

**To: Finance, Resources & Customer Services Policy Board**

**On: 7 June 2017**

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**Report by: Chief Executive**

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**Heading: Chief Executive's Service Improvement Plan – Overview of Performance (2016/17) and Service Improvement Plan 2017/18 to 2019/20**

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## **1. Summary**

- 1.1. The purpose of this report is to provide an update on the performance of the Chief Executive's Service Improvement Plan for the 12 month period to 31 March 2017 and the updated Service Improvement Plan for 2017-2020. Specifically this report provides:
  - a summary of performance of the Chief Executive's Service for the 2016/17 period, with detailed explanation of all relevant actions and performance indicators in the performance summary paper attached as Appendix 1 to this report; and
  - an updated Service Improvement Plan covering the period from 1 April 2017 to 31 March 2020 attached as Appendix 2 to this report.
- 1.2. Based on assessment of the performance of the service over 2016/17, and further analysis of the strategic context in which the service and Council currently operates within, the Chief Executive's Service Improvement Plan has been reviewed and is now submitted for approval by elected members of the policy board.
- 1.3. Service Improvement Plans are comprehensive documents which are an important element of elected member scrutiny of service level activity and associated performance levels. Service improvement plans are three year rolling documents which are reviewed and updated on an annual basis to ensure there is sufficient focus by services on improvement activity, ensuring that there is cognisance of the key challenges and opportunities which have emerged for the service over the preceding period.

- 1.4. The Chief Executive's Service has continued to progress an ambitious programme of service development and improvement over 2016/17. The Chief Executive's service operates within a dynamic financial, demographic and policy environment, with a number of new and emerging developments or legislation at a national level having a significant impact at a local level, in addition to local factors such as changing population, ongoing partnership work to tackle poverty, digitalisation, community empowerment and raising attainment.
  - 1.5. In light of these challenges, the service has reviewed its Service Improvement Plan for the period 2017-2020, and identified a range of actions that will be undertaken by officers in partnership with all stakeholders, to improve and develop service provision. A revised Balanced Scorecard has been developed as a critical element of the Service Improvement Plan. This includes a number of specific performance indicators and associated targets which will be used to monitor and report service performance against.
  - 1.6. Six-monthly reports on the service improvement plan are reported to this policy board, with the next update scheduled for November 2017.
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## **2. Recommendations**

- 2.1 It is recommended that the Finance, Resources & Customer Services Policy Board:
    - a) notes the content of the Overview of Performance 2016/17 report at Appendix 1;
    - b) approves the Service Improvement Plan 2017-2020 at Appendix 2; and
    - c) agrees that progress in terms of implementation of the Service Improvement Plan be reported to the Board in November 2017.
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## **3. Overview of Performance 2016/17**

- 3.1 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.
- 3.2 Appendix 1 provides an update on the progress made by the service during 2016/17 in terms of implementing the Service Improvement Plan. It includes an update on the Service's action plan as at 31 March 2017 and a balanced scorecard also as at 31 March 2017.
- 3.3 Key achievements of the service over the course of the year to 31 March 2017 include:
  - Leading the Tackling Poverty programme which has achieved savings of over £1.7 million for households across Renfrewshire, across a range of different projects.

- Holding two well-attended events to share the progress of the Tackling Poverty Action Plan: one for Project Leads and staff delivering the project; and one for the original Commissioners;
- The 'What's Our Story' campaign captured local views on what makes Paisley great with over a thousand people contributing directly to the campaign. The campaign also reached over 102,000 people on Facebook and over 67,000 people on Twitter;
- A staff survey on internal communications was issued as part of a council wide consultation exercise which will be used to improve staff communication;
- Led on a Staff Recognition Awards scheme which culminated in an awards ceremony at Paisley Town Hall in January. There were over 100 nominations over six categories, all with a particular focus on partnership working and teams who are making a difference. The awards also recognised 31 employees who have dedicated more than 40 years to working in public sector service;
- Piloted the Lens programme to give staff the opportunity to put forward innovative ideas to a panel of their peers, to bid for funding to put the ideas into practice;
- Worked with services to identify a range of projects for phase 2 of the Better Council Change Programme, most of which are now underway and in the delivery stage;
- A new Digital Strategy for Renfrewshire was launched in September 2016. As part of this strategy, Coding Clubs aimed at young people aged 11-17 were set up in November 2016;
- Achieved Living Wage Accreditation for the Council following a successful application to the Living Wage Foundation;
- Community Benefit provisions are now included within all our tenders;
- Began the first phase of the public Wi-Fi project which will see public Wi-Fi access introduced in our town centres and at key community assets;
- Worked with the Audit Scotland audit team to pilot the new Best Value audit process, Renfrewshire was one of the first six local authorities in Scotland to pilot the new methodology;
- Delivered an ambitious and high quality programme of events, including British Pipe Band Championship, SAY Awards and the annual Spree Festival;
- Developed new equality outcomes with a monitoring report agreed by the Council;
- Developed further partnership agreements with West College Scotland;
- Started work on a strategic needs assessment as part of the development of the Local Outcome Improvement Plan;
- Supported development of the Paisley bid for UK City of Culture 2021, with a marketing and campaign strategy being approved by the 2021 Executive Group;
- Reviewed the governance arrangements for the Community Planning Partnership which were approved by the Council and are now being implemented;
- The Procurement Team won the Procurement Team of the Year – local government at the 2016/17 Government Opportunities Scotland

- Excellence in Public Procurement Awards; and
  - Developed a Procurement Strategy which was approved by the Council in December 2016.
- 3.4 In terms of actions where progress is behind target:
  - A new approach to self-assessment has been developed and will be presented to CMT for approval to roll-out in 2017.
- 3.5 The performance scorecard for 2016/17 contains 17 indicators, of which 7 are on target, 6 are data only and 4 are slightly behind target and require monitoring.
- 3.6 Detailed commentary is provided for each indicator within appendix 1 of this report. Areas of strong performance include:
  - the number of followers on twitter and facebook which continue to increase; and
  - Complaints continue to be responded to within timescales.
- 3.7 There are several areas of performance which are behind target:
  - Satisfaction levels with our public performance reporting have fallen slightly from last year (73% from 78%). A new approach to public performance reporting has been piloted this year.
  - The response rates to the Public Services Panel have fallen since last year (44% from 54%). Options are currently being looked at to establish if there are more appropriate ways to consult with the public.
  - The percentage of employees having completed IDPs is below target, however recruitment of the policy and commissioning service has been completed and a new process for the development of staff is being introduced which should improve the performance of this indicator.

#### **4. Service Improvement Plan 2017/18 to 2019/20**

- 4.1 The Service Improvement Plan is part of the process of cascading the Council's priorities throughout the organisation. It also provides the means to integrate the various other operational plans and action plans and links to financial, risk management and workforce planning processes. Work is also being progressed within the Council to ensure that Service Improvement Plans link Council and Community Planning priorities to team and Individual Development Plans, so that every employee knows how they help contribute to the Council achieving its objectives.
- 4.2 The Service Improvement Plan provides a strategic assessment of the key challenges and changes which will impact upon the service during the period of the delivery of this plan, including the challenging and uncertain financial environment, the significant demographic changes and the resilient impact on demand for our services.

- 4.3 Renfrewshire Council, along with other Scottish local authorities, faces a financial challenge over the next few years. The Council has been able to maintain financial stability during a period of uncertainty and economic downturn and despite considerable demand pressures.
- 4.4 The priorities of the Chief Executive's Service are aligned with those in the Council Plan and Community Plan, and will require to be reviewed and refreshed in response to the new Council Plan and Local Outcome Improvement Plan which will be published in autumn 2017. In addition, there may be improvement activities which the service will support at a Council level, in relation to the Best Value Audit Assurance process which the Council is currently progressing with Audit Scotland.
- 4.4 The current strategic priorities identified by the service reflect the key challenges and opportunities identified by the Service and include:
- supporting Paisley's bid for UK City of Culture 2021;
  - implementing the events strategy and enhancing the events programme in Renfrewshire;
  - development of Renfrewshire's Destination Brand;
  - introducing a Renfrewshire Tourism Framework;
  - implementing free public wifi in Paisley and other town centres;
  - managing the delivery of projects within the Tackling Poverty programme;
  - delivering a range of interventions to support financial inclusion across Renfrewshire;
  - implementing the digital participation plan;
  - strengthening internal communications to ensure employees are fully informed of the priorities and key projects of the council;
  - development of the new council plan to reflect the priorities of the new Administration;
  - development of the Local Outcome Improvement Plan, including undertaking a strategic needs assessment to influence the plan;
  - continuing to deliver the Better Council Change programme;
  - carrying out a review of the Local Area Committee's;
  - undertaking the second phase review of policy related activity across the Council;
  - implementing a new approach to self evaluation;
  - implementing the recommendations from the Best Value Assurance Report; and
  - developing the Research and Data Analytics team to make better use of data analytics across the council.
- 4.5 The action plan for 2017-2020, set out in section 7 of the attached Service Improvement Plan, details the specific actions / milestones that will be implemented over the next three years to deliver on the priorities identified by the service.
- 4.6 The scorecard, set out in section 8 of the attached Service Improvement Plan,

details the performance indicators which will be used to help measure progress towards achieving the priorities identified by the service.

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### **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**
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### **List of Background Papers - None**

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## **1. Key Points**

1.1 This appendix contains an update on the progress made by the Chief Executive's Service during 2016/17 in terms of implementing the Service Improvement Plan. It includes an update on the Service's action plan as at 31 March 2017 and a balanced scorecard of indicators also as at 31 March 2017.

1.2 Key achievements of the service over the course of the year to 31 March 2017 include:

- Leading the Tackling Poverty programme which has achieved savings of over £1.7 million for households across Renfrewshire, across a range of different projects.
- Holding two well-attended events to share the progress of the Tackling Poverty Action Plan: one for Project Leads and staff delivering the project; and one for the original Commissioners;
- The 'What's Our Story' campaign captured local views on what makes Paisley great with over a thousand people contributing directly to the campaign. The campaign also reached over 102,000 people on Facebook and over 67,000 people on Twitter;
- A staff survey on internal communications was issued as part of a council wide consultation exercise which will be used to improve staff communication;
- Led on a Staff Recognition Awards scheme which culminated in an awards ceremony at Paisley Town Hall in January. There were over 100 nominations over six categories, all with a particular focus on partnership working and teams who are making a difference. The awards also recognised 31 employees who have dedicated more than 40 years to working in public sector service;
- Piloted the Lens programme to give staff the opportunity to put forward innovative ideas to a panel of their peers, to bid for funding to put the ideas into practice;
- Worked with services to identify a range of projects for phase 2 of the Better Council Change Programme, most of which are now underway and in the delivery stage;
- A new Digital Strategy for Renfrewshire was launched in September 2016. As part of this strategy, Coding Clubs aimed at young people aged 11-17 were set up in November 2016;
- Achieved Living Wage Accreditation for the Council following a successful application to the Living Wage Foundation;
- Community Benefit provisions are now included within all our tenders;
- Began the first phase of the public Wi-Fi project which will see public Wi-Fi access introduced in our town centres and at key community assets;
- Worked with the Audit Scotland audit team to pilot the new Best Value audit process, Renfrewshire was one of the first six local authorities in Scotland to pilot the new methodology;
- Delivered an ambitious and high quality programme of events, including British Pipe Band Championship, SAY Awards and the annual Spree Festival;
- Developed new equality outcomes with a monitoring report agreed by the Council;

- Developed further partnership agreements with West College Scotland;
- Started work on a strategic needs assessment as part of the development of the Local Outcome Improvement Plan;
- Supported development of the Paisley bid for UK City of Culture 2021, with a marketing and campaign strategy being approved by the 2021 Executive Group;
- Reviewed the governance arrangements for the Community Planning Partnership which were approved by the Council;
- The Procurement Team won the Procurement Team of the Year – local government at the 2016/17 Government Opportunities Scotland Excellence in Public Procurement Awards; and
- Developed a Procurement Strategy which was approved by the Council in December 2016.

1.3 In terms of actions where progress is behind target:

- A new approach to self-assessment has been developed and will be presented to CMT for approval to roll-out in 2017.

## 2. Performance

2.1 The performance scorecard contained within this appendix contains 17 indicators of which 7 are on target, 6 are data only and 4 are slightly behind target and require monitoring.

2.2 Detailed commentary is provided for each indicator within this report. Areas of strong performance include:

- the number of followers on twitter and facebook which continue to increase; and
- Complaints continue to be responded to within timescales.

2.3 There are several areas of performance which are behind target:

- Satisfaction levels with our public performance reporting have fallen slightly from last year (73% from 78%). A new approach to public performance reporting has been piloted this year.
- The response rates to the Public Services Panel have fallen since last year (44% from 54%). Options are currently being looked at to establish if there are more appropriate ways to consult with the public.
- The percentage of employees having completed IDPs is below target, recruitment of the policy and commissioning service has been completed and a new process for the development of staff is being introduced which should improve the performance of this indicator.



# Service Improvement Plan Monitoring Report 2016-2019

| Action Status                                                                       |                                    |
|-------------------------------------------------------------------------------------|------------------------------------|
|  | Cancelled                          |
|  | Overdue; Neglected                 |
|  | Unassigned; Check Progress         |
|  | Not Started; In Progress; Assigned |
|  | Completed                          |

## Service Outcome Council Plan Outcome 2

| Status                                                                                | Action Code     | Action Title                                                                                  | Due Date    | Progress Bar               | Progress on actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Assigned To               |
|---------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------|-------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
|  | CE.SIP.16.01.01 | Deliver a range of diverse and exciting events to increase visitor numbers to our town centre | 31-Mar-2018 | <div><div>100%</div></div> | An enhanced events programme for 2016/17 and 2017/18 is being implemented and is directed by a new events strategy. This includes the delivery of up to 15 festivals and events. New events have been secured for the 2016/17 and 2017/18 programmes and include the Scottish Album of the Year (SAY) Awards, Trad (Scottish Traditional Music) Awards - broadcast, and the British Pipe Band Championships. Event Scotland funding has been secured to develop Sma Shot Day as a signature event for Event Scotland's Year of History, Heritage and Architecture. New partnerships with national promoters are being developed and a professional event evaluation is in place. | Events Operations Manager |
|  | CE.SIP.16.01.02 | Implement the Renfrewshire Tourism Framework                                                  | 31-Mar-2018 | <div><div>56%</div></div>  | Implementation of the framework is underway and progress has been reported to the Economy and Jobs Board. Key progress has                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Head of Marketing         |

| Status                                                                                | Action Code     | Action Title                                                                             | Due Date    | Progress Bar              | Progress on actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Assigned To                    |
|---------------------------------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------------|-------------|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
|                                                                                       |                 |                                                                                          |             |                           | been made in raising the national profile of Renfrewshire events and attractions and in establishing baseline visitor data – number and profile of visitors to Renfrewshire attractions, hotel occupancy rates and performance, and visitor perceptions. New governance arrangements to oversee or tourism development are in place, and a new regional tourism strategy is being developed as part of the Glasgow City Region City Deal.                                                                                                                                                                                         |                                |
|    | CE.SIP.16.01.03 | Develop and implement plans to expand free public wifi in Paisley and other town centres | 31-Oct-2017 | <div><div>75%</div></div> | The project is in the delivery stage. The Technical Design stage is nearly complete and desktop surveys for the outdoor and indoor areas are being undertaken. These will soon be followed by site surveys. The order for the 10GB core infrastructure has been placed and this will form the backbone of the service. Once surveys have been completed, installation and configuration of the service will begin.<br>We are working towards implementation by end of October 2017.                                                                                                                                               | Head of Policy & Commissioning |
|   | CE.SIP.16.01.04 | Launch our marketing campaign to promote Renfrewshire as a world class destination       | 31-Mar-2018 | <div><div>60%</div></div> | The destination brand is in development with phase 1 and 2 of the development complete – this included an 8 week public engagement campaign 'What's Our Story' and 50 face to face interviews with Renfrewshire's private, public, civic and academic leadership. The campaign generated thousands of responses and reached over 170,000 people through social media. The brand is due to be delivered in June 2017. Focused marketing and PR to support Paisley's bid for UK City of Culture 2021 has generated 70million opportunities to see or hear something positive about Paisley and Renfrewshire (Dec 2015 to Dec 2016). | Head of Marketing              |
|  | CE.SIP.16.01.05 | Provide branding and promotions to support the 2021 Bid                                  | 30-Nov-2017 | <div><div>60%</div></div> | The marketing and campaign strategy for 2021 was approved by the 2021 Exec Group and Partnership Board in early 2016 and is being implemented with progress being reported back to both. An Accelerate team has been established led by Marketing to deliver the                                                                                                                                                                                                                                                                                                                                                                  | Head of Marketing              |

| Status | Action Code | Action Title | Due Date | Progress Bar | Progress on actions   | Assigned To |
|--------|-------------|--------------|----------|--------------|-----------------------|-------------|
|        |             |              |          |              | tactical action plan. |             |

### Service Outcome Council Plan Outcome 5

| Status                                                                                | Action Code     | Action Title                                                                                                                                                             | Due Date    | Progress Bar               | Progress on actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Assigned To                                                   |
|---------------------------------------------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
|    | CE.SIP.16.02.01 | Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy                                                                               | 31-Mar-2018 | <div><div>100%</div></div> | The Tackling Poverty Strategy continues to receive positive feedback on its delivery. Tackling Poverty is a clear priority through key Council policies, practices and decisions.                                                                                                                                                                                                                                                                                                             | Strategic Lead<br>Officer Tackling Poverty and Welfare Reform |
|    | CE.SIP.16.02.02 | 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 | 31-Mar-2017 | <div><div>100%</div></div> | All of the projects within the Tackling Poverty Action Plan have identified project success measures and performance indicators. These are separated into key outputs and outcomes for each individual project, and the projects are aligned to the strategic outcomes of Pockets, Prospects and Places. Projects within the Action Plan have project evaluations arranged in order to establish the effectiveness of projects, particularly projects that test or trial new ways of working. | Strategic Lead<br>Officer Tackling Poverty and Welfare Reform |
|    | CE.SIP.16.02.03 | Advise on and support service improvements that deliver the strategic outcomes of the Tackling Poverty Programme                                                         | 31-Mar-2017 | <div><div>100%</div></div> | As programme has developed, service improvements have been identified, and gaps in existing provision. Overseen by the Project Boards, any service improvements are flagged to the relevant management teams. Project Leads meetings which are cross departmental provide further opportunity for service improvements to be identified at a more operational level.                                                                                                                          | Strategic Lead<br>Officer Tackling Poverty and Welfare Reform |
|  | CE.SIP.16.02.04 | Produce a long term, evidence based and sustainable approach to tackling poverty, based on learning from the Tackling Poverty Programme                                  | 30-Sep-2017 | <div><div>70%</div></div>  | As evaluations become available for projects within the Tackling Poverty Programme, these will inform the development of the new tackling poverty strategy. This will be developed throughout 2017, as the learning is gathered, with the new approach or strategy developed for Autumn 2017.                                                                                                                                                                                                 | Strategic Lead<br>Officer Tackling Poverty and Welfare Reform |
|  | CE.SIP.16.02.05 | Deliver communications activity which informs and engages citizens around the Tackling Poverty Programme, and that                                                       | 30-Sep-2017 | <div><div>80%</div></div>  | Citizen engagement has continued to inform the programmes communication strategy. Regular press and PR activity is maintained in                                                                                                                                                                                                                                                                                                                                                              | Strategic Lead<br>Officer Tackling Poverty and Welfare Reform |

| Status                                                                                | Action Code     | Action Title                                                                                                  | Due Date    | Progress Bar                                                                         | Progress on actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Assigned To                                                         |
|---------------------------------------------------------------------------------------|-----------------|---------------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|
|                                                                                       |                 | shares learning with partners locally and nationally                                                          |             |                                                                                      | line with the programmes communications strategy, outlining key milestones and activities. A national event organised jointly with Holyrood Policy took place on 7th March showcasing programme's key achievements and ways of tackling poverty locally.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Welfare Reform                                                      |
|    | CE.SIP.16.02.06 | Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms | 31-Mar-2018 |    | <p>3 Claimant Support Officers are in place and customer interactions are increasing in both Paisley and Johnstone. In Paisley the CSO is now working in the Job Centre 5 days each week.</p> <p>The Benefit Cap was introduced on the 7th November 2016 to both lower thresholds with existing capped claims and to lower cap thresholds with newly capped claims. To support individuals through the benefit cap process we have proactively offered Advice Works support and encouraged them to make contact for financial guidance. Universal Credit Full Service will go live in Renfrewshire in May 2018. Cost modelling has been undertaken on the potential financial impacts on the Council, and work is underway with Inverclyde (who are now live Full Service) to capture experiences and issues.</p> | Strategic Lead<br>Officer Tackling<br>Poverty and<br>Welfare Reform |
|  | CE.SIP.16.02.07 | Deliver a range of interventions to support financial inclusion across Renfrewshire                           | 31-Mar-2018 |  | <p>Projects within the Tackling Poverty Programme which promote financial inclusion are progressing well, including work around both advice and credit unions. The Advice Partnership is now well established and formal launch took place on 25 January, with a press release issued and coverage in local papers.</p> <p>Online and physical Partner Packs were also issued to Advice Partners. Marketing is ongoing, with Advice Renfrewshire to be advertised on bus shelters, in the PDE and Gazette and on till rolls at local Poundstretcher stores. Monitoring of the 'phoneline and website numbers will now commence. UWS have requested to be part of the website, and they have agreed to advertise Advice Renfrewshire on their big screens at the entrances to the University. The partnership</p>  | Strategic Lead<br>Officer Tackling<br>Poverty and<br>Welfare Reform |

| Status                                                                                | Action Code     | Action Title                                                                                                                                  | Due Date    | Progress Bar               | Progress on actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Assigned To                           |
|---------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
|                                                                                       |                 |                                                                                                                                               |             |                            | advice referral and tracking system is also now being piloted and will be live before the end of the year. A further allocation has been made from the Credit Union Development fund, with joint marketing underway between all the credit unions and new funeral loan and plan products being made available. A financial capability project for young people coproduced with young people and Barnados Threads has been launched and is supported by a national evaluation of per led financial capability from Money Advice Service.                                                                                                                                                                |                                       |
|    | CE.SIP.16.02.08 | Target community benefits through Council third party spend                                                                                   | 31-Mar-2018 | <div><div>100%</div></div> | Community Benefits are included within all our tenders in accordance with the Community Benefits Strategy, where appropriate and proportionate to the requirement.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Strategic Commercial Category Manager |
|    | CE.SIP.16.02.09 | Promote fair working practices including payment of the living wage across the Councils supply base                                           | 31-Mar-2018 | <div><div>100%</div></div> | Living Wage accreditation has been achieved with Fair Working Practices targeted in every tender. Negotiations with adult care service providers complete to enable payment of £8.25 per hour to all care workers in scope from 1st October 2016 to 30 April 2017.                                                                                                                                                                                                                                                                                                                                                                                                                                     | Strategic Commercial Category Manager |
|  | CE.SIP.16.02.10 | Implement our digital participation plan to support low income families and other disadvantaged groups to benefit from access to the internet | 31-Mar-2018 | <div><div>50%</div></div>  | We set up two Coding Clubs at UWS in Nov/Dec which are already oversubscribed with the maximum attendance at 15 attendees. The clubs are targeted at young people aged between 11-17 and will give them valuable skills for the future job market. The Digital Volunteer Coordinator is on target to recruit and place 5 digital volunteers in local organisations. We will deliver two more tablet training classes (which will take 20 attendees) targeted at 65 years +. A new accessible IT suite is being set up in the disability resource centre and developing a Digital Renfrewshire community website. The equipment for the IT suite is in progress of being purchased through procurement. | Project Manager (Digital Assistance)  |

## Service Outcome Council Plan Outcome 9

| Status                                                                                | Action Code     | Action Title                                                                                                                                                                               | Due Date    | Progress Bar               | Progress on actions                                                                                                                                                                                                                                                                                                                                  | Assigned To                                       |
|---------------------------------------------------------------------------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
|    | CE.SIP.16.03.01 | Implement an internal communications strategy for the Council to improve the quality and nature of two-way communication with staff                                                        | 30-Jun-2016 | <div><div>100%</div></div> | A strategy was approved by the Corporate Management Team in February 2016 and an action plan has been developed. An initial scope has been drafted for a new Intranet site and a project team established. Workshops across all services are scheduled for October.                                                                                  | Corporate Communications & Public Affairs Manager |
|    | CE.SIP.16.03.02 | The development and implementation of a communications plan to promote awareness of the refreshed Council Plan internally                                                                  | 30-Sep-2017 | <div><div>90%</div></div>  | Work is ongoing as part of the overall employee engagement strategy to improve internal communications and an employee survey has been issued to all staff as part of a council wide consultation exercise. An internal team brief, a staff newsletter and other materials have been implemented.                                                    | Corporate Communications & Public Affairs Manager |
|    | CE.SIP.16.03.03 | Develop proposals for future consultation mechanisms involving staff within the council                                                                                                    | 31-Mar-2017 | <div><div>100%</div></div> | Communications survey undertaken of all staff in March 2017. Findings will be used to develop and improve channels of staff communications and engagement.                                                                                                                                                                                           | Strategic Planning & Policy Development Manager   |
|    | CE.SIP.16.03.04 | Develop a corporate staff recognition programme that celebrates success and recognises great individual and team contributions to the delivery of the Council, Community and Service Plans | 31-Mar-2017 | <div><div>100%</div></div> | Renfrewshire Council staff awards ceremony took place in Paisley Town Hall on Thursday 26th January 2017, where the winners of the 4 team awards, the Young Achiever (individual award) and the Chief Executive's special award were all announced. Employees with over 40 years public service where also invited to attend the ceremony as guests. | Strategic Planning & Policy Development Manager   |
|   | CE.SIP.16.03.05 | Develop mechanisms to encourage employees and managers to be innovative and try out new ideas and ways of working                                                                          | 31-Mar-2017 | <div><div>100%</div></div> | The Lens was piloted with a small number of services within the council. 11 employee ideas were shortlisted for the final event which was held on 22nd May at Johnstone Town Hall.                                                                                                                                                                   | Strategic Planning & Policy Development Manager   |
|  | CE.SIP.16.03.06 | Develop and improve induction process for Chief Executive's Service                                                                                                                        | 31-Dec-2017 | <div><div>30%</div></div>  | Review undertaken with action plan developed to improve process during 2017. Due date revised to 31 December 2017 to reflect this.                                                                                                                                                                                                                   | Strategic Planning & Policy Development Manager   |

### Service Outcome Council Plan Outcome 10

| Status                                                                                | Action Code     | Action Title                                                                      | Due Date    | Progress Bar               | Progress on actions                                                                     | Assigned To         |
|---------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------|-------------|----------------------------|-----------------------------------------------------------------------------------------|---------------------|
|  | CE.SIP.16.04.01 | Identify the additional savings projects for Phase 2 of the Better Council Change | 31-Mar-2017 | <div><div>100%</div></div> | Most of the projects identified for Phase 2 of the Better Council Change Programme have | Strategic Programme |

| Status                                                                                | Action Code     | Action Title                                                                                                                                                                                                                              | Due Date    | Progress Bar               | Progress on actions                                                                                                                                                                                                                                                                                                                                                              | Assigned To                                     |
|---------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
|                                                                                       |                 | Programme to address the 2017/18 gap                                                                                                                                                                                                      |             |                            | been delivered and a number of projects are being implemented.<br>A series of workshops took place to identify a range of projects for the new Phase 3 of the programme which will support the delivery of efficiencies in FY18/19 and beyond.                                                                                                                                   | Manager                                         |
|    | CE.SIP.16.04.02 | Successfully deliver Phase 2 of the Better Council Change Programme                                                                                                                                                                       | 31-Mar-2018 | <div><div>90%</div></div>  | Most Phase 2 projects are completed with some still underway and in the delivery stages.                                                                                                                                                                                                                                                                                         | Strategic Programme Manager                     |
|    | CE.SIP.16.04.03 | Implement and embed new structure for policy and planning activities undertaken within the Council                                                                                                                                        | 30-Nov-2016 | <div><div>100%</div></div> | Recruitment activity for the policy and commissioning team has now been completed.                                                                                                                                                                                                                                                                                               | Strategic Planning & Policy Development Manager |
|    | CE.SIP.16.04.04 | Develop and implement a strategic commissioning approach to the planning and development of services across the Council                                                                                                                   | 31-Mar-2018 | <div><div>100%</div></div> | Initial briefing session for policy and commissioning managers held in June 2016.<br>Strategic commissioning approach being undertaken in relation to the council and community planning development processes.                                                                                                                                                                  | Strategic Planning & Policy Development Manager |
|    | CE.SIP.16.04.05 | 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 | 31-Mar-2017 | <div><div>100%</div></div> | The Commissioning and Procurement Strategy was published online in December 2016.                                                                                                                                                                                                                                                                                                | Strategic Commercial Category Manager           |
|  | CE.SIP.16.04.06 | Develop collaborative relationships across Local Authorities and other public sector bodies                                                                                                                                               | 31-Mar-2018 | <div><div>100%</div></div> | We are continuing to work with local authorities, partner organisations and community groups. Further cross sector collaboration is being developed by key council wide projects like City of Culture bid, City Deal initiative, Tackling Poverty Programme and Digital Participation Strategy.                                                                                  | Strategic Commercial Category Manager           |
|  | CE.SIP.16.04.07 | Undertake a review of current community planning structures within Renfrewshire and implement recommendations                                                                                                                             | 31-Mar-2018 | <div><div>100%</div></div> | Consultation has been undertaken with all key stakeholders - elected members, thematic board leads, Service Directors and community planning leads from across partnerships.<br>A new governance structure for Community Planning Partnership and Local Area Committees has been developed for further discussion and consultation. Changes will be implemented by October 2017. | Partnerships Planning & Development Manager     |

| Status                                                                                | Action Code     | Action Title                                                                                                                                                | Due Date    | Progress Bar               | Progress on actions                                                                                                                                                                                                                                                                                                                                                                                                               | Assigned To                                               |
|---------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
|    | CE.SIP.16.04.08 | Prepare Local Outcome Improvement Priorities (LOIP) and linked locality plans                                                                               | 01-Oct-2017 | <div><div>70%</div></div>  | <p>Arrangements for developing the LOIP and Locality Plans were approved by the CPP Board in December 2016.</p> <p>Evidence to agree local priorities has been developed. Partner organisations have been engaged in exercises to develop the LOIP and initial locality plans. Discussion of development of the LOIP and locality plans has taken place at all Local Area Committees and other community groups as requested.</p> | Partnerships Planning & Development Manager               |
|    | CE.SIP.16.04.09 | Pilot new national community engagement standards                                                                                                           | 30-Jun-2016 | <div><div>100%</div></div> | <p>Renfrewshire Community Planning Partnership was a pilot site for the new national community engagement standards developed by Scottish Community Development Centre.</p> <p>The new national community engagement standards have now been completed and were launched in October 2016.</p>                                                                                                                                     | Partnerships Planning & Development Manager               |
|    | CE.SIP.16.04.10 | Develop workstreams as directed by the Community Planning Partnership Board                                                                                 | 31-Mar-2017 | <div><div>100%</div></div> | Work programme to develop the Local Outcome Improvement Plan and Locality Plan has been agreed and is being implemented.                                                                                                                                                                                                                                                                                                          | Partnerships Planning & Development Manager               |
|    | CE.SIP.16.04.11 | Develop Strategic Partnership Agreements between Renfrewshire Council and a number of key community planning partners                                       | 31-Mar-2018 | <div><div>100%</div></div> | Two Strategic Partnerships have been agreed during 2016, with University of the West of Scotland and West College Scotland. Further opportunities to develop strategic partnership agreements are being considered as part of the review of community planning arrangements.                                                                                                                                                      | Partnerships Planning & Development Manager               |
|  | CE.SIP.16.04.12 | Support Engage Renfrewshire to ensure that community and voluntary groups are involved in and contribute to the Renfrewshire Local Outcome Improvement Plan | 31-Mar-2018 | <div><div>70%</div></div>  | A Community Empowerment Conference took place in 2016 and awareness raising sessions have taken place with individual community groups throughout 2016/17. Conferences to engage communities directly in development of the LOIP and locality plans are planned for June 2017.                                                                                                                                                    | Partnerships Planning & Development Manager               |
|  | CE.SIP.16.04.13 | Monitor progress of the Council Plan priorities and success measures                                                                                        | 31-Mar-2018 | <div><div>100%</div></div> | A 6-monthly update on the Council Plan was submitted to the Leadership Board in November 2016. Quarterly updates continue to be submitted to the Corporate Management                                                                                                                                                                                                                                                             | Assistant Strategic Planning & Policy Development Manager |



| Status                                                                                | Action Code     | Action Title                                                                                                  | Due Date    | Progress Bar               | Progress on actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Assigned To                                                |
|---------------------------------------------------------------------------------------|-----------------|---------------------------------------------------------------------------------------------------------------|-------------|----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
|                                                                                       |                 |                                                                                                               |             |                            | Team and disseminated at the quarterly Managers Forum.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                            |
|    | CE.SIP.16.04.14 | Support the implementation of the Community Empowerment Act                                                   | 31-Mar-2018 | <div><div>60%</div></div>  | A Community Empowerment Conference took place in 2016/17. Implementation of the Community Empowerment Act is a standing item on the agenda of Renfrewshire Forum for Empowering Communities. A training session on community empowerment was delivered to Renfrewshire Community Councils Forum and to individual community groups on request.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Partnerships Planning & Development Manager                |
|    | CE.SIP.16.04.15 | Support the development of the Scottish Local Government Partnership                                          | 18-Mar-2018 | <div><div>100%</div></div> | Council has now agreed to proceed to rejoin COSLA.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Head of Policy & Commissioning                             |
|    | CE.SIP.16.04.16 | Develop options for improved stakeholder / customer engagement in service planning and development activities | 30-Jun-2017 | <div><div>30%</div></div>  | Work has been undertaken to map engagement across services. The output from this work will be used to streamline existing processes. The due date has been revised to 30 September 2017.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Strategic Planning & Policy Development Manager            |
|    | CE.SIP.16.04.17 | Coordinate and monitor progress of the Council's equality outcomes for our communities                        | 31-Mar-2018 | <div><div>100%</div></div> | Monitoring report and new equality outcomes approved by Council in April 2017 and embedded in service improvement planning process.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Strategic Lead Officer Tackling Poverty and Welfare Reform |
|  | CE.SIP.16.04.18 | Develop options for future self-assessment activities involving staff                                         | 31-Dec-2016 | <div><div>85%</div></div>  | A new approach for self-evaluation was piloted with the CMT and Heads of Service, for Renfrewshire Council's corporate assessment in the summer of 2016. The self-evaluation questionnaire was issued to all members of the Corporate Management team, all Heads of Service, as well as the Council's Chief Auditor and the Business Change Manager. The corporate assessment was used to capture the views on the strengths and areas of improvement at a <u>Council wide</u> level.<br><br>Feedback has been positive from the CMT on this new approach, and based on this pilot an initial proposal has been developed and will be presented to CMT on the new Council wide approach to self-evaluation for cycle 3. Specific service activity therefore will be captured through the rollout of cycle 3 of the Council's self-evaluation programme. | Assistant Strategic Planning & Policy Development Manager  |

| Status                                                                                | Action Code     | Action Title                                                                                                                                                           | Due Date    | Progress Bar               | Progress on actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Assigned To                                               |
|---------------------------------------------------------------------------------------|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|
|    | CE.SIP.16.04.19 | Undertake corporate self-assessment in line with current best value guidance                                                                                           | 31-Mar-2018 | <div><div>100%</div></div> | A new approach for self-evaluation was piloted with the CMT and Heads of Service, for Renfrewshire Council's corporate assessment in the summer of 2016. A questionnaire was comprised of statements to be rated (e.g. strongly agree, agree etc) with a small number of questions where a text response was required in order to capture opportunities for improvement and/or best practice. Approximately 80% of the questions were from the PSIF model. The self-evaluation questionnaire was issued to all members of the Corporate Management team, all Heads of Service, as well as the Council's Chief Auditor and the Business Change Manager. The corporate assessment was used to capture the views on the strengths and areas of improvement at a Council wide level. | Assistant Strategic Planning & Policy Development Manager |
|    | CE.SIP.16.04.20 | 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 | 30-Jun-2017 | <div><div>70%</div></div>  | Review complete, final recommendation report to CMT being prepared for discussion and approval. Due date revised to 30 June 2017 to reflect this.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Strategic Planning & Policy Development Manager           |
|   | CE.SIP.16.04.21 | Establish and maintain an Open Data Portal which will revolutionise the way in which community planning data is used in Renfrewshire                                   | 31-Dec-2017 | <div><div>50%</div></div>  | A pilot has been carried out supplying data to partner agencies through ArcGIS online as part of the Strategic Needs Assessment for our new Local Improvement Plan. This will now be developed during 2017 to provide data and information to community groups and the public as well as partner agencies. We will continue to monitor developments in available national open data platforms.                                                                                                                                                                                                                                                                                                                                                                                   | Data Analytics & Research Manager                         |
|  | CE.SIP.16.04.22 | Ensure that the Council complies within the SPI Direction for local authorities                                                                                        | 31-Mar-2018 | <div><div>100%</div></div> | Renfrewshire Council achieved full compliance with the statutory performance indicator direction for 2015/16.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Assistant Strategic Planning & Policy Development Manager |
|  | CE.SIP.16.04.23 | Prepare and implement the Communications Strategy and Action Plan for Renfrewshire Community Planning Partnership                                                      | 30-Sep-2017 | <div><div>50%</div></div>  | Initial discussions on the strategy have taken place. A comprehensive plan will be developed and launched further to the conclusion on the review of CPP.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Corporate Communications & Public Affairs Manager         |

| Status                                                                              | Action Code     | Action Title                                                                                                                                                                                                                                                    | Due Date    | Progress Bar               | Progress on actions                                                                                                                                                                        | Assigned To                                       |
|-------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
|  | CE.SIP.16.04.24 | Implement a Corporate Communications and Marketing strategy to cover all audiences – our staff, the public and all our partners, to support the Council in achieving its objectives. The strategy will support the new Council and Community Partnership plans. | 30-Sep-2017 | <div><div>50%</div></div>  | A draft is in preparation and will support the delivery of the new Council Plan (autumn 2017). Processes have been developed and implemented to support strategic communications planning. | Corporate Communications & Public Affairs Manager |
|  | CE.SIP.16.04.25 | Lead on the roll-out of the Council's new website                                                                                                                                                                                                               | 30-Jun-2016 | <div><div>100%</div></div> | Complete - an initial scope has been drafted by the Communications and Marketing Teams and a project team has been established.                                                            | Corporate Communications & Public Affairs Manager |

# SIP 2016-2019 PI Scorecard Report - Outturn June 2017

Generated on: 18 May 2017

| PI Status                                                                           |           | Long Term Trends                                                                    |               | Short Term Trends                                                                 |               |
|-------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------|---------------|
|  | Alert     |  | Improving     |  | Improving     |
|  | Warning   |  | No Change     |  | No Change     |
|  | OK        |  | Getting Worse |  | Getting Worse |
|  | Unknown   |                                                                                     |               |                                                                                   |               |
|  | Data Only |                                                                                     |               |                                                                                   |               |

Cannot group these rows by Objective  
Cannot group these rows by Local Outcome

| PI Code & Short Name                                                                               | Current Status                                                                        | Short Term Trend                                                                      | Long Term Trend                                                                       | 2014/15 |                | 2015/16        |                | 2016/17 |                | Explanation of performance                                                                                                          |
|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------|----------------|----------------|----------------|---------|----------------|-------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                    |                                                                                       |                                                                                       |                                                                                       | Value   | Target         | Value          | Target         | Value   | Target         |                                                                                                                                     |
| CE08 % of FOI requests in a quarter completed within timescale in the Chief Executive's Department |   |   |   | 100%    | 100%           |                | 100%           | 100%    | 100%           | FOIs continue to be completed within timescale.                                                                                     |
| CE90 Amount of debt under management for financial inclusion                                       |  |  |  |         |                | £7,555,138.00  |                |         |                | This figure only includes Advice Works and CAB data. The reason for the decrease in the figure is due to continual staff vacancies. |
| CE91 Increase in income generated for Renfrewshire residents                                       |  |  |  |         | £11,522,691.00 | £17,127,849.00 | £11,522,691.00 |         | £11,522,691.00 | This figure only includes Advice Works and CAB data. The reason for the decrease in the figure is due to continual staff vacancies. |
| CE95 % Satisfaction levels with Council's Public Performance Reporting arrangements                |  |  |  | 78%     | 85%            | 78%            | 80%            | 73%     | 82%            | This question was asked as part of the Winter 2016/17 Public Services Panel survey, with 73%                                        |

| PI Code & Short Name                                                                                                                                   | Current Status                                                                        | Short Term Trend                                                                      | Long Term Trend                                                                       | 2014/15 |        | 2015/16 |        | 2016/17 |        | Explanation of performance                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------|--------|---------|--------|---------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                        |                                                                                       |                                                                                       |                                                                                       | Value   | Target | Value   | Target | Value   | Target |                                                                                                                                                                                                     |
| CE120b % of PSIF improvement actions completed (cycle 2 -cumulative)                                                                                   |    |    |    | 20%     | 25%    | 40%     | 50%    |         |        | of survey respondents saying they were very satisfied / satisfied with the council's public performance reporting.                                                                                  |
| CE130 Reduce the percentage of children living in poverty                                                                                              |    |    |    |         | 8%     |         | 7%     |         |        | The PSIF programme is under review and therefore figures are not available.                                                                                                                         |
| CE138 Number of followers on social media (twitter)                                                                                                    |    |    |    | 11,900  | 10,000 | 15,100  | 11,000 | 17,512  | 14,000 | Figures are not yet available for 2016/17.                                                                                                                                                          |
| CE139 Number of friends on facebook                                                                                                                    |    |    |    | 7,593   | 8,000  | -       | 8,000  | 11,055  | 8,000  | Our social media presence continues to grow.                                                                                                                                                        |
| CE143 % of Chief Executive's staff who are satisfied with their jobs                                                                                   |    |    |    |         | 76%    |         | 80%    |         | 75%    | We continue to increase the number of friends on facebook.                                                                                                                                          |
| 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 |    |    |    |         | 65%    |         | 75%    |         |        | This is a baseline data collected during the 2012/2013 employee survey. An action plan is being developed and progressed through the People Strategy – <b>this indicator is no longer collected</b> |
| CE145 % Chief Executive's staff who say that they have access to the right training and development opportunities                                      |  |  |  |         | 60%    |         | 63%    |         | 66%    | This is a baseline data collected during the 2012/2013 employee survey. An action plan is being developed and progressed through the People Strategy – <b>this indicator is no longer collected</b> |
| CE151 Percentage of responses received for the Public Services Panel                                                                                   |  |  |  | 64%     | 60%    | 54%     | 65%    | 44%     | 67%    | The response rate for the public services panel has decreased since 2015/16. Options for engaging with the public are being looked at to improve engagement levels.                                 |
| CE153 % of complaints responded to within timescales                                                                                                   |  |  |  | 100%    | 100%   |         | 100%   | 100%    | 100%   | Complaints continue to be answered within the timescales                                                                                                                                            |

| PI Code & Short Name                                                                                        | Current Status | Short Term Trend | Long Term Trend | 2014/15 |           | 2015/16 |           | 2016/17 |           | Explanation of performance                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------|----------------|------------------|-----------------|---------|-----------|---------|-----------|---------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                             |                |                  |                 | Value   | Target    | Value   | Target    | Value   | Target    |                                                                                                                                                                                                                                                                                                                                                                                          |
| agreed with customer                                                                                        |                |                  |                 |         |           |         |           |         |           | agreed with customers.                                                                                                                                                                                                                                                                                                                                                                   |
| CE155 Number of unique website visitors                                                                     | ?              | →                | ↑               | 266,059 | 185,000   | 266,059 | 193,000   | 139,553 | 200,000   | The number of unique website visitors has decreased slightly since 2015/16.                                                                                                                                                                                                                                                                                                              |
| CE163 Number of website visits                                                                              | ?              | →                | ↑               | 520,266 | 1,600,000 | 429,584 | 1,800,000 | 213,453 | 2,000,000 | The number of website visits has decreased since 2015/16.                                                                                                                                                                                                                                                                                                                                |
| CE.CP.EV01 Number of visitors to the events we create                                                       |                |                  |                 |         |           |         |           |         |           | 5,000 visitors to the Spree Festival, and a live broadcast of BBC Radio Scotland's Vic Galloway show to over 20,000 listeners 98% of survey respondents would recommend the Halloween Festival to others and 96% rated both the event and their overall experience as good or very good. The winter festivals - Halloween, Fireworks and Paisley Lights, generated £278,774 local spend. |
|                                                                                                             |                | ↑                | ↑               |         |           | 45,500  |           | 120,700 |           |                                                                                                                                                                                                                                                                                                                                                                                          |
| CE.CP.PSP01 % of adults satisfied with their town                                                           | ?              | →                | ↑               |         |           | 45%     | 45%       | 43%     |           | This question is asked as part of the public services panel, the 2016/17 result comes from the winter 2016/17 survey.                                                                                                                                                                                                                                                                    |
| CEABS01dii Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE) | ⚠              | →                | ↑               | 2.13    | 2         | 1.3     | 2         | 2.03    | 1         | The figure for 2016/17 has increased to 2.03 days. Support for employees is being looked at on a council wide basis.                                                                                                                                                                                                                                                                     |
| CEPERSOD09 % of CE employees having completed IDPs (from MDP/MTIPD)                                         | 🛑              | →                | →               | 62%     | 100%      | 65%     | 100%      | 65%     | 100%      | A new process for staff development is being implemented during 2017.                                                                                                                                                                                                                                                                                                                    |
| FCSCREDCE01f % of invoices paid within 30 days by the Chief Executive's Service                             | ✅              | →                | ↑               | 100%    |           | 99.48%  |           | 98.57%  |           | The majority of invoices continue to be paid within 30 days.                                                                                                                                                                                                                                                                                                                             |

A decorative graphic on the right side of the page. It features three blue circles of different sizes, each composed of concentric circles in varying shades of blue. Two thin, light blue diagonal lines intersect the circles, creating a sense of movement and depth.

**Renfrewshire Council**  
Chief Executive's Service  
Improvement Plan  
2017/18 – 2019/20

# Chief Executive's Service Improvement Plan 2017/18 – 2019/20

## Contents

1. Introduction
2. What we do
3. What we achieve
4. Strategic Context
5. Looking forward – key priorities
6. Continuous Improvement
7. Action Plan – What we will do between 2017/18 and 2019/20
8. Performance Scorecard – How we will measure our performance

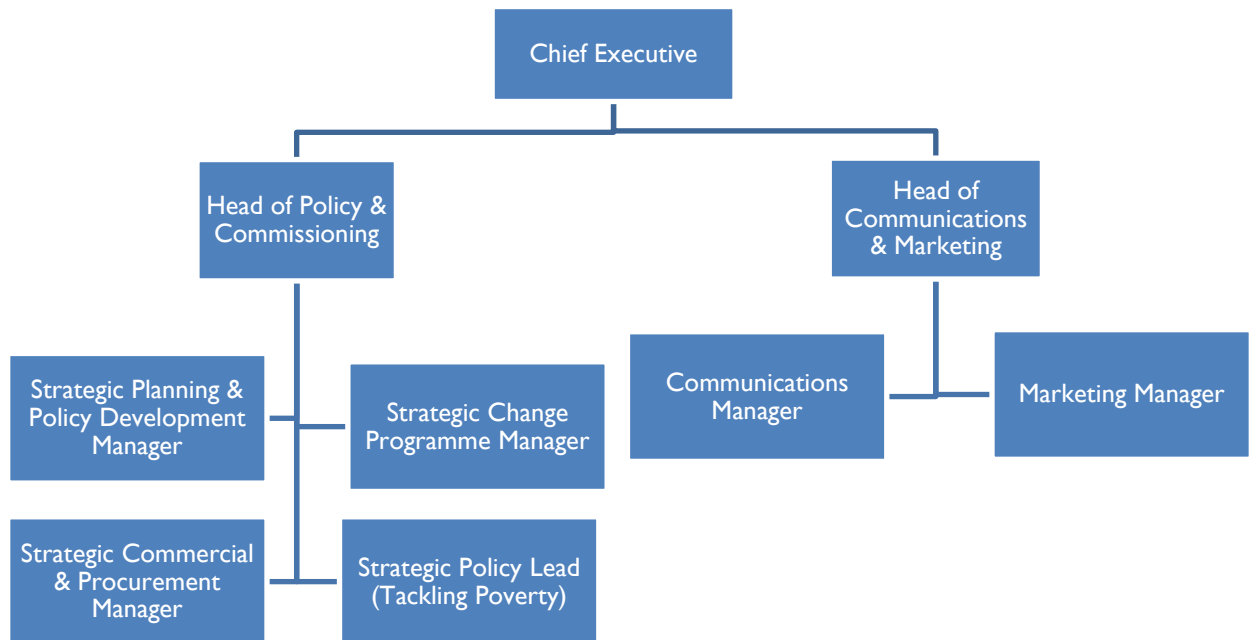


## **1. Introduction**

- 1.1. This Service Improvement Plan for the Chief Executive's Service covers the period 2017/18 to 2019/20. The plan outlines what the service intends to achieve over the next three years based on the financial and employee resources likely to be available.
- 1.2. The plan notes the principal factors that will influence service needs, their development and delivery. It sets out the main priorities to be pursued and outcomes to be achieved over the next three years. An action plan detailing the outcomes and key tasks required to achieve them is set out in section 7.
- 1.3. The main factors that this service improvement plan needs to respond to are the challenging financial environment and ongoing public sector reform. The Community Empowerment (Scotland) Act 2015 continues to be implemented in stages by the Scottish Government which impacts on the services the council provides. Developing new strategic plans, supporting Paisley's bid for UK City of Culture 2021, supporting transformational change and working with partners to tackle poverty and inequality will all impact on the service and this plan sets out the likely impact that these issues will have on the service and our plans for addressing them.
- 1.4. The development of this service plan involved consultation with the managers and staff from all teams within the service. Meetings were held to discuss the actions and priorities for each team for the duration of the plan.
- 1.5. The current Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. 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
- 1.6. The key priorities for the Chief Executive Service are closely aligned to both the Council and Community Plans, and support all local work undertaken across partnerships to deliver on these priorities for Renfrewshire.
- 1.7. Service level workforce plans and financial plans are closely aligned to Service Improvement Plans, and translate into team and individual development plans.
- 1.8. Service planning informs the budget process by enabling budget proposals to be seen in a wider policy development context. In turn, the outcomes of the budget process shape the financial content of the Service Improvement Plans. Integration of the budget and the service planning process assists elected members to arrive at budget decisions in the full knowledge of how these decisions impact at service level. Financial information and data should also be related to outcomes and priorities.

## 2. What we do

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



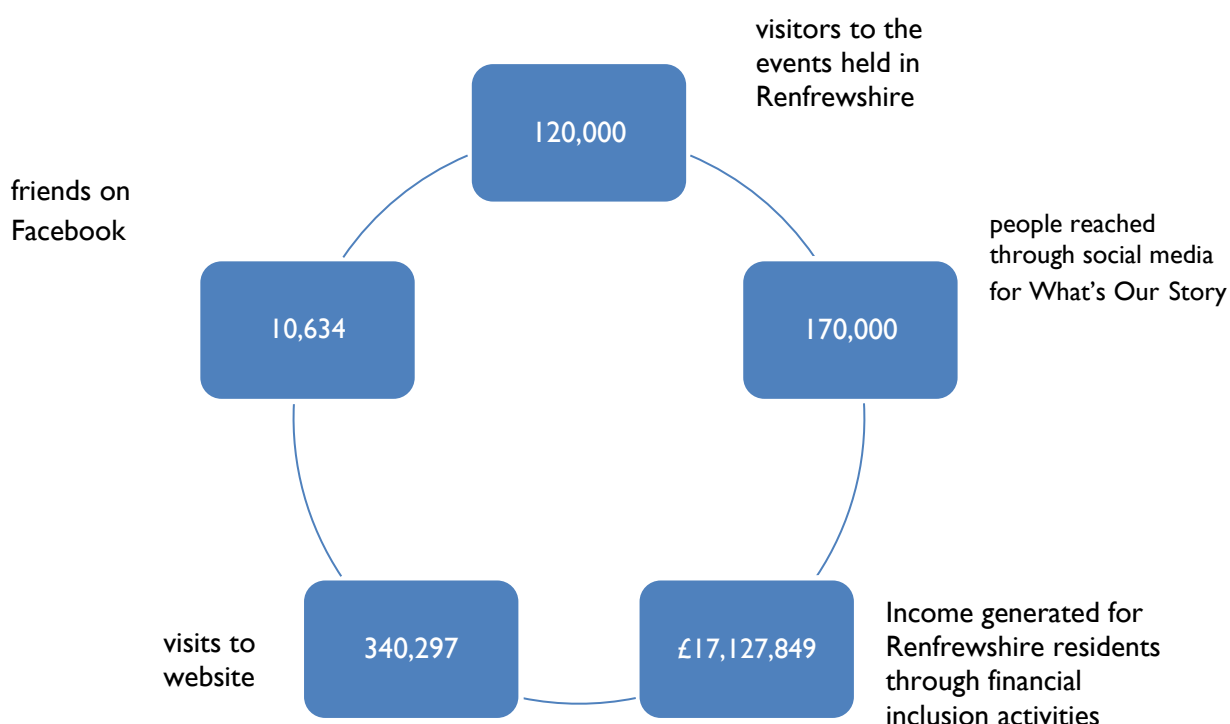
2.2. A list of the key lead responsibilities for these Divisions / Units is provided below but strong collaboration between units to support the effective delivery of these responsibilities is a strong feature of the approach to service delivery within the Chief Executive's Service.

- **Policy and Commissioning**

- Provision of policy support to senior officers and elected members;
- Manage the business of the Corporate 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 Tackling Poverty Programme;
- 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 digital programme for Renfrewshire;
- Lead on the development and implementation of major policy focussed strategic programmes;
- 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 political, social, economic and technology developments and the development of recommendations and plans to respond to and influence these developments as appropriate; and
  - Develop corporate policy and meet statutory requirements particularly in the areas of equalities, best value, consultation and supporting the process of Public Sector Reform.
- **Marketing**
    - 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**
    - Lead on the development and implementation of the Council's communication strategy;
    - Lead on the provision of internal and external communications, media and public relations services.

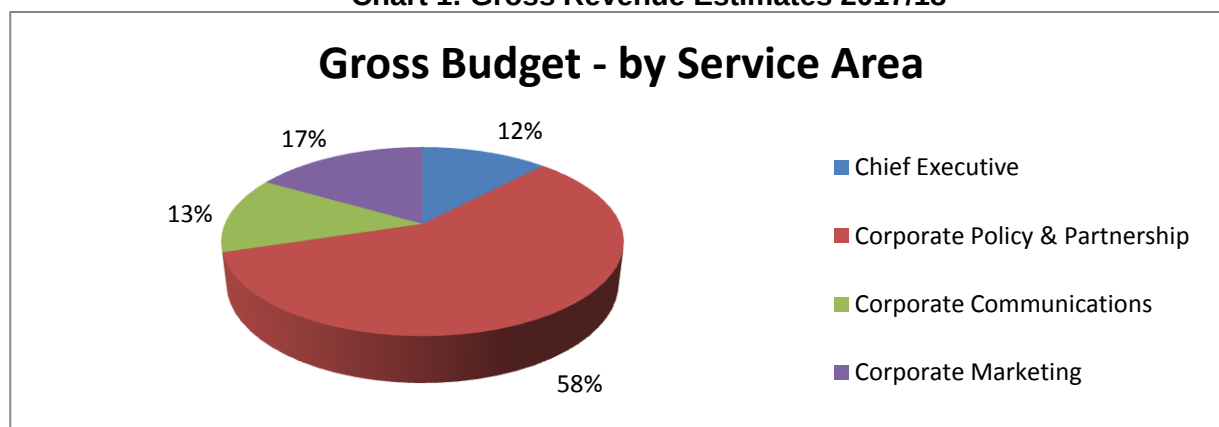
2.3. The following diagram provides an example of the key facts for the Chief Executive's service:



2.4. The table and chart below illustrates the Chief Executive's Revenue Estimates for 2017/18 across each division.

**Table 1: Gross Revenue Estimates 2017/18**

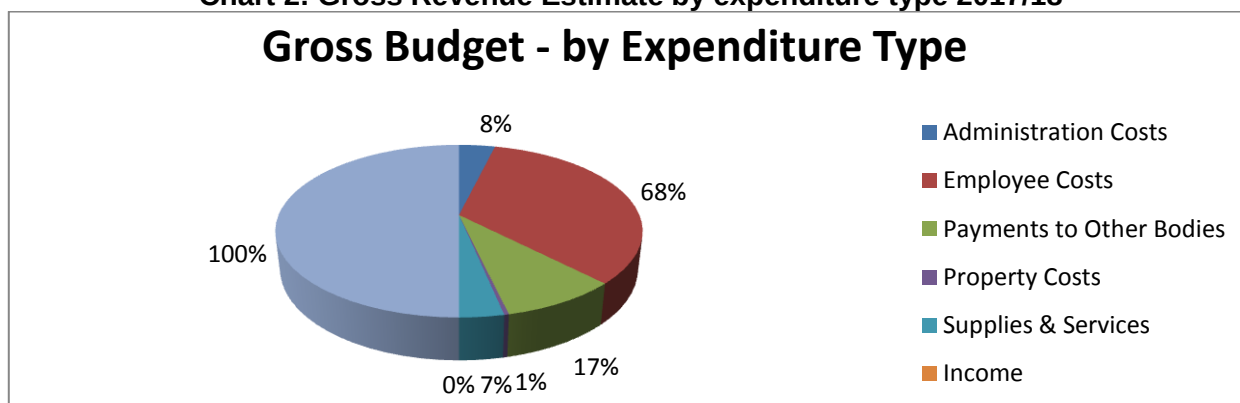
| Chief Executives Service       | 17/18 Budgets     |
|--------------------------------|-------------------|
| Chief Executive                | £776,585          |
| Corporate Policy & Partnership | £3,716,368        |
| Corporate Communications       | £837,095          |
| Corporate Marketing            | £1,065,226        |
| <b>Grand Total</b>             | <b>£6,395,274</b> |

**Chart 1: Gross Revenue Estimates 2017/18**

2.5. The following table and chart illustrates the Chief Executive's Revenue Estimates for 2017/18 in terms of the type of expenditure.

**Table 2: Gross Revenue Estimates by type of expenditure 2017/18**

| Chief Executives Service | 17/18 Budgets     |
|--------------------------|-------------------|
| Administration Costs     | £486,221          |
| Employee Costs           | £4,328,492        |
| Payments to Other Bodies | £1,116,675        |
| Property Costs           | £43,504           |
| Supplies & Services      | £420,382          |
| Income                   | £0                |
| <b>Grand Total</b>       | <b>£6,395,274</b> |

**Chart 2: Gross Revenue Estimate by expenditure type 2017/18**

### 3. What we achieve

3.1. In the Service Improvement Plan published in March 2016, the service set out key outcomes it hoped to achieve for the communities of Renfrewshire. A detailed report of what the service achieved is presented in the outturn report on the 2016/17 plan. Key achievements in 2016/17 include:

- Holding two well-attended events to share the progress of the Tackling Poverty Action Plan: one for Project Leads and staff delivering the project; and one to feedback progress to the original Commissioners;
- The 'What's Our Story' campaign captured local views on what makes Paisley great with over a thousand people contributing directly to the campaign. The campaign also reached over 102,000 people on Facebook and over 67,000 on Twitter;
- A staff survey on internal communications was issued as part of a council wide consultation exercise which will be used to improve staff communication;
- Led on a Staff Recognition Awards scheme which culminated in an awards ceremony at Paisley Town Hall in January. There were over 100 nominations over six categories, all with a particular focus on partnership working and teams who are making a difference. The awards also recognised 31 employees who have dedicated more than 40 years to working in public sector service;
- Piloted the Lens programme to give staff the opportunity to put forward innovative ideas to a panel of their peers, to bid for funding to put the ideas into practice;
- Worked with services to identify a range of projects for Phase 2 of the Better Council Change Programme, most of which are now underway and in the delivery stage;
- A new Digital Strategy for Renfrewshire was launched in September 2016. As part of this strategy, Coding Clubs aimed at young people aged 11-17 were set up in November 2016. This has also led to a nomination at the DL100 Awards for Digital Council of the Year;
- Achieved Living Wage Accreditation for the Council following a successful application to the Living Wage Foundation;
- Community Benefits are included within all our tenders;
- Began the first phase of the public Wi-Fi project which will see public Wi-Fi access introduced in our town centres and at key community assets;
- Worked with the Audit Scotland audit team to pilot the new Best Value audit process, Renfrewshire was one of the first six local authorities in Scotland to pilot this new methodology;
- Delivered an ambitious and high quality programme of events, including the British Pipe Band Championships, SAY Awards and the annual Spree Festival;
- Developed new equality outcomes with a monitoring report agreed by the Council;
- Developed further partnership agreements with West College Scotland;
- Started work on a strategic needs assessment as part of the development of the Local Outcome Improvement Plan;
- Supported development of the Paisley bid for UK City of Culture 2021, with a marketing and campaign strategy being approved by the 2021 Executive Group;
- Reviewed the governance arrangements for the Community Planning Partnership which were approved by the Council;

- The Procurement Team won the Procurement Team of the Year – local government at the 2016/17 Government Opportunities Scotland Excellence in Public Procurement Awards; and
- Developed a Procurement Strategy which was approved by the Council in December 2016.

#### **4. Strategic Context**

- 4.1. The population of Renfrewshire is around 174,560 and accounts for 3.2 per cent of the total population of Scotland. In the 2016 release of the Scottish Index of Multiple Deprivation, Renfrewshire had a national share of 4.4% of the 20% most deprived areas (datazones). Over 26% of the population of Renfrewshire (46,442 people) are in the top 20% most deprived datazones in Scotland. This has an effect on demands on health and social care services as those in the most deprived areas are more likely to have greater needs and use of services. There are 12 datazones in Renfrewshire in the top 10% least deprived in Scotland.
- 4.2. The Community Empowerment (Scotland) Act 2015 continues to be implemented in stages by the Scottish Government which impacts on the services the council provides. The Council will continue to ensure it supports communities to engage and participate effectively, making it simpler for communities to request and manage public sector land and buildings, and improve the statutory base for community planning. The service is currently developing the Local Outcome Improvement Plan which requires to be agreed and submitted by the end of October 2017. The Community Planning Partnership governance arrangements were reviewed by the Council and the new arrangements will be implemented this year.
- 4.3. The Child Poverty (Scotland) Bill was introduced by the Scottish Government on 9 February 2017. The Bill establishes a framework for reducing child poverty and puts in place mechanisms to assess progress. The Bill establishes statutory targets to be met by Scottish Ministers relating to child poverty and a requirement to prepare delivery plans and annual progress reports. The Bill requires local authorities and health boards to report jointly on what local actions are being taken to contribute to meeting targets.
- 4.4. The Fairer Scotland Action Plan has been developed following an extensive period of public engagement over 2015 and 2016. The plan also builds on Poverty and Fairness Commissions that have been set up by local authorities across Scotland. The Action Plan consists of five high-level ambitions and fifty actions. The five ambitions will be focused on in the period to 2030. The fifty actions are for this parliamentary term and the Scottish Government will issue a progress report by the end of 2019.
- 4.5. Renfrewshire Council, along with other Scottish local authorities, faces a financial challenge over the next few years. The Council has been able to maintain financial stability during a period of uncertainty and economic downturn and despite considerable demand pressures. The financial challenges for the Council are expected to continue to 2020 and beyond. The Council is taking a long-term view of financial planning on the basis of:

- reducing resources given the uncertainty over when and at what level sustained budget growth may return;
- rising cost and demand pressures continuing to be a feature of the Council's financial outlook;
- an increasing and ongoing need for the Council to prioritise spend to focus on the delivery of strategic priority outcomes; and
- delivering change, transformation and savings continuing to be a necessary feature of the Council's planning arrangements.

4.6. The Better Council Change Programme was established to support the Council to transform, improve services and deliver against its key priorities, whilst ensuring the Council and its services remained financially and operationally stable and sustainable. The programme has been developed on a rolling two-year basis with Phase 1 delivering change for the period 2015 to 2017 and Phase 2 for 2016 to 2018. Planning and development of the programme of change that will support Phase 3 is ongoing and is anticipated to be taken forward over 2018 to 2020.

4.7. The Council's "Risk Matters – the risk management policy and strategy" sets out a new approach from 1<sup>st</sup> April 2017. As our risk management arrangements are well embedded, the Corporate Risk Register has been separated into two distinct risk registers: a Strategic Risk Register which will contain details of the externally focused risks; and a Corporate Risk Register which will contain details of the internally focused risks. Both of these top level risk registers are underpinned by service specific risk registers. In the development of this year's service improvement plan we have ensured that any corporate risks or strategic risks the Chief Executive's Service is responsible for and the actions to mitigate and monitor these risks are included in the action plan.

## **5. Looking forward – our key priorities**

5.1. The Chief Executives Service contributes specifically towards a number of priorities within the Council Plan. This section sets out what the service aims to achieve over the duration of the improvement plan, grouped under each Council Plan priority.

### **5.2. Priority 2: Building on our Culture and Heritage**

An enhanced events programme for 2016/17 and 2017/18 is being implemented and is directed by a new events strategy, which includes the delivery of up to 15 festivals and events. Event Scotland funding has been secured to develop Sma Shot Day as a signature event for Event Scotland's Year of History, Heritage and Architecture. New partnerships with national promoters are being developed and professional event evaluation is in place.

Implementation of the Renfrewshire Tourism Framework will continue. Key progress has been made in raising the national profile of Renfrewshire events and attractions and work will continue to raise this further. A new regional tourism strategy is being developed as part of the Glasgow City Region City Deal.

Renfrewshire's Destination Brand is in development and is due to be delivered in June 2017. Focused marketing and PR to support Paisley's bid for UK City of Culture

2021 has generated 70 million opportunities to see or hear something positive about Paisley and Renfrewshire.

Support for Paisley's bid for UK City of Culture 2021 will continue to be a priority for the service. In addition, work on the commercialisation of the Paisley Pattern will continue to support and grow the ambition to connect the town back to the globally-recognised pattern through working with external textile and fashion related industry experts.

#### 5.3. Priority 5: Reducing the level and impact of poverty

Tackling poverty will continue to be a priority for the service and projects will continue to be delivered as part of the Tackling Poverty Programme to ensure benefits are realised for people living in poverty in Renfrewshire. A focus for the service will be to work in partnership with other services on the work to drive attainment.

Digital inclusion is a key focus for the council. The digital participation strategy will continue to be implemented to ensure no one in Renfrewshire is digitally excluded. This also complements the project to provide free wifi in Paisley and other town centres within Renfrewshire.

#### 5.4. Priority 9: Supporting our Employees

Internal communications mechanisms will continue to be strengthened to ensure employees are fully informed of the priorities and key projects of the council. This will include holding staff engagement events, staff briefings and service tours to be led by the Chief Executive. The poster sites at the Cotton Street staff entrance will continue to be used to display information about the Council's corporate priorities, key programmes and services.

Staff engagement is important to the development of the service and will remain a key priority for the service over the next three years.

An evaluation of the Lens programme will be conducted to look at options for extending this programme to other teams throughout the Council. A new staff survey will be developed for the Chief Executive's Service.

#### 5.5. Priority 10: Continuing to be a well-run council

Implementing the communication strategy that was approved by the Corporate Management Team in March 2017 will continue to be a priority. The strategy will include: provision of a media relations service; an increase in media reach; a 4\* SOCITM rated website; full development of digital communications including social media, channel development to reach all citizens, delivery of proactive marketing campaigns to raise awareness of council services, support for council services and to encourage behaviour change.

A new Council Plan and Local Outcome Improvement Plan will be developed this year and will involve undertaking a strategic needs assessment to build a more robust evidence base from which to develop the plans. The agreed changes to the Community Planning Partnership governance arrangements will also be implemented.



Work will continue on the Better Council Change programme, savings will continue to be identified and delivered in order to address the budget gap.

The council was subject to a best value audit as part of the new audit process introduced by Audit Scotland this year. The Best Value Assurance Report for Renfrewshire is due to be discussed by the Accounts Commission in August 2017 and the service will focus on implementing any recommendations from this report.

Data analytics will become a greater focus for the service with the establishment of a dedicated Research and Data Analytics team with the service. The development of this team will ensure business intelligence capabilities across the council are enhanced.

## **6. Continuous Improvement**

### **Self Evaluation**

- 6.1. The Chief Executive's Service will finalise proposals for a new approach to self evaluation. This new process will build on the Public Sector Improvement Framework (PSIF) however will focus more on addressing and incorporating change activities. This new approach was successfully piloted with the Corporate Management Team and Heads of Service as part of the corporate assessment and will be rolled-out to the rest of the council during 2017.

### **Community Engagement**

- 6.2. The Chief Executive's Service engages with communities through a variety of forums and community groups. The Strategic Partnership team run various engagement events and forums throughout the year with communities.
- 6.3. The Public Services Panel is a mechanism used by the service to engage with our customers on specific topics. However, in recent years the response rate to the surveys has decreased. Therefore we will review the use of the public services panel and examine other options available to engage more appropriately with customers.
- 6.4. A strategic needs assessment is being carried out with our community planning partners and communities as part of the development of the Local Outcome Improvement Plan which is being led by the Strategic Partnership team. A review of the Council's Local Area Committee structure is being undertaken with the aim of embedding the requirements of the Community Empowerment Act and strengthening communities' ability to engage in the Community Planning process and influence local priority setting and service delivery.
- 6.5. Engagement has played a significant part in the bid for UK City of Culture and will continue to be a priority to ensure the views of communities are included in the bid.

### **Workforce Planning**

- 6.6. The Council's Organisational Development Strategy will ensure that the Council can continue to deliver its core business and service objectives, with an engaged and motivated workforce during an anticipated climate of continued financial and resource

constraints. The Chief Executive's Services' Workforce Plan is underdevelopment and will reflect the structure of the service. Actions will be implemented to match the needs of our customers and the ambition of the service with the skills, availability and development of our employees.

## **Equalities**

- 6.7. Every area of work within the council has a role to play in promoting equality and diversity. While this is the right thing to do and has clear advantages for the Council, there are also legal requirements. Equality law (The Equality Act) protects people from unfair treatment and asks public bodies (including Renfrewshire Council) to show how they make a positive difference to equality groups.
- 6.8. The Council recognises that equality needs to be mainstreamed fully into policies and procedures and also ensure that equality outcomes are given high priority, by being part of mainstream progress reporting. The Council has agreed that this will be done through Service Improvement Plans. This will allow progress to be monitored on a quarterly basis through Senior Management Teams and the Corporate Management Team.
- 6.9. The Chief Executive's service is committed to reporting progress to local equalities led community groups. It is recognised that circumstances for individuals and organisations can change over time and by establishing a clear reporting structure, the Council can demonstrate that equality actions and priorities are contributing to overall outcomes and can be reviewed and amended accordingly.

## 7. Action Plan - What we will do between 2017/18 and 2019/20

| <b>Priority 2: Building on our culture and heritage</b>                                                                    |                        |                                                                                                                                                                                                                                         |                                      |                                                                                                                                                                                                                      |                                                                                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What are we doing?                                                                                                         | When will we do it by? | What difference will we make?                                                                                                                                                                                                           | Who is leading this?                 | How will we know it's been successful?                                                                                                                                                                               | Linked plans and strategies                                                                                                                                                 |
| Delivering a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances | March 2018             | Increased local spend<br>Evidenced Regional Economic Impact<br>Improved area image<br>Increased cultural participation                                                                                                                  | Head of Marketing and Communications | Increased visitor numbers (day visitors from outside Renfrewshire)<br>Increase in national media coverage and opportunities to see or hear (OTSH)<br>something positive about Renfrewshire                           | Events Strategy<br>Renfrewshire Tourism Framework<br>Renfrewshire Economic Framework<br>PTCAS<br>Paisley's bid for UK City of Culture 2021                                  |
| Implementing Renfrewshire Tourism Framework                                                                                | March 2018             | Position Paisley and Renfrewshire as a day visitor destination and increase visits to local attractions and increase hotel occupancy<br>Align and market the tourism product<br>Transform area image<br>Support the development of SMEs | Head of Marketing and Communications | Increased day visitor and overnight tourist numbers<br>Improved local tourism product<br>Improved audience segmentation and visitor intelligence<br>Our attractions will be part of wider regional tourism marketing | Renfrewshire Tourism Framework and Action Plan<br>Paisley's bid for UK City of Culture<br>Glasgow City Region Economic Strategy<br>Renfrewshire Economic Framework<br>PTCAS |
| Implementing plans to expand free public wifi in Paisley and other town centres                                            | October 2017           | Improved access to wifi for residents of Renfrewshire                                                                                                                                                                                   | Head of Policy and Commissioning     | Free public wifi will be fully available within town centres in Renfrewshire                                                                                                                                         | Digital Strategy                                                                                                                                                            |
| Launching a destination brand to promote Paisley and the wider region as a great place to live, work and visit.            | March 2018             | Transformed area image leading to growth in visitor numbers, inward investment enquiries and relocators.                                                                                                                                | Head of Marketing and Communications | 120 million OTSH something positive about Paisley and Renfrewshire each year – UK wide.<br>Paisley/Renfrewshire                                                                                                      | Destination Brand<br>Events Strategy<br>Renfrewshire Tourism Framework<br>Renfrewshire Economic Framework                                                                   |

|                                                                                                        |               |                                                                            |                                      |                                                           |                                                                                                                                               |  |
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|                                                                                                        |               |                                                                            |                                      |                                                           | listed as much visit location within the travel media.                                                                                        |  |
| Delivering the UK marketing and PR campaign Paisley for UK City of Culture and key influencer strategy | November 2017 | Paisley's bid will have the highest profile bid as part of the competition | Head of Marketing and Communications | Renfrewshire will be announced as UK City of Culture 2021 | Destination Brand Strategy<br>Events Strategy<br>Corporate Plan<br>Renfrewshire Tourism Framework<br>Renfrewshire Economic Framework<br>PTCAS |  |

#### Priority 5: Reducing the level and impact of poverty

| What are we doing?                                                                                                                                                       | When will we do it by? | What difference will we make?                                                                                   | Who is leading this?                                         | How will we know it's been successful?                                                                                                                                                                                                                                                                                                  | Linked plans and strategies                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|
| Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy                                                                               | March 2018             | The causes and impacts of poverty are reduced                                                                   | Strategic Lead Officer (Tackling Poverty and Welfare Reform) | Tackling Poverty is a clear priority through key Council policies, practices and activities and decisions.                                                                                                                                                                                                                              | Tackling Poverty Strategy and Action Plan 2015-2017 |
| 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 | April 2018             | Projects in programmes delivered on time and within budget. Projects deliver anticipated benefits and outcomes. | Strategic Lead Officer (Tackling Poverty and Welfare Reform) | All of the projects within the Tackling Poverty Action Plan have identified project success measures and performance indicators. These are separated into key outputs and outcomes for each individual project and the projects are aligned to the strategic outcomes of Pockets, Prospects and Places. Projects within the Action Plan | Tackling Poverty Strategy and Action Plan 2015-2017 |

| <b>Priority 5: Reducing the level and impact of poverty</b>                                                       |                        |                                                                                                           |                                                              |                                                                                                                                                                                                                                                                                                                                                     |                                                                                        |
|-------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|
| What are we doing?                                                                                                | When will we do it by? | What difference will we make?                                                                             | Who is leading this?                                         | How will we know it's been successful?                                                                                                                                                                                                                                                                                                              | Linked plans and strategies                                                            |
|                                                                                                                   |                        |                                                                                                           |                                                              | have project evaluations arranged in order to establish the effectiveness of projects, particularly projects that test or trial new ways of working. In addition to this, a number of projects also have existing evaluation arrangements. These evaluations will be shared wherever this is possible, and made available on the Council's website. |                                                                                        |
| Continue service improvements and delivery of long term outcomes as part of an ongoing approach to tackle poverty | October 2017           | Best practice around tackling poverty is embedded into service planning and delivered across the Council. | Strategic Lead Officer (Tackling Poverty and Welfare Reform) | Evaluation of the Tackling Poverty Programme has determined the shape and long term approach to tackling poverty in Renfrewshire                                                                                                                                                                                                                    | Tackling Poverty Strategy and Action Plan 2015-2017                                    |
| Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms     | March 2018             | The potential impacts of the next phase of welfare reforms are well-understood across the Council         | Strategic Lead Officer (Tackling Poverty and Welfare Reform) | Partnership working with the Department for Work and Pensions is strengthened and direct support to claimants provided so that they meet their claimant commitments and avoid sanctions.                                                                                                                                                            | Tackling Poverty Strategy and Action Plan 2015-2017<br><br>Fairer Scotland Action Plan |

| <b>Priority 5: Reducing the level and impact of poverty</b>                                                                                |                        |                                                                                                                                                                                          |                                                              |                                                                                                                                                                                 |                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| What are we doing?                                                                                                                         | When will we do it by? | What difference will we make?                                                                                                                                                            | Who is leading this?                                         | How will we know it's been successful?                                                                                                                                          | Linked plans and strategies                                                                                                                       |
|                                                                                                                                            |                        |                                                                                                                                                                                          |                                                              | Our response to the next welfare reforms is developed and our staff understand the potential impacts of the changes.                                                            |                                                                                                                                                   |
| Deliver a range of interventions to support financial inclusion across Renfrewshire                                                        | March 2018             | Increase membership and sustainability of Credit Union. Save money for local residents by increasing affordable credit options. Increase the money generated for Renfrewshire residents. | Strategic Lead Officer (Tackling Poverty and Welfare Reform) | Credit unions become more sustainable as a result of increased membership. Effective and efficient advice services are commissioned to meet the needs of Renfrewshire citizens. | Tackling Poverty Strategy and Action Plan 2015-2017                                                                                               |
| Continue to promote fair working practices including payment of the living wage across the Councils supply base                            | March 2018             | The council will have a motivated workforce.                                                                                                                                             | Strategic Commercial and Procurement Manager                 | Contract monitoring and reporting of KPIs                                                                                                                                       | Statutory Guidance on the Selection of Tenderers and Award of Contracts Addressing Fair Work Practices, including the Living Wage, in Procurement |
| Implement our digital participation plan to support low income families and other disadvantaged groups benefit from access to the internet | March 2018             | All Renfrewshire residents benefit from access to the internet                                                                                                                           | Project Manager (Digital Assistance)                         | Survey Analysis of KPIs                                                                                                                                                         | Digital Strategy                                                                                                                                  |

| <b>Priority 9: Supporting our employees</b>                                                                        |                        |                                                                                                                                                                                                                                                                        |                                                 |                                                                                                                                                                |                                  |
|--------------------------------------------------------------------------------------------------------------------|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| What are we doing?                                                                                                 | When will we do it by? | What difference will we make?                                                                                                                                                                                                                                          | Who is leading this?                            | How will we know it's been successful?                                                                                                                         | Linked plans and strategies      |
| Improving how we communicate with our employees                                                                    | June 2017              | Our employees will be well informed about council news and how they directly contribute to the council's priorities and to making local people's lives better.<br>There will be a number of new internal communication channels and the opportunity for 2-way dialogue | Head of Marketing and Communications            | We will have an actively engaged workforce who contribute to the internal communications process and are fully informed about the changes that matter to them. | Internal Communications Strategy |
| Review the success of the Lens programme and develop options for future programmes                                 | October 2017           | Employees will have a mechanism to promote their ideas and try new ways of working                                                                                                                                                                                     | Head of Policy and Commissioning                | An employee innovative development scheme will be in place                                                                                                     | Council Plan                     |
| Develop an improved staff development process for Chief Executive's, linked to the refreshed council-wide approach | December 2017          | Staff will have a structured process for development                                                                                                                                                                                                                   | Strategic Planning & Policy Development Manager | All staff within the Chief Executive's Service will have up-to-date individual development plans                                                               |                                  |

| <b>Priority 10: Continuing to be a well run council</b>                                     |                        |                                                                                 |                                              |                                                                                                           |                             |
|---------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------------------------|
| What are we doing?                                                                          | When will we do it by? | What difference will we make?                                                   | Who is leading this?                         | How will we know it's been successful?                                                                    | Linked plans and strategies |
| Develop collaborative relationships across Local Authorities and other public sector bodies | March 2018             | Understand and promote best practice to streamline services and achieve savings | Strategic Commercial and Procurement Manager | Monitor levels of engagement with Scotland Excel and attendance at UIG meetings; Monitor participation in |                             |

| <b>Priority 10: Continuing to be a well run council</b>                                                                           |                        |                                                                                                                                                                                 |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                          |                                       |
|-----------------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| What are we doing?                                                                                                                | When will we do it by? | What difference will we make?                                                                                                                                                   | Who is leading this?                            | How will we know it's been successful?                                                                                                                                                                                                                                                                                                                                                                   | Linked plans and strategies           |
| Protecting the council's reputation and positioning the council as best in Scotland                                               | March 2019             | Leading – modern, ambitious and making a difference – locally and nationally.<br>Remain a modern and ambitious organisation and maintain its reputation of making a difference. | Head of Marketing                               | Scottish Government frameworks; Continue to promote cross council collaboration in category CI contracts<br><br>The council will generate 70 million OTSH something positive about the council in the local and national news.<br>Local people will consider the council to be well run.<br>Renfrewshire Council will be the 'go-to' council for positive media reporting and examples of best practice. |                                       |
| Replacing printed RenNews magazine with an online news site                                                                       | March 2018             | Provide up to the minute local news content, delivered in a format and at a time suitable to local people                                                                       | Communications and Public Affairs Manager       | Local people will proactively seek council news and interact directly with the council.                                                                                                                                                                                                                                                                                                                  | Digital Strategy<br>Customer Strategy |
| Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions | March 2019             | The council will be recognised for the work it does and employees will feel valued for the work they do                                                                         | Strategic Planning & Policy Development Manager | The council will be successful in gaining external awards and accreditation                                                                                                                                                                                                                                                                                                                              |                                       |
| Prepare new Council Plan                                                                                                          | October 2017           | Clear vision and aligned activities                                                                                                                                             | Strategic Planning and Policy Development       | Improved outcomes for local people.                                                                                                                                                                                                                                                                                                                                                                      | Council Plan                          |



| <b>Priority 10: Continuing to be a well run council</b>                                                                 |                        |                                                                                                                                                                                                                           |                                                                                                              |                                                                                                                                                                                                                 |                                                                             |
|-------------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|
| What are we doing?                                                                                                      | When will we do it by? | What difference will we make?                                                                                                                                                                                             | Who is leading this?                                                                                         | How will we know it's been successful?                                                                                                                                                                          | Linked plans and strategies                                                 |
|                                                                                                                         |                        |                                                                                                                                                                                                                           | Manager                                                                                                      | Monitoring of implementation.                                                                                                                                                                                   |                                                                             |
| Prepare Local Outcome Improvement Plan (LOIP) priorities and linked locality plans                                      | October 2017           | The LOIP and locality plans are developed with an appropriate progress reporting framework, in accordance to the Community Empowerment (Scotland) Act 2015                                                                | Strategic Lead Officer (Tackling Poverty and Welfare Reform)                                                 | Prepared and published Local Outcome Improvement Plan (LOIP) setting out the local outcomes which the Community Planning Partnership will prioritise for improvement by October 2017                            | Local Outcome Improvement Plan<br>Community Empowerment (Scotland) Act 2015 |
| Carry out a strategic needs assessment to inform the development of the new Council and Local Outcome Improvement Plans | Summer 2017            | We will have a better understanding of the communities we serve                                                                                                                                                           | Strategic Planning & Policy Development Manager / Strategic Lead Officer (Tackling Poverty & Welfare Reform) | The new Local Outcome Improvement Plan will reflect the needs of our communities                                                                                                                                | LOIP                                                                        |
| Implement the recommendations from the Best Value Assurance Report                                                      | March 2019             | Implementation will support continuous improvement of the Council.                                                                                                                                                        | Head of Policy and Commissioning                                                                             | Improvements / recommendations implemented                                                                                                                                                                      | BVAR                                                                        |
| Work with services to develop Phase 3 of the Better Council Change Programme                                            | July 2017              | We will identify ways of becoming more financially and operationally efficient and we will identify ways of improving our customer and staff experience. We will support our staff in continuously identifying additional | Strategic Programme Manager                                                                                  | A range of projects for Phase 3 of the Better Council Programme will have been identified and agreed. Any further ideas for projects will be able to be incorporated into the programme as they are identified. | Council Plan<br>Council Budget Strategy                                     |

| <b>Priority 10: Continuing to be a well run council</b>                                   |                        |                                                                                                                                                                                                                                                                                                                                                               |                                                   |                                                                                                                                                                                                                                                         |                                         |
|-------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|
| What are we doing?                                                                        | When will we do it by? | What difference will we make?                                                                                                                                                                                                                                                                                                                                 | Who is leading this?                              | How will we know it's been successful?                                                                                                                                                                                                                  | Linked plans and strategies             |
| Successfully deliver the Phase 3 of the Better Council Change programme                   | March 2019             | <p>potential improvements.</p> <p>We will deliver financial savings that will allow us to continue to deliver quality services to our customers in challenging economic times. We will modernise our infrastructure, our working practices and the ways we provide access to our services to improve our customers experience and our staff satisfaction.</p> | Strategic Programme Manager                       | <p>The financial sustainability for the council is secured. Staff adjust to and benefit from more modern ways of working. Customer's use and report satisfaction with any new ways of accessing our services or new ways of us delivering services.</p> | Council Plan<br>Council Budget Strategy |
| Undertake a review of the complaints handling process and roll-out to all services        | June 2017              | <p>The council will have a robust complaints handling process that will allow us to learn from complaints</p>                                                                                                                                                                                                                                                 | Strategic Planning and Policy Development Manager | <p>All staff will understand the importance of using the complaints process</p> <p>Improved performance / monitoring</p>                                                                                                                                | SPSO Complaints Handling Procedure      |
| Implement a new model for self assessment                                                 | March 2018             | The council will have a robust mechanism for self assessment                                                                                                                                                                                                                                                                                                  | Strategic Planning and Policy Development Manager | <p>Positive external inspections / accreditation</p> <p>Staff feedback</p>                                                                                                                                                                              |                                         |
| Establish and maintain an Open Data Portal which will revolutionise the way in which data | March 2018             | Customers will be able to access data on the council.                                                                                                                                                                                                                                                                                                         | Data Analytics and Research Manager               | Data will be easily available and accessible.                                                                                                                                                                                                           | Open Data Strategy                      |

| <b>Priority 10: Continuing to be a well run council</b>                                                           |                        |                                                                                                                                             |                                                                                    |                                                                                                 |                             |  |
|-------------------------------------------------------------------------------------------------------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|-----------------------------|--|
| What are we doing?                                                                                                | When will we do it by? | What difference will we make?                                                                                                               | Who is leading this?                                                               | How will we know it's been successful?                                                          | Linked plans and strategies |  |
| is used in Renfrewshire                                                                                           |                        |                                                                                                                                             |                                                                                    |                                                                                                 |                             |  |
| Undertake second phase of review of activity of policy and commissioning activities across the Council            | March 2018             | There will be a strategic response to the delivery of policy and planning activities council-wide                                           | Head of Policy and Commissioning                                                   | Efficient and effective policy and commissioning services in place across the Council           |                             |  |
| Review the performance management framework                                                                       | March 2018             | Council-wide approach to performance                                                                                                        | Strategic Planning and Policy Development Manager                                  | New performance framework will be in place.                                                     | Performance Framework       |  |
| Review corporate GIS provision to identify potential options for development                                      | March 2018             | Maximise potential of GIS service                                                                                                           | Data Analytics and Research Manager                                                | Comprehensive resourced service                                                                 |                             |  |
| Introduce in-depth intelligence briefings providing information on published research in corporate priority areas | March 2019             | Staff will have access to briefings on relevant research areas                                                                              | Data Analytics and Research Manager                                                | Wide availability of briefings                                                                  |                             |  |
| Roll-out the Covalent web browser                                                                                 | August 2017            | More up-to-date performance information will be available and senior managers will be able to get a feel for the performance of the Council | Assistant Strategic Planning and Policy Development Manager                        | Employees across the Council will be using Covalent to record the performance of their service. |                             |  |
| Review current Public Services Panel arrangements                                                                 | May 2018               | Better engagement with our residents.                                                                                                       | Assistant Strategic Planning and Policy Development Manager / Strategic Commercial | Robust and reliable data available<br>Higher response rates                                     |                             |  |

| <b>Priority 10: Continuing to be a well run council</b>                                                                                         |                                                            |                                                                                                                             |                                                              |                                                                                                                                                                  |                                |                                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|----------------------------------------------------------|
| What are we doing?                                                                                                                              | When will we do it by?                                     | What difference will we make?                                                                                               | Who is leading this?                                         | How will we know it's been successful?                                                                                                                           | Linked plans and strategies    |                                                          |
|                                                                                                                                                 |                                                            |                                                                                                                             | and Procurement Manager                                      |                                                                                                                                                                  |                                |                                                          |
| Implement changes to the governance arrangements of Renfrewshire Community Planning                                                             | October 2017                                               | Community planning partners are supported effectively to take forward any new pieces of partnership work identified by LOIP | Partnerships Manager                                         | All partners can play an effective role in community planning in Renfrewshire and that duplication and overlap with other partnership arrangements are minimised | Local Outcome Improvement Plan | Community Empowerment (Scotland) Act 2015                |
| Undertake a review of Local Area Committees (LACs)                                                                                              | October 2017                                               | Increase effectiveness of community level governance                                                                        | Partnerships Manager                                         | Increased engagement from citizens and community organisations                                                                                                   | Local Outcome Improvement Plan | Community Empowerment (Scotland) Act 2015                |
| Working with local equalities led community groups and employees to develop and implement specific and meaningful equalities outcomes from 2017 | Outcomes to be published in 2017, implementation to follow | Outcomes to be confirmed once employee and community involvement completed                                                  | Strategic Lead Officer (Tackling Poverty and Welfare Reform) | Outputs and milestones to be developed following development of the outcomes                                                                                     | Local Outcome Improvement Plan | Equalities Act<br>Forthcoming GBV strategy<br>DEAR Group |
| Review staff engagement mechanisms                                                                                                              | March 2019                                                 | Staff across the service will have a better understanding of the remit of each team                                         | Strategic Planning and Policy Development Manager            | New staff engagement methods will be in place.                                                                                                                   |                                |                                                          |
| Develop options for future self-assessment activities involving staff                                                                           | December 2017                                              | Staff will feel empowered to become involved in service                                                                     | Strategic Policy and Development Manager                     | A new self assessment model will be in place and staff                                                                                                           |                                |                                                          |

| <b>Priority 10: Continuing to be a well run council</b>                      |                        |                                                             |                                                             |                                                                 |                             |
|------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------|
| What are we doing?                                                           | When will we do it by? | What difference will we make?                               | Who is leading this?                                        | How will we know it's been successful?                          | Linked plans and strategies |
|                                                                              |                        | improvement activities.                                     |                                                             | will be involved in its implementation                          |                             |
| Implement Workforce Plan                                                     | March 2018             | Better understanding of service needs and resources         | Head of Policy and Commissioning                            | Staff numbers and KPIs                                          |                             |
| Equalities – training will be provided for new elected members on equalities | August 2017            | Greater understanding of the equalities outcomes and duties | Strategic Policy Lead (Tackling Poverty and Welfare Reform) | All elected members will be fully trained on equalities issues. | Equalities Strategy         |

## 8. Performance Scorecard - How we will measure our progress

### Priority 2: Building on our culture and heritage

| PI Code    | Performance Indicator                                                          | Current Target | On Target     | Current Value | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|------------|--------------------------------------------------------------------------------|----------------|---------------|---------------|----------------|----------------|----------------|
| CE.CP.EV01 | Number of visitors to the events we create                                     | 115,000        |               | 87,000        | 140,000        | 170,000        | 190,000        |
| New PI     | Local spend at events                                                          |                |               | £674,000      | £600,000       | £700,000       | £800,000       |
| New PI     | Regional economic impact of events                                             |                |               | £800,000      | £1m            | £1.2m          | £1.7m          |
| New PI     | Number of visits to Renfrewshire (and Paisley) attractions                     |                | New indicator |               |                |                |                |
| New PI     | Opportunities to see or hear something positive about Paisley and Renfrewshire |                |               | 72,000,000    |                |                |                |

### Priority 5: Reducing the level and impact of poverty

| PI Code | Performance Indicator                              | Current Target | On Target     | Current Value | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---------|----------------------------------------------------|----------------|---------------|---------------|----------------|----------------|----------------|
| New PI  | Income generated across Tackling Poverty Programme |                | New indicator |               |                |                |                |
| New PI  | Number of Credit Union members                     |                | New indicator |               |                |                |                |
| New PI  | Interest saved against high interest               |                | New indicator |               |                |                |                |

|        |                                                                                        |               |     |     |     |  |
|--------|----------------------------------------------------------------------------------------|---------------|-----|-----|-----|--|
|        | lenders                                                                                |               |     |     |     |  |
| New PI | Number of people who felt they have been engaged within the community planning process | New indicator | 330 | 400 | 450 |  |

### Priority 9: Supporting our employees

| PI Code    | Performance Indicator                                                                            | Current Target | On Target | Current Value | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|------------|--------------------------------------------------------------------------------------------------|----------------|-----------|---------------|----------------|----------------|----------------|
| CEABS01dii | Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE) | 2              |           | 1.72          | 2              | 2              | 2              |
| CEPERSOD09 | % of CE employees having completed IDPs (from MDP/MTIPD)                                         | 100%           |           | -             | 100%           | 100%           | 100%           |
| New PI     | % of staff feel well informed about matters that are important to them                           |                |           | 60.44%        | 75%            | 85%            | 95%            |

### Priority 10: Continuing to be a well run council

| PI Code      | Performance Indicator                                                                       | Current Target | On Target | Current Value | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|--------------|---------------------------------------------------------------------------------------------|----------------|-----------|---------------|----------------|----------------|----------------|
| CE138        | Number of followers on social media (twitter)                                               | 10,000         |           | 16,374        | 17,000         | 17,500         | 18,000         |
| CE139        | Number of friends on facebook                                                               | 7,500          |           | 9,763         | 10,000         | 10,500         | 11,000         |
| CE151        | Percentage of responses received for the Public Services Panel                              | 60%            |           | 44%           | 50%            | 55%            | 60%            |
| CE153        | % of complaints responded to within timescales agreed with customers                        | 100%           |           | 100%          | 100%           | 100%           | 100%           |
| CE08         | % of FOI requests in a quarter completed within timescale in the Chief Executive Department | 100%           |           | 100%          | 100%           | 100%           | 100%           |
| CE95         | % Satisfaction levels with Council's Public Performance Reporting arrangements              | 80%            |           | 73%           | 82%            | 85%            | 85%            |
| FCSCREDCE01f | % of invoices paid within 30 days by the Chief Executive's Service                          | 95%            |           | 99.18%        | 100%           | 100%           | 100%           |

| PI Code | Performance Indicator                                        | Current Target | On Target | Current Value | 2017/18 Target | 2018/19 Target | 2019/20 Target |
|---------|--------------------------------------------------------------|----------------|-----------|---------------|----------------|----------------|----------------|
|         |                                                              |                |           |               |                |                |                |
| New PI  | % of local people who feel well informed about their Council |                |           | Annual PI     |                |                |                |
| New PI  | Website SOCITM rating                                        |                |           | Annual PI     |                |                |                |