

To: Finance, Resources and Customer Services Policy Board

On: 5 June 2019

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan – Outturn
Report for 2018/19

1. Summary

- 1.1 The purpose of this report is to provide an update on the performance of the Chief Executive's Service for the 12-month period to 31 March 2019 in relation to the Service Improvement Plan which was approved in March 2018.
- 1.2 The Service Improvement Plan sits beneath the Council Plan, Community Plan, and along with the service's risk register and workforce plan forms a suite of documents which provide the strategic direction for the service. Service Improvement Plans are aligned to the priorities set out in the Council Plan 2017-2022 and include those areas of the Council Plan for which the Chief Executive's Service is the lead.
- 1.3 This report contains details of Chief Executive's Service performance over 2018/19. The main purpose of the report is to provide:
 - details of the key achievements of the service over the past year;
 - a progress update on implementing the action plan linked to the 2018-21 Service Improvement Plan;
 - an assessment of performance in relation to the service scorecard of core performance indicators; and
 - full account of progress and performance that the service has made on all SIP actions and performance indicators, as listed as appendix 1.
- 1.4 Chief Executive's Service has continued to progress an ambitious programme of service development over 2018/19 covering the areas of activity overseen by the Finance, Resources and Customer Services Policy Board. Key achievements that are relevant to the remit of this Policy Board are summarised in section 4 of the report.

2 Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- note the content of this report;
 - note the progress that has been made on areas of service performance in 2018/19; and
 - note the progress made on actions and performance in the action plan.
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3 Background

- 3.1 The Chief Executive's Service is responsible for the delivery of corporate policy and performance, procurement, communications, marketing, events, economic development, regeneration and City Deal.
- 3.2 The Service Improvement Plan is one of the ways in which elected members can scrutinise the work of the Chief Executive's Service, and to consider and decide upon policy options as necessary. Refreshing Service Improvement Plans annually allows each service to consider the context in which they operate and revise plans where appropriate.
- 3.3 The Service Improvement Plan also links Community Plan and Council Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering on its objectives.
- 3.4 The action plan and performance indicators included as Appendix 1 detail the progress of specific areas of work which, during 2018/19, enabled the service to support the Council's priorities and help deliver improved outcomes for Renfrewshire residents.

4 Overview of Performance and Key Achievements

- 4.1 One of the purposes of the Service Improvement Plan is to enable elected members to take stock of what is happening in the service and to consider and develop policy options which reflect changing circumstances both in terms of customer needs and resource availability in the context of the Council's priorities and the need to deliver Best Value.
- 4.2 Appendix 1 provides an update on the progress made by the service during 2018/19 in terms of implementing the Service Improvement Plan. It includes an update on the Service's action plan and performance scorecard of indicators as at 31 March 2019.
- 4.3 During 2018/19, key achievements of the service include:

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

- continuing to make good progress in the main City Deal projects, in particular, the planning approval for the Clyde Waterfront and Renfrew Riverside project, which includes an opening bridge over the River Clyde. This project will transform the waterfront, connecting communities on both sides of the river, improving access to work, education, hospitals and leisure.

It is anticipated that the project will create more than 2,300 jobs and inject £867 million into the regional economy;

- good progress continuing to be made on developing the proposition for the Advanced Manufacturing Innovation District Scotland (AMIDS) which will be anchored by the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC);
- services continuing to focus on supporting employment and business growth. Over the period, the Invest in Business Programme has supported approximately 300 new business start-ups and delivered 100 Business Gateway workshops with 287 attendees and 14 Digital Boost workshops with over 700 attendees;
- work continuing at pace to promote Renfrewshire as a place to live, work in and visit. Specific activity has included the launch last year of the paisley.is destination website and dedicated social media channels, with the website achieving 190,808 unique visitors to date. An online training portal has also been launched across Renfrewshire's tourism businesses;
- delivering an enhanced events programme for 2018/19, which attracted increased audience numbers and £4.7 million combined economic impact and UK-wide media coverage. A spectacular Winter Events programme proved to be hugely successful, with the Halloween Festival attracting 34,000 attendees, the highest number yet;
- implementing our destination marketing plan exceeded year 1 targets and is and year 2 actions have been agreed and these will focus on raising the profile of Renfrewshire and developing engagement campaigns;
- establishing Paisley Museum's £5million Capital Appeal Campaign to lead on transforming Paisley Museum into an international attraction that celebrates the town's unique culture and heritage;
- approval of Start-up Street initiative which will see vacant Renfrewshire Council-owned units on Paisley's George Street adapted into a range of low-cost, high-quality digitally-connected workspaces;
- development of Renfrewshire's Economic Strategy initiated in November by the independent Renfrewshire Economic Leadership Panel facilitated by Professor Greg Clark. The first of its kind for the region, the strategy aims to strengthen and grow the Renfrewshire economy in ways which people, businesses and places can contribute to and benefit from that growth; and
- delivering the Great Place Scheme designed to pilot new approaches that enable cultural and community groups to work more closely together and to place heritage at the heart of communities.

Outcome 2: Building strong, safe and resilient communities

- developing a new model of 'Local Partnerships' which represent a new way for communities, elected members and partners to work together at a local level. At the March meetings of the Local Partnerships, a set of local priorities was discussed and agreed on which will shape the work plan for each Partnerships going forward;
- launch of Community Empowerment Fund to support community groups to develop their ideas for asset transfer. The Council has committed £1.5 million to community led projects and established advice and support for applicants available from Renfrewshire Council Chief Executive's Service, who can also signpost to specialist advice as required on different aspects of community asset transfer and development of community organisations; and
- development of volunteering programme which will see the delivery of a new creative learning for 180 young people to be trained by cultural, marketing

and events professionals through master classes and workshops. It will also engage 15 new young volunteers to work with the events and marketing team in all aspects of event delivery.

Outcome 3: Tackling inequality, ensuring opportunities for all

- £7.7 million of income being generated for local people through the projects like Healthier, Wealthier Children, Families First and Energy Advice which are part of the Tackling Poverty programme which aims to prevent financial crisis and support low income families to make the most of their money;
- development of the Local Child Poverty Action Report which showcases activities the service is taking and will take to reduce child poverty in the area;
- publication of a British Sign Language (BSL) plan to help us better meet the needs of BSL users. The actions within the plan cover a range of Council services;
- establishment of Alcohol and Drugs Commission which aims to assess the true impact of drug and alcohol misuse on local communities in Renfrewshire, and to make recommendations which would enable partners to support improved outcomes for these local communities;
- publication of Mainstreaming Equalities Report which provides an update on our progress and is intended to meet our duties to report this progress publicly and in an accessible manner. The report provides information on the actions agreed to deliver each of our equality outcomes, along with information on what activities have been delivered in the reporting period from 2017-2019; and
- launch of Improving Cancer Journey project developed and funded together with Macmillan. The project will help people with a cancer diagnosis in Renfrewshire by providing coordinated support from multiple agencies.

Outcome 4: Creating a sustainable Renfrewshire for all to enjoy

- the adoption of the international Fair Trade Charter which has also been fully endorsed by the Renfrewshire Fair Trade steering group and signals that Renfrewshire Council is committed to the Fair Trade principles set out in the charter;
- over 700 community benefits being offered through current council contracts to external providers, including a broad range of employment and education initiatives. Over half of all community benefits offered by external providers provided employment and work placement opportunities for priority groups; and
- embedding sustainable procurement, including consultation with the Soil Association Scotland to ensure the promotion of sustainable food.

Outcome 5: Working together to improve outcomes

- the completion of a review of the Council's complaints handling policy to improve our engagement with citizens;
- the use of geographic information, population projections and economic data provided by the data analytics team to help service planning and improvement;
- the completion of phase 1 of the Council's new intranet with a refreshed internal communications plan approved;

- launch of 'Our values' and Council brand campaign involving a widespread consultation with employees and communities;
- the Procurement Team increasing its PCIP assessment score from 83% to 88% which recognises the level of excellence in procurement in Renfrewshire;
- the Procurement Team winning the GO Project of the Year Award (sub-£20m value) at the UK National Public Procurement Awards; and
- establishment of council-wide Brexit Readiness Steering Group which addresses longer term challenges for Renfrewshire that require to be effectively managed with partners.

5 Areas where actions have been reviewed or delayed

- 5.1 Since the publication of the Service Improvement plan 2018-2021, almost all actions have progressed in line with anticipated timescales or have been completed with two actions carried forward to 2019/20:
- Review of corporate grants process and monitoring arrangements – the research part of the process has now been completed and is subject to further consultation internally.
 - Implement a new model for self-assessment - the roll out of the programme is currently on hold as the corporate focus is on engaging with staff through the Council's Values project and there are many areas of crossover which could potentially confuse or dilute the programmes and the messages.
- 5.2 Furthermore, one action is no longer reported through the Chief Executive's SIP as it is being progressed by Youth Services and reported to the Communities Housing and Planning Board instead: Introduce a youth and equalities forum as a key element of local engagement.

6. Progress against service scorecard

- 6.1 The Chief Executive's Service performance framework is aligned with the priorities set out in the 2017 Council Plan. Relevant operational performance is reported to this Policy Board every six months.
- 6.2 The Chief Executive's performance scorecard contains 27 indicators, of which eight are for information only and have no target. Of those indicators with targets, 15 are performing well (green) and 4 are currently not achieving their target (Red). The full performance scorecard containing a detailed explanation of performance for each indicator is included at Appendix 1 of this report.
- 6.3 The performance indicators where the Service exceeded our target include:
- 37 properties on buildings at risk register, compared to a target of 42;
 - the local spend at events for 2018/19 was over £3.1 million;
 - £1.5million was the regional economic impact of events exceeding the target of £750,000;
 - reduced the vacant retail units in Paisley Town Centre from 64 in 2017/18 to 62 in 2018/19;
 - 253 people supported sustained in work at 6 months through Renfrewshire Council Employability Programme, against a target of 150;

- 80,978 credit union members significantly above the target of 57,000; and
- combined social media (Council Facebook and Twitter) followed by 48,827 people.

6.4 Performance indicators which did not meet their target include:




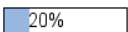




- number of visitors to the events we create - despite visitor numbers to each individual event growing, total projected attended numbers were lower than expected, with 160,873 visitors against a target of 190,000; and
- % of complaints responded to within timescales agreed with customer was 66% for 2018/19 against a target of 100% - a refreshed complaints procedure was introduced on 1 April 2019, which included customer and staff guides, a communication briefing to staff on the timescales and their duty and over 2019 additional training and guides will be developed.



Implications of this report





1. **Financial** – none
2. **HR and Organisational Development** – none
3. **Community/Council Planning** – none
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 for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety** - none
9. **Procurement** - none
10. **Risk** - none
11. **Privacy Impact** - none
12. **Cosla Policy Position** - none





Appendix 1 – Action Plan and Performance Indicators




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




Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.01.01	Progress our digital ambitions, implementing free public wifi across our town centres and working with partners to promote digital skills and development			31-Aug-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 ongoing legal and technical issues being resolved. A phased Paisley launch is being planned for the summer 2019. The Digiren network continues to promote digital skills and development with partners through bi-monthly network events and partner support.
All actions related to 2018/19 have been completed.					
CE.SIP.18.01.02	Develop a new digital strategy for Renfrewshire focusings on economic growth, digital skills and digital participation			31-Jul-2019	The Digital Strategy 2016-2019 was published in 2016 and is currently being reviewed. Work is underway to develop an initial high level strategy for consultation and further development with stakeholders and in particular to ensure alignment with future council Transformation planning, Key areas of work underway include input to the Digital Skills for Staff Project. Partnership project with ICT on GetSafeOnline and Chairing the Steering Group, a funding bid has been made for £10k to the SCVO Digital Participation Charter Fund for a DigiRen Loan to Learn initiative with Libraries, Housing Support Services and Engage as lead partners.
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			31-Dec-2019	Working in partnership with ICT the service will now develop a Connectivity Strategy to include a full fibre infrastructure provision for Renfrewshire to ensure local businesses and residents can benefit from accessing ultra-fast broadband in the future.
Year 1 action plan completed.					
CE.SIP.18.01.04	Implement our destination marketing plan			31-Mar-2021	Year 1 and 2 targets for unique website visits achieved: 240,228 unique website visits year-to-date. Year 3 target of 120m opportunities to see and hear something positive about Renfrewshire exceeded in Year 1 – 242 million OTSH (1 April 2018 – 31 March 2019). This equates to a PR value of £4.8m.





Action Code	Action	Status	Progress	Due Date	Update
					<p>2,106 positive articles about Renfrewshire – across regional, national editorial and broadcast.</p> <p>Social media performance exceeded combined Year 1 target – 7,911.</p> <ul style="list-style-type: none"> • Facebook - 3,452 • Twitter – 2,096 • Instagram – 3,090 <p>• Total social reach/impressions: 2.7 million</p> <p>Year 2 action plan has been agreed and will focus on the following priorities developing partnerships, building the brand, raising the profile of Renfrewshire and developing engaging campaigns.</p>
					<p>2018 programme delivered combined economic impact of £4.72 million to the Renfrewshire economy and positive return on investment of 1:4. Event specific data:</p> <p>Paisley Food and Drink Festival: Combined economic impact: £481,119 Economic Impact (EI): £85,000 Local Spend (LS): £396,119</p> <p>British Pipe Band Championships Combined: £501,144</p> <p>EI: £305,776 LS: £195,368</p> <p>Sma' Shot Day Combined: £275,029 EI: £1,929 LS: £273,100</p> <p>The Spree Combined: £434,702 EI: £89,775 LS: £344,927</p> <p>Halloween event Combined: £1,963,549 EI: £764,498 LS: £1,199,051</p>
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		 100%	31-Mar-2021	



Action Code	Action	Status	Progress	Due Date	Update
					Paisley Christmas Lights Switch On Combined: £1,072,917 EI: £283,805 LS: £789,112
CE.SIP.18.01.06	Implement the Renfrewshire Visitor Plan		<div><div>100%</div></div>	31-Mar-2021	<p>Completed and delivery of year 1 plan reported to Leadership Board in Dec 2018.</p> <ul style="list-style-type: none"> • Growth in visitor numbers to events expected to exceed 8% in 2018. • Day visits to Renfrewshire have increased from 2.73m (per annum average over the period 2013-15) to 5.33m (2015-17), exceeding the target for 2020. • An increase of £26m in visitor spend has been achieved in 2015-2017 due to the increase in day visits to the area. <p>Visit information to attractions for 2018 will be available w/c 13 May 2019 (Moffat Centre).</p>
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		<div><div>100%</div></div>	31-Mar-2021	Complete. New destination brand, destination website and social channels successfully launched and endorsed by VisitScotland.
CE.SIP.18.01.08	Establish a commercialisation model that reconnects the Paisley Pattern to Paisley		<div><div>75%</div></div>	31-Dec-2020	<p>One international brand partnership, launching world-wide Spring/Summer 2019.</p> <p>Tender for pattern archive available March 2019.</p> <p>Trademarking and licencing in progress.</p> <p>All actions for 2018/19 have been completed.</p> <p>2018 programme delivered.</p>
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		<div><div>100%</div></div>	31-Mar-2021	<ul style="list-style-type: none"> • Total attendees: 160,873 • Direct Economic Impact: £1.5m • Local Spend: £3.2m <p>Legacy activity</p> <ul style="list-style-type: none"> • Enhanced Halloween Festival as part of Scotland's Year of Young People – over 700 young people engaged, 34,000 attendees

Action Code	Action	Status	Progress	Due Date	Update
					<ul style="list-style-type: none"> Secured £180k external funding to support the events programme Confirmed new national partners to extend our visitor reach – Scottish Opera, EventScotland, All or Nothing Established a Renfrewshire Events Forum with cultural and commercial partners
CE.SIP.18.01.10	Develop population projections for localities and communities in Renfrewshire		<div><div>100%</div></div>	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 population projection data will be available in mid 2019 and further modules will be developed looking at other geographies used in Renfrewshire.
CE.SIP.18.01.11	Build capacity of local supply base, promote 'grow local'		<div><div>100%</div></div>	31-Dec-2018	<p>The Corporate Procurement Unit 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:</p> <p>Presenting at the B2B event held at the Lagoon on 16 May;</p> <p>Joint event with RHSCP, including engagement from Scotland Excel on Care Homes in Renfrewshire asking providers how we can work better together for Renfrewshire; and</p> <p>Supplier engagement event hosted by CPU Construction Team for suppliers interested in Early Years opportunities.</p> <p>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.</p>
CE.SIP.18.01.12	Maximise use of community benefits - ensure that ambitious community benefits are included in all appropriate tenders. Improve the monitoring of delivery and the support provided to contractors to help get maximum value from Community Benefits		<div><div>100%</div></div>	31-Dec-2018	<p>700 community benefits are currently being offered through current council contracts to external providers. The CB forum work with procurement and suppliers to help maximise benefits and ensure that they are delivered.</p> <p>CB 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.</p>
CP17.DHS.01	Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel		<div><div>60%</div></div>	31-Mar-2022	The developmental of the Renfrewshire Economic Strategy has progressed through work with the Economic Leadership Panel and associated sub-groups. This work has engaged







Action Code	Action	Status	Progress	Due Date	Update
					industry and national economic development agencies in defining actions.
CP17.DHS.04	Proactively work with property owners to bring some of the area's most valued assets back into use		<div><div>20%</div></div>	30-Mar-2021	<p>The particular focus is in Paisley where the TH/CARS project (see DHS.SIP18-1.11) is delivering results. Out with this scheme regular contact is maintained with property owners to advise and give guidance about the reuse and potential funding mechanisms available for the redevelopment of their assets.</p> <p>Particular buildings include the former TA building and Thomas Coats Memorial Church.</p> <p>This is a three-year programme, all actions for 2018/19 have been completed.</p>
CP17.DHS.05	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally		<div><div>40%</div></div>	31-Mar-2022	<p>The preparation of the Renfrewshire Economic Strategy (see CP17.DHS.01 above) has included the formation of industry groups covering manufacturing industries (including food) and creative industries (including cultural and digital businesses). Sector plans for these sectors will be part of the strategy.</p> <p>Entrepreneurial development and business start-up continue to be supported via Small Business Gateway and Invest in Renfrewshire services provided at InCube, Paisley.</p> <p>Proposals for the new 'Start-up Street' were approved by Board in December 2018.</p> <p>This is a four-year project, all actions for 2018/19 have been completed.</p>
DHS.SIP18 - 1.02	Work with partners to deliver the Advanced Manufacturing Innovation District –Scotland (AMIDS)		<div><div>65%</div></div>	31-Mar-2020	<p>The City Deal Team are working with Scottish Enterprise, Scottish Government and other key partners to ensure the benefits from AMIDS are maximised for Renfrewshire and its residents.</p> <p>In relation to the core AMIDS site at Netherton a PPIP is in place, a utilities strategy is in place and contracts awarded, the City Deal GAIA Infrastructure contract is awarded and construction will commence in June 2019. NMIS and MMIC (anchor organisations for AMIDS) designs and land transfers are progressing.</p>
















Action Code	Action	Status	Progress	Due Date	Update
					Work on delivery model and site management arrangements are progressing to ensure the exemplar status of the site is achieved and maintained.
					All actions for 2018/19 have been completed.
DHS.SIP18 - 1.03	Deliver our City Deal Projects – the Glasgow Airport Investment Area (GAIA) Project, the Airport Access Project (AAP), the Clyde Waterfront and Renfrew Riverside Project (CWRR) and City Region wide employment programmes		<div><div>65%</div></div>	31-Mar-2020	<p>GAIA: A contract for the main GAIA Infrastructure contract has been awarded with a site start of June 2019.</p> <p>CWRR: Scottish Ministers granted planning permission for the CWRR project. The PQQ stage of the procurement is nearing completion and an ITT for the next phase due to be issued early summer 2019. Expected start date early 2020.</p> <p>AAP: Work is ongoing to consider options for a fixed link system between Paisley Gilmour Street and Glasgow Airport.</p> <p>Employability: Targets have been met for both employability projects.</p> <p>All actions for 2018/19 have been completed.</p>
DHS.SIP18 - 1.08	Develop and deliver a range of heritage led regeneration projects across Renfrewshire		<div><div>40%</div></div>	31-Mar-2021	<p>Good progress continues to be made. The projects being delivered by the Council are advancing to programme. Paisley Museum, Paisley Town Hall and Paisley Library, in its relocated site at 22 High Street, are all on site with enabling work contracts. Full funding for the Museum is yet to be achieved.</p> <p>In addition, the TH/CARS project in Paisley (see DHS.SIP18.1-11) is delivering results and the Renfrewshire Great Place Scheme (DHS.SIP18-1.12) is being mobilised. Furthermore, funding from Historic Environment Scotland and National Lottery Heritage Fund was secured in March 2019 for a major archaeological dig (The Big Dig) in the Abbey Gardens to take place in September 2019.</p> <p>This is a three-year programme, all actions for 2018/19 have been completed.</p>
DHS.SIP18 - 1.09	Develop and coordinate the delivery of a Development Framework for Paisley North/GAIA South		<div><div>25%</div></div>	31-Mar-2021	Discussions and engagement with stakeholders is ongoing for the Paisley North/GAIA South.



















Action Code	Action	Status	Progress	Due Date	Update
					An SBC was approved by the Leadership Board on 1 May 2019. Work will commence to develop an OBC, expected to be complete spring 2020.
					This is a three-year programme, all actions for 2018/19 have been completed.
DHS.SIP18 - 1.10	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre		<div><div>30%</div></div>	31-Mar-2021	<p>A major commission, focusing on the future of Paisley Town Centre, was made in December 2018. This architectural/urban design-led study on the repurposing of town centre spaces is being supported by the Scottish Government and Scotland's Towns Partnership.</p> <p>A new opportunity to fund delivery of town centre capital projects has been announced by Scottish Government and will be explored in 2019.</p> <p>This is a three-year programme, all actions for 2018/19 have been completed.</p>
DHS.SIP18 - 1.11	Deliver Paisley TH/CARS 2 project		<div><div>40%</div></div>	31-Mar-2021	<p>The project advances with 1 building repair project, 2 shopfronts and 2 small grant projects completed. Positive discussion with priority building owners is continuing.</p> <p>Designs for public realm works are complete and have been subject to public consultation. Tender documents being prepared for issue in April 2019 with appointment and site start within the calendar year.</p> <p>This is a three-year project, all actions for 2018/19 have been completed.</p>
DHS.SIP18 - 1.12	Develop and deliver the Great Place Scheme: Developing a Cultural Destination		<div><div>20%</div></div>	30-Sep-2020	<p>A full-time Project Officer came into post in January 2019 and has made quick progress to mobilise the project and it's first phase that focuses on engagement with local heritage and cultural organisations.</p> <p>All actions for 2018/19 have been completed.</p>
DHS.SIP18 - 1.13	Deliver Invest in Renfrewshire (Invest in Business Programme)		<div><div>100%</div></div>	31-Mar-2021	<p>The service supported 296 business start-ups over the year. The InCube programme commenced the fifth intake of small businesses in June 2018 and the sixth intake in February 2019.</p>







Action Code	Action	Status	Progress	Due Date	Update
					The service includes the delivery of Business Gateway workshops, Digital Boost Workshops, Business Grants and Loans and an Expert Help programme.
DHS.SIP18 - 1.14	Deliver Invest in Renfrewshire (Employability Programme)			31-Mar-2021	<p>During 2018/19 the Invest Employability Service was announced as the most effective local government employability service in Scotland (this was for the second year running, measured through the local government benchmarking framework)</p> <p>The service actively supported 2,162 people in total for 2018/19.</p>

Performance Indicators









Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		2018/19		Explanation of Performance
				Value	Target	Value	Target	Value	Target	
Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				1,464	1,500	1,185	1,500	937	1,000	The service aims to support around 1500 unemployed people each year (1000 new referrals and 500 existing clients). The numbers for 2018/19 have been lower than forecast for new clients (937 against a target of 1,000) but higher for existing clients (1,225 against the target of 500). This means that the service has actively supported 2,162 people in total. The main client group for Invest Employability is the hardest to reach group and clients are taking longer to be ready for work.
Renfrewshire Claimant Count (NOMIS)				3,040	-	3,290	-	3,730	-	<p>The figures provided related to the March Office for National Statistics (NOMIS) figure each year.</p> <p>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.</p>


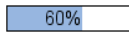
Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		2018/19		Explanation of Performance
				Value	Target	Value	Target	Value	Target	
										The figures are considerably higher this year due to the full rollout of Universal Credit which has meant more people are now classed as claimants than previously.
Town Vacancy Rate				11.8%	-	11.7%	-	11%	-	Vacancy in Renfrewshire's Town Centres has decreased slightly to 11% and with the national rate rising by over 1% to 11.1%. Renfrewshire is now on par with the rest of Scotland. The vacancy rate across Renfrewshire is largely attributed to vacancy in Paisley Town Centre, although vacancy in Paisley continues to fall.
Number of properties on Buildings at Risk Register				45	42	41	42	37	42	Of the 37 buildings on the register, 6 are in the process of restoration. Target should be reset to 30 by 2021.
Number of new business start ups in Renfrewshire with Business Gateway support				326	300	265	300	296	300	Quarter 4 figures are as follows: January = 30 February = 23 March = 27
Percentage of Renfrewshire population working age (16-64)				64.4%	-	64.4%	-	64.3%	-	NRS 2018 mid-year estimates
Number of visitors to the events we create				122,500	115,000	165,088	105,000	160,873	190,000	2018/19 events programme delivered in full from Q1 to Q3. <ul style="list-style-type: none"> - Total attendees to annual programme: 160,873 - Direct Economic Impact: £1.5m - Local Spend: £3.2m - Combined economic impact of £4.72m to the Renfrewshire economy - Positive return on investment of 1:4 <p>Despite visitor numbers to each individual event growing, total projected attended numbers were lower than expected.</p>

Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		2018/19		Explanation of Performance
				Value	Target	Value	Target	Value	Target	
										<ul style="list-style-type: none"> - Lower than anticipated turnout for British Pipe Bands due to the date clashing with cup final day and the royal wedding - An event cancellation due to severe weather - Scaffold activity to support UKCoC preparations not being delivered due to the bid not progressing – Paisley Calling Festival
Local spend at events				-	-	£2,046,373	£150,000	£3,197,677	£2,250,000	The 2018/19 events programme closed with a local spend totalling £3,197,677 against a target of £2,250,000.
Regional economic impact of events				-	-	£402,000	£400,000	£1,530,783	£750,000	The programme of events closed with a direct economic impact of £1.5m against a target of £750,000.
Number of visits to Renfrewshire (and Paisley) attractions				1,740,000	1,770,000	1,759,021	1,800,000		1,830,000	Data provided by the Moffat Centre for all regions through the Annual Visitor Attractions survey. Data for 2018 is available in May 2019.
Opportunities to see or hear something positive about Paisley and Renfrewshire (million).				72,000,000	45,000,000	600,000,000	120,000,000	314,000,000	120,000,000	Target of 120m opportunities to see and hear (OTSH) something positive about Paisley and Renfrewshire exceeded– 242 million OTSH (1 April 2018 – 31 March 2019). This equates to a PR value of £4.8m.
Number of vacant retail units in Paisley Town Centre				71	-	64	68	62	68	The 2019 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. 62 units are currently vacant, which is 14% of the ground floor commercial units in Paisley Town Centre, The declining vacancy rates are related to a rise in local retail, cafe and service type uses in recent years.
Increase participation across our communities				New measure for 2018/19				1,000	-	<p>All the 2018/19 event programmes provided opportunities for community groups to co-design, co-produce and participate in events and included active targeting of groups who face barriers to participation.</p> <p>Over 500 community representatives across all age groups participated in the Sma' Shot parade</p>


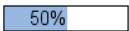







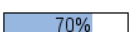




Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		2018/19		Explanation of Performance
				Value	Target	Value	Target	Value	Target	
										<p>– groups were involved in projects including dance, costume and float design and poetry.</p> <p>Through Scottish Opera, 100 tickets were allocated to community groups for Pagliacci – administered by Engage Renfrewshire – this included the Disability Resource Centre, StreetStuff and Police Scotland Youth Volunteers.</p> <p>10% of Spree Festival tickets allocated to target groups through partnership with Engage Renfrewshire and Youth Services.</p> <p>Over 500 young people were involved in the production of Paisley's Halloween Festival Year of Young People Funding from Event Scotland supported the creation of a youth events panel, with young people at the heart of shaping the event. Members of the panel have been drawn from groups and areas across Renfrewshire including the Disability Resource Centre, Kibble Centre and Renfrewshire Young Carers. The panel continue to meet on a monthly basis – actively shaping and supporting the programme of events.</p>
Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)				287		238	150	253	150	<p>In 2018/19 236 participants were still in employment 6 months after leaving the service. Also been able to confirm a further 17 not reported in 2017/18 figures. This represents over 70% of those entering work still in employment.</p>
Number of new companies supported to grow business				-	-	512	450	-	480	<p>This indicator will be measured in line with the SLAED indicator "No. of Businesses Supported by Council Economic Development activity". This is an indicator of the total number of unique businesses that have been supported by Councils' Economic Development services (excluding Business Gateway) over the year. Data due to be published at the end of May.</p>


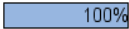

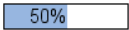
Strategic Outcome 2: Building strong, safe and resilient communities

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		<div><div>100%</div></div>	31-Mar-2021	A single point of contact for community groups and organisations has been developed by the Partnerships team. A Community Empowerment Lead officer has been recruited. Local Partnerships had their first full meetings in March/April 2019 and agreed draft local priorities. Four rounds of applications to the Community Empowerment Fund has now taken place
CE.SIP.18.02.02	Implement a new approach for Local Area Committees		<div><div>100%</div></div>	31-Mar-2019	Full Council approved new governance arrangements for Local Partnerships in September 2018. Following further engagement with community groups and organisations, a public process was launched to invite applications for community representative placements for the Partnerships. Meetings to establish the membership of Local Partnerships took place in January 2019.
CE.SIP.18.02.03	Work with communities to develop local action plans to tackle the issues people care about most		<div><div>30%</div></div>	31-Mar-2021	Local Partnerships identified a draft set of priorities at their first meeting in March/April 2019 that will inform local action plans. A Local Place Plan for Foxbar was developed during 2018 as a pilot and a "How To" guide for other communities has been developed.
CE.SIP.18.02.04	Make Renfrewshire a leader in supporting volunteering within communities		<div><div>30%</div></div>	31-Mar-2021	All actions for 2018/19 have been completed. This approach will see 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. 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		<div><div>100%</div></div>	31-Oct-2018	All actions for 2018/19 have been completed. Work to launch and deliver new Community Plan has been completed.
CE.SIP.18.02.06	Develop approach to deliver participatory budgeting / community choices		<div><div>30%</div></div>	31-Mar-2021	The Council continues to work on the approach which will see 1% of budget being allocated to participatory budgeting approaches.
CE.SIP.18.02.07	Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership		<div><div>100%</div></div>	31-Dec-2018	All actions for 2018/19 have been completed. Work on the community planning governance arrangements has now been completed.
CE.SIP.18.02.08	Review of corporate grants process and monitoring arrangements		<div><div>90%</div></div>	31-Mar-2019	The research for the review of corporate grants is complete, with plans for implementation being developed.













Action Code	Action	Status	Progress	Due Date	Update
DHS.SIP18 - 2.02	Deliver Invest in Renfrewshire (Invest in Communities Programme)			31-Mar-2021	<p>Continue to support Social Economy organisations to grow and develop and to provide social enterprise investment via small grants.</p> <p>Local community groups and organisations are supported with funding applications and this work has increased over the past year through numerous workshops and advisory sessions.</p> <p>The LEADER programme has worked with a wide range of community organisations and private businesses across Renfrewshire, East Renfrewshire and Inverclyde and now approaches the end of it's funding cycle for any new applications.</p> <p>All actions for 2018/19 have been completed.</p>

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all



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			31-Mar-2021	Following the agreement of £5million investment to support a new Tackling Poverty programme over 5 years, significant progress has been made in Year 2. A programme of activity has been developed which sustains key projects which support people on low-incomes, with a focus on low-income families with children. The initiatives support three key areas; targeting support to families that need it most (£0.73m), Supporting Health and Wellbeing for young people (£0.16m) and Removing barriers to participation for Children and Young People (£0.34m). In addition, The Local Child Poverty Action Report has also been developed for Renfrewshire to meet the requirements of the Child Poverty (Scotland) Act 2017. This report will be presented to Leadership Board on 19 th June for approval.
All actions for 2018/19 have been completed.					
CE.SIP.18.03.02	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms			31-Dec-2018	A programme of work has been completed with the rollout of Universal Credit in September 2018.
CE.SIP.18.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire			31-Mar-2019	The work carried out by partnership groups around key areas of financial inclusion continue to take place and continues to progress with a focus on uptake on bank accounts.
CE.SIP.18.03.04	Introduce a youth and equalities forum as a key element of local engagement			31-Mar-2021	This action will no longer be reported through the Chief Executive's SIP as it is being progressed by Youth Services and reported to the Communities Housing and Planning Board
CE.SIP.18.03.05	Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes			31-Mar-2021	The Partnerships and Inequalities teams continue to support the development of both internal staff and community organisations. An equalities mainstreaming and equalities outcome progress report was submitted to the Leadership Board in May 2019.
All actions for 2018/19 have been completed.					
CE.SIP.18.03.06	Work with British Sign Language (BSL) users and relevant Council services to develop a local BSL plan			31-Oct-2018	Work on delivery of extensive service user and full public consultation has now been completed.
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			31-May-2019	£35k was allocated from the Tackling Poverty Programme in 2018, to enable delivery of the digital participation plan actions. A negotiated contract has been set up with older adults charity ROAR in partnership with HSCP Disability Resource Centre to deliver a digital participation project targeting groups most likely to be offline (disabled and older adults) in partnership with the Council. A 12 month post will be recruited by ROAR to deliver

Action Code	Action	Status	Progress	Due Date	Update
					<p>on this project starting 31/05/19. The Policy Lead (Digital Strategy) continues to work in an advisory capacity with Housing Support Services, Digital Participation Officer as they work to increase digital participation of council tenants. The DigiRen network continues to promote digital skills and development with partners through bi-monthly network events and partner support</p> <p>All actions for 2018/19 have been completed.</p>
CE.SIP.18.03.08	Use the Events Strategy to increase participation across all communities			31-Mar-2021	<p>The 2018/19 event programme provided opportunities for community groups to co-design, co-produce and participate in events and included active targeting of groups who face barriers to participation.</p> <p>Over 500 community representatives across all age groups participated in the Sma' Shot parade - groups were involved in projects including dance, costume and float design and poetry.</p> <p>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.</p> <p>10% of Spree Festival tickets allocated to target groups through partnership with Engage Renfrewshire and Youth Services.</p> <p>Over 500 children were involved in the production of Paisley's Halloween Festival. Year of Young People funding from Event Scotland supported the creation of a youth events panel, with young people at the heart of shaping the event. Members of the panel have been drawn from groups and areas across Renfrewshire including the Disability Resource Centre, Kibble Centre and Renfrewshire Young Carers. The panel continues to meet on a monthly basis, actively shaping and supporting the programme of events.</p>
CE.SIP.18.03.09	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			31-Mar-2021	<p>Fair working practices are assessed for all tenders. CPU provide clear information to tenderers setting out our objectives and aspirations for the delivery of Fair Work Practices and payment of the Living Wage.</p> <p>All actions for 2018/19 have been completed.</p>









Performance Indicators

Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		2018/19		Explanation of Performance
				Value	Target	Value	Target	Value	Target	
Number of people who felt they have been engaged within the community planning process				-	-	928	928			928 pledge cards and diagrams/surveys have been received by people involved in the community planning process.
Number of Credit Union members				-	-	59,183	57,000	80,978	57,000	In quarter 4, the number of credit union members increased. There has been a 37% increase in credit union members between 2017/18 and 2018/19.
Interest saved against high interest lenders				-	-	£196,188.36	-	£215,335.30	-	There has been a 10% increase in interest saved against high interest lenders between 2017/18 and 2018/19. This is despite the fact that Renfrewshire Wide Credit Union has ceased accepting benefit payments, and since quarter 3 this indicator only represents 'Salary Stretcher' loans.
Increase % of people participating in events from our most deprived communities				New measure for 2018/19				23.5%	-	On average, 23.5% of overall event attendees across the year come from the most deprived datazones. The British Pipe Band attracts the highest % at 29% from our most deprived datazones with The Spree attracting the least at 16%.


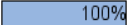
Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy




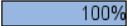



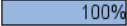

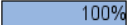


Action Code	Action	Status	Progress	Due Date	Update
CE.SIP.18.04.02	Maintain commitment to being a Fairtrade Council		<div><div>50%</div></div>	31-Mar-2021	<p>The Renfrewshire Fair Trade Steering Group has been meeting regularly to support Renfrewshire communities, towns and villages in achieving and renewing Fairtrade status. The Steering Group has also supported World Fair Trade Day, the Paisley 10k and the Renfrewshire Schools Fair Trade Awards.</p> <p>At the Council meeting in February, the Council agreed to adopt the International Fair Trade Charter.</p> <p>All actions for 2018/19 have been completed.</p>
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		<div><div>100%</div></div>	31-Dec-2019	<p>Actions for 2018 – 2019 complete.</p> <p>Waste collections Supported the implementation of new waste collections through an integrated marketing and communications campaign.</p> <p>Social media 126 posts with 2.1million reach on Facebook and Twitter. Significant time was invested to responding to enquiries online and providing support to residents on how to use the new service effectively.</p> <p>Team Up to Clean Up From August 2017 to April 2019, the Team Up to Clean Up campaign has achieved a total social media reach of 2,168,500.</p> <p>There has been a reach of 1,601,158 via local, regional and national media articles, which have a value of £521,388.</p> <p>Key campaigns</p> <ul style="list-style-type: none"> - Dog fouling targeted streets - Spotless September Challenge - Appreciation event in Paisley Town Hall - Roadside litter - Christmas clean-ups <p>Big Spring Clean Children's book for all primary pupils Team Up to Clean Up caddies</p>

Strategic Outcome 5: Working together to improve outcomes

























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		<div><div>100%</div></div>	31-Dec-2018	The review of the complaints handling process has been completed, with the recommendations having been rolled-out to services. New staff leaflets and guides were also developed as part of the review.
CE.SIP.18.05.02	Implement a new model for self-assessment		<div><div>0%</div></div>	30-Sep-2019	A new Council self-assessment model has been developed and was approved by the Corporate Management Team in 2018. The roll out of the programme is currently on hold as the corporate focus is on engaging with staff through the Council's Values project and there are many areas of crossover which could potentially confuse or dilute the programmes and the messages. Continue to engage at a national level with other local authorities and the Improvement Service to support, learn from and help influence the national direction for self-assessment.
CE.SIP.18.05.03	Develop collaborative relationships across Local Authorities and other public sector bodies		<div><div>100%</div></div>	31-Mar-2019	The Strategic Commercial and Procurement Manager is now a member of the Scottish Government procurement policy forum which has cross-sector representation and continue to engage actively with other Councils and procurement managers across the public sector.
CE.SIP.18.05.04	Review and enhance working relationships across the policy and commissioning team and with partner services		<div><div>100%</div></div>	31-Mar-2019	Continue to work on strengthening our relationships through the new community planning governance arrangements and work has been carried out to ensure it's ongoing.
CE.SIP.18.05.05	Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit		<div><div>100%</div></div>	31-Mar-2019	The Improvement Plan is reported to the Leadership Board on a six monthly basis. 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		<div><div>50%</div></div>	31-Mar-2021	Strategic Planning Team has led on the submission of applications to the COSLA Awards, the Guardian Public Services Awards and the Holyrood Public Services Award and continue to support awards submissions. All award submission for 2018/19 were submitted on time.
CE.SIP.18.05.07	Develop the scope and functionality of our open data platform and expand its use in the community		<div><div>100%</div></div>	31-Mar-2019	An open data platform is now established and available through the Council website. Consultation is continuing with Council staff, the Third Sector and communities on how the service will develop. Work is also ongoing with the web development project to integrate the platform with other internet services provided with the Council and with Community engagement projects to look at its use in work with the community.
CE.SIP.18.05.08	Expand the use of our Geographic Information Systems (GIS) across services		<div><div>100%</div></div>	31-Mar-2019	GIS services continue to be developed throughout a range of Council Services. Developments of note during 2018/19 include: - Survey123 established as the Council's default survey platform where several services have utilised the new features available.

Action Code	Action	Status	Progress	Due Date	Update
					<p>- the migration of GIS ICT estate to new Pulsant datacentres.</p> <p>- Expanded publication of data nationally with Spatial Hub.</p> <p>- Improved and expanded online mapping available through ArcGIS Online.</p>
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	✓	<div><div>100%</div></div>	31-Mar-2019	The Data Analytics & Research Team has worked throughout 2018/19 with a number of services using geographic information, population projections and economic data to improve the efficiency and accessibility of services. User workshops have also been established to improve the sharing of best practice in Office 365 and in the use of data visualisations.
CE.SIP.18.05.10	Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources	✓	<div><div>100%</div></div>	31-Mar-2019	The review has now been completed and further work has been carried out to strengthen our relationship with partner organisations and share resources.
CE.SIP.18.05.11	Fully embed our staff "intrapreneurship" programme and recognise staff for success	✓	<div><div>100%</div></div>	31-Mar-2019	Phase 1 and 2 of the programme has been fully implemented and will continue to embed the programme further with phase 3 roll out later this year.
					2018/19 internal comms actions completed.
					New web management and intranet strategy delivered and agreed by CMT – roll out 2019.
					Phase 1 new intranet delivered and included:
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	✓	<div><div>100%</div></div>	31-Dec-2019	<ul style="list-style-type: none"> • Consultation with 120 employees (frontline and networked) were invited to intranet focus groups sessions on the next phase of Intranet development. • 60 members of staff been trained to use the intranet content management system. <p>Delivered live trial of Yammer – a social networking tool for staff.</p> <p>Internal comms support to key projects including Business World, Brexit, Universal Credit, The Lens and Staff awards.</p> <p>3 issues of staff magazine delivered.</p> <p>Communications strategy delivered for values engagement with staff.</p> <p>Refresh of the internal communications plan and resource will continue in 2019 to support council change programme.</p>

Action Code	Action	Status	Progress	Due Date	Update
					<p>Completed with exception of internal health and wellbeing campaign which will be taking forward to 2019/20.</p> <p>Budget - completed February 2019 with internal and external communications and PR. This included development of a dedicated micro-site and greater focus on explaining the budget process. The initial budget announcement achieved a combined media reach of more than 295,000 including 6,500 engagements across social media. A detailed roll-out action plan will communicate the budget outcomes throughout the year.</p> <p>Community empowerment (new Local Area Partnerships, Villages Investment Fund and Green Parks Fund) – completed.</p> <p>Raising attainment – Complete. Secured national media coverage of Renfrewshire schools through exam results week in August and 7.5 million media reach for Council's inspection report in February on our excellent progress in raising attainment through the Scottish Attainment Challenge. Year of Young People activities were also promoted throughout the year showing a spotlight of talent in our area.</p>
CE.SIP.18.05.13	Development of organisational communications and marketing strategy			31-Dec-2019	<p>Implementation of Universal Credit – complete. Support introduction of UC in Renfrewshire through integrated marketing and communications support, including internal comms, media, social media.</p> <p>Recruitment campaigns – This work is ongoing for Early Years practitioners and will be carried into 2019-20. 1,140 Marketing and communications strategy agreed in March 2019 with supporting recruitment campaign signed off and activated. First phase of recruitment generated 498 applicants.</p> <p>Cultural infrastructure project – ongoing project carried into 2019-20. Communications support working with RL on the closure of the museum and Paisley Town Hall, securing national media coverage. Stakeholder engagement with local businesses and implementation of the Paisley Town Centre govdelivery newsletter with more than 1,430 subscribers.</p> <p>Support delivery of legacy programme – this is ongoing through the delivery of the events strategy, visitor plan and Paisley.is plan.</p> <p>Marketing and PR campaign for paisley.is – year one plan complete with year 2 plan approved in March 2019.</p>

Action Code	Action	Status	Progress	Due Date	Update
					Marketing and communications plan for waste changes and Team Up to Clean Up – completed for year one (see CE.SIP.18.04.03 for outcomes)
					Provide marketing and communications support to City Deal and AMIDs – ongoing project for 2019-20 – this is being supported on an ongoing basis.
					April – March
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	<ul style="list-style-type: none"> • 18,971 Facebook page likes • 23,900 Twitter followers • 10,829,705 social media reach • 186,574,981 media reach with 79,002,232 positive or balanced. • 79,002,232 opportunities to see or hear something positive about Renfrewshire has been generated in 2018-19. Highlights include Team Up to Clean Up campaign, Name our Gritters, 2018 exam results.
CE.SIP.18.05.15	Implement Chief Executive's Workforce Plan			31-Oct-2018	Service continues to embed the Workforce Plan within the service and monitor the progress with regular reports to SMT and CMT.
CE.SIP.18.05.16	Promote Council Plan to a wider audience			31-Dec-2018	<p>Engagement sessions with Heads of Service underway, with activities programmed against each of the Council Plan themes.</p> <p>Council Plan linked to new PPT process and to Leadership Development Programme.</p> <p>Paper copies of the plan provided to all senior managers.</p>
CE.SIP.18.05.17	Review current Public Services Panel arrangements and investigate options for further development			31-May-2018	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			30-Sep-2018	<p>Plan reviewed in Summer 2018 and in place. Officers will require to review this in light of new service structure.</p> <p>A Service Crisis Resilience Management Team meeting takes place 2-3 times per year, chaired by the Head of Policy and Commissioning.</p>
CE.SIP.18.05.19	Support Better Council Change Programme			31-Mar-2019	The team continue to support services in delivering change initiatives whilst also leading on several such as the intranet development.

Performance Indicators

Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2016/17		2017/18		2018/19		Explanation of Performance
				Value	Target	Value	Target	Value	Target	
% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				100%	100%	90.75%	100%	88.67%	100%	The CEX service received 14 single departmental FOIs in quarter 3, all of which were completed within timescales.
% of local people who feel well informed about their Council				39%	-	63%	-	-	-	This question is asked as part of the Public Services Panel. However, due to the review of the PSP, there are no results for 2018/19.
% of staff who feel well informed about matters that are important to them				60.44%	60%	-	75%	-	-	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. Further surveys have been postponed until the values engagement is complete.
Number of followers on social media (twitter)				17,512	14,000	22,915	15,000	23,900	16,000	An increase compared to the same period last year with 23,900 followers on Twitter
Number of friends on facebook				11,055	8,000	17,181	8,500	18,971	9,000	An increase in 'likes' on the Council Facebook site with 18,971 Facebook page likes
% of complaints responded to within timescales agreed with customer				100%	100%	33%	100%	66%	100%	The Chief Executive's service received 35 complaints in quarter 4, with 63% being completed within timescales, this is an improvement in performance from Q3.
Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)				8.12	2	9.61	2	4.79	2	The forecast absence data for 2018/19 shows a significant improvement from 2017/18.
% of invoices paid within 30 days by the Chief Executive's Service				98.71%	90.5	98.98%	90.5%		90.5%	Due to the transaction over to Business World this information is not available at present. The service reports will be developed after year end and will be available during 2019/20.