategy being the two key focus areas during 2016/17);
 - Lead the Council's procurement arrangements to deliver best value and wider Council policy benefits;
 - Strengthen collaborative relationships with key Council partner organisations

- Provide a corporate data analytics and research service to support sound knowledge management and evidence based decision making across the Council;
- Lead on the proactive monitoring of external political, social, economic and technology developments and the development of recommendations and plans to respond to and influence these developments as appropriate;
- Develop corporate policy and meet statutory requirements particularly in the areas of equalities, best value, consultation and supporting the process of Public Sector Reform, and
- Provide a research and support service to elected members
- **Marketing**
 - Advise the Council Leader, Chief Executive and Council Management Council on all marketing related matters;
 - Lead on the development and management of the Renfrewshire Brand;
 - Lead on the development and implementation of the Council's marketing strategy;
 - Lead on the provision of professional marketing, events management and graphical design services
- **Communications**
 - Advise the Council Leader, Chief Executive and Council Management Council on all communications related matters;
 - Lead on the development and implementation of the Council's communications strategy;
 - Lead on the provision of internal and external communications, media and public relations services.

3. What difference do we make?

- 3.1. In the Service Improvement Plan published in May 2015, the service set out key outcomes it hoped to achieve for the communities of Renfrewshire. A detailed list of what the service has achieved will be presented in the outturn report on the 2015/16 plan; key achievements in the first three quarters of 2015/16 include:
- Introduced our refreshed Council Plan detailing our ambitions for the next 18 months until June 2017;
 - Created a Tackling Poverty Strategy in response to the recommendations from the Tackling Poverty Commission and currently delivering a £6m programme to deliver the strategy;

- Delivered £17m of savings from the first phase of our Better Council Change Programme;
- Developed a Digital Participation Plan;
- Developed an Open Data Strategy which is supported by Renfrewshire Community Planning Partnership;
- Managed the Public Services Panel allowing over 4000 Renfrewshire residents to give us their views during the year on issues such as: Anti-Social Behaviour, Public Performance Reporting and Digital Inclusion;
- Directly involved communities in Community Planning events / conferences;
- Managed 97% of complaints at the frontline stage of the process, providing a quick resolution to our customers complaints;
- Worked with suppliers to promote payment of the living wage, and
- Achieved community benefits across various commodities of contract.

4. What we want to achieve

- 4.1. The Chief Executive's Service will need to respond to a changing environment over the next 3 years. The Council is ambitious for Renfrewshire and is committed to working with citizens, communities, businesses and partners to help realise their potential. The Service will play a full and active role in work to create a modern, prosperous and fair Renfrewshire.
- 4.2. Key challenges and opportunities which will impact on the work of the Chief Executive's Service over the next three years include:

Financial Constraint

- 4.3. The Council has successfully managed the impact of wider public sector financial constraints in recent years, implementing a significant programme of transformational change through our Better Council programme and through increased efficiency.
- 4.4. However, the impact of the recent local government budget settlement will require all Council services to identify further budgetary savings and efficiencies whilst maintaining a commitment to deliver quality services to local people and businesses. The Chief Executive's Service will facilitate the identification off these additional savings areas and their incorporation in the second phase of our Better Council Change Programme.

Delivering the Council Plan

- 4.5. The Council Plan sets out a clear vision of what we want to achieve for our citizens and communities in Renfrewshire. It contains 10 priorities that the Council wishes to achieve over the next 18 months. The Chief Executive's Service will play a pivotal role in supporting Services to deliver on these key priorities, ensuring we continue to focus on the positive impact we are making for our Communities despite the challenging financial environment.

Economic and Cultural Regeneration

- 4.6. 2016/17 will see a significant step forward in our and cultural focussed regeneration plans for Paisley and our wider economic regeneration plans as we continue to develop our bid for UK City of Culture, progress our major City Deal projects and develop a new economic framework for Renfrewshire which draws together the various strands of regeneration activity currently underway or planned.
- 4.7. The Chief Executive's Service will lead on developing a compelling brand for Renfrewshire that links with this Economic Framework and will launch a new marketing campaign to put Renfrewshire on the map and make it much easier for individuals, families and businesses to see what the area has to offer as a place to live, visit, locate or invest in.

Tackling Poverty

- 4.8. The Renfrewshire Tackling Poverty Commission was the first of its kind in Scotland to look specifically at child poverty at local level. Renfrewshire Council endorsed the Commission's recommendations and announced a £6m Tackling Poverty Fund in June 2015 to take these forward.
- 4.9. An extensive programme of work is being progressed locally through a range of projects and initiatives and the lead for delivering on the project is held by the Chief Executive's Service. The programme will run until the end of 2016/17 and a critical role of this service will be to ensure that projects are completed on time and on budget and crucially that the positive benefits of these programmes are realised. Officers from the service continue to work with other local authorities and a national level to identify best practice approaches, and will also develop longer term options to produce a long-term evidence based approach to tackling poverty, based on learning from the programme

Strategic Commissioning

- 4.10. The Policy and Commissioning function within the Chief Executive's Service has been tasked with developing and driving the implementation of a strategic commissioning approach to the planning and development of services within the Council. The approach will ensure that service improvement is evidence based and driven by robust needs assessment.
- 4.11. A Data Analytics and Research Team is being created within the Strategic Planning and Policy Development Unit to support strategic commissioning and the increasing

demands across the Council for high quality data to inform service improvement activities.

Community Empowerment Act

- 4.12. The Community Empowerment (Scotland) Act 2015 will be implemented during the period of this Service Improvement Plan. This new Act gives more power to communities to be involved in decisions about public services and empowers community bodies through the ownership or control of land and buildings. The Service will play a key role through its Partnerships Team in terms of working with the third sector interface organisation Engage and with local communities and organisations to ensure we maximise the benefits that can be gained from the new legislation and that we comply with its requirements.

Procurement Contracts (Scotland) Regulations 2015

- 4.13. The Procurement Contracts (Scotland) Regulations 2015, which implements new EU public procurement directives, comes into force on 18 April 2016. Further to this the draft Procurement (Scotland) Regulations 2016 also comes into force on 18 April 2016.
- 4.14. The Procurement and Commercial Unit team will work with Legal Services to understand how the Council can take advantage of the changes being introduced by the new regulations and that the Councils' standing orders relating to contracts are updated to reflect the changes. A training plan will be developed for the team and rolled out across services to ensure Council officers are aware of the opportunities for procurement innovation created by the new legislation together with the new obligations and processes.
- 4.15. The statutory guidance on fair working practices was released at the end of 2015 and in January 2016 the council set policy to include evaluation criteria (where appropriate) on fair working practices
- 4.16. The evaluation considers works and services contracts tendered by the Council will benefit if performed by employees who have an adequate remuneration package for the work they perform. Fair work practices should be broadly comparable to those adopted by public sector organisations with those working on public contracts receiving fair, equitable and non-discriminatory pay, terms and conditions and reward packages.

Internal Communications

- 4.17. The Communications Team have developed and will be implementing an Internal Communications Strategy to ensure that employees are kept up-to-date on the workings of the Council. Our employees are at the centre of all the services that we deliver across Renfrewshire and it is important that they feel well-informed about what is happening across the Council.

Customer engagement and involvement

- 4.18. The Chief Executive's Service will improve the way we involve our communities and service users in the design, development and improvement of our services. We

understand that it is only by listening to the experiences and ideas of the people who live in Renfrewshire that we can find solutions that will make a lasting difference. We are currently working on renewing our engagement strategy and plan to consult with customers on its development.

- 4.19. The Public Services Panel is a valuable tool for seeking the views of Renfrewshire residents on key council services and policies that have an impact on public life. We will continue to develop our Public Services Panel to ensure we are using it to its full potential.
- 4.20. We recognise that information from complaints is a useful way for us to learn where improvements can be made. We will continue to promote our complaints handling procedure and to use the information to learn and improve our services.

Partnerships

- 4.21. The Council works successfully with a range of partners across all sectors to support and provide services to local people. In the current financial climate it is increasingly important that all partners work together to ensure that we achieve the best possible outcomes from our joint resources.
- 4.22. The Service will continue to strengthen these partnership links through the development of Strategic Partnership Agreements. A review of community planning arrangements will also be undertaken to ensure that these meet the needs of all partners and the requirements of the Community Empowerment Act and facilitate wider, open access to the community planning process. The Service will continue to work with partners to adopt best practice approaches at a local level to the new legislation.

Elections

- 4.23. There are two significant elections that will take place in 2016:- the Scottish Parliamentary elections in May and the EU Referendum in June. The Chief Executive's Service plays a critical role in the provision of election services, with the Chief Executive holding the returning officer role for the local authority area.
- 4.24. Full detail regarding the activities and improvements that the Service will progress over the next three years are detailed in the action plan at section 5 below.

4 What we plan to do

The following actions will be progressed during 2016/17 – 2018/19:

Council Plan Outcome 2 – Building on our Culture and Heritage

Action	Expected Outcome	Due Date	Responsible Officer
Deliver a range of diverse and exciting events to increase visitor numbers to our town centre	Increased visitor numbers Positive impact on local economy	March 2018	Head of Marketing
Implement the Renfrewshire Tourism Framework	Renfrewshire becomes a tourist destination	March 2018	Head of Marketing
Develop and implement plans to expand free public wifi in Paisley and other town centres	Improved access to wifi for the residents of Renfrewshire	March 2017	Head of Policy and Commissioning
Launch our marketing campaign to promote Renfrewshire as a world class destination	Increased visitor numbers Positive impact on local economy	March 2018	Head of Marketing
Provide branding and promotions to support the 2021 Bid	Renfrewshire delivers a winning bid for the UK City of Culture 2021	June 2017	Head of Marketing

Council Plan Outcome 5 – Reducing the level and impact of Poverty

Action	Expected Outcome	Due Date	Responsible Officer
Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy	The causes and impacts of poverty are reduced	March 2018	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Manage the delivery of projects within the Tackling Poverty Programme, ensuring delivery on time and budget, and that benefits are realised for people living in poverty	Projects in programmes delivered on time and budget Projects deliver anticipated benefits and outcomes	March 2017	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Advise on and support service improvements that deliver the strategic outcomes of the Tackling Poverty Programme	Best practice around tackling poverty is embedded into service planning and delivery across the Council.	March 2017	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Produce a long term, evidence based and sustainable approach to tackling poverty, based on	A new Tackling Poverty Strategy is produced	September 2017	Strategic Lead Officer (Tackling Poverty and Welfare Reform)

Action	Expected Outcome	Due Date	Responsible Officer
learning from the Tackling Poverty Programme.			Welfare Reform)
Deliver communications activity which informs and engages citizens around the Tackling Poverty Programme, and that shares learning with partners locally and nationally.	Citizens are aware of and engaged with, the Council's Tackling Poverty Programme Renfrewshire is well-known and regarded for a sector leading response to tackling poverty	September 2017	Communications Manager
Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	The potential impacts of the next phase of welfare reforms are well-understood across the council	Phased over period to March 2018	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Deliver a range of interventions to support financial inclusion across Renfrewshire	Credit unions become more sustainable as a result of increased membership Effective and efficient advice services are commissioned that meets the needs of Renfrewshire's citizens.	March 2018	Strategic Lead Officer (Tackling Poverty and Welfare Reform)
Target community benefits through Council third party spend	Local employment, school placements, modern apprenticeships and Graduate Intern placements	March 2018	Strategic Commercial and Procurement Manager
Promote fair working practices including payment of the living wage across the Councils supply base	Employees who have an adequate remuneration package are considered to be motivated to perform better in the workplace	March 2018	Strategic Commercial and Procurement Manager
Implement our digital participation plan to support low income families and other disadvantaged groups benefit from access to the internet	All Renfrewshire residents benefit from access to the internet	March 2018	Head of Policy and Commissioning

Council Plan Outcome 9 – Supporting our employees

Action	Expected Outcome	Due Date	Responsible Officer
Implement an internal communications strategy for the Council to improve the quality and nature of two-way communication with staff	Staff are better informed and more engaged	June 2016	Communications Manager
Develop and implement a communications plan to promote awareness of the refreshed Council Plan internally	People will have a high degree of awareness and engagement with the themes and priorities being taken forward by the Council	June 2016	Communications Manager

Action	Expected Outcome	Due Date	Responsible Officer
Develop proposals for future consultation mechanisms involving staff within the council	Staff feel better informed and engaged with the workings of the Council	March 2017	Strategic Planning and Policy Development Manager
Develop a corporate staff recognition programme that celebrates success and recognises great individual and team contributions to the delivery of the Council, Community and Service Plans	Staff commitment and contribution is recognised Achievements by members of staff are celebrated and shared	March 2017	Head of Policy and Commissioning
Develop mechanisms to encourage employees and managers to be innovative and try out new ideas and ways of working	Employees and managers feel more empowered to contribute new ideas and ways of working	March 2017	Head of Policy and Commissioning
Develop and improved induction process for Chief Executive's	Staff have a structured process for induction which enables them to be fit for starting their new roles	March 2017	Strategic Planning and Policy Development Manager

Council Plan Outcome 10 – Continuing to be a well run Council

Action	Expected Outcome	Due Date	Responsible Officer
Identify the additional savings projects for Phase 2 of the Better Council Change Programme to address the 2017/18 gap.	The forecast budget gap for 2017/18 has been addressed.	March 2017	Strategic Change Programme Manager
Successfully deliver Phase 2 of the Better Council Change Programme	The financial sustainability of the Council is secured for the period to March 2018.	March 2018	Strategic Change Programme Manager
Implement and embed new structure for policy and planning activities undertaken within the Council	There is a strategic response to the delivery of policy and planning activities	September 2016	Head of Policy and Commissioning
Develop and implement a strategic commissioning approach to the planning and development of services across the Council	Services are planned and delivered by the Council (often with partners) following robust needs assessment and evidence based decision making processes.	March 2018	Strategic Planning and Policy Development Manager



Action	Expected Outcome	Due Date	Responsible Officer
Develop the Council's Commissioning and Procurement Strategy for the period 2016-2019 covering all key areas laid out in the Council's motion including sustainability, SMEs, Third Sector, Service Level agreements and the local agenda	The Council has robust procurement processes in place that ensure compliance with legislation, value for money and that additional policy benefits are being leveraged from our external spend.	March 2017	Strategic Commercial and Procurement Manager
Develop collaborative relationships across Local Authorities and other public sector bodies	Understand and promote best practice to streamline services and achieve savings	March 2018	Strategic Commercial and Procurement Manager
Undertake a review of current community planning structures within Renfrewshire and implement recommendations	Partners, communities and individuals feel empowered to contribute to the community planning process in Renfrewshire/		Strategic Planning and Policy Development Manager
Prepare Local Outcome Improvement Priorities (LOIP) and linked locality plans	The LOIP and locality plans are developed with an appropriate progress reporting framework, in accordance with guidance to the Community Empowerment (Scotland) Act 2015.	March 2017	Partnerships Planning and Development Manager
Pilot new national community engagement standards	Renfrewshire contributes to the development of the new engagement standards	June 2016	Partnerships Planning and Development Manager
Develop workstreams as directed by the Community Planning Partnership Board.	The Community Planning Partnership Board is supported effectively to take forward any new pieces of partnership work it identifies at Board meetings	March 2017	Partnership Planning and Development Manager
Develop Strategic Partnership Agreements between Renfrewshire Council and a number of key community planning partners	Increased partnership working between the Council and our community planning partners	March 2018	Partnership Planning and Development Manager
Support Engage Renfrewshire to ensure that community and voluntary groups are involved in and contribute to the Renfrewshire Local Outcome Improvement Plan	Community and voluntary groups add value in addressing agreed Community Planning Partnership outcomes	March 2018	Partnership Planning and Development Manager

Action	Expected Outcome	Due Date	Responsible Officer
Monitor progress of the Council Plan priorities and success measures	The Council is improving and achieving its aims and objectives	March 2018	Strategic Planning and Development Manager
Support the implementation of the Community Empowerment Act	Communities feel more empowered to become involved with the Council on issues that affect them	March 2018	Strategic Planning and Development Manager
Support the development of the Scottish Local Government Partnership	The Council is represented by the partnership on issues affecting local government	March 2018	Head of Policy and Commissioning
Develop options for improved stakeholder / customer engagement in service planning and development activities	The Council has a good understanding of customer needs and uses this effectively to develop services	June 2016	Strategic Planning and Development Manager
Coordinate and monitor progress of the Council's equality outcomes for our communities	Specific and identifiable improvements in people's life chances who experience discrimination and disadvantage are achieved	March 2018	
Develop options for future self-assessment activities involving staff	Staff feel empowered to become involved in service improvement activities	December 2016	Strategic Policy and Development Manager
Undertake corporate self-assessment in line with current best value guidance	The Council has robust mechanisms in place to demonstrate the organisation delivering best practice and addressing areas for improvement	March 2018	Strategic Policy and Development Manager
Undertake a review of current complaints handling processes and data across Council services to ensure that this data is used to drive appropriate service improvement	Complaints are used to contribute towards service improvement	March 2017	Strategic Policy and Development Manager
Establish and maintain an Open Data Portal which will revolutionise the way in which community planning data is used in Renfrewshire	Strategy and policy is based on a consistent understanding of local and national issues by community planning partners	Jan 2017	Data Analytics and Research Manager
Ensure that the Council complies within the SPI Direction for local authorities	Full compliance with Audit requirements	March 2018	Strategic Policy and Development Manager

Action	Expected Outcome	Due Date	Responsible Officer
Implement the Communications Strategy and Action Plan for Renfrewshire Community Planning Partnership	Residents feel engaged in the Community Planning process and are better able to participate in achieving outcomes for their community	March 2017	Communications Manager
Implement a communications strategy to cover all audiences (including internal) to support the public and our partners. The strategy will cover our development of all communications channels and support the council and community plans	Improved service delivery; increased awareness and uptake of services; increased awareness of council and community plan themes; and better reputation management	March 2017	Communications Manager
Lead on the roll-out of the Council's new website	Provision of modern, responsive and accessible services. Accurate and useful information available to a wide range of customers and audiences	June 2016	Communications Manager

6. How we will measure our progress

Priority 5: Reducing the level and impact of poverty

PI Code	Performance Indicator	Current Target	On Target	Q3 2015/16 Value	2016/17 Target	2017/18 Target	2018/19 Target
CE130	Reduce the percentage of children living in poverty			21% (34/14 data)	8%	7%	%
CE90	Amount of debt under management for financial inclusion			£12,501,051.00 (13/14 data)	-	-	Data only indicator -
CE91	Increase the income generated for Renfrewshire residents	£11,522,691		£19,448,198.00 (13/14 data)	£11,522,691	£11,522,691	£11,522,691

New % of working people earning less than the Living Wage



New Underemployment rate of parents

New Levels of foodbank use

New Average percentage of income spent on housing






These four indicators are new PIs from the Council plan refresh, once baseline data has been calculated future year's targets will be set.

Priority 9: Supporting our employees

PI Code	Performance Indicator	Current Target	On Target	Q3 015/16 Value	2016/17 Target	2017/18 Target	2018/19 Target
CE143	% of Chief Executive's staff who are satisfied with their jobs	n/a	n/a	73.7% (2013 survey)	75%	80%	85%
CE144	% of Chief Executive's staff who say that they have opportunities to give their views on the way their service operates and suggest improvements	n/a	n/a	52.6% (2013 survey)	90%	95%	95%
CE 145	% of Chief Executive's staff who say that they have access to the right training and development opportunities	n/a	n/a	57.9% (2013 survey)	70%	80%	90%
CEABS 01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)	2		0.6	2	2	2
CEPER SOD09	% of CE employees having completed IDPs (from MDP/MTIPD)	100%		65%	95%	95%	95%

New % of Chief Executive's employees who are assessed as performing at the required level
This is a new indicator from the Council plan refresh, once baseline data has been calculated future year's targets will be set.

Priority 10: Continuing to be a Well Run Council

PI Code	Performance Indicator	Current Target	On Target	Q3 2015/16 Value	2016/17 Target	2017/18 Target	2018/19 Target
CE138	Number of followers on social media (twitter)	10,000		13,500	14000	15000	16000
CE139	Number of friends on facebook	7,500		7,593	8000	8500	9000
CE151	Percentage of responses received for the Public Services Panel	60%		64%	67%	70%	72%
CE153	% of complaints responded to within timescales agreed with customer	100%		100%	100%	100%	100%
CE155	Number of unique website visitors	185,000		266,059	200,000	200,000	200,000
CE163	Number of website visits	180,000		393,200	200,000	200,000	200,000
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive Department	100%		100%	100%	100%	100%
CE120 b	% of PSIF improvement actions completed	50%		40%	75%	90%	100%
CE95	% Satisfaction levels with Council's Public Performance Reporting arrangements	80%		78%	82%	85%	85%
FCSC REDC E01f	% of invoices paid within 30 days by the Chief Executive's Service	95%		100%	100%	100%	100%

New % of PIs that have improved performance in the Council Plan measures

New Better Council Change Programme savings delivered in line with benefits tracker

New Number of customers we involve in the design and improvement of our services

These three indicators are new PIs from the Council plan refresh, once baseline data has been calculated future year's targets will be set.