
To: Finance, Resources and Customer Services Policy Board

On: 2 June 2021

Report by: Chief Executive

**Heading: Chief Executive's Service - Service Improvement Plan 2020/21
Outturn Report**

1. Summary

- 1.1. The purpose of this report is to provide an update on the performance of the Chief Executive's Service for the 12-month period to 31 March 2021 in relation to the Service Improvement Plan. Service Improvement Plans for 2020/21 were developed for all Council services, however the Chief Executive's plan was not formally approved by this Board due to the outbreak of the coronavirus pandemic and the cancellation of scheduled policy board meetings between March 2020 and August 2021.
- 1.2. The draft plan has however been utilised during 2020/21, and has been used for the purposes of this report, with an update on progress and performance being provided for all actions and indicators. This includes details of any actions delayed or cancelled as a result of COVID-19 restrictions and/or the need to refocus service priorities in order to manage the pandemic response.
- 1.3. The Service Improvement Plan (SIP) sits beneath the Council Plan and Community Plan, and along with the service's risk register and People Strategy forms a suite of documents which provide the strategic direction for the service. Service Improvement Plans are aligned to the priorities set out in the Council Plan 2017-2022 and include those areas of the Council Plan for which the Chief Executive's Service is the lead.
- 1.4. In March 2020, the service identified key actions it aimed to achieve over the next three years, in order to deliver improved outcomes for local people and communities and contribute to the delivery of the Council Plan. The action plan is the core of the Service Improvement Plan. It sets out the priorities being addressed, the key tasks to be implemented, the implementation timetable and the measures of success. The service scorecard sets out a range of key indicators against which aspects of performance are measured.

- 1.5. The COVID-19 pandemic has had a significant impact on the operation of the Council and on how services are delivered. Whilst there have been periods where national policy required some activities to be paused, most Chief Executive's Service areas have continued throughout the year and teams have adapted to new ways of working. At the same time, the Council has taken on additional tasks directly related to supporting residents through the pandemic, whether as a single agency or in partnership with other public and third sector organisations.
- 1.6. In December 2020, a report was presented to the Council's Leadership Board on the progress of the Right for Renfrewshire transformation programme. Within the Placeshaping service design, a number of changes to management arrangements have been implemented from January 2021, including the identification of the Head of Policy and Commissioning as the strategic lead officer in relation to the climate emergency and the Council's response; the Future Paisley programme is now being led by the Head of Marketing and Communications; the work of the City Deal team, the cultural infrastructure team and the CARS/TH2 teams have been brought together and led by the Programme Director (City Deal and Infrastructure); and place planning services have been brought together in the Chief Executive's Service, with the Development Management and Building Standards teams now under the Head of Economy and Development.
- 1.7. Actions and indicators relating to these service areas previously within the Communities, Housing and Planning Service will be included within service improvement plans relating to the Chief Executive's service going forward. This includes areas such as Building Standards, Development Management, the Future Paisley programme, and the Local Housing Strategy.
- 1.8. Given the unprecedented nature of events in 2020/21 arising from the COVID-19 pandemic, the three-year service improvement plans have been replaced on an interim basis by Service Delivery Plans which focus on a single year (2021/22) and outline what each service plans to do to mitigate the effects of the pandemic and associated restrictions, as well as actions to support recovery and renewal. The Chief Executive's Service Delivery Plan for 2021/22 was presented to the Finance, Resources and Customer Services Policy Board on 31 March 2021.
- 1.9. The Chief Executive's Service management team reviews progress against all performance indicators and service improvement actions, and six-monthly reports on the Service Delivery Plan will be reported to the appropriate policy boards, with the next updates scheduled for November 2021.

2. Recommendations

It is recommended that the Finance, Resources and Customer Services Policy Board:

- (i) note the content of this report; and

- (ii) note that a mid-term report on the Service Delivery Plan will be submitted to the relevant Boards in Autumn 2021
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3. Background

- 3.1. The Chief Executive's Service delivers a range of strategic services within the organisation through the following service areas: policy and commissioning, economy and development, City Deal and infrastructure, and communications, marketing and events.
- 3.2. The Service Improvement Plan is one of the ways in which elected members can scrutinise the work of the Chief Executive's Service and to consider and decide upon policy options as necessary.
- 3.3. The Service Improvement Plan also links Community Plan and Council Plan priorities to strategic and operational activity within the service, which supports employees to understand how their role contributes to the Council delivering on its objectives.
- 3.4. The action plan details the progress of specific areas of work which, during 2020/21, enabled the service to support the Council's priorities and help deliver improved outcomes for Renfrewshire residents.
- 3.5. The service also measures progress by reporting on performance indicators. The scorecard provides details of the progress of these indicators throughout 2020/21 against set targets.

4. Key achievements 2020/21

- 4.1. As with other areas of the Council, since March 2020, the coronavirus pandemic has significantly changed the way in which the Chief Executive's Service has provided services and, for many teams, the actual services which they deliver. Priorities for the Chief Executive's Service have also changed to respond to the many issues which have arisen due to the pandemic and also to prepare recovery actions post COVID-19. Wherever possible existing priorities have continued to be delivered: the Celebrating Renfrewshire Participatory Budgeting programme; the publication of the Alcohol and Drugs Commission report and recommendations; delivering a digital events programme; fundraising activity for Paisley Museum; progressing City Deal and Cultural Infrastructure projects including an innovative District Heating Network solution; and continuing to offer support on jobs and skills development, including bidding to be a Kickstart provider.
- 4.2. Key achievements for 2020/21 are summarised below:

Economy and Development

- 4.3. The Economic Recovery Plan 2020 to 2022 was published in December 2020 with an Action Plan including: a refreshed employability programme for Renfrewshire; promoting enterprise and entrepreneurship in all Renfrewshire

High Schools through curriculum development; supporting and growing supply chain management and knowledge exchange in manufacturing; developing a programme to support work-place wellbeing; with NMIS develop a productivity and innovation programme for Renfrewshire manufacturing companies; raising awareness of contract opportunities from the public sector; targeting interventions for recruitment, upskilling and re-skilling across Renfrewshire's key sectors; large scale investment in refurbishment and regeneration of Council housing stock; and promoting a Renfrewshire Apprentice Framework.

- 4.4. The Service continues to fulfil a critical role in terms of the coordination, administration and delivery of business grants and support to business in relation to COVID-19. The landscape is subject to continuous change due to the introduction of additional measures of support on an ongoing basis in response to the pandemic. This represents a significant additional resource pressure for the service and a vital activity to support Renfrewshire's businesses, with around £55m funding allocated to over 3,000 businesses over the last year.
- 4.5. The Council's Employability Service continues to offer support on jobs and skills development. In October the Council bid to be a Kickstart provider and to be the Gateway organisation for local businesses to get involved. The Kickstart Scheme aims to create 6-month work placements for those aged 16 to 24 who are in receipt of Universal Credit. The Council has already had four bids for a total of 451 jobs approved and over 100 posts have already started. 120 of the approved posts will be with Renfrewshire Council. The previously successful Invest in Renfrewshire Traineeship and Internship programmes are currently being revamped to cater for the slightly different conditions of funding and will offer unemployed young people opportunities across the Council services.

City Deal and Infrastructure

- 4.6. Momentum has been maintained in preparing the readiness of the Advanced Manufacturing Innovation District Scotland (AMIDS) site for the anchor facilities, as well as further developing the AMIDS proposition to attract further investment. Updates on projects include: the Glasgow Airport Investment Area site works being progressed, with completion expected later this year; the design and construction of an innovative District Heating Network solution is expected to commence in quarter 2 of 2021; and approval to award the Clyde Waterfront and Renfrew Riverside design and construction project has been achieved with site start expected in the summer.
- 4.7. The Cultural Infrastructure programme is progressing well. The Paisley Museum awarded their main works contract in March 2021, the Paisley Town Hall main works contract is awarded and works have commenced on site, and the Paisley Learning and Cultural Hub is preparing to conclude their contract and commence works in August 2021. The Paisley Arts Centre design is almost complete, and the Public Realm projects have recommenced, with consultations and briefings underway.

- 4.8. The Townscape Heritage/ Conservation Area Regeneration Scheme proposals within Paisley have progressed, albeit delayed in some instances due to the pandemic restrictions and impacts. Multiple small projects are now complete, and the final group of projects are being considered to assign the remaining budget and complete the works within the project timescale. A detailed programme of cultural activities continues to be supported, with further events and training planned.

Marketing, Communications and Events

- 4.9. Marketing and communication activities in 2020/21 focused significantly on supporting the Council's emergency response to the COVID-19 pandemic. Following national lockdown on 23 March 2020, the service entered a period of intensive crisis communications, providing critical public health advice and information on local services to local people. This included: communicating changes to services, with some unable to be delivered in the same way, or at all; directing local people and businesses to crisis support and access to services; supporting Council staff transition to home working, communicating COVID-safe practice for those in frontline positions and supporting deployment to the emergency response; updating elected members and partners on the impact of the pandemic on our communities and services; and supporting the local cascade of national emergency communications and public health advice.
- 4.10. To extend the reach of communications and improve public access, several service enhancements were made, including a dedicated COVID-19 website (within the Council website) to update residents, staff and businesses daily. This provided a single source of information and had 3.1 million visits by 1.5 million users in 2020, 50% more than in 2019. A customer service team was established within the Digital First team to provide extended hours of customer service, helping to reduce calls to the customer service centre, flag emerging issues and allow real time analysis of data. A 7-day media service was introduced, operating 8am to 8pm to support social customer service, timetable proactive communications, and provide timely information and media updates to the senior management team, and daily elected member updates on the Council's COVID-19 response were provided from 23 March to 26 June.
- 4.11. Several 'business as usual' activities originally planned for 2020/21, but paused in the initial stage of the crisis, were re-started and delivered, including a new Council brand model and communication guide, and the Our Values launch and roll out. The Year 3 Paisley Is destination marketing plan - realigned for a COVID-19 context and targeting local people rather than visitors was launched, and a tourism sector recovery plan was agreed with the local sector, as well as the final year of Renfrewshire's Visitor Plan being concluded. Also, the Marketing strategy for Paisley Museum and Year 1 of the national PR strategy was delivered (achieving 36 pieces of coverage, 4.3m positive opportunities to hear or see, with PR value of £128,261), and a new Internal Communications and Engagement Strategy was launched.

- 4.12. Renfrewshire's major events programme has been significantly impacted by the pandemic, ongoing restrictions, and ban on mass gatherings in place since March 2020. In response to the cancellation of the programme, a series of digital events were delivered to mark key dates, most important to local people and groups, including Sma' Shot Day, Doors Open Days, Remembrance Day, and Renfrewshire Christmas. The events attracted a combined audience of 42.8k with content available on paisley.is and the Council website.
- 4.13. In relation with Paisley Museum fundraising, applications to major Trusts and Foundations continued throughout 2020/21 with £707,000 secured. Securing the support of major London based funders, the Garfield Weston Foundation and the Wolfson Foundation, as well as Scottish based Hugh Fraser Foundation will increase the potential to unlock further fundraising opportunities. The fundraising website continues to perform well in Google Rankings with some individual gifts being received through the website. The fundraising database continues to grow with over 1,400 constituents now recorded, and PMR Ltd is now registered with HMRC and able to process Gift Aid Claims on all eligible donations.

Policy and Commissioning

- 4.14. An update was provided to Council in March 2021 on the progress of the Social Renewal Plan and the extensive work that has taken place to complete this first phase of the community impact assessment, including a COVID-19 impact survey issued to 1,500 local people, engagement with the Local Partnerships, and listening events with a range of different equality groups. The research findings have been used to develop an initial Social Renewal Plan which sets out a range of priority actions which the Council and partners should take forward. At the heart of this plan, there is a focus on improving wellbeing and tackling the inequalities that exist across Renfrewshire's communities. This is the first step in the process of social renewal, and a special meeting of the Community Planning Partnership Executive Group took place on 29 March 2021 to discuss how the Plan would be taken forward in partnership, including looking at governance arrangements to provide oversight and direction to deliver the Plan. Updates on the Plan will be brought to Leadership Board on a regular basis, including a more developed action plan in June 2021.
- 4.15. The Neighbourhood Hub model which was put into place as part of the initial pandemic response continues to develop, with colleagues across the Council and our partners. The hubs have operated on a partnership basis with Renfrewshire Leisure, Renfrewshire Health and Social Care Partnership (HSCP), Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 1,000 households since the start of the lockdown period, including signposting to food services, delivering prescriptions, befriending calls to people who feel isolated or vulnerable, and delivery of books and toys through the Libraries Direct Service.

- 4.16. Since the onset of COVID-19, the Partnerships and Inequalities team has engaged with community groups to support the humanitarian response effort. This has included leading the community food network to work in partnership with community groups leading local responses, coordinating distribution of FareShare community resources and supporting local organisations to build their capacity to deliver local services. Local community groups and the people using their services have been connected to advice and guidance resources and sources of funding, which has supported individuals and households and also built the resilience of community groups.
- 4.17. Another round of 'Celebrating Renfrewshire', the youth-led participatory budgeting exercise, was successfully completed in December 2020 in partnership with Youth Services and Renfrewshire Youth Voice. Over 1,700 young people voted on the 80 project ideas which were submitted, and £124,437 was awarded to youth projects across Renfrewshire, with 68 projects receiving funding across the seven Local Partnership areas. Renfrewshire was one of the few local authorities in Scotland to carry out Participatory Budgeting exercises in 2020/21. The Partnerships and Inequalities Team have also been supporting Environment and Infrastructure with the design of the Community Investment Fund, which will be the Renfrewshire Council's first step towards mainstream Participatory Budgeting.
- 4.18. Renfrewshire Council has continued to support the delivery of the Connecting Scotland Programme which was established by Scottish Government and Scottish Council for Voluntary Services to provide digital connectivity to people in priority categories who did not have a device. A total of 1,590 devices were allocated in 2020/21 to organisations across Renfrewshire to support specific target groups including people shielding/at high clinical risk, families and care experienced young people and elderly and disabled people.
- 4.19. Local Partnerships have continued to operate through 2020/21, holding meetings to distribute grant funding in September and October of 2020. In early 2021, Local Partnerships were briefed on the progress of the Community Impact Assessment, particularly the findings of the Public Services Panel by Local Partnership area.
- 4.20. The Partnerships and Inequalities function have also delivered statutory reporting duties throughout the year. Renfrewshire's Local Child Poverty Action Report was published in September 2020, and New Equality Outcomes were also developed and published in early 2021, alongside the Council's mainstreaming report. The Tackling Poverty Programme has continued to operate throughout the year, adapting where appropriate to deliver vital projects throughout COVID restrictions with proposals for the 2021/22 programme agreed by Leadership Board in April. The Community Empowerment fund awarded a total of £167,225 between 1 April 2020 and 31 March 2021 to 8 community groups/organisations.
- 4.21. The final report of the Alcohol and Drugs Commission was presented to the Council and Community Planning Partnership in December 2020. It includes 27 recommendations which provide clear direction to community planning

partners on the action that must be taken to fundamentally address the impact of alcohol and drug use in Renfrewshire, including urgently addressing issues in relation to mental health service provision, including provision for young people; considering trauma as part of everything that partners do in Renfrewshire – this is fundamental to reducing or preventing problems with alcohol and drug use and supporting recovery; and, introducing a whole system approach to supporting people with their alcohol and drug use.

- 4.22. The Head of Policy and Commissioning has the strategic lead for the climate change agenda within the Council and has been working with services and elected members to coordinate the Council's response to the climate emergency. Work is currently being progressed to develop a local plan for Renfrewshire, which will set out the actions required to achieve the net zero by 2030 target set by Council in 2019. A Climate Change Sub Committee has now been established within the Council's governance structure to oversee this programme of work.
- 4.23. The Procurement Manager represents the local authority sector on the national Procurement and Climate Change Strategy and Objectives work stream, focusing on maximising the opportunities to use our procurement spend to promote sustainability and help tackle the climate emergency. The procurement team take account of key sustainability measures when tendering contracts with a value of over £50,000 and work closely with stakeholders to ensure that climate change objectives are incorporated into our procurement strategies.
- 4.24. In the early months of lockdown, stocks of PPE held in the UK reached critical levels, posing a significant risk to the delivery of essential services to residents of Renfrewshire. The procurement Category Manager for Environment and Infrastructure developed a strong network with existing and new suppliers, ensuring that the pipeline of supply continued to flow into Renfrewshire. The global demand for PPE remains high, corporate procurement continue to engage closely with suppliers, with internal stakeholders and with Scotland Excel to ensure that supply continues to meet the needs of essential services without disruption.
- 4.25. Ongoing support is required to enable the private and voluntary sector care providers contracted by the Council to continue to safely deliver services. The procurement team are working with Renfrewshire HSCP and Children's Services to help manage ongoing claims for supplier relief.
- 4.26. The Procurement Team continue to engage with the Economic Development and Regeneration Teams to help support local communities to recover from the impact of COVID-19. This includes ensuring that community benefit clauses are targeted to support the recovery and building capacity of the local supply base and encouraging contractors who win contracts in Renfrewshire to open up sub-contracting opportunities to Renfrewshire based businesses.
- 4.27. The policy team continues to provide briefings and updates on the critical information and guidance released by the Scottish and UK governments. Regular briefings are provided to the CMT and Senior Managers on any key

announcements that would impact on the work of the Council and policy advice is developed as required. Enhanced support is also being provided to the HSCP, in particular to support scrutiny and reporting in relation to care homes.

- 4.28. The Council continues to submit a range of regular data and information returns to the Scottish Government on areas such as support for vulnerable adults and children, and housing. In addition to submitting our own data through these national returns, the data analytics team continue to work closely with partners at a local and national level to analyse the available data in terms of risk, infection levels, positive cases and death rates to help us understand the trends, identify any critical areas and inform our response. This work will continue as we work to understand the medium to longer term impact on our communities.

5. Actions and Performance Indicators

- 5.1. Appendix 1 provides an update on the progress made by the service during 2020/21 in terms of implementing the Service Improvement Plan. It includes an update on the Service's action plan and performance scorecard of indicators as at 31 March 2021. These actions, indicators and associated targets were developed prior to the emergence of the pandemic and therefore are not fully reflective of the significant disruption to business as usual activity and the context in which the Service and wider Council is now operating. Commentary is provided for each indicator and action, and, where relevant, includes an assessment of how the pandemic has impacted on performance.
- 5.2. Areas where performance has been particularly affected by COVID-19 include:
- Events performance indicators and actions have been significantly impacted as a result of the events programme being cancelled, with an alternative digital programme being delivered. The digital events were delivered to mark key dates most important to local people and groups, and attracted a combined audience of 42.8k, with content available on paisley.is and the Council website.
 - The work of the Economic Development teams has been significantly impacted, requiring to focus on the critical role of coordinating business support grants in relation to COVID-19, and responding to the urgent needs of businesses. In particular for example, indicators relating to numbers of unemployed people moving into paid employment, and those supported, sustained in work at six months through the employability programme were lower than expected as a result of job losses and business disruption due to pandemic.
 - Indicators relating to town vacancy and vacant retail units were not able to be collected as a result of being unable to undertake the annual town centre audit due to COVID-19 restrictions.

- A number of planned actions, such as the review and development of the Heritage Asset Strategy for Renfrewshire, and undertaking a self-assessment process with the Community Planning Partnership, were unable to be completed in 2020/21 as a result of the focus on the COVID-19 response. In terms of the action relating to the Heritage Asset Strategy, this work is now being progressed through the Great Place Scheme. An extension of the project to March 2022 has been agreed by the National Lottery Heritage Fund, and this will be significant in supporting the heritage network in its recovery from the COVID-19 pandemic.
- 5.3. Progress made by the service during 2020/21 in implementing the Service Improvement Plan is presented in the Appendix. Many actions relate to longer term projects and therefore the percentage complete indicates the progress made against 2020/21's expected outcomes, not necessarily whether the project itself is complete. Essentially this shows whether the service achieved what it expected to in 2020/21 and gives an explanation of why (or why not, where it has not met expectations).
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6. Reporting progress

- 6.1. Progress on the implementation of the Service Improvement Plan is regularly monitored by the Chief Executive's Service management team and will be reported to the appropriate Policy Boards on a six-monthly basis.
- 6.2. A review of progress of the Service Delivery Plan throughout 2021-22 will be brought to this Board in November 2021.
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Implications of the Report

- 1. Financial** - none
- 2. HR & Organisational Development** – none
- 3. Community/Council Planning** – COVID-19 will impact on the operations of Council partners and on services to the community. This paper highlights the work being undertaken to mitigate this impact as far as possible and maintain essential services for the safety and wellbeing of the community.
- 4. Legal** – none
- 5. Property/Assets** – none
- 6. Information Technology** – ICT are working to ensure staff have the capability to work from home wherever possible to reduce social contact in line with government and health guidance.
- 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. 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** – The ongoing pandemic has and will continue to have a significant impact on existing contractual obligations and on the procurement of future goods, works and services required by the Council.
- 10. Risk** – none
- 11. Privacy Impact** - none
- 12. COSLA Policy Position** – none
- 13. Climate Change** - As noted in section 4, the Leadership Board sub-committee on Climate Change will continue to meet and oversee the development of an adaptation plan for the Council.

List of Background Papers:None






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Chief Executive's: Service Improvement Plan 2020-2023 - Action Plan



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

Action Code	Action	Status	Progress	Explanation of Performance	Due Date
CESIP20 - 01 - 01	Implement Year 3 of the destination marketing plan	✓	100%	In 2020 destination marketing quickly pivoted to focus on engaging the local resident population during a year when travel restrictions have significantly impacted ability to visit or spend leisure time out with local authority boundaries. This is in line with Visit Scotland's 2020 destination marketing and supports Scotland Loves Local from Scotland's Towns Partnership. Marketing activity has promoted staycation opportunities to local people; encouraged spending that stays in the local economy; promoted micro-experiences and escapes in the fresh air (parks, open spaces, great outdoors); and examined trends in consumer attitude and demands. Ongoing campaigns include Spend Local, Steal Back Summer, Be a Tourist in Your Own Town and the promotion of online events and trails. A Christmas campaign was delivered to encourage people to celebrate Christmas safely, 'spend local' and enjoy festive trails, competitions and activities in their local town.	31-Mar-2022
CESIP20 - 01 - 02	Implement Year 3 action plan as part of the Renfrewshire Visitor Plan	✓	100%	In response to the crisis, a priority action plan was developed with the local tourism sector, aligned to the national tourism recovery plan, and a highly engaged Tourism Sub-Group is now active with 18 private and public sector (non-Council and leisure trust) members. The group has positioned the Council as the hub to help connect the sector, mobilise partnerships, link to business support and funding, promote skills and training in the sector and share insights. Visitor Strategy and Tourism development has moved to Economy and Development as of January 2021.	31-Mar-2022
CESIP20 - 01 - 03	Deliver the 2020 programme as part of the events strategy to 2022	✓	100%	The planned major event programme was cancelled in 2020 due to ongoing restrictions on mass gatherings. A digital programme was delivered instead to mark moments most important to local people. This included Sma' Shot Day, Renfrewshire Doors Open Days, Radical Wars 1820-2020, Remembrance Day: Renfrewshire reflects and Light up Renfrewshire, reaching over 40,000 people. The Team continue to develop programme for 2021 and to engage with EventScotland throughout the crisis, participating in industry forums, ensuring Renfrewshire can contribute to the national recovery strategy.	31-Mar-2021






Action Code	Action	Status	Progress	Explanation of Performance	Due Date
CESIP20 - 01 - 04	Establish a commercialisation model that protects original Paisley Pattern		100%	Paisley Original trademark refiled and transfer of Paisley Make trademark completed. Licencing Agreements in place for commercial and academic purposes.	31-Mar-2021
CESIP20 - 01 - 05	Deliver Fundraising Strategy and Capital Appeal for Paisley Museum		80%	Applications to major Trusts and Foundations continued throughout 2020/21 with 3 out of 3 applications successful and £707,000 secured. Securing the support of major London based funders, the Garfield Weston Foundation and the Wolfson Foundation as well as Scottish based Hugh Fraser Foundation will increase the potential of the Appeal to reach High-Net-Worth-Individuals and access smaller Trusts and Foundations. Activity to secure major gifts from HNWI was significantly hampered by the pandemic and restrictions to gathering. This will be reactivated when restrictions allow.	31-Dec-2022
CESIP20 - 01 - 06	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)		100%	Good progress continues to be made on the development of the Advanced Manufacturing Innovation District Scotland (AMIDS), which will be home to the National Manufacturing Institute Scotland (NMIS) and the UK's Medicines Manufacturing Innovation Centre (MMIC). Planning consent for both NMIS and MMIC has been secured. Construction of MMIC commenced in September 2020, with a planned opening in in 2022. In March 2020, it was announced that Boeing will be developing a new facility for aerospace R&D at the AMIDS site, initially in temporary accommodation at Westway before relocating within NMIS, demonstrating that AMIDS is already attracting advanced manufacturing interest. Work continues on the development of a longer-term strategy for the management and development of AMIDS to maximise the benefits of AMIDS for Renfrewshire.	31-Mar-2023
CESIP20 - 01 - 07	Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements	*		*The focus of NMIS has now changed, with a new board, and as a result Renfrewshire Council no longer attend. The mechanism for collaboration with NMIS, and MMIC, is now through the AMIDS Strategic Engagement Group	31-Dec-2021
CESIP20 - 01 - 08	Monitor benefits of City Deal Projects, including Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes		100%	Due to the stage of the projects – with no projects due to complete, the earliest being GAIA in 2021 - the monitoring of benefits associated with the City Deal Projects is at an early stage. However, some development, including new residential and commercial developments, in the areas in the vicinity of the projects has been accelerated as a result of the significant committed and proposed City Deal investment. It is estimated that circa 10% of the projected outputs and outcomes have been realised.	31-Mar-2022
CESIP20 - 01 - 09	Develop and coordinate the delivery of a Business Case and development opportunities for AMIDS South		100%	An Outline Business Case has been compiled for the AMIDS South project, to demonstrate the benefits that it will deliver to the local communities, the improvements in connectivity from Paisley, including linking to the significant investment in Cultural Infrastructure to AMIDS and the potential to enhance and spread the outcomes at AMIDS and in the Cultural Infrastructure to the wider communities. Research on opportunities to fund this project continue prior to presentation to the Leadership Board.	31-Mar-2022

Action Code	Action	Status	Progress	Explanation of Performance	Due Date
CESIP20 - 01 - 10	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre through the Paisley Town Centre Action Plan 2016-2026.		100%	<p>The Vision for Paisley Town Centre, developed in association with Scotland's Towns Partnership and supported by Scottish Government, was launched by the Cabinet Secretary for Communities and Local Government in Paisley in January 2020. This ambitious document sets out a 10 year transformation plan for the town centre as a place to live, to socialise and of civic life.</p> <p>Delivery of this strategy and those for Renfrewshire's other centres has been supported by the award of funding from the Scottish Government Town Centre Fund and is the basis of further grant applications being developed during 2021/22.</p>	31-Mar-2023
CESIP20 - 01 - 11	Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project		100%	<p>Four Building Repair projects have been completed, with four open and 2-3 County Place commenced on site. Six Shopfront Improvement projects have been completed and a further four are in development. Five Small Grants projects have completed, with two about to commence and a further six in development. The associated Heritage, Education, Training & events programme continues, supporting multiple activities including e.g. Paisley Radicals and Lost Art of Making projects. Final consideration and selection of projects to expend the remaining project budget, is underway.</p>	31-Mar-2023
CESIP20 - 01 - 12	Advance Paisley's position as the UK's Great Town to town's and regeneration audiences in the UK		100%	<p>As outlined above, the launch of the new Vision for Paisley gained Scottish Government backing. Furthermore Paisley was featured as a national (international) exemplar by the Academy of Urbanism in its all-Ireland Conference in March 2020.</p> <p>Paisley features in the work of Architecture and Design Scotland for the Architectural Biennale that should have taken place in Venice in 2020. This work has now been transferred to V&A Dundee and will be seen from late May 2021.</p> <p>The development of the Future Paisley Exhibition in autumn 2021 will give a further platform for new thinking and discussions about Paisley's regeneration.</p>	31-Mar-2023
CESIP20 - 01 - 13	Implement the Renfrewshire Economic Strategy and Action Plan		100%	<p>Renfrewshire Economic Strategy & Action Plan was approved by Leadership Board 18 September 2019. The Economic Leadership Panel was considering the detail of an Action Plan as the COVID-19 pandemic impacted on society and the economy. The Panel is meeting fortnightly to support each other and provide essential feedback to the Council and other economic development agencies about the impacts of lockdown and the effectiveness of the national financial programmes being rolled-out locally.</p>	31-Mar-2023
CESIP20 - 01 - 14	Review and development of the Heritage Asset Strategy for Renfrewshire		0%	<p>This specific action has been replaced by/is being advanced through, the Great Place Scheme funded by NLHF and Council. The project is making good progress with over 70 local heritage organisations engaged to receive support and guidance with the aim of strengthening Renfrewshire's heritage network and the capacity of local organisations to protect, manage and understand their heritage assets. An extension of the project to March</p>	<p>31-Mar-2021</p> <p>project extended to March 2022</p>






Action Code	Action	Status	Progress	Explanation of Performance	Due Date
				2022 has been agreed by the National Lottery Heritage Fund, this will be important in supporting the heritage network in its recovery from the COVID-19 pandemic.	
CESIP20 - 01 - 15	Assist delivery of approved Town Centre Capital Grant Fund projects and develop project proposals for new Scottish Government Regeneration Capital Grant Fund	✓	100%	<p>A range of regeneration projects have been delivered, or are concluding, across Renfrewshire town centres including grants to third parties (Active Communities Johnstone, PACE Youth Theatre Paisley and Kustom Kruizers Renfrew) as well as restoration of commercial premises in Johnstone and Renfrew to bring vacant units back into use, development of the 'Start Up Street' facility in George St Paisley, improvements in Robertson park Renfrew and Houston Square Johnstone.</p> <p>Additional funding was awarded by Scottish Government in 2020/21 with further projects for Paisley, Johnstone, Renfrew and Erskine being approved by Board in December 2020.</p> <p>Scottish Government have launched the RCGF programme for 2022/23 and five Stage 1 applications are being prepared for submission after Board in June 2021.</p>	30-Sep-2020
CESIP20 - 01 - 16	Implement the Cultural Infrastructure Investment programme	✓	100%	The Cultural Infrastructure investment programme has progressed. The Paisley Museum Reimagined (PMR) project will appoint a main works contractor in May 2021, with a site start anticipated in July. The Paisley Town Hall Refurbishment (PTHR) main works contract was awarded in March 2021 and works have commenced on site, with Practical Completion anticipated in November 2022. The Paisley Learning & Cultural Hub (PL&CH) main works contract is in preparation, with an anticipated site start during August 2021 and completion in late 2022. The Paisley Arts Centre refurbishment design process is approaching completion, with an Advance Works contract planned for Autumn 2021, Main Works during 2022 and completion in January 2023. The Public Realm & Junction improvements project has restarted and will be carefully re-programmed to accommodate project updates and dependencies, with a view to completion of consultation and design processes by the end of 2021.	31-Mar-2021
CESIP20 - 01 - 17	Proactively work with property owners to bring some of the area's most valued assets back into use	✓	100%	Dialogue with building owners has continued across the difficult 2020/21 time period. During this time support has been given to develop regeneration projects and get started on-site including the former Mannequins nightclub, by PACE Youth Theatre; 2/3 County Place tenement refurbishment; the former Johnstone Police Station, by Active Communities	31-Mar-2023
CESIP20 - 01 - 18	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally	▶	50%	Partner with West College Scotland on new manufacturing challenge fund bid	31-Mar-2023
CESIP20 - 01 - 19	Support the development of a new Digital Strategy for Renfrewshire Council and establish a Digital Board to deliver it	✓	100%	Renfrewshire's Digital Strategy was presented to Leadership Board 16 September 2020 and outlines an approach to embedding digital across all that we do in a way that closely aligns with our ambitions for Renfrewshire and ensures that we work collaboratively to maximise the opportunities from emerging digital technologies and new ways of working	31-Mar-2021





Action Code	Action	Status	Progress	Explanation of Performance	Due Date
				and doing business. The Strategy also reflects the learning and experience of the COVID-19 pandemic, showing the increasing importance of digital in how we work, provide services, engage with our communities and educate our children.	
CESIP20 - 01 - 20	Expand our enterprise programmes and business support to increase the number of new local business start-ups	✓	100%	Start Up Street Paisley was slightly delayed due to COVID-19 and opened October 2020 and is now nearly at full capacity. Plans for Start Up St 2 in Renfrew and Start Up St 3 in Johnstone now being progressed. A new work stream around schools enterprise programmes has also commenced.	31-Mar-2021
CESIP20 - 01 - 21	Increase business sustainability, productivity, competitiveness and growth through a revised package of incentives, business support, training and advice	✓	100%	Scottish Government COVID-19 grants commenced to support businesses and self-employed affected by COVID-19 at end March 2020. Renfrewshire Council have launched an augmented grants and loans programme. City Region "regional offer" was prepared Grants of over £55M have been distributed to thousands of local businesses through the team with the focus on sustainability rather than growth.	31-Mar-2020
CESIP20 - 01 - 22	Promote international trade and connectivity through supporting those businesses looking to export to new markets	▶	50%	City Region work identified the role of Scottish Enterprise in this area and work has commenced in terms of further signposting businesses to the supports on offer.	31-Mar-2023
CESIP20 - 01 - 23	Work with partners to enhance provision, accessibility and take up of business support services and to identify where new services are required	⬮	50%	The last year has been difficult and progression of this theme has not been as planned. The key focus was on supporting and sustaining businesses through SG grant programmes and advisory support. Close working with partners has taken place however in an attempt to be as accessible as possible to business and a range of services were altered in order to fit with the COVID requirements (e.g. training via TEAMS or ZOOM. Additional council services and grant supports were developed to meet the COVID challenges. The next year will see a need for further changes and development as we support businesses through the restart and sustain phase.	31-Mar-2021
CESIP20 - 01 - 24	Reduce skills gaps in the area and respond to growth sectors	✓	100%	Renfrewshire's Skills Action Plan was approved by Leadership Board in February 2020. This is a key action within the Economic Strategy - developing Renfrewshire's workforce to meet the needs of our growing economy and emerging sectors is fundamental to achieving the ambitions set out in the Strategy.	31-Dec-2022
CESIP20 - 01 - 25	Ensure a strong and active local employability partnerships to support all people to be job ready and to access employment	✓	100%	LEP restructure took place during the year with regular meetings taking place. Local Employability Partnership will become a commissioning oversight group for new services particularly relating to No One Left Behind (NOLB).	31-Dec-2022

Strategic Outcome 2: Building strong, safe and resilient communities


Action Code	Action	Status	Progress	Explanation of Performance	Due Date
CESIP20 - 02 - 01	Work with communities to develop local action plans to tackle the issues people care about most		30%	Work with Local Partnerships was delayed during 2020, with the primary focus on the distribution of grants in September and October 2020. In early 2021, in order to support the continued development of their Local Priorities, Local Partnerships were briefed on the progress of the Community Impact Assessment, particularly the findings of the Public Services Panel by Local Partnership area. The development of the Local Priorities into local Action Plans will resume later in 2021/22.	31-Mar-2021
CESIP20 - 02 - 02	Implement findings from review of corporate grants process and monitoring arrangements		100%	An Action Plan is now in place to implement key recommendations from the review and agreed by the Corporate Management Team. A Grants Approval Panel meets to discuss Community Empowerment Fund applications prior to making recommendations to the Communities Housing and Planning Policy Board. The Panel provides an opportunity to coordinate with other sources of grant funding such as the Parks, Green Spaces and Villages Investment fund. The Right for Renfrewshire Developing Communities workstream is considering at a strategic level how community provision is supported by the Council, including the provision of grants.	31-Mar-2023
CESIP20 - 02 - 03	Review Local Partnership arrangements and implement recommendations as appropriate		100%	Local Partnerships have continued to operate through 2020/21, holding meetings to distribute grant funding in September and October of 2020. In early 2021, Local Partnerships were briefed on the progress of the Community Impact Assessment, particularly the findings of the Public Services Panel by Local Partnership area.	31-Mar-2023
CESIP20 - 02 - 04	Deliver framework for mainstreaming Participatory Budgeting		100%	Another round of 'Celebrating Renfrewshire', the youth-led participatory budgeting exercise, was successfully completed in December 2020 in partnership with Youth Services and Renfrewshire Youth Voice. Over 1,700 young people voted on the 80 project ideas which were submitted, and £124,437 was awarded to youth projects across Renfrewshire, with 68 projects receiving funding across the seven Local Partnership areas. Renfrewshire was one of the few local authorities in Scotland to carry out Participatory Budgeting exercises in 2020/21. The Partnerships and Inequalities Team have also been supporting Environment and Infrastructure with the design of the Community Investment Fund, which will be the Renfrewshire Council's first step towards mainstream Participatory Budgeting. A framework is being developed to ensure Council achieves target of 1% of revenue budget allocated through participatory budgeting	31-Mar-2023
CESIP20 - 02 - 05	Continue to develop single point of contact function for community groups and organisations, working with other Council services to streamline processes		100%	The single point of function has now been established and working relations with community groups have been established. Partnership Agreements were concluded with Active Communities and Paisley Community Trust during the fourth quarter of 2019/20.	31-Mar-2023




Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Action Code	Action	Status	Progress	Explanation of Performance	Due Date
CESIP20 - 03 - 01	Implement Year 3 of the Tackling Poverty Programme funding		100%	The Tackling Poverty Programme has continued to operate throughout the year, adapting where appropriate to deliver vital projects throughout COVID restrictions with proposals for the 2021/22 programme agreed by Leadership Board in April 2021.	31-Mar-2021
CESIP20 - 03 - 02	Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes		100%	<p>To support Renfrewshire Communities better the Diversity Equality Alliance in Renfrewshire (DEAR) group met regularly between April 2020 & March 2021.</p> <p>The group developed a logo, website and social media presence, thus increasing engagement and access to information on local support available to underrepresented groups.</p> <p>On 11 June 2020 the group agreed to explore the issue of racism towards Black communities in Renfrewshire. The Black Lives Matter: Renfrewshire group was formed following DEAR group member discussion on the issue of racism towards Black communities. The group is developing a strategic plan. It has developed social media presence and is working with community to develop a logo.</p>	31-Mar-2023
CESIP20 - 03 - 03	Develop and publish Local Child Poverty Action Report		100%	The Local Child Poverty Action Report was developed in partnership with NHS GGC and the HSCP and was published in June 2019. The second annual report was published in September 2020.	30-Jun-2020
CESIP20 - 03 - 04	Develop Centre for Excellence for Consultation Practice		50%	A consultation network has been established with staff members trained by the Consultation Institute. The consultation toolkit has been in development, but progress has been interrupted by COVID-19. Discussions have taken place with a greater emphasis on engaging with people remotely.	31-Mar-2021
CESIP20 - 03 - 05	Promote ethical procurement and work with our suppliers to ensure that they do not use exploitative labour.		33%	<p>The Fair Work First guidelines included with every tender set out the Council's commitment to sustainable development, including a strong focus on the development of positive and inclusive working practices where all employees have the right to fair treatment, equal opportunities, respect, collective bargaining and an effective voice.</p> <p>Our approach to the assessment of Fair Work First in Scotland will be updated in accordance with SPPN3/2021 to ensure that our assessment remains aligned to the National Performance Framework outcomes and objectives which align to the UN Sustainable Development Goals.</p> <p>The Council is committed to complying with the requirements of the Modern Slavery Act 2015 and the Human Trafficking and Exploitation (Scotland) Act 2015 and any organisation</p>	31-Mar-2023


Action Code	Action	Status	Progress	Explanation of Performance	Due Date
				bidding for council contracts with convictions under this legislation or other relevant employment relations regulations will be excluded from the tender process.	
CESIP20 - 03 - 06	Implement the recommendations of the Renfrewshire Alcohol and Drugs Commission		100%	The final report of the Alcohol and Drugs Commission was presented to the Council and Community Planning Partnership in December 2020. It includes 27 recommendations which provide clear direction to community planning partners on the action that must be taken to fundamentally address the impact of alcohol and drug use in Renfrewshire, including urgently addressing issues in relation to mental health service provision, including provision for young people; considering trauma as part of everything that partners do in Renfrewshire – this is fundamental to reducing or preventing problems with alcohol and drug use and supporting recovery; and, introducing a whole system approach to supporting people with their alcohol and drug use. Priorities over the next 12 months include developing the partnership governance structures required to drive this work and progressing actions which were identified as requiring immediate action.	31-Mar-2023
CESIP20 - 03 - 07	Develop and implement a new Inclusive Growth framework and action plan		100%	2019 Inclusive Growth conference facilitated over 180 local people inputting to the development of the Inclusive Growth agenda. Inclusive Growth Framework and action plan identifies work programme to Dec 2022.	31-Dec-2022
CESIP20 - 03 - 08	Deliver bespoke employability services targeted at the needs of inactive and unemployed priority groups (with a key focus around health) to move them closer to work		100%	Range of pilot work now embedded into service delivery model and mainstreamed as part of service. New programmes under the NOLB banner being developed relating to disability and also care leavers.	31-Dec-2022
CESIP20 - 03 - 09	Promote fair working practices including payment of the living wage across the Council's supply base. Include Fair Work as a standard agenda item at supplier review meetings to be considered alongside all other contract management matters		100%	Fair Work practices are scored as standard in all our contracts, these actively promote payment of the Living Wage. Corporate Social Responsibility, Sustainability, Community Benefits and Workforce Development are included in the KPIs available via the Contract and Supplier Management (CSM) Module on PCS-T, the procurement team are committed to rolling this CSM Module out across all strategic contracts.	31-Mar-2021

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




Action Code	Action	Status	Progress	Explanation of Performance	Due Date
CESIP20 - 04 - 01	Continue to coordinate the communications and marketing campaign to support the changes to waste management and the Team Up to Clean Up campaign		100%	Marketing has continued with a particular focus on social media and the council website. Strategic comms support aided the reopening of the HWRCs in summer 2020.	31-Mar-2021




Action Code	Action	Status	Progress	Explanation of Performance	Due Date
				<p>The waste service has featured in Local Hero campaigns to show support for our frontline workers throughout the pandemic.</p> <p>Support for the Team Up to Clean Up campaign has continued, and more than 2,600 volunteers are now part of our Facebook group.</p> <p>Strategic comms and marketing support focused on highlighting the work of the council and volunteers over social media, supporting national environmental campaigns and engaging with the local community on issues including dog fouling, recycling, fly tipping and littering.</p>	
CESIP20 - 04 - 02	Ensure that all procurements are carried out in accordance with the Council's Sustainable Procurement Strategy and that the Sustainability Test is embedded into all contract strategies.		100%	Ensuring that all procurements are carried out in accordance with the Council's Sustainable Procurement Strategy continues to take place, and will do so going forward.	31-Mar-2023
CESIP20 - 04 - 03	Lead and coordinate the process of securing the renewal of Renfrewshire's status as a Fairtrade Zone		0%	The Council worked closely with the Scottish Fair Trade Forum to inform the Renfrewshire steering group members about the charter and its benefits, which in turn led to its adoption by the local authority. Renfrewshire Council was first local authority in Scotland to recognise the new International Fair Trade Charter. This action was paused due to the pandemic and further work will be undertaken to develop a new timetable	31-Mar-2021
CESIP20 - 04 - 04	Lead the coordination of Council-wide efforts to respond to the climate emergency and support the work of the Climate Emergency Working Group		100%	The Head of Policy and Commissioning has the strategic lead for the climate change agenda within the Council and has been working with services and elected members to coordinate the Council's response to the climate emergency. Work is currently being progressed to develop an adaptation plan for Renfrewshire, which will set out the actions required to achieve the net zero by 2030 target set by Council in 2019. A Climate Change Sub Committee has now been established within the Council's governance structure to oversee this programme of work.	31-Mar-2023

Strategic Outcome 5: Working together to improve outcomes

Action Code	Action	Status	Progress	Explanation of Performance	Due Date
CESIP20 - 05 - 01	Develop and embed the Council's brand values programme		100%	Our Values was launched in June 2020 and documented part of the Council's response to the global health crisis and the significant contribution the Council made to support the national response. This continued throughout the year with a focus on wellbeing and	31-Mar-2022

Action Code	Action	Status	Progress	Explanation of Performance	Due Date
				culminating with a thank you film from the Chief Executive, Directors, HSCP and RL to staff for their contribution in 20/21.	
CESIP20 - 05 - 02	Develop staff engagement and internal communications strategy to support the Council's transformation programme	✓	100%	<p>A new staff engagement and communications strategy was approved by Corporate Management Team and is being implemented. This included the launch of the Council's corporate values (see above). The key workstreams underway include brilliant basics, empowering managers, living our values, transformation and channel development.</p> <p>Staff communications relating to RfR were temporarily paused in the line with the programme to focus on the response to COVID-19 and instead resource focused on supporting staff throughout the pandemic. This included a renewed focus on wellbeing, supporting council staff transition to home working, communicating Covid-safe practice for those in frontline positions and supporting deployment to the emergency response. Ongoing staff engagement has supported the restart of services, including schools, and ensuring staff have the latest public health information.</p> <p>The 2020 staff survey indicated an overwhelmingly positive response to internal communications activated to support staff through the COVID-19 pandemic and changes to services and ways of working, in particular: 90% rate the staff information section of the website as very useful/useful and 87% rate the staff weekly newsletter as very useful/useful. A Home Working survey was conducted in September 2020, with 31% of those working at home participating.</p>	31-Mar-2021
CESIP20 - 05 - 03	Prepare for the UK's future relationship with the EU in terms of procurement and supply chain implications	✓	100%	We have identified all of our strategic critical suppliers and assessed their capacity and contingency planning.	31-Jan-2021
CESIP20 - 05 - 04	Develop capacity to analyse spend across services	✓	100%	A graduate was recruited to support this work and detailed analysis of spend has been carried out across all services	31-Mar-2021
CESIP20 - 05 - 05	Develop and publish the new Procurement Strategy	✓	100%	Corporate Procurement Strategy for the period April 2020 – March 2023 was published online in March 2020.	31-Mar-2021
CESIP20 - 05 - 06	Ensure that Business World strengthens procurement processes and delivers efficiencies across the Council.	▶	33%	The Procurement Team are working closely with the Business World team to support the implementation of the P2P module in Business World.	31-Mar-2023
CESIP20 - 05 - 07	Continue to implement Chief Executive's Service Workforce Plan	✓	100%	The Chief Executive's Service Workforce Plan key actions for 2017-20 have been completed, including continuing to engage and consult the workforce and trade unions on all employment, OD and workforce planning progress, and launching the Council Values in June 2020 following an extensive consultation campaign.	31-Mar-2023

Action Code	Action	Status	Progress	Explanation of Performance	Due Date
				<p>During 2020/21 the Council began to develop the 'Our People Our Future 2021-2026' – People Strategy which was presented to the Finance, Resources and Customer Services Policy Board in March 2021, replacing the Council's Organisational Development Strategy 2016-2019 and Workforce Plan 2017-2020.</p> <p>Chief Executive's Service will work with HR and OD colleagues throughout 2021 to develop actions which fit the needs and duties of its staff. This will include ensuring a service-wide focus on absence, supporting managers with training, embedding policies, and supporting the health and wellbeing of employees.</p>	
CESIP20 - 05 - 08	Develop our data analytics function, working with data, information and research to build a better picture to support improving outcomes for local people		100%	<p>The Data Analytics & Research Team has worked with a number of services using geographic information, population projections and economic data to improve the efficiency and accessibility of services. User workshops and resources were made available expanding capacity in Excel, data visualisation and survey design and use.</p> <p>Dashboards have been developed to expand the use of Business Intelligence at an operational level.</p> <p>As part of the Council's COVID-19 response data analytics team have continued to work closely with partners at a local and national level to analyse the available data in terms of risk, infection levels, positive cases and death rates to help us understand the trends, identify any critical areas and inform our response. This work will continue as we work to understand the medium to longer term impact on our communities.</p>	31-Mar-2021
CESIP20 - 05 - 09	Implement new public services panel survey arrangements for community engagement		100%	<p>In December 2020, a survey was issued to approximately 1,500 Renfrewshire residents through the Renfrewshire Public Services Panel, with a focus on gaining a deeper insight on the impact of COVID-19 on issues such as wellbeing, income and employment, support needs and digital access. 897 responses were received to the survey, which could be accessed online or through a postal return and was managed by an independent research company on behalf of the Council. The findings were reported in the Impact of COVID-19 on Renfrewshire's Communities – Social Renewal Plan paper to Council in March 2021.</p>	31-Mar-2020
CESIP20 - 05 - 10	Support the implementation of the new complaints handling process across the Council		100%	<p>The Scottish Public Service Ombudsman launched the revised Model Complaints Handling Procedure (MCHP) in January 2020, giving Local Authorities until 1 April 2021 to implement it. The changes to the procedure were rolled out throughout the course of the year for the Council, with full implementation completed by 1 April 2021.</p> <p>Implementation has included:</p> <ul style="list-style-type: none"> • Council's website has been updated to reflect the revised procedure; 	31-Mar-2021






















Action Code	Action	Status	Progress	Explanation of Performance	Due Date
				<ul style="list-style-type: none"> • A comprehensive suite of training materials was developed for staff including leaflets, guides and training slides; and • Our new complaint system, Contact Us was developed to reflect the revised MCHP. The new system is part of the MyAccount platform, allowing current MyAccount users to log, track and receive a response to their complaint or compliment on this one system. 	
CESIP20 - 05 - 11	Strengthen the commissioning model between policy and procurement teams		100%	Joint sessions have taken place across Policy and Commissioning teams, and have developed closer working arrangements across the service.	31-Mar-2021
CESIP20 - 05 - 12	Following consultation through the SIP workshop, pilot informal learning sessions to share information and best practice across the Chief Executive's Service		100%	This work is now being carried out corporately.	31-Jan-2021
CESIP20 - 05 - 13	Undertake a self-assessment process with the Community Planning Partnership during 2020, to identify areas for improvement and development.		0%	Work to roll out the new model of self-assessment was paused due to the service's involvement in the response stage of the pandemic. We continue to be an active participant in the national working group, led by the Improvement Service, working to review and refine the PSIF model.	31-Jan-2021

Chief Executive's: Service Improvement Plan 2020-2023 Outturn – Performance Indicators















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




Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.EMP.01	Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				937	1,000	1,143	1,000	90	275	219	275	269	275	346	275	836	1,100	Over the first 4 months all employability services (DWP, SDS, etc) effectively closed and no referrals were made to the INVEST service. The main focus was to support, contact and reassure our existing caseload of 500 participants during quarter 1 with a huge focus on health & wellbeing. The numbers reflect the full registration and assessment of new clients and don't recognise the overall advice, signposting and support provided over the period to the wider public.
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)				3,710	Data only	4,015	Data only	7,480	Data only	7,695	Data only	7,04	Data only	7,285	Data only	7,285	Data only	Please note that this figure reflects the 'claimant count' for Renfrewshire at end of March 2021. Of this figure, claimants aged 18-24 years = 1370 Claimants aged 50+ years = 1875 This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not




Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			in receipt of benefits so doesn't count all unemployed people in the area
DHS.SLAEDOC9	Town Vacancy Rate				11%	Data only	*	Data only	Not measured for Quarters								*	Data only	*Due to COVID-19 and the lockdown, the annual town centre audit was unable to be undertaken. A number of businesses are currently closed or are operating at reduced hours, so any survey of the town centre would not provide an accurate measure of vacancy rates. A full survey of all town centres will be completed once the lockdown restrictions are eased to measure the impact of the lockdown on vacancy.
DHS.CP.RR01	Number of properties on Buildings at Risk Register				37	42	35	42	32	42	32	42	32	42	30	42	30	42	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 30 Renfrewshire properties, a reduction of two since the start of 2020.
DHS.EMP.08	Number of new business start ups in Renfrewshire with Business Gateway support				296	300	298	300	16	78	39	78	22	77	9	77	86	310	Over the last year the Business Development Team have concentrated on supporting existing businesses through the administration of the COVID grants, the service is primarily responding to the most critical needs of business at the moment.
DHS.WORKPOP	Percentage of Renfrewshire population working age (16-64)				64.3%	Data only	64.2%	Data only	Not measured for Quarters								*	Data only	*Data not yet available. Source: ONS Population estimates
CE.CP.EV01	Number of attendees to the events we create				160,873	190,000	156,024	157,000	0	0	0	0	0	0	0	0	0	0	Due to COVID-19, the events programme for 2020/21 was cancelled. Indicators relating to events have been revised for the 21/22 Service Delivery Plan.
CE.SIP17.EV02	Local spend at events				£3,197,677.00	£2,250,000.00	£2,433,292.00	£3,125,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	Due to COVID-19, the events programme for 2020/21 was cancelled.
CE.SIP17.EV03	Regional economic impact of events				£1,530,783.00	£750,000.00	£980,883.00	£1,705,000.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	Due to COVID-19, the events programme for 2020/21 was cancelled.

Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.SIP17.EV04	Number of visits to Renfrewshire (and Paisley) attractions	?	?	?	1,360,370	1,830,000	*	1,830,000	Not measured for Quarters								*	1,990,000	*Data has not yet been received from the Moffat Centre – data collection for visitor attractions has been severely impacted by lockdown period and subsequent restrictions.
SOA16DH.13	Number of vacant retail units in Paisley Town Centre	?	?	?	62	68	*	68	Not measured for Quarters								*	68	*We were unable to undertake our annual town centre audit due to Covid and the lockdown. A number of businesses are currently closed or are operating at reduced hours, so any survey of the town centre would not provide an accurate measure of vacancy rates. We intend to do a full survey of all town centres once the lockdown restrictions are eased to measure the impact of the lockdown on vacancy.
CE.EMP.01	Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme	🛑	⬇️	⬇️	344	350	443	350	Not measured for Quarters								289	350	289 unemployed people were moved into work during 2020-21 through the council employability programme. This was considerably less than usual due to the pandemic.
CEX.DESIGNEVENTS	Number of local people who take part in the design and production of local events	?	?	?	New indicator				Not measured for Quarters								484	2,400	Due to COVID-19 the events programme was cancelled, and a smaller digital programme was delivered. Local people continued to contribute to event design and production. Digital Sma Shot Day (155), Radical War (100), Door Open Day (21), Remembrance (12), Light Up Renfrewshire (196)
CEX.OTSH.PI	Opportunities to see or hear something (OTSH) positive about Paisley and Renfrewshire as part of Paisley is destination brand	🛑	⬆️	⬇️	New indicator				35,883,487	60,000,000	60,502,318	60,000,000	30,900,000	60,000,000	32,900,000	60,000,000	160,185,805	240,000,000	Visitor and events PR and marketing were significantly restricted during 20/21 due to travel restrictions, closure of the tourism sector and cancellation of events. However, activity to promote Renfrewshire to local people continued where possible and with government guidelines to promote outdoor places, shopping local and encouraging activities that enhance wellbeing.







Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			OTSH for destination brand: 160m, with a PR value of £6.3m, and 3,226 positive media articles about Renfrewshire.
CEX.OTSH.RC	Opportunities to see or hear something (OTSH) positive about Renfrewshire Council activity				New indicator				12,830,595	30,000,000	26,542,969	30,000,000	14,400,000	30,000,000	23,740,106	30,000,000	77,513,670	120,000,000	OTSH for Renfrewshire Council during 2020-21 77,513,670 - this reflects the impact of the pandemic and change in focus for media coverage.
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)				253	150	123	180	Not measured for Quarters								170	180	These numbers are lower than expected – this is due to the job losses and business disruption as a result of COVID. In addition business closures/ home working etc. has meant that (in many cases) information has not been returned / follow up as not been possible and in other cases jobs have been lost. These figures may increase when businesses get back in touch.
ECONDEV.BUS EVENT	Number of attendees at Council Business Events				New indicator				0	300	0	300	0	300	0	300	0	1,200	Due to COVID-19, the events programme for 2020/21 was cancelled
ECONDEV.GROWTH	Number of existing businesses receiving growth advisory support				New indicator				3	75	20	75	68	75	35	75	126	300	During the last year the focus for business was on survival rather than growth and so numbers were minimal.










Service Outcome Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CPP.3RDSECTOR	Number of third sector organisations engaging with Renfrewshire Community Planning Partnership				New indicator				68	130	181	130	48	130	69	130	195	130	A total of 195 unique third sector organisations engaged with Renfrewshire Community Planning Partnership in 2020/21, exceeding the target of 130. These organisations engaged either as members of community planning groups or

Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			applicants for Local Partnership funding, including Celebrating Renfrewshire youth challenge funding. NB: Figures for Q1 to Q4 are not cumulative as groups may engage in more than one quarter. The annual figure represents engagement from separate organisations.
CPP.INCOMET P	Income maximised in Tackling Poverty projects				New indicator				130,372.56	Data only	208,727.68	Data only	188,133.6	Data only	231,441.65	Data only	758,675.49	Data only	The amount of income maximised was less at the beginning of the year as advice services switched channels from predominantly face to face to predominantly telephone or online. Once things normalised and new styles of service provision became better known, income max increased. In addition, throughout the year as unemployment has increased and furlough has reduced income, more clients are coming forward.

Service Outcome Strategic Outcome 5: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE08	% of FOI requests in a quarter completed within timescale in the Chief Executive's Department				91.5 %	100%	88%	100%	85%	100%	95%	100%	95%	100%	95%	100%	93%	100%	The Chief Executive's Service received a total of 91 FOI requests in 2020/21 and responded to 93% within timescales.
CE.SIP17.IC01	% of staff who feel well informed about matters that are important to them				Biennial (2017/18 – 60.44%)		*	60%	Not measured for Quarters								*	65%	The 60% target has not yet been measured and is set for 2020/21. A 20/21 survey indicated an overwhelmingly positive response to internal communications activated to support staff through the COVID-19 pandemic and changes to services and

Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Q3 2020/21		Q4 2020/21		2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			ways of working. In total we received 1,431 responses - 17% of workforce, which found in particular: 90% rate the staff information section of the website as very useful/useful and 87% rate the staff weekly newsletter as very useful/useful. This indicator has been updated in the 21/22 Service Delivery Plan to "% of staff who feel that the information they receive from internal communications is helpful"
CE153	% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)				66%	100%	83%	100%	Nil received	100%	100%	100%	100%	100%	100%	100%	100%	100%	In Q4, the Chief Executive's Service received 5 investigation complaints which were all completed within timescale.
CEABS01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)				6.91	2	8.26	6.5	1.45	1.3	1.43	1.2	1.55	1.8	1.13	2.2	5.56	6.5	Monitoring of absence continues across the service with monthly reports being provided to senior managers showing monthly, cumulative and quarterly absence information. Across the Council short term absences have reduced, Longer term absences have risen slightly compared to the same time last year, but this may be due to a range of wider factors including increased anxieties around the impact of COVID-19. Protecting mental health and wellbeing has been a key priority, with support including development of a wellbeing hub on the Council website for all employees to access, and enhancements to the staff counselling service to include specialist support for employees affected by COVID-19
CEX.DIGCHAN NELS	Number of people engaging with the Council's digital channels (not including website).				New indicator				49,293	54,000	52,889	54,000	53,918	54,000	55,130	54,000	55,130	54,400	Numbers of people engaging with the Councils digital channels at the end of 2020/21 was 55,130 across our Facebook, Twitter and Instagram channels.

