

To: Finance, Resources and Customer Services Policy Board

On: 28 March 2018

Report by: Chief Executive

Heading: Chief Executive's Service Improvement Plan 2018/19 to 2020/21

1. Summary

- 1.1 The purpose of this report is to present the Chief Executive's Service Improvement Plan covering the 3 year period 2018/19 to 2020/21, attached as Appendix 1 for approval.
- 1.2 Service Improvement Plans are important documents which provide an opportunity for elected members to scrutinise service levels, activity and associated performance. 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, and sufficient awareness of the key challenges and opportunities which have emerged for the service over the preceding period.
- 1.3 The Chief Executive's Service operates within a dynamic financial, demographic and policy environment, with a number of new and emerging developments / legislation at a national level having a significant impact at a local level. The Service plays a vital role in supporting services and the Council overall to improve, to implement changes and to adapt and respond to challenges and opportunities.
- 1.4 In light of these challenges, and the service's key strategic role, the service has reviewed its Service Improvement Plan for the period 2018/19-2020/21, and identified a range of actions, specific to each of the five Strategic Outcomes of the Council Plan, that will be undertaken to improve and develop service provision. Performance scorecards have been developed for each of

the five Strategic Outcomes and include specific performance indicators and associated targets which will be used to monitor and report service performance against.

- 1.5 The Service Improvement Plan is one of the key mechanisms by which elected members scrutinise service performance across the Council. The first progress update on relevant actions and progress on the Service Improvement Plan 2018 to 2021 will be submitted to the Finance, Resources and Customer Services Board in November 2018.

2. Recommendations

- 2.1 It is recommended that the Finance, Resources and Customer Services Policy Board:
- a) approves the 2018/19 to 2020/21 Service Improvement Plan for the Chief Executive's Service attached as Appendix 1; and
 - b) agrees that progress with this plan should be reported to the Board in November 2018.

3. Role of the Chief Executive's Service

- 3.1 The principal role and purpose of the Chief Executive's Service is to provide:
- Policy and Commissioning Services – corporate policy, community planning, procurement.
 - Marketing, Events and Communications Services
- 3.2 Services are provided to the public of Renfrewshire, to other services within the Council and to community partners. Services are delivered by 117 employees employed on a full-time or part-time basis, with a gross expenditure budget of approximately £5.8 million.

4. Service Improvement Plan 2018 to 2021

- 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.
- 4.2 The Service Improvement Plan provides a strategic assessment of the key challenges and changes which will face the service during the period of the delivery of this plan, including the challenging and uncertain financial

environment and expected significant demographic changes that will impact on the demand for services.

- 4.3 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.
- 4.4 The Service Improvement Plan details how the Chief Executive's Service will contribute to and deliver these outcomes. It provides an overview of how the service will contribute to each of the 5 strategic outcomes of the Council Plan. Under each strategic outcome, 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.
 - Sets out the performance indicators to be used to monitor progress.
- 4.5 During 2018/19, the key priority focus of activities delegated to this Board for the Chief Executive's Service will be:

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

- i. **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.
- ii. **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 wi-fi 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.

Council Plan Strategic Outcome 2: Building strong, safe and resilient communities

- i. **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.

Council Plan Strategic Outcome 3: Tackling Inequalities, ensuring opportunities for all

- i. **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.

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

- i. **Sustainable Procurement** – the Service will maximise opportunities to promote all aspects of sustainable procurement in appropriate contracts, such as Community Benefit Clauses and Fair Work practices.
- ii. **Fairtrade** – the Service will continue to lead on promoting Fairtrade within communities and lead on the Fairtrade Steering Group.

Council Plan 5: Working together to improve outcomes

- i. **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.
 - ii. **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.
- 4.7 Priority actions and performance indicators are core elements of the Service Improvement Plan. The priority actions set out how each of the key priority outcomes will be addressed, the key tasks to be implemented, an implementation time-table, and the measures of success. A range of performance indicators are provided to monitor progress over the period of the plan.
- 4.8 Implementation of the Service Improvement Plan is monitored and relevant activities and progress will be reported to the Finance, Resources and Customer Services Board on a six monthly basis. The first progress update on

the Service Improvement Plan 2018 to 2021 will be submitted to the Finance, Resources and Customer Services Policy Board in November 2018.

Implications of the Report

1. **Financial** – The Service Improvement Plan includes an analysis of the Revenue and Capital budget for 2018/19.
2. **HR & Organisational Development** – The Service Improvement Plan links closely with the Workforce Plan for the Chief Executive's Service, ensuring that the workforce is in a strong position to deliver key priorities now and in the future.
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving –*
 - *Our Renfrewshire is well*
 - *Our Renfrewshire is fair*
 - *Our Renfrewshire is safe*
 - *Reshaping our place, our economy and our future*
 - *Building strong, safe and resilient communities*
 - *Tackling inequality, ensuring opportunities for all*
 - *Creating a sustainable Renfrewshire for all to enjoy*
 - *Working together to improve outcomes*
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** - None
9. **Procurement** - None

10. **Risk** – The Service Improvement Plan supports the overarching management of risk with Renfrewshire Council and aligns closely with the Chief Executive's Service's Risk Register.
11. **Privacy Impact** – None
12. **Cosla Policy Position** - None

List of Background Papers - None

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