

To: Finance, Resources and Customer Services Policy Board

On: 3 February 2021

Report by: Chief Executive

Heading: Service Update and Performance Scorecard - Chief Executive's Service

1. Summary

- 1.1 Following on from the previous Service Update report presented to this Board on 11 November 2020, this paper provides a further update on key areas of activity within the Board's remit. It also outlines the priorities of the service through to Spring 2021, highlighting key areas of focus and next steps to support the Council's recovery plans. Whilst developing these plans, the local and national position remains fluid, and services continue to respond flexibly and quickly to changes in restrictions and local outbreaks.
- 1.2 Appended to this report is a performance update covering quarters 1 and 2 of 2020/21 (that is, April to September 2020). A performance update summarising 2019/20 data was previously provided to this Board on 11 November 2020. The COVID-19 pandemic continues to have a significant impact on the activities of the service, and this is evident across the service's existing suite of performance indicators. A detailed explanation of performance is provided for each indicator.
- 1.3 Service Improvement Plans for 2020/21 were developed for all Council services in early 2020, however the Chief Executive's Service Improvement Plan was not approved by this Board due to the outbreak of the coronavirus pandemic and the cancellation of the Policy Board meeting in March 2020. The majority of the actions and activities did not proceed or were not undertaken in the same way due to COVID-19, and new Service Improvement Plans for 2021/22 are being developed to reflect the greater focus on recovery and renewal rather than traditional service improvement activity. These plans will be presented to Board in the Spring 2021 Board cycle.

2. Recommendations

- 2.1 It is recommended that members of the Finance, Resources and Customer Services Policy Board note:
- the content of this report
 - the performance information for Q1 and Q2 as appended to this report
 - that the Service Improvement Plan for the Chief Executive's Service will be submitted to this Board for approval during the next Board cycle.

3. Background

- 3.1 Within the Service Update report submitted to this Board on 11 November 2020, a full update was provided on the work undertaken by the Chief Executive's Service to support the Council's response to the COVID-19 pandemic between September to November 2020. The commitment and resilience of staff within the service has and continues to be critical to this response, ensuring that essential services are delivered across Renfrewshire.
- 3.2 The service remains acutely aware of the impact on Renfrewshire's communities of the pandemic - of those who have sadly been bereaved, who feel isolated, have concerns about their income, have had their health impacted, or have contended with other challenges made more difficult by the pandemic and consequent restrictions.
- 3.3 As elected members are aware, further restrictions were introduced on 5 January which will apply until at least early to mid-February in areas currently under Level 4 restrictions, including Renfrewshire. New laws now require people to stay at home and work from home where possible. Those previously asked to shield by the Chief Medical Officer have been advised not to attend work. All staff required to attend work to deliver or support essential work, have the required workplace guidance, Health and Safety measures and PPE (if required) in place.
- 3.4 The Council therefore remains in the response phase of the pandemic, working with partners, businesses and communities to support those most impacted by COVID-19, including through the provision of business support grants, support for vulnerable people and those self-isolating, in addition to key priorities such as supporting specific COVID-19 testing and vaccination programmes in Renfrewshire. Work is continuing in parallel on the broader recovery agenda with partners, however the ongoing requirement to respond to changes in restrictions and related support needs, continues to significantly impact the capacity of the service to progress these activities.
- 3.5 This report gives a broad overview of the service's role in the COVID-19 response programme, with specific risks and priorities of relevance to this Policy Board highlighted in Section 5 below.

- 3.6 The report also provides an overview of the service's performance against the indicators in the 2020/21 Service Improvement Plan. These indicators and associated targets were due to be approved by members before the national lockdown in March 2020, and it is noted that these reflect expectations for service delivery in a business as usual context rather than during a pandemic response period.
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4. Updates for Finance, Resources and Customer Services Policy Board

- 4.1 The Chief Executive's Service continues to play a critical role in terms of supporting the Council's response to the COVID-19 pandemic. At a strategic level this has involved coordinating activity with community planning partners and across Council services, including leading on all communications and public information activities both internally and externally. As with other Council services, the majority of staff working across the service are continuing to do so from home, delivering services and working in new ways to meet the needs of customers, both internal and external.

Economy and Regeneration

- 4.2 The Economic Recovery Plan for Renfrewshire was presented to Council in December 2020, covering the period December 2020 to December 2022. The Plan has been prepared in conjunction with and approved by Renfrewshire's Economic Leadership Panel. The Plan's success is dependent on the continued support and contributions of a wide variety of local partners, many of whom will lead on specific elements of the Plan's delivery. A detailed Action Plan with specific economic targets will follow in early 2021.
- 4.3 The Action Plan will be developed with the Economic Panel and other partners and focus on further investment in Renfrewshire and its population through a variety of committed initiatives and new opportunities. These include:
- A refreshed **employability programme** for Renfrewshire (utilising Government funding) to reduce unemployment among young people;
 - Promote **enterprise and entrepreneurship** in all Renfrewshire High Schools through curriculum development;
 - Support and grow **supply chain management and knowledge** exchange among manufacturing;
 - Develop a programme to support **work-place wellbeing**;
 - With NMIS develop a **productivity and innovation programme** for Renfrewshire manufacturing companies;
 - Raise awareness of **contract opportunities** from public sector;
 - Targeted interventions for **recruitment, upskilling and re-skilling** across Renfrewshire's key sectors;

- **Large scale investment** in refurbishment and regeneration of Council housing stock;
- Promote a **Renfrewshire Apprentice Framework**

- 4.4 The Service continues to fulfil a critical role in terms of the coordination, administration and delivery of business support grants 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 ongoing resource pressure for the service.
- 4.5 In terms of recent updates to provision, an updated and amended business grant programme was introduced from 2 November 2020 to provide ongoing support to businesses impacted by increased and extended protective measures. The grants available were primarily to support those required to close or restrict services during the second wave of the pandemic. When Renfrewshire was operating under Level 4 protective measures approximately 1,120 businesses were impacted in this way.
- 4.6 On 9 December 2020 the Finance Secretary announced an allocation of £185m for new and additional business support to be distributed in 2021, providing support on a sector by sector basis, including grant schemes for sectors such as tourism, taxi drivers, and the wedding sector.
- 4.7 On 27 December 2020 an additional £48m of funding was announced by the Scottish Government, with £41m to top up support for non-essential retail and gyms, and £7m to help local authorities recruit additional staff or backfill positions to meet increased demand for COVID-19 grants and speed up the payment process. The cap on the maximum support available through the Strategic Framework Business Fund was also lifted from 1 January for businesses that operate from multiple premises.
- 4.8 To date 870 individual businesses have applied for support in relation to the funding schemes. Grants and loans amounting to £1.577m have been approved so far to 600 businesses. It is anticipated that an additional 300 applications may be processed in January in relation to the support schemes announced on 26 December. The further extension of available funding will significantly increase workload over this period.
- 4.9 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 Council recently were approved for 345 Kickstart places and the first vacancies are expected to go live in January. The Kickstart Scheme aims to create 6-month work placements for those aged 16 to 24 who are in receipt of Universal Credit. The aim is for 700 places to be created across Renfrewshire in the coming year.

Cultural Infrastructure

- 4.10 Within the Cultural Infrastructure Programme the Museum and Town Hall projects are progressing, with the Town Hall Advance Works contract complete. Tendering for both projects is underway and it is anticipated will be on site for their Main Works contracts as early as possible in 2021.

City Deal

- 4.11 Glasgow Airport Investment Area site works are progressing with an estimated completion date of Q2 2021. The City Deal Team continue to work closely with Advanced Manufacturing Innovation District Scotland (AMIDS) partners, Scottish Enterprise, Scottish Government, and stakeholders National Manufacturing Institute Scotland (NMIS) and Medicines Manufacturing Innovation Centre (MMIC) to maintain momentum in preparing the readiness of the AMIDS site for these anchor facilities, and further develop the AMIDS proposition to attract further investment. Design and construction of an innovative District Heating Network solution is expected to commence in Q2 2021. The Clyde Waterfront and Renfrew Riverside Project tendering process to award a design and construction contract is currently underway.

Marketing, Communications and Events

- 4.12 Effective communications continue to be critical to the Council response to the pandemic and supporting communities throughout lockdown, the easing of restrictions and subsequent reapplication of some measures. This includes public health advice and information on local services, from lockdown through restart and recovery. The aim has been to keep people informed, maintain public confidence in the Council's ability to respond to the crisis and maintain staff and community morale.
- Digital communications - To support public communications, local people have been signposted to the latest information from NHS and Scottish Government – with the Council website being redesigned to create a dedicated COVID-19 information hub for residents, staff and businesses, updated daily. This has provided a single source of information on all relevant issues, supported by information updates on all relevant social media platforms and via local community groups and organisations. The Council website had 3.1 million visits by 1.5 million users in 2020, 50% more than in 2019. Social customer service has also been introduced through Council Twitter and Facebook to provide real time responses to customer enquiries.
 - Public information campaigns - Multi-channel campaigns are informed by the Scottish Government roadmap and have included the restart of services, the ongoing provision of business support and the reopening of schools and Household Waste Recycling Centres. In addition, public information campaigns have been launched to influence behaviour and help people understand local restrictions and motivate them to follow new measures as Renfrewshire has moved through tiers of restrictions. Most recently, this included the launch and promotion of Johnstone

Asymptomatic Test Centre. Since August 2020, a key focus has been the provision of communications support for Test and Protect in Renfrewshire schools and nurseries and communications with parents and carers on the arrangements for self-isolation of confirmed COVID-19 cases. Throughout the crisis campaigns to stimulate spend in the local economy have continued in partnership with local business groups and Renfrewshire Chamber of Commerce. The service also began its annual Ready for Winter communications plan which aims to support our communities, businesses and staff over the winter period, encouraging resilience, signposting people to support and this year, supporting people's health and wellbeing.

- Internal communications - Elected Members, managers and employees have been updated on a regular basis, with guidance for employees made available on the public website and intranet. A new weekly Take 5 staff newsletter has been introduced, with a fortnightly open letter from the Chief Executive. All staff information has been replicated in poster form in all operational buildings, Underwood Road depot and fleet. Delivery includes 56 employee updates and briefings, 33 Chief Executive messages, 29 'Take 5' newsletters, 23 Weekly news, 6 Staff guides promoting safe working, 13 videos, 6 monthly newsletters, 113 all employee email alerts and 25 Manager briefings, 24 I-texts to Environment and Infrastructure staff.
- The formal Our Values launch took place 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. The crisis provided an unexpected opportunity to demonstrate our values in action as we supported key workers, communities and businesses during unprecedented circumstances; we are fair; we are helpful; we are great collaborators; we value learning. The launch package included; [launch film](#); Values [case study films](#); publication of [Our Values webpages](#); publication of a Living Our Values guide; and development of Our Values manager training programme.
- A Health and Wellbeing Communications Plan has also been developed to signpost staff to a range of support available either through their employer or via external partners.

4.13 The Council's live major event programme was cancelled in 2020 due to ongoing restrictions on mass gatherings. A partial programme was delivered digitally and included Sma' Shot Day, Renfrewshire Doors Open Days, Radical Wars 1820-2020, Remembrance Day: Renfrewshire reflects and Light up Renfrewshire:

- Sma' Shot digital programme: highlighted the role of key workers through the COVID-19 pandemic and throughout history in Renfrewshire, reaching over 67.5k and involving 12 creative and community partners in the delivery of live music, spoken word, dance, creative writing and political history.
- Digital Doors Open: virtual tours and a behind-the-scenes look at Renfrewshire's most loved buildings, reaching over 41,000 people.

- Radical Wars 1820 – 2020: a series of podcasts and virtual creative writing workshops, reaching almost 23,000 people.
 - Renfrewshire Reflects was a specially commissioned film and featured community representatives from Renfrewshire towns and villages speaking about the impact of war and conflict on their communities. The video reached over 20,000 people. A podcast focussing on the work of Erskine and the importance of the charity and the work it does for our veterans also reached over 17,500 people.
 - Light up Renfrewshire was a specially commissioned Christmas show featuring six local musicians and groups highlighting arts and music projects taking place across our schools and communities and featured footage of all our towns and village Christmas Lights displays. The video had a reach of over 9,000 people and entirely positive feedback.
- 4.14 Throughout the crisis, the events team have been deployed to support the Local Assistance helpline, social customer services, Test & Protect and neighbourhood hubs.
- 4.15 Work is underway to reintroduce a physical events programme in 2021, based on the Council's Autumn/Winter portfolio. Events will not immediately return to a pre-COVID delivery method in 2021, and digital programming - which has been well received by partners and attendees, will remain a feature throughout 2021 and particularly to support events in the Spring/Summer season.
- 4.16 The key focus of the 2021 programme: supporting our town centres and businesses; confidence building to encourage people back to events; community participation; volunteering and skills development; digital programming and accessibility; maintaining Renfrewshire's place on the event map in Scotland.
- 4.17 Work continues with EventScotland to support the national restart plan. The most recent national survey data indicates 94% of people are prepared to return to events if safety measures are in place; enhanced cleaning, sanitisation, social distancing measures and contact tracing.
- 4.18 In 2020 destination marketing focused on engaging the local resident population during a year when travel restrictions have significantly impacted ability to visit or spend leisure time outwith local authority boundaries. This is in line with Visit Scotland's 2020 destination marketing and supports *Scotland Loves Local* from Scotland's Towns Partnership.
- 4.19 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.

- 4.20 In response to the crisis, a priority action plan was developed with the local tourism sector and a highly engaged Tourism Sub-Group now has 18 private and public sector (non-council and leisure trust) active 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.
- 4.21 Priorities in the period January – April 2021 are the development of existing/new 'digital content and experiences' for visitors; ongoing campaigns and activity engaging local people in the role of hospitality, leisure and retail spend in the economic recovery from COVID-19 pandemic; working with the local tourism sector to understand new trends (digital tourism, green tourism, responsible travel, etc.), build skills and capacity and develop new products; and work with city region and VisitScotland marketing partners to position Renfrewshire in regional and national visitor offer, in particular on upcoming opportunities arising from UEFA football championships in June 2021 and COP26 climate summit in November 2021.
- 4.22 Fundraising activity for Paisley Museum has continued although the ability to reach individual donors has been significantly restricted due to COVID-19 restrictions. Work has focused on targeting Trusts and Foundations in Quarter 2. The fundraising charity Paisley Museum Reimagined has secured just over £468,000 gifts to date. This includes successful applications to The Wolfson Foundation, The Hugh Fraser Foundation and The William Syson Foundation. The main priorities for the next quarter include further targeting of UK based Trusts and Foundations including The Garfield Weston Foundation by 1 March 2021.

Policy and Commissioning

- 4.23 An update was provided to Council in December 2020 on the work that is being undertaken to develop a Social Renewal Plan in Renfrewshire. The Plan will set out the key actions that the Council will take with partners to respond to the COVID-19 pandemic, with a key focus on addressing some the significant inequalities that have existed historically across Renfrewshire's communities. The paper also provided an update on the Community Impact Assessment being undertaken to develop a deeper understanding of the impact of COVID-19 on local people and communities. As part of this process, a survey was issued to the Renfrewshire's Public Services Panel in December 2020 to gain further insight into the impact of COVID-19 on local people across a wide range of areas such as connectivity, economy and finances, and health and wellbeing. Initial findings will also be discussed at the next round of Local Partnership meetings in February 2020 as part of wider discussions to gain local perspectives on the impact of COVID-19 within communities.

- 4.24 Overall, the work undertaken to date has highlighted that local people and communities across Renfrewshire are continuing to experience significant impacts on their lives as a result of the pandemic. Initial data and findings from listening events undertaken to date have indicated that people on low incomes and/or who have insecure employment have been severely impacted, most notably women and young people. The impact from loss of income or employment has been difficult, as local businesses and organisations have responded to the lockdown and restrictions since March 2020.
- 4.25 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. Seven hub areas have been established, supported through three physical locations in Renfrew, Paisley and Linwood. The hubs operate on a partnership basis with Renfrewshire Leisure, Renfrewshire Health and Social Care Partnership, Engage Renfrewshire, local groups and organisations across communities, and are supported by local volunteers. The hub teams have provided support services to over 700 households since the start of the lockdown period. Support provided has included 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. In addition, there was a new focus in October 2020 on those required to self-isolate due to the Test and Protect programme.
- 4.26 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.
- 4.27 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.
- 4.28 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 1,442 devices have now been allocated 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.
- 4.29 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.

- 4.30 The Head of Policy and Commissioning has 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. A specific focus is work to develop an adaptation plan for the organisation and the wider area, 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.
- 4.31 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.
- 4.32 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.
- 4.33 As restrictions remain in force, 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 RHSCP to help manage ongoing claims for supplier relief.
- 4.34 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 in Renfrewshire. 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.
- 4.35 The policy team continues to provide briefings and updates on the critical information and guidance released by the Scottish and UK governments. Daily 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 Health and Social Care Partnership, in particular to support scrutiny and reporting in relation to care homes.

- 4.36 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. Work has been undertaken through COSLA and SOLACE to streamline this activity and the data submission has been coordinated by members of the Policy Team and is reported through a weekly dashboard.
- 4.37 In addition to submitting our own data as above, 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. Key priorities until next Board Cycle

- 5.1 In continuing to support the organisation and local communities in responding to the pandemic, ongoing flexibility will be required, as well as the need to prioritise resources of services, as these demands will continue to have a significant impact on planned work to deliver on the wider priorities of the Council and its partners. The priority areas for the service until the next Board cycle include:
- **Economic Recovery** – following the report to Council in December 2020, a detailed action plan with specific economic targets will follow in early 2021. The service will continue to undertake the assessment of all relevant business grants and to prioritise the local response on employability through for the example the Kickstart. These activities will continue to represent a key strategic priority for the Council as a whole.
 - **Social Renewal** – a key priority for the service will be to progress the Community Impact Assessment which is being undertaken in collaboration with partners to better understand the impact of COVID-19 on local communities. It is anticipated that the first phase of this will be finalised by March 2021, with an initial Social Renewal Plan coming forward for approval thereafter.
 - **Response and recovery** – the service will continue to prioritise all required work to support the ongoing COVID-19 response, with a particular focus on supporting community testing and the vaccination programme, and the development of the neighbourhood hub model to support communities and to create ongoing resilience across communities.
 - **Communications** - effective communications have been absolutely critical to the Council response to the pandemic and supporting communities throughout lockdown, the easing of restrictions and

subsequent reapplication of some measures. This includes public health advice and information on local services, from lockdown through restart. The key focus for communications will be community testing and vaccination in the early part of 2021.

- **Right for Renfrewshire** – officers within the service will continue to support the progression of this programme across the organisation with particular focus at a service level on the delivery of the Placeshaping and Developing Communities workstreams. Within the Placeshaping service design, some of the functions being brought together started to move over to the Chief Executive's Service in early January - this will be reflected in the 2021/22 Service Improvement Plan for the Chief Executive's Service.
- **Alcohol and Drugs Commission Report** – following the report to Council in December 2020 and the approval of a programme of change and investment, the service will lead on the delivery of this with partners. Key areas of focus during early 2021 will be to develop the partnership governance structures required to drive this work and to progress actions which were identified within the Commission report as requiring immediate action.
- **Climate Change** – a key focus during early 2021 will be to coordinate all work from across services and with partners to develop a local climate change adaptation plan in Renfrewshire. Work will also be prioritised to develop appropriate partnership and resident engagement mechanisms.
- **Brexit** - the service continues to engage with national bodies including COSLA to help anticipate the impacts on local government. The cross-service Strategic Brexit Officer Group has been re-established to plan for the potential medium to long term impact on both the Council and the area.
- **Procurement** - the Procurement Team are working in close partnership with suppliers to ensure that there is no disruption to the supply of goods and services following the exit from the EU. Close engagement also continues with the Economic Development and Regeneration Teams to help support local communities to recover from the impact of COVID-19 in Renfrewshire. 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.

6. Performance scorecard for Q1 and Q2 2020/21

- 6.1 Appendix 1 to this report contains a performance scorecard covering Quarter 1 (April-June) and Quarter 2 (July-September) of 2020/21. As noted above, these 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 operating context in which the Service and wider Council is now operating. Commentary is provided for each indicator and where relevant, includes an assessment of how the pandemic has impacted on performance.

- 6.2 Specifically, it should be noted that the Economic Development and Events indicators within the scorecard were particularly impacted by COVID-19, including:
- *Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)* - Over the first four 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 significant focus on health & wellbeing.
 - *Number of new business start-ups in Renfrewshire with Business Gateway support* - Over the last two quarters the Business Development Team have concentrated on supporting existing businesses through the administration of the COVID-19 grants, the service is primarily responding to the most critical needs of business at the moment.
 - *Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)* - For 2019/20 236 participants were still in employment 6 months after leaving the service. These numbers are lower than expected – this is due to the job losses and business disruption as a result of COVID-19.
 - All Events performance indicators have been significantly impacted as the events programme was cancelled, with an alternative, smaller digital programme was delivered.
- 6.3 As part of developing the Service Improvement Plan for 2021, a review of all indicators and targets will be undertaken to ensure they are fit for purpose and relevant in light of the ongoing impact of COVID-19 which will continue in 2021.

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- as facilities start to open in line with the Scottish Government Routemap, adjustment may have to be made to physical spaces to allow for physical distancing and to comply with relevant guidance.

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 because it is for noting only. However, the service notes the scientific advice in relation to risks to particular groups and communities from COVID-19 and is undertaking individualised risk assessments wherever appropriate.

8. Health & Safety – Advice and guidance is being given to protect the health and safety of employees and service users when carrying out priority services for the Council in line with government and health guidance.

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 5, the new Leadership Board sub-group on Climate Change will continue to meet and develop an adaptation plan for the Council.

List of Background Papers – Service Update – Chief Executive's Service 2 September 2020, Service Update – Chief Executive's Service 11 November 2020







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Chief Executive's Service Improvement Plan 2020-2023 Q2











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		Explanation of performance
					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	<p>Over the first 4 months all employability services (DWP, SDS, etc) 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.</p> <p>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.</p>
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)				3,710	Data only	4,015	Data only	7,480	Data only	7,695	Data only	<p>There was a significant increase in claimant count for the first two quarters in 2020/21, during the initial lockdown period.</p> <p>This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of</p>

Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits so doesn't count all unemployed people in the area.
DHS.SLAEDO C9	Town Vacancy Rate				11%	Data only	*	Data only	Not measured for Quarters				*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	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 32 Renfrewshire properties. Five are described as "restoration in progress" the remaining 27 are described by HES as "at risk" although several are the subject of active redevelopment interest. Following a review of buildings on the register, an approach will be made to HES to request that 2 buildings should be removed from the register as work has been carried out to improve the buildings and they are now occupied. Of the remaining 30 buildings, 9 should be







Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													considered 'restoration in progress' and 21 should remain 'at risk'.
DHS.EMP.08	Number of new business start-ups in Renfrewshire with Business Gateway support				296	300	298	300	16	78	39	78	Over the last 2 quarters the Business Development Team have concentrated on supporting existing businesses through the administration of the COVID-19 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				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	Due to COVID-19, the events programme for 2020/21 was cancelled. A smaller digital programme was delivered, with events including a digital Sma shot day, and Radical War, involving around 170 partners.
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	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	Due to COVID-19, the events programme was cancelled and it is therefore not possible to report against this indicator.
CE.SIP17.EV04	Number of visits to Renfrewshire (and				1,360,370	1,830,000	*	1,830,000	Not measured for Quarters				*Data has not yet been received from the Moffat Centre – data collection for visitor attractions has been severely impacted by

Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	
	Paisley) attractions												lockdown period and subsequent restrictions.
SOA16DH.13	Number of vacant retail units in Paisley Town Centre	?	?	?	62	68	*	68			Not measured for Quarters		*We were unable to undertake our annual town centre audit due to COVID-19 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		443 unemployed people were supported to move into work during 2019-20 through the council employability programme.
CEX.DESIGN EVENTS	Number of local people who take part in the design and production of local events	?	?	?	New indicator						Not measured for Quarters		Due to COVID-19 the events programme was cancelled, and a smaller digital programme was delivered. The numbers reported represent the partners involved. Q1 – no events Q2 – digital Sma Shot Day (74), Radical War (100)













Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CEX.OSHSP.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	OTSH for destination brand during Q1: 35,883,487 – this reflects the pause on destination marketing activity March-May 2020 during lockdown. OTSH for destination brand during Q2: 60,502,318
CEX.OSHSP.RC	Opportunities to see or hear (OTSH) something positive about Renfrewshire Council activity				New indicator				12,830,595	30,000,000	26,542,969	30,000,000	OTSH for Renfrewshire Council during Q1 was 12,830,595 and 26,542,969 in Q2 – 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				For 2019/20 236 participants were still in employment 6 months after leaving the service. These numbers are lower than expected – this is due to the job losses and business disruption as a result of COVID-19. Anyone starting employment from Oct 19 – Mar 20 would be tracked April – September 2020 however 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.BU SEVENT	Number of attendees at Council Business Events				New indicator				0	300	0	300	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		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	
ECONDEV.GROWTH	Number of existing businesses receiving growth advisory support				New indicator				3	75	20	75	During the first 2 quarters 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		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CPP.3RDSECTOR	Number of third sector organisations engaging with Renfrewshire Community Planning Partnership				New indicator				68	134	181	134	The Q2 figure includes community groups applying for Local Partnership funding in September 2020
CPP.INCOMETP	Income maximised in Tackling Poverty projects				New indicator				TBC	Data only	TBC	Data only	Data being verified

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		Explanation of performance
					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%	Received 13 single department FOIs and responded to 11 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				*A survey did not take place in 19/20, however 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 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.
CE153	% of investigation complaints responded to within timescales agreed with customer (Chief Executive's)				66%	100%	83%	100%	Nil received	100%	100%	100%	In Q2, the Chief Executive's Service received 1 investigation complaint which was completed within timescale.
CEABS01dii	Average number of work days lost through sickness absence per				6.91	2	8.26	6.5	1.45	1.3	1.43	1.2	Monitoring of absence continues across the service with monthly reports being provided to senior managers showing monthly, cumulative and quarterly absence

Code	Performance Indicator	Current Status	Short Term	Long Term	2018/19		2019/20		Q1 2020/21		Q2 2020/21		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	
	employee (Chief Executive's) (FTE)												information. Across the Council short term absences have reduced, possibly due to 'working from home arrangements' allowing people to more easily continue to work when they may have been feeling slightly unwell. 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.DIGCHANNELS	Number of people engaging with the Council's digital channels (not including website).	✓	↑	↑	New indicator				49,293	54,400	52,889	54,400	<p>Numbers of people engaging with the Council's digital channels</p> <p>At the end of Q1 we had 49,293 followers</p> <p>At the end of Q2 we had 52,889 followers</p> <p>This is Facebook, Twitter and Instagram followers.</p>