

A decorative graphic on the right side of the page. It features three blue circles of different sizes, each composed of concentric rings of varying shades of blue. Two thin, light blue diagonal lines intersect the circles. One line runs from the top left towards the bottom right, passing behind the circles. The other line runs from the top right towards the bottom left, passing in front of the circles.

Chief Executive's Service Improvement Plan 2018-2021

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1. Executive Summary

- 1.1 This Service Improvement Plan sets out the strategic direction for the Chief Executive's Service over the next three years and outlines key priorities, actions and improvements which the service intends to deliver based on the financial and employee resources expected to be available.
- 1.2 The plan sets out the key priorities for the service over the duration of the improvement plan, identifies the key actions to be undertaken to meet these priorities and sets out the performance indicators to be used to monitor progress.
- 1.3 The key priorities for the Chief Executive's Service over the period 2018 to 2021 include:
 - **Tackling Inequality** – the Service will lead the local programme which will aim to support local people impacted by poverty. A key focus of the work will be in-work poverty and working to tackle the widening inequality gap within communities. Key to this will be engaging with local people and working with services and partners to promote an inclusive growth approach locally, creating opportunities for all from ongoing economic and cultural regeneration.
 - **Empowering Communities** – the Service will work with partners to maximise the opportunities from the Community Empowerment (Scotland) Act 2015 for local communities and the council. New approaches will be developed which support the development of community organisations and strengthen the approach to engagement through local area committees.
 - **Digital Innovation** – the Service will provide a strategic lead for the development of a new Digital Plan for Renfrewshire. This will seek to maximise the benefits of the public wifi initiative, building on this approach to lead the development of a funding bid to the Department of Digital, Media, Culture and Sport to implement a full fibre digital network in Renfrewshire. Work will also continue with partners to promote digital inclusion and innovation across communities.
 - **Employee Engagement** – the Service will have a key focus on improving internal communications through the development of a new staff intranet and refreshed internal communications plan. The service will continue to support staff development and innovation through the Lens intrapreneurship programme and lead on the implementation of the new self evaluation model which will aim to drive continuous improvement across the Council.
 - **Paisley 2021 Legacy / Destination Brand** – the Service will support all local activity to maximise the benefits from the legacy of the 2021 bidding process and to change the reputation of Paisley and Renfrewshire. A key development will be the launch of the new destination brand, coupled with the implementation of the Renfrewshire Visitor plan and events programme.
 - **Strengthening partnership working** – the Service will continue to foster strong and positive working relationships across sectors and communities, working together to deliver key priorities jointly for the benefit of local people.

- **Promoting and enhancing the Council's reputation** – the Service will engage with local citizens and communities to enhance awareness and understanding of the Council and the services which are delivered and celebrate their achievements.
- **Developing the policy and commissioning team** to further enhance the effectiveness of the service and the value of procurement and policy expertise to the Council. This includes prioritising the development of the data analytics team and improving the use of data and intelligence to inform service delivery, improvement and commissioning.

2. Introduction to the Service Improvement Plan

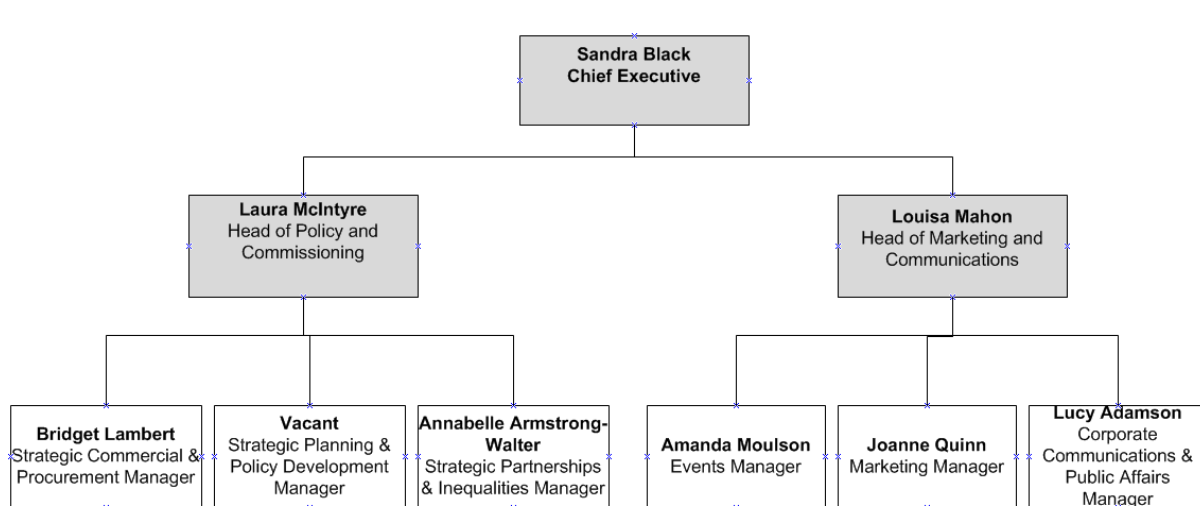
- 2.1 This Service Improvement Plan for the Chief Executive's Service covers the three-year period from 2018/19 to 2020/21. The plan outlines what the service intends to achieve based on the financial and employee resources expected to be available. The plan assists in shaping the strategic direction for the service and outlines key programmes, actions and improvements which will be delivered during the next three years.
- 2.2 The major factors that this Service Improvement Plan will require to respond to are the challenging financial environment, public sector reform and delivering the key priorities and outcomes of the Council Plan and Community Plan. The Service Improvement Plan sets out the likely impact that these issues will have on the service and the actions to address them.
- 2.3 The Council Plan clearly articulates the Council's priorities for Renfrewshire, and along with the Community Plan, sets out an ambitious programme of work. The Chief Executive's Service will work together with partners, businesses, local people and communities to target the 5 strategic outcome areas of the Council Plan, creating opportunities for all. These are outlined below:
- 1. Reshaping our place, our economy and our future**
 - 2. Building strong, safe and resilient communities**
 - 3. Tackling inequality, ensuring opportunities for all**
 - 4. Creating a sustainable Renfrewshire for all to enjoy**
 - 5. Working together to improve outcomes**
- 2.4 Renfrewshire's Community Plan was developed in tandem with the Council Plan ensuring the two Plans are closely aligned, focusing the work of the Council and our partners towards shared objectives and a shared vision for Renfrewshire. The four community plan themes are:
- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable.
 - Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities.
 - Our Renfrewshire is fair: addressing the inequalities that limit life chances.
 - Our Renfrewshire is safe: protecting vulnerable people, and working together to manage the risk of harm.
- 2.5 The Service Improvement Plan feeds directly into meeting the Council Plan strategic outcomes and many of the actions also contribute to Community Plan objectives and actions. This creates a golden thread through these three strategic documents and shows the role that the Chief Executive's Service has in delivering the strategic vision for Renfrewshire. The Chief Executive's Service also has a lead role in driving the implementation of these plans. Service level workforce, financial and risk plans are also

closely aligned to the Service Improvement Plan, and translate into team and individual development plans.

- 2.6 Service planning informs the budget process by enabling budget proposals to be seen in a wider policy context. In turn, the outcomes of the budget process shape the final content of the Service Improvement Plan. Integration of the budget and the service planning process supports elected members in arriving at budget decisions in the full knowledge of how these will impact at a service level.

3. What we do

- 3.1 The Chief Executive's Service is responsible for the delivery of procurement, the tackling poverty programme, equalities, community planning, strategic planning and policy development, data analytics and research, communications, marketing, tourism and events. These services are delivered by 117 employees, led by the Chief Executive Sandra Black, who is supported by two Heads of Service. The directorate team is supported in strategic and operational responsibilities by the Extended Senior Leadership Team.



- 3.2 A list of key lead responsibilities for the Chief Executive's Service is provided below but strong collaboration between teams 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, elected members and the Corporate Management Team.
- Driving corporate and service level performance through a robust performance management framework and effective scrutiny.
- Provision of a policy support service to service management teams, developing policy expertise and supporting service level improvement.

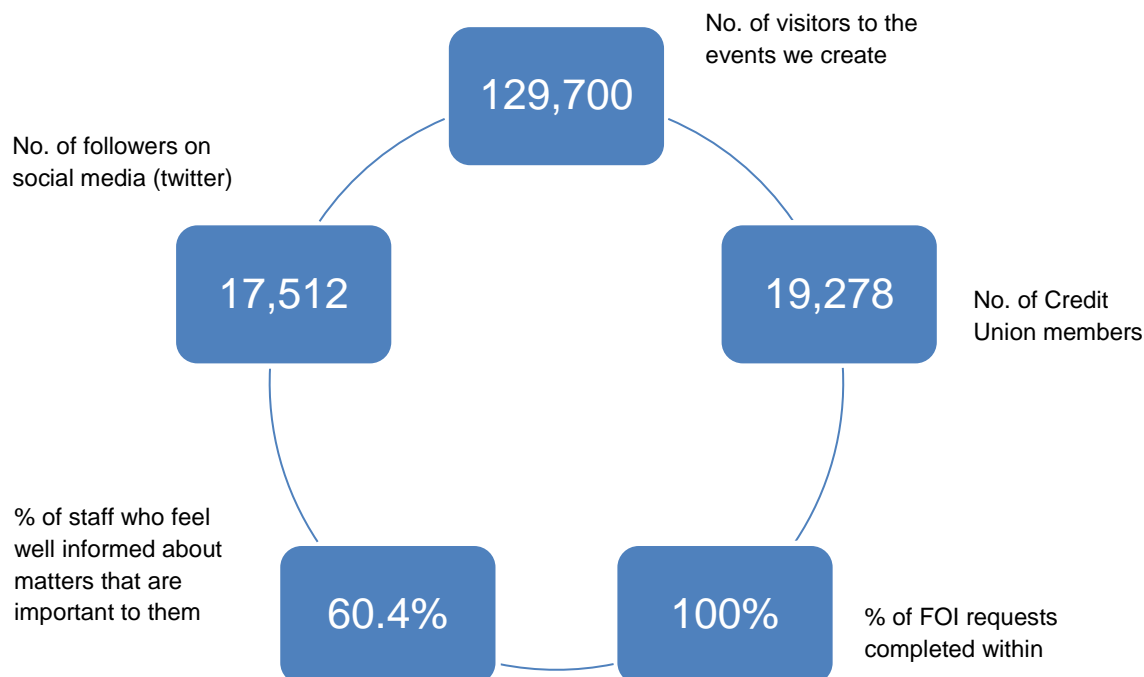
- Strengthen collaborative relationships with key Council partners and across the private, public and third sector.
- Provide a corporate data analytics and research service to support sound knowledge management and evidence based decision making across the Council.
- Lead the Council's Corporate and 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 a programme of tackling inequalities and supporting vulnerable people and communities.
- Lead on aspects of community empowerment, including support for local community groups and organisations and in relation to community level governance through local area committees.
- Lead on the digital programme for Renfrewshire including the implementation of the public wifi programme, the Digital Strategy and digital participation across communities.
- 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.
- 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.
- Develop corporate policy and meet statutory requirements particularly in the areas of equalities, best value, self-evaluation, consultation and supporting the process of Public Sector Reform.

- **Marketing, Events and Communications**

- Lead on the development and management of the Destination Brand for Renfrewshire that celebrates cultural heritage and promotes Renfrewshire as a great place to live, work and visit.
- Produce high quality campaigns and promotional materials which position Renfrewshire positively in digital and traditional media. Campaigns will be designed to raise awareness of council services, policy changes and promote positive behavioural change leading to improved lives.
- Lead on the provision of professional marketing and graphical design services.

- Lead on the development and implementation of the Council's marketing strategy.
- Establish a commercialisation model that reconnects the Paisley Pattern to Paisley.
- Lead the Renfrewshire-wide marketing network.
- Lead on a programme of key influencer engagement across a number of stakeholder groups – media, political, business and cultural.
- Lead on the implementation of the Renfrewshire Visitor Plan 2018-2021 and coordinate the progress of the action plans for the seven strategic projects which teams across the council and partners are responsible for delivering.
- Lead on the provision of an events management service for the Council.
- Lead the delivery of the Renfrewshire Events Strategy including bidding for new national events and designing, commissioning and delivering a programme of events and festivals across Renfrewshire.
- Lead the Renfrewshire-wide events programming board.
- Deliver an enhanced programme of cultural events as part of the Paisley 2021 Legacy plan.
- Place meaningful communication with employees, local people and partners at the heart of our day-to-day business and tell Paisley and Renfrewshire's story to local, regional and international audiences.
- Lead on the development and implementation of the council's internal communication and employee engagement strategy and manage internal communication channels.
- Lead on the provision of external communications, media and public relations services to protect the council's reputation, reinforce the corporate vision and build the profile of the council nationally.
- Provide an out-of-hours media management service.
- Lead on crisis and emergency media management.
- Build on the success of the partnerships formed through the UK City of Culture campaign by continuing to build and enhance a network of partnerships and relationships that support the Council's ambitions to create a thriving Renfrewshire.

Key Strategic Facts



4. Our strategic context

- 4.1 The Service Improvement Plan takes account of key national reviews and policies which have clear implications for the future delivery of public services. The main policy, economic, social and technological changes and challenges which will affect service delivery over the next three years are listed below and reflect the key issues which the Chief Executive's Service will be focussing on in the first year of this Service Improvement Plan.
- 4.2 **Financial Climate** – The Council continues to face an increasingly challenging financial climate. The Chief Executive's Service will continue to deliver significant financial efficiency savings over the medium term and will support service transformation on an ongoing basis through the input of the policy and commissioning team, including through better use of data and business intelligence to inform service transformation.
- 4.3 **Paisley 2021 Legacy** – The Service will support all local activity to maximise the benefits from the legacy of the 2021 bidding process and to change the reputation of Paisley and Renfrewshire. A key development will be the launch of the new destination brand, coupled with the implementation of the Renfrewshire Visitor Plan and events programme.
- 4.4 **Best Value Assurance Improvement Plan** – Following the Council's Best Value Audit Inspection, Audit Scotland provided direction on areas for improvement, with 7 key recommendations forming an improvement plan. Actions from the improvement plan are embedded within the Council and Community Plans and will be driven at a service level through the Service Improvement Planning process. The Chief Executive's Service is leading on the delivery of the Improvement Plan and contributes to the actions relating to community engagement and strengthening partnership working. The Service is also involved in ongoing work with the Audit Team and will deliver the report on the progress of the Improvement Plan.

- 4.5 **Community Empowerment and Engagement** - The Community Empowerment (Scotland) Act 2015 continues to be implemented in stages by the Scottish Government which impacts on the services the council provides. Communities of place or interest have rights under the Community Empowerment (Scotland) Act to request participation in the planning and delivery of services, which has implications for all Council and other public services. The Service is also leading on the review of local area committees, which will seek to strengthen opportunities for community engagement.

The Service will play a lead role in developing new arrangements which support the development of partnerships between services and with local communities. The ultimate aim of these arrangements will be to strengthen existing partnership working and to ensure that processes are simplified and as easy to navigate as possible for community groups and organisations.

- 4.6 **Local Governance Review** – The Local Governance Review was launched by the Scottish Government in December 2017. The aim of this national review is to ensure that local communities have more say about how public services in their area are run and will involve everyone with an interest in an inclusive dialogue on the future of local democracy in Scotland. The Review will run throughout 2018 with people's views being used to inform new legislation that may impact on the Council. Work is ongoing to ensure that the local review of community level governance is complementary to the national review work and is streamlined wherever possible.

- 4.7 **Child Poverty (Scotland) Bill** - The Child Poverty (Scotland) Bill was passed by the Scottish Government in November 2017. The Bill establishes a framework for reducing child poverty and puts in place mechanisms to assess progress. It requires local authorities and health boards to report jointly on what local actions are being taken to contribute to meeting targets. The Chief Executive's Service will lead local planning activities in order to ensure that the key requirements of the legislation are fully implemented in Renfrewshire.

- 4.8 **Fairer Scotland duty** – The Fairer Scotland duty was introduced by the Scottish Government as part of the Fairer Scotland Action Plan and comes into force in April 2018. It places a duty on all public sector bodies to tackle social and economic disadvantage in local areas. In particular, the duty aims to make sure that the strategic decisions about the most important issues are carefully thought through so they are as effective as they can be in tackling socio-economic disadvantage and reducing inequalities.

- 4.9 **Demographic Change** - The population of Renfrewshire is 175,930 and accounts for 3.2% of the total population of Scotland. Although Renfrewshire's total population is projected to remain stable, deprivation and vulnerability is a factor in some communities. Also, overall people are living longer and living in smaller households and this will impact on service delivery. The Chief Executive's Service provides data analytics and policy support to services to enable services to better forecast and manage the impact of demographic change at both a strategic and operational level.

- 4.10 The complexity of service delivery is reflected in the range of plans and strategies which cover the scope of the Chief Executive's Service. In addition to commitments in the Council Plan and Community Plan, the Chief Executive's Service is responsible for the development and implementation of the Events Strategy, Renfrewshire Visitor Plan and the

annual Corporate Governance Review. This is in addition to the many policies and pieces of statutory guidance which govern how services are delivered.

- 4.11 Partnership working across the council and beyond is vital to the delivery of services to Renfrewshire's communities. The Chief Executive's Service works with many different partners across the public, private and third sectors including: Engage Renfrewshire, West College Scotland, the University of the West of Scotland, Disability Resource Centre and local Credit Unions. Strategic partnership agreements have been developed with several key partners including West College Scotland and the University of the West of Scotland.
- 4.12 **Risk Management** - The Council's risk management arrangements are well established with all strategic, corporate and service risks being reported to the Audit, Risk & Scrutiny Board. Strategic risks are more outward in nature, whereas corporate risks are more inward and often affect more than one service or department. Actions related to strategic or corporate risks, where the Chief Executive's Service are owner or joint owners of the risks (shown below), are reflected in the service improvement action plan; this ensures an additional layer of monitoring in the management of these risks. Other risks, which may occur only for or within the Chief Executive's Service, are contained in the service risk register that is reported to the Audit, Risk and Scrutiny Board. The top service risks are also shown below for information and actions relating to these are also included in the service improvement plan.

Risk	Evaluation Low/Moderate/High/Very High
Our Strategic Risks	
Poverty levels in Renfrewshire	Very High
Local partnership structure	High
Our Corporate Risks	
None identified for the Chief Executive's Service	
Our TOP service-specific risks	
External communications and marketing	High
Renfrewshire Events Strategy	High

- 4.13 **Self – Evaluation** - During 2018 the Chief Executive's Service will work with services to pilot and implement the Renfrewshire Continuous Improvement Model (RCIM). This is a self evaluation model which has been developed locally based on national quality standards, which will allow services to self-assess their performance across a range of key themes such as Leadership, Partnerships and Resources.

The Chief Executive's Service will use the model to help services to self-identify what is working well and what needs to improve and to drive employee involvement, particularly in terms of putting forward suggestions for improvements to services.

- 4.14 **Workforce Planning** - 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 a climate of financial and resource constraints. A workforce plan, as specific to the Chief Executive's Service has been developed and an associated action plan with key outcomes is now in place to address key issues such as employee wellbeing, learning and development, succession planning and skills development. The plan will deliver a flexible, skilled, modern workforce that will deliver for communities in Renfrewshire.
- 4.15 **Equalities** - 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.
- 4.16 The council recognises that equality both needs to be mainstreamed fully into its policies and procedures and ensure that its equality outcomes are given high priority, by being part of mainstream progress reporting. The Council has agreed that this is undertaken through departmental Service Improvement Plans. This will allow actions to be monitored on a regular basis.
- 4.17 The Council 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 whether its equality actions and priorities are contributing to overall outcomes and can be reviewed and amended accordingly.
- 4.18 The Chief Executive's Service will actively promote equality and diversity mainstreaming through the work of its three main service areas/groupings and will contribute to the development of the Council's six equality outcomes.

5. Chief Executive's Service – delivering the Council Plan

- 5.1 The Council Plan "Thriving People, Connected Communities" clearly articulates the Council's priorities for Renfrewshire and along with the Community Plan sets out an ambitious programme of work.
- 5.2 The Chief Executive's Service is the lead on the delivery and development of these plans and the Service Improvement Plan details how the Service will contribute to and deliver these outcomes. It provides an overview of how the service will contribute to each of the five strategic outcomes of the Council Plan. Under each of the outcomes, the plan:
- Highlights the service's achievements for the year up to 31 March 2018;
 - Outlines the key priorities the service aims to achieve over the duration of the Improvement Plan;
 - Identifies the key actions to be undertaken to meet the priorities; and
 - Sets out the performance indicators to be used to monitor progress.

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

6. Strategic Outcome Overview

- 6.1 The Chief Executive's Service contributes to this priority through our ongoing work to support cultural and economic regeneration, with a particular focus on culture and events, with the new Events Strategy, Renfrewshire Visitor Plan and Destination Brand being introduced this year. Work continues to roll-out free public wifi across Renfrewshire town centres, to promote digital opportunities for all and to lead on the development of a national funding bid to implement a full fibre digital network locally, which will aim to drive economic growth and promote social inclusion.
- 6.2 The Data Analytics team are supporting development work in relation to economic performance and population growth.

Achievements 2017/18

- 6.3 During 2017/18, the service's achievements in relation to this priority included:
- The provision of significant support and commitment by staff across the service in terms of submitting Paisley's bid for UK City of Culture 2021. Paisley 2021 generated over 600 million opportunities to see or hear something positive about Paisley and Renfrewshire in 2017/18.
 - The delivery of an enhanced events programme for 2017/18 contributed £2m spend into the economy, delivered a 23% increase in event attendances and a total of 160,000 individuals who attended events. 2017/18 also delivered a percentage increase of 267% (from 2015/16) of the number of visitors attending events. The events team successfully bid for new events including the British Pipe Band Championships, the Scottish Album of the Year Awards, MG Alba TRAD Awards and the Royal National Mod.
 - Phase 1 of the public wifi project commenced and is nearing completion. 29 out of the 33 Phase 1 buildings switched over to the new public wifi in mid November 2017. Phase 2 is progressing well, with Johnstone town centre wifi going live in December 2017.
 - The Renfrewshire Visitor Plan 2018-2021 was approved by Leadership Board, following consultation with industry and endorsement by Visit Scotland. An internal tourism working group has been established to implement the 7 portfolios within the strategy – the group includes regeneration, employability, culture, tourism, marketing and community and environment teams.

6.4 Priorities 2018/19

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Leading on the Renfrewshire communications for Glasgow City Region City Deal, including marketing the new Advanced Manufacturing Innovation District

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



Scotland.



- Delivering the events strategy to 2022. This will include bidding for new events and delivering an enhanced events programme on an annual basis as part of the Paisley 2021 Legacy plan.
- Progressing our digital ambitions, continuing to implement free public wifi across our town centres and working with partners to promote digital skills and development.
- Leading on the Council's bid for funding from the Department of Digital, Culture, Media and Sport to implement a full fibre digital network in Renfrewshire.
- Developing population projections for localities and communities in Renfrewshire.
- Establishing a commercialisation model that reconnects the Paisley Pattern to Paisley.
- Maximising the use of community benefits and ensuring they are included in all appropriate tenders.
- Implementing the Renfrewshire Visitor Plan and destination marketing plans

6.5 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Progress our digital ambitions, implementing free public wifi across our town centres and working with partners to promote digital skills and development	Improved access to wifi and digital skills for residents of Renfrewshire	Head of Policy and Commissioning / Digital Lead	31 March 2019
Develop a new digital strategy for Renfrewshire focusing on economic growth, digital skills and digital participation	All Renfrewshire residents benefit from access to the internet	Digital Lead	31 October 2018
Lead on the Council's bid for national funding to support the implementation of a full fibre network in Renfrewshire	All Renfrewshire residents benefit from access to the internet Increase economic growth	Digital Lead	31 August 2018
Implement our destination marketing plans	Improve UK and international profile for Paisley & Renfrewshire	Head of Marketing and Communications	31 March 2021

Strategic Outcome 1: Reshaping our place, our economy and our future			
	Increase visitors		
	Increase economic impact		
Deliver a range of diverse and exciting events to increase visitor numbers to our town centre and grow local event attendances	Increase local spend Improve area image Increase cultural participation	Head of Marketing and Communications	31 March 2021
Implement the Renfrewshire Visitor Plan	Position Paisley and Renfrewshire as a day visitor destination Increase visitors to Renfrewshire Increase hotel occupancy Transform area image	Head of Marketing and Communications	31 Mar 2021
Create a positive destination brand to drive positive perceptions of Paisley and Renfrewshire as a great place to live, work and visit, and implement the destination marketing strategy.	Improve UK and International profile for Paisley and Renfrewshire. Increase visitors	Head of Marketing and Communications	31 March 2021
Establish a commercialisation model that reconnects the Paisley Pattern to Paisley	Change perceptions of Paisley Reconnect the pattern to Paisley Income generation	Head of Marketing and Communications	31 December 2020
Deliver the events strategy to 2022. This will include bidding for new events and delivering an enhanced events programme on an annual basis as part of the Paisley 2021 Legacy plan	Increase event attendees Increase visitors to Renfrewshire Increase local spend Increase economic impact Improved social impacts Improved area image perceptions Increase cultural participation Recognition for cultural excellence	Head of Marketing and Communications	31 March 2022
Develop population projections for	This will allow the council to	Data Analytics and	31 March

Strategic Outcome 1: Reshaping our place, our economy and our future									
localities and communities in Renfrewshire				model the impact of policies on populations at a local level and support community decision-making			Research Manager	2019	
Build capacity of local supply base, promote 'grow local'				Improve local contractors knowledge of Council procurement processes and use of Public Contracts Scotland and Public Contracts Scotland Tender to help support more local businesses to bid for Council contracts			Strategic Commercial and Procurement Manager	31 Dec 2018	
Maximise use of community benefits – ensure that ambitious community benefits are included in all appropriate tenders. Improve the monitoring of delivery and the support provided to contractors to help get maximum value from Community Benefits				Adopting a more targeted and flexible approach to Community Benefits delivered in partnership with contractors and the community benefits forum will better deliver benefits to the communities that need them most.			Strategic Commercial and Procurement Manager	31 Dec 2018	
6.6 Performance Indicators									
Code	Performance Indicator	Frequency of Monitoring	Date last updated	Current Value	Current Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target
CE.CP.E V01	Number of visitors to the events we create	Annual	2017/18	160,000	160,000		170,000	190,000	210,000
CE.SIP1 7.EV02	Local spend at events	Annual	2017/18	£623,268.50	£650,000		£700,000	£750,000	£800,000
CE.SIP1 7.EV03	Regional economic impact of events	Annual	New indicator for 2017/18	-	-	-	£1,200,000	£1,400,000	£1,600,000
Code	Performance Indicator	Frequency of Monitoring	Date last updated	Current Value	Current Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target

Strategic Outcome 1: Reshaping our place, our economy and our future									
CE.SIP1 7.EV04	Number of visits to Renfrewshire (and Paisley) attractions	Annual	2017/18	898,000	-		1,770,000	1,770,000	1,770,000
CE.SIP1 7.EV05	Opportunities to see or hear something positive about Paisley & Renfrewshire	Annual	2017/18	600,000	120,000		120,000,000	-	-
New PI	Increase participation across our communities	Annual	New indicator for 2018/19 to be developed						

Strategic Outcome 2: Building strong, safe and resilient communities	
7.	Strategic Outcome Overview
7.1	The Chief Executive's Service contributes to this priority through the work of the Partnership Team who work with local community groups and organisations. Work will continue on the delivery of the Community Plan and the review of the Local Area Committees.
7.2	<p>During 2017/18, the service's achievements in relation to this priority included:</p> <ul style="list-style-type: none"> Undertaking a review of the Local Area Committees (LAC) structures. The review included benchmarking the Renfrewshire model against those of other Scottish local authorities, undertaking significant engagement with all stakeholders and others not currently engaged in LACs and undertaking an analysis of grant funding applications and awards over the last five years. A report on the first phase of engagement was agreed by the Council on 21 December 2017, which approved a second phase based on nine proposals for action. This phase of engagement will be completed by April 2018 and finalised proposals reported to Council for approval and implementation during 2018/19. Following engagement with communities and community planning partners during 2017 and 2018, the 'Our Renfrewshire Community Plan 2017-27' was published by the Scottish Government deadline of 1 October 2017. An associated Locality Plan was also published.

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

7.3 Priorities 2018/19

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities.
- Development of support mechanisms for community groups to engage with the council.
- Work will take place during 2018/19 to build the Council's capacity to undertake participatory budgeting exercises. One of the proposals of the review of Community Level Governance Arrangements being consulted on during January-April 2018 is for participatory budgeting to become the means of deciding spend on the Youth Challenge component of current LAC budgets during 2019/20.
- Work with communities to develop local action plans to tackle issues people care about most. The Review of Community Level Governance Arrangements proposals being consulted on during January to April 2018 include provision for the establishment of new Local Partnerships. It is intended that each Local Partnership would have, as an early task, the development of action plans that identify and address the issues that local people care about most.

7.4 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities	Communities will feel more empowered	Strategic Partnerships and Inequalities Manager	31 March 2022
Implement a new approach for Local Area Committees	Increase effectiveness of community level governance	Strategic Partnerships and Inequalities Manager	31 March 2019
What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Work with communities to develop local action plans to tackle the issues	Communities will feel more empowered and	Strategic Partnerships and Inequalities Manager	31 March 2022

people care about most	involved		
Make Renfrewshire a leader in supporting volunteering within communities	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 March 2022
Launch and deliver new Community Plan	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 October 2018
Develop approach to deliver participatory budgeting / community choices	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 March 2021
Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership	Community planning partners are supported effectively to take forward any new pieces of partnership work identified by the LOIP	Strategic Partnerships and Inequalities Manager	31 December 2018
Review of corporate grants process and monitoring arrangements	Communities will feel more empowered and involved	Strategic Partnerships and Inequalities Manager	31 October 2018
7.5 Performance Indicators			
There are no indicators for this outcome			

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

8. Strategic Outcome Overview

- 8.1 The Chief Executives Service contributes to this priority through supporting vulnerable people impacted by poverty.
- 8.2 During 2017/18, the service's achievements in relation to this priority included:
- £4 million of income has been generated through the Tackling Poverty programme for local people, with the programme continuing to support developments such as Renfrewshire's Advice Partnership, Affordable Credit group and the Credit Union Forum.
 - Six new meaningful and measurable equality outcomes were developed in consultation with Renfrewshire community groups.
 - The Tackling Poverty Programme won the Programme of the Year award at the Association of Project Management Awards 2017.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

8.3 Priorities 2018/19

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Build on the work to tackle poverty and develop new and innovative approaches which focus on in-work poverty.
- Approaches to help mitigate welfare reform will be delivered to help Renfrewshire residents. Universal Credit is expected to be rolled-out to Renfrewshire in September 2018 and preparation for the new Scottish Social Security arrangements is also underway.
- Deliver a range of interventions to support financial inclusion across Renfrewshire which includes continuing to support credit union development, financial capability initiatives such as affordable credit provision and continuing support to Third Sector organisations.
- Support the development and reporting of progress measures against the Child Poverty Act.
- Our signature events programme will be designed to provide opportunities for our cultural creative sector to co-create and collaborate on the programme, and to provide training and learning opportunities for young people and those who are isolated within our communities.
- Work with local equalities led community groups and employees to deliver progress against the six equality outcomes. This will include working with community groups to build their capacity to contribute to success measures. Initially two employee network groups related to disability and sexual orientation will be established and supported to contribute to the staff related success measure.
- Engagement will take place with British Sign Language (BSL) using communities and across relevant Council services to develop a local BSL plan in response to the national plan.
- Continue to promote fair working practices including payment of the living wage across the councils supply base by progressing the living wage accreditation plan.
- The development of the organisational communications and marketing strategy will outline our commitment to ensuring communications will be accessible to all and identifying new communications and marketing channels to reach our hard to reach communities.

8.4 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
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Strategic Outcome 3: Tackling inequality, ensuring opportunities for all			
Programme of work to tackle inequalities and poverty learning from evaluation of Tackling Poverty programme	Community Planning Partners have a co-ordinated approach to tackling the causes of poverty and reducing the inequalities caused by it	Strategic Partnerships and Inequalities Manager	31 March 2022
Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	The potential impacts of the next phase of welfare reforms are well-understood across the Council	Strategic Partnerships and Inequalities Manager	31 December 2018
Deliver a range of interventions to support financial inclusion across Renfrewshire	<p>Increase membership and sustainability of Credit Unions</p> <p>Save money for local residents by increasing affordable credit options</p> <p>Increase the money generated for Renfrewshire residents</p>	Strategic Partnerships and Inequalities Manager	31 March 2019
Introduce a youth and equalities forum as a key element of local engagement	Children and young people have their voice heard by the services which support them and feel listened to	Strategic Partnerships and Inequalities Manager	31 March 2022
Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes	Equality groups experience inclusive interactions with the Council and see diverse needs met	Strategic Partnerships and Inequalities Manager	31 March 2019
Work with British Sign Language (BSL) users and relevant Council services to develop a local BSL plan	BSL users will have their needs met by services and feel included	Strategic Partnerships and Inequalities Manager	31 October 2018
Implement the digital participation plan to support low income families and other disadvantaged groups benefit from access to the internet	All Renfrewshire residents benefit from access to the internet	Digital Lead Officer	31 March 2019
Use the Events Strategy to increase participation across all communities	Remove barriers and increase participation across all our communities, particularly in our most deprived areas	Head of Marketing and Communications	31 March 2021
Promote fair working practices including payment of the living wage across the councils supply base. Include Fair Work as a	<p>Promote the importance and value of Fair Work Practices to our suppliers.</p> <p>Help protect the rights of</p>	Strategic Commercial and Procurement Manager	31 March 2021




Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

standard agenda item at supplier review meetings to be considered alongside all other contract management matters

suppliers' employees.

Improve the quality of the delivery of services to the Council

8.5 Performance Indicators

Code	Performance Indicators	Frequency of monitoring	Date last updated	Current Value	Current target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target
New	Increase % of people participating in events from our most deprived communities	Annual	New indicator for 2018/19			-	6%	7%	8%
CE.SIP17.CP01	Number of people who felt they have been engaged within the community planning process	Annual	2016 /17	928	-		-	-	-
CE.SIP17.TP02	Number of Credit Union members	Annual	2017 /18	39,158	-		Targets	under development	
CE.SIP17.TP03	Interest saved against high interest lenders	Annual	2017 /18	£191,263.19	-		-	-	-

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

9. Strategic Outcome Overview

9.1 The Chief Executive's Service contributes to this priority through our work on sustainable

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

procurement and Fairtrade.

9.2 During 2017/18, the service's achievements in relation to this priority included:

- Relaunching the Fairtrade Steering Group and contributing to Fairtrade Fortnight events.
- Contributing to the Community Benefits Forum.

9.3 Priorities 2018/19

The key priorities the service aims to achieve over the duration of the improvement plan are:

- Sustainable Procurement – maximise opportunities to promote all aspects of sustainable procurement in appropriate contracts, such as Community Benefit Clauses and Fair Work Practices.
- Fairtrade – continue to lead on promoting Fairtrade within communities and the Fairtrade Steering Group.
- Develop and implement a communications and marketing strategy to support behaviour change to the waste management collections and the Team Up to Clean Up campaign.

9.4 Priority Actions

What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Maximise opportunities to promote all aspects of sustainable procurement in appropriate contracts. This includes the use of Community Benefit Clauses, Fair Work Practices and purchase of fair and ethnically traded products as well as promoting reduction in waste, maximising opportunities to recycle and use reclaimed products and reducing energy / water consumption	Sustainable procurement can positively impact on the lives of individuals, it can improve our physical environment and deliver financial savings over the life of a contract through improved whole life costings and promotion of the circular economy	Strategic Commercial and Procurement Manager	31 March 2021
Maintain commitment to being a Fairtrade Council	Promotion of fair and ethical products	Head of Policy and Commissioning	March 2021
Plan, implement and coordinate the communications and marketing campaign to support the changes to waste	Improved recycling rates Improved civic pride	Head of Marketing Communications and Events	December 2019

Strategic Outcome 4: Creating a sustainable Renfrewshire for all to enjoy	
management and the Team Up to Clean Up campaign	
9.5	Performance Indicators
There are no performance indicators for this outcome.	

Strategic Outcome 5: Working together to improve outcomes	
10.	Strategic Outcome Overview
10.1	The Chief Executives Service contributes to this priority through a leadership and improvement role on the Council Plan and Best Value Improvement Action Plan. The Service drives performance management, self evaluation, quality assurance and scrutiny and supports staff engagement and internal communications.
10.2	<p>During 2017/18, the service’s achievements in relation to this priority included:</p> <ul style="list-style-type: none"> • Developing a new Council Plan and Community Plan which were both approved by full Council in September 2017. The plans were developed in parallel through an extensive programme of consultation and engagement. • Developing a draft service workforce plan. • The publication of a positive Best Value Assurance Report for Renfrewshire which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. • The successful completion of the first round of the Lens Intrapreneurship programme which culminated in an awards ceremony in May 2017. The Lens encourages staff to submit innovative ideas for development, and if successful at the final, receive funding to support taking the idea forward. Phase 2 of the Lens programme was launched in November 2017 to a wider number of council services. • Hosting another successful staff recognition awards ceremony at Paisley Town Hall celebrating the work done by all the hard working staff across the council.
10.3	<p>Priorities 2018/19</p> <p>The key priorities the service aims to achieve over the duration of the improvement plan are:</p> <ul style="list-style-type: none"> • Supporting enhanced internal communications and engagement by improving and evolving how we communicate with employees through the development of a new staff intranet and refreshed internal communications plan. • Roll-out the new model for self-assessment, Renfrewshire Continuous

Strategic Outcome 5: Working together to improve outcomes

Improvement Model (RCIM).


- Develop the policy and commissioning function to ensure closer working between policy and procurement teams to better inform the service planning and commissioning process.
- Undertake a review of the complaints handling process and roll-out to all services.
- Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit.
- Develop the scope and functionality of our open data platform and expand its use in the community.
- Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources.
- Support the Better Council Change programme.
- Promote greater external awards recognition by Council services and initiatives.

10.4 Priority Actions








What are we doing?	What difference will we make?	Who is leading this?	When will we do it by?
Undertake a review of the complaints handling process and roll-out to all services	The council will have a robust complaints handling process that will allow us to learn from complaints	Head of Policy and Commissioning	31 December 2018
Implement a new model for self assessment	The council will have a robust mechanism for self assessment	Strategic Planning and Policy Development Manager	30 September 2019
Develop collaborative relationships across Local Authorities and other public sector bodies	Understand and promote best practice to streamline services and achieve savings	Strategic Commercial and Procurement Manager	31 March 2019
Review and enhance working relationships across the policy and commissioning team and with partner services.	There will be a strategic response to the delivery of policy and planning activities council-wide	Head of Policy and Commissioning	31 March 2019
Implement an action plan for the organisation, addressing any	Implementation will support continuous improvement of the	Head of Policy and	31 March

Strategic Outcome 5: Working together to improve outcomes

recommendations from the recent Best Value Audit	Council	Commissioning	2019
Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions	The council will be recognised for the work it does and employees will feel valued for the work they do	Assistant Strategic Planning and Policy Development Manager	31 March 2021
Develop the scope and functionality of our open data platform and expand its use in the community	This will allow innovation and research using data analytics to support economic development and community led decision making	Data Analytics and Research Manager	31 March 2019
Expand the use of our Geographic Information Systems (GIS) across services	Deliver efficiencies through better use of data and improve service delivery and information for the public. Achieve best value for our investment in the system.	Data Analytics and Research Manager	31 March 2019
Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach	Better understanding of how to improve outcomes for local people	Data Analytics and Research Manager	31 March 2019
Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources	Strengthened partnerships	Strategic Partnerships and Inequalities Manager	31 March 2019
Fully embed our staff “intrapreneurship” programme and recognising staff for success	Staff will feel empowered through having a mechanism to promote their ideas and try new ways working	Head of Policy and Commissioning	31 March 2019
Improve and evolve how we communicate with employees through the development of a new staff intranet and refreshed internal communications plan	Staff who feel well informed about matters that are important to them	Head of Marketing and Communications	31 December 2019
Development of organisational communications and marketing strategy	Residents feel well informed about their council Social media engagement	Head of Marketing and Communications	31 December 2019
Protect the council’s reputation, reinforcing the corporate vision and positioning the council as open, modern and ambitious, through the	Local people and employees will be aware of council decisions	Head of Marketing and Communications	31 December 2019

Strategic Outcome 5: Working together to improve outcomes									
local and national media									
Implement Chief Executive’s Workforce Plan			Better understanding of service needs and resources and planning for future			Head of Policy and Commissioning / Head of Marketing and Communications		31 Oct 2018	
Promote Council Plan to a wider audience			Council employees and partners will have a greater knowledge of the Council Plan and how they contribute to it			Head of Policy and Commissioning / Head of Marketing and Communications		31 Dec 2018	
Review current Public Services Panel arrangements and investigate options for further development			Ensure there are appropriate engagement mechanisms in place for communities and residents of Renfrewshire			Data Analytics and Research Manager		30 May 2018	
Refresh existing Business Continuity arrangements and develop new plan			Ensure there are appropriate arrangements in place			Head of Policy and Commissioning		30 September 2018	
Support Better Council Change Programme			Support financial sustainability of the Council Improved outcomes for local people and communities			Head of Policy and Commissioning		31 March 2019	
10.5 Performance Indicators									
Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target
CE153	% of complaints responded to within timescales agreed with customer	Quarterly	2016/17	100%	100%		100%	100%	100%
Code	Performance Indicator	Frequency of monitoring	Date last updated	Current Value	Current Target	On Target	2018/19 Annual Target	2019/20 Annual Target	2020/21 Annual Target

Strategic Outcome 5: Working together to improve outcomes

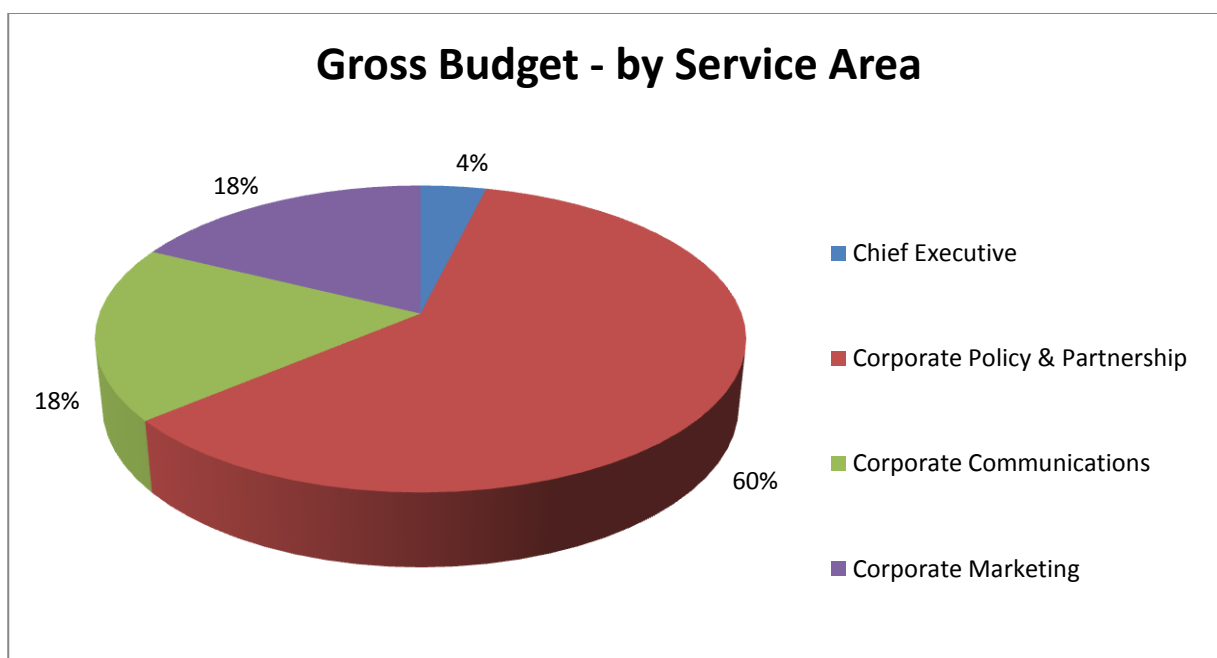
CE.SIP17.IC01	% of staff who feel informed	Annual	2016/17	60.44 %	60%		65%	70%	75%
CE08	% of FOI requests in a quarter completed within timescales in the Chief Executive's Department	Annual	2016/17	100%	100%		100%	100%	100%
CE.SIP17.CP02	% of local people who feel well informed about their Council	Annual	2016/17	39%	70%		75%	80%	80%
CE138	Number of followers on social media (twitter)	Quarterly	2016/17	17,512	15,000		20,000	20,000	25,000
CE139	Number of friends on Facebook	Quarterly	2016/17	11,055	8,000		12,500	14,000	16,000
CEABS01dii	Average number of work days lost through sickness absence per employee (CEX) (FTE)	Quarterly	2016/17	8.12	1		1	1	1
FCSCREDCE01f	% of invoices paid within 30 days by the Chief Executive's Service	Quarterly	2016/17	100%	90.5%		90.5%	90.5%	90.5%

11. Our Resources

11.1 Local government continues to operate in a challenging financial environment. The financial challenges are expected to continue to 2020 and beyond. Renfrewshire Council, together with other Scottish local authorities, face a significant financial challenge over the next few years. 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.

11.2 The revenue budget agreed for the Chief Executive's Service in 2018/19 is £5,832,130. The charts below show how this is allocated across areas of service and different types of cost.



Gross Budget - by Expenditure Type

