

To: Finance, Resources and Customer Services Policy Board

On: 11 November 2020

Report by: Chief Executive

Heading: Service Update – Chief Executive's Service

1. Summary

- 1.1 Following on from the previous Service Update presented to Board on 2 September 2020, this report provides a further update to the Finance, Resources and Customer Services Policy Board on key areas within the Board's remit. It also outlines the priorities through to Spring 2021, highlighting key areas of focus and plans for next steps to support the Council's recovery plans. Whilst developing these plans, the local and national position remains fluid and services will remain flexible and able to respond quickly in relation to changes in restrictions and local outbreaks.
- 1.2 Appended to this report is a performance update to 31 March 2020. Due to the coronavirus pandemic and the pausing of Policy Boards, the annual Service Improvement Plan 'outturn' reports were not presented to Board. The appendix covers all performance indicators and actions as outlined in the Service Improvement Plan for 2019/20, with progress up to March 2020, and therefore does not include updates or developments since the pandemic fully emerged.
- 1.3 Service Improvement Plans for 2020/21 were developed for all Council services, 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.
- 1.4 Work is underway to develop Service Improvement Plans for 2021/22 - these will have a strong focus on recovery and renewal rather than solely improvement. These will also fully reflect the social, economic and financial

recovery plans being progressed. Proposals in relation to future service planning arrangements are currently being developed.

2. Recommendations

- 2.1 It is recommended that members of the Finance, Resources and Customer Services Policy Board:
- note the content of this report; and
 - note the performance information for 2019/20 as appended to this report.

3. Background

- 3.1 In the previous Service Update reported to Finance, Resources and Customer Services Policy Board on 2 September 2020, the Council's response to the coronavirus pandemic from March 2020 to September 2020 was outlined - our partnership approach, our move to protect and support our employees and communities, particularly vulnerable people across the area.
- 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, have supported their children and young people with home learning or have contended with other challenges made more difficult by the pandemic and related restrictions. Across services, and with our partners, the Council continues to support our communities and develop our operational and policy response both now and as we continue to move through the recovery route map.
- 3.3 Employees across the Council continue to show great commitment and resilience during this time delivering essential services, volunteering to support frontline services and helping others to remain safe at home.
- 3.4 Recent weeks have shown the local and national position continues to change rapidly - restrictions began to be eased in line with the Scottish Government's route map, and more recently were tightened in some areas, including in Renfrewshire, due to increasing levels of transmission of the virus. The situation across Scotland, the UK and globally has shown areas of progress and areas for concern, and national policy has flexed to respond to this. While working towards a recovery position and hopeful of the resumption of more services to our communities, the service and the Council remain ready to respond to rapid changes in our local approach.
- 3.5 Alongside this, new opportunities are emerging, potential funding streams, information and learning is being shared across local government, including partnership working with local businesses, communities and other public sector organisations, and the service will continue to respond to this.
- 3.6 This report gives a broad overview of the key areas which continue to be impacted by the COVID-19 crisis, further areas the service has paused and restarted, the particular areas of focus now and in the near future, and any specific risks and priorities of relevance to this Policy Board.

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. A summary of key activities since the last update to this Board in September 2020 is provided in the sections below.

Economy and Regeneration

- 4.2 As outlined in the [24 September Council report](#), the Council, along with the Renfrewshire Economic Leadership Panel, is developing a Renfrewshire Economic Recovery Plan with several overarching objectives in response to the COVID-19 economic impacts and the potential impacts of Brexit on the Renfrewshire economy. The intention is to bring a draft Economic Recovery Plan to the next Council meeting in December 2020.
- 4.3 In July, as a rapid response, Renfrewshire Council agreed to make available a further £1.3m by repurposing existing economic development funding. These are designed to offer a series of grants and support measures for local businesses to assist in recovery from the economic impact of lockdown. To date over 100 individual businesses have applied for support. Grants and loans amounting to £216k have been approved, so far, to 46 businesses. An additional 30 or so applications are currently in the assessment process. The grants will be further revised over the next month in line with the need and demand and any changes reported to Board.
- 4.4 A new and additional programme of COVID-19 Business Grants is now being administered by the Council on behalf of the Scottish Government. A Business Closure Grant and a Business Hardship Grant are available from 20 October for those businesses affected by the additional COVID-19 restrictions (particularly across the central belt). A budget of £710k has been estimated for Renfrewshire's businesses affected by the restrictions (£630k for business closures and £80k for business hardship).
- 4.5 The Council's Employability Service continues to offer support on jobs and skills development. Over the next month or so the national support for employability will become clearer and the service will undertake a reprofiling exercise to ensure that the best possible services are provided to those who need them most. Work has commenced through the Local Employability Partnership to look at options for the recently announced Scottish Government Youth Guarantee and these will be presented to a future Board. Partnership working with Engage Renfrewshire and the Chamber of Commerce has taken place on the UK Government Kickstart Scheme which

aims to create 6-month work placements aimed at those aged 16 to 24 who are in receipt of Universal Credit.

- 4.6 Within the Cultural Infrastructure Programme the Museum and Town Hall projects are progressing, with the Town Hall Advance Works contract on site now, until Christmas. 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

- 4.7 Glasgow Airport Investment Area site works are back on site and working at full capacity with an estimated completion date of quarter 2 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. The Team are also progressing the Clyde Waterfront and Renfrew Riverside Project and aim to commence construction in 2021.

Marketing, Communications and Events

- 4.8 Effective communications have been 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 truth on all relevant issues, supported by information updates on all relevant social media platforms and via local community groups and organisations. The public website has had 900,000 users between March and September 2020, 50% more than in the same period last year. 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 and the reopening of schools and Household Waste Recycling

Centres. In addition, public information campaigns have been launched to help people understand local restrictions and motivate them to follow new measures – *Keep Renfrewshire out of Lockdown* and *Follow the Rules. Remember the FACTS. Stop the Spread*.

- 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 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 49 employee updates and briefings, 22 Chief Executive messages, 15 'Take 5' newsletters, 9 Weekly news, 6 Staff guides promoting safe working, 6 videos, 2 monthly newsletters, 102 all employee email alerts and 16 Manager briefings.

4.9 The Council's live major event programme for 2020 was cancelled due to the ongoing restrictions on mass gatherings. A partial programme was delivered digitally and included Sma' Shot Day, Renfrewshire Doors Open Days, Radical Wars 1820-2020, and will also include Remembrance Day reflections:

- 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 41k people.
- Radical Wars 1820 – 2020: a series of podcasts and virtual creative writing workshops, reaching almost 23k people.

4.10 A new events strategy is being developed to enable the reintroduction of an events programme in 2021 that can accommodate COVID-19 safety measures and restrictions. Work continues at a national level with EventScotland to support the national restart plan. Throughout the crisis, the events team have been deployed to support the Local Assistance helpline, social customer services, Test & Protect and neighbourhood hubs.

4.11 Destination marketing was initially paused to reflect lockdown and has now resumed in line with the Scottish Tourism Emergency Response Group (STERG) action plan to restart the tourism sector and extend the 2020 season wherever possible. Marketing activity has promoted staycation opportunities to local people; encouraging spending that stays in the local economy; promoting micro experiences and escapes in the fresh air (parks, open spaces, great outdoors); and examining trends in consumer attitude and demands. Campaigns include Spend Local, Steal Back Summer and Be a

Tourist in Your Own Town, live since July and cumulatively attracting 20k users to the Paisley.is website and reaching 35k through social media.

- 4.12 A local priority action plan has been developed with the local tourism sector through a highly engaged Tourism Sub-Group which now has 18 private and public sector (non-Council and leisure trust) active members. The groups' work has been positioning 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. Work has continued to develop key partnerships with local and national partners to promote destination marketing messages and Renfrewshire has been featured in several aspects of VisitScotland's 'Only in Scotland' marketing activity.

Policy and Commissioning

- 4.13 As outlined in the [Impact of COVID-19 on Renfrewshire's Communities](#) report approved by full Council on 24 September 2020, the Council, along with our community planning partners, has commenced work on a Community Impact Assessment. This work will allow all stakeholders to develop a much deeper understanding of the impact of COVID-19 on local people and communities and to use this learning to respond to the pandemic and tackle existing inequalities across Renfrewshire's communities. It is anticipated that the information gathered will be used to produce an outline Social Renewal Plan for Renfrewshire, with an update on the process being provided to Council in December 2020. This plan will set out how the Council and partners will use the learning from the pandemic, to tackle inequality and wellbeing issues, through a more equal relationship between partners and communities.
- 4.14 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 300 households since the start of the lockdown period. Support provided has included befriending calls to people who feel isolated or vulnerable, signposting to food services and delivery of books and toys through the Libraries Direct Service. In addition, there is a new focus in October 2020 on those required to self-isolate due to the Test and Protect programme.
- 4.15 During September 2020, the seven Local Partnerships made 167 funding awards totalling £349,605.30 to community groups to deliver on local priorities. These awards will help support community groups to deliver projects during the remainder of 2020/21. In addition, a second year of the Celebrating Renfrewshire Participatory Budgeting programme is being undertaken during September and October 2020. This will enable young people to vote on the allocation of funding to projects in their area to benefit young people aged 12-

25. 86 projects have applied for a share of £149,340 Local Partnership funding.

- 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 Fair Share 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 The Connecting Scotland Programme 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. Phase one of the programme allocated 265 Chromebooks or iPads to people who are digitally excluded, on low incomes and at risk of isolation. This was done in partnership between the Council, Health and Social Care Partnership, and community groups. Community groups received 165 devices to allocate out of the total of 265 provided to Renfrewshire. 40 Chromebooks and iPads were allocated to Renfrewshire Council for distribution through Neighbourhood Hubs. Phase 2 of the programme is now underway, focusing on families, pregnant women and care leavers. Renfrewshire has an allocation of 616 devices, which will be delivered to Councils and community groups for distribution November/December 2020.
- 4.18 Although the work of the Alcohol and Drugs Commission was paused during the early stages of the pandemic, members agreed to refocus and reenergise their collective efforts to conclude the programme of work by the end of this calendar year. It is anticipated that the Commission will meet to finalise the report in November with it being presented to the Council and Community Planning Partnership in December 2020.
- 4.19 A report was approved by the Leadership Board on 16 September 2020, agreeing to establish a Climate Change sub-group to oversee progress as Renfrewshire Council continues to work towards our climate change ambitions. The first meeting of the sub-group took place on the 28 October and a programme of meetings has been timetabled until summer next year. Alongside this, the officers group supporting this workstream is being restarted and will consider what planned activities can go ahead within the current environment.
- 4.20 Following the COVID-19 outbreak, the global demand for PPE increased rapidly and substantially, the Procurement Team ensured that the Council and Renfrewshire Health and Social Care Partnerships needs for PPE were met throughout and that best value continued to be delivered, ensuring that critical services could continue uninterrupted and that staff and service users were protected at all times.

- 4.21 The Procurement Team supported applications for Supplier Relief submitted in accordance with Scottish Procurement Policy Note 5/2020, ensuring that local businesses received much needed support where contracted services were impacted as a direct result of the lockdown.
- 4.22 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.
- 4.23 The COVID-19 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.
- 4.24 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.
- 4.25 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 Priority areas for the service until the next board cycle include:
- **Economic Recovery** – following the report to Council in September, the Council will work alongside Renfrewshire's Economic Leadership Panel to develop and agree a two-year Economic Recovery Plan which will be brought back to a future Council meeting for approval.
 - **Social Renewal** - following the report to Council in September, the Chief Executive's service is working with our community planning partners to develop a Community Impact Assessment, commencing with a Public Services Panel survey focused on COVID-19 and lockdown experiences. An update will be reported to Council in December.
 - **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 and recovery.

- **Right for Renfrewshire** – continuing to support the delivery of the Placeshaping and Developing Communities workstreams.
- **Local Partnerships and Celebrating Renfrewshire Fund** – the outcome of the review of Local Partnerships is currently being concluded and will be reported to full Council upon completion, and the Celebrating Renfrewshire Participatory Budgeting programme is being undertaken during September and October 2020.
- **Alcohol and Drugs Commission** - the publication of the Commission's recommendations was paused due to the lockdown, the report will be presented at Council in December.
- **Climate Change** - the new Leadership Board sub-group on Climate Change will meet in line with the Leadership Board timetable in order to progress the Council's climate change actions, with the officer's group also re-established to support this workstream.
- **Digital** - as outlined in the report approved by Leadership Board in September, each of the workstream leads will be developing high level outcomes and actions over the coming months to progress this priority area, including work on smart data, digital participation and specific aspects such as the provision of wifi. A progress update on the digital strategy will be reported to Leadership Board in December.
- **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. An update will be reported to Leadership Board in December.
- **Supporting the recovery of services** - the service continues to offer policy, procurement and communications support as needed to the Council's recovery workstreams.
- **Community Resilience** – continue to work with community groups and organisations in the coming weeks and months to support resilience, as well as the ongoing development of the Neighbourhood Hubs.
- **Procurement** - 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.
- **Contingency Planning** - in common with our colleagues across the Council, we are currently planning for a number of scenarios and local case management to provide public and staff reassurance where required. We are reviewing and learning from our experiences and building in flexibility, ensuring we are able to support services to stand up and down to respond to any potential future clusters or local and national lockdowns.

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 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 meet in line with the Leadership Board timetable in order to progress the Council's climate change actions, with the officer's group also re-established to support this workstream.

**List of Background Papers – Service Update – Chief Executive's Service 2
September 2020**

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Appendix – performance scorecard and action progress








Many actions relate to longer term projects and therefore the progress indicates the progress made against 2019/20's expected outcomes, not whether the project itself is complete. Essentially this shows whether the service achieved what it expected to in the year up to March 2020.

Chief Executive's: Service Improvement Plan 2019-2022 - Action Plan








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


Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.01	Complete the implementation of a rural development programme across Renfrewshire, East Renfrewshire and Inverclyde through the effective delivery and management of the EU LEADER programme	✓	100%	31-Dec-2021	The LEADER programme was fully committed, with final stages to end 2020 to ensure projects all spend and claim funding. Final claims now due March 2021.
CE.SIP.19.01.02	Prepare the Renfrewshire Economic Strategy with the Economic Leadership Panel	✓	100%	30-Jun-2019	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.







Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.03	Expand our enterprise programmes and business support to increase the number of new local business start-ups		100%	31-Mar-2021	The Creative Hubs development fund was launched with the first programme approved in June 2019; 'Start Up Street' slightly delayed due to COVID-19 and now opening October 2020. Plans for Start Up St 2 in Renfrew being discussed. Financial support provided to schools for enterprise programme.
CE.SIP.19.01.04	Increase business sustainability, productivity, competitiveness and growth through a revised package of incentives, business support, training and advice		100%	31-Mar-2020	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.
CE.SIP.19.01.05	Promote international trade and connectivity through supporting those businesses looking to export to new markets		100%	31-Mar-2022	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.
CE.SIP.19.01.06	Work with partners to enhance provision, accessibility and take up of business support services and to identify where new services are required		100%	31-Mar-2021	City Region "single offer" report completed but no real agreement on where there is a regional gap, consensus is that local authorities look locally only at needs. At local level Renfrewshire has reformed business support / grants etc.
CE.SIP.19.01.07	Engage with local businesses to understand the needs of the labour market and ensure our skills and employability provision reflect those needs		100%	31-Mar-2020	Ongoing engagement with businesses and business survey carried out to 500 local businesses to establish where additional support is required.
CE.SIP.19.01.08	Reduce skills gaps in the area and respond to growth sectors		100%	31-Dec-2022	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.
CE.SIP.19.01.09	Ensure a strong and active local employability partnerships to support all people to be job		100%	31-Dec-2022	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).


Action Code	Action	Status	Progress	Due Date	Explanation of Performance
	ready and to access employment				
CE.SIP.19.01.10	Actively promote entrepreneurship to encourage enterprise in its widest sense and we have new products to support self-employment	✓	100%	31-Dec-2022	All on plan, Start Up St Renfrew and Johnstone now being discussed. New priority of increasing support to school entrepreneurship. New programmes being developed to support those made redundant to consider self-employment.
CE.SIP.19.01.11	Work with partners to deliver the Advanced Manufacturing Innovation District – Scotland (AMIDS)	✓	100%	31-Mar-2020	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). A successful and well attended launch event for AMIDS was held on 28th August 2019. Planning consent for both NMIS and MMIC has been secured. Construction of MMIC is scheduled to commence in September 2020, with a planned opening in at the end of 2021. Construction of NMIS is anticipated to commence during October 2020 and to be open mid-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.
CE.SIP.19.01.12	Participate fully in all aspects of the new National Manufacturing Institute Scotland (NMIS) Governance arrangements	✓	100%	31-May-2022	Renfrewshire Council officers continue to work collaboratively with NMIS to ensure the successful delivery of NMIS and AMIDS. This includes collaboration and financial contributions to shared amenities such as the landscaping at the heart of the site, known as Netherton Square which will be completed in phases from the second half of 2021 in alignment with NMIS and MMIC completion dates.
CE.SIP.19.01.13	Monitor benefits of City Deal Projects	✓	100%	31-Mar-2022	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.
CE.SIP.19.01.14	Develop and coordinate the delivery of a Business Case and development opportunities for	✓	100%	31-Mar-2022	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 to AMIDS and the

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
	AMIDS South (Previously Paisley North/GAIA South)				potential to enhance and spread the outcomes at AMIDS to the wider communities. Research on opportunities to fund this project continue prior to presentation to the Leadership Board.
CE.SIP.19.01.15	Deliver on the ambitions of our town centre strategies and specifically working with partners to transform Paisley Town Centre	✓	100%	31-Mar-2022	<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 (see CE.SIP.19.01.20)</p>
CE.SIP.19.01.16	Deliver Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) Project	✓	100%	31-Mar-2022	The Paisley Townscape Heritage / Conservation Area Regeneration Scheme (TH/CARS2) programme continues to make progress with 27% of grant funding spent in 2019/20. Completed projects include shopfront improvements, building repairs and small-scale restoration of architectural detail. An extensive programme of heritage education, training and event activity is also being successfully delivered with 50% of the available budget spent in 2019/20.
CE.SIP.19.01.17	Advance Paisley's position as the UK's Great Town to town's and regeneration audiences in the UK	✓	100%	30-Sep-2020	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.
CE.SIP.19.01.18	Implement the Renfrewshire Economic Strategy and Action Plan	✓	100%	30-Sep-2020	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.
CE.SIP.19.01.19	Review and development of the Heritage Asset Strategy for Renfrewshire	✓	100%	31-Dec-2019	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. Proposed extension submitted to NLHF for a further 12 months to March 2022.




Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.20	Develop project proposals for new Scottish Government Town Centre Fund		100%	31-Mar-2020	<p>Range of regeneration projects being delivered 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 has been awarded by Scottish Government in 2020/21 with further projects for Paisley, Johnstone, Renfrew and Erskine being developed for Board approval in December 2020.</p>
CE.SIP.19.01.21	Develop specific regeneration projects for Johnstone and Renfrew		100%	31-Mar-2020	Both centres are the particular focus of the projects included in the Scottish Government Town Centre Fund – please see above
CE.SIP.19.01.22	Implement the Cultural Infrastructure Investment programme		100%	31-Mar-2021	<p>Progress has been made across a number of capital projects. Paisley Museum – the completion of the Enabling Works contract took place in September, with the contract for main works out to tender in Sept 2020 with works due to commence March 2021; Paisley Learning & Cultural Hub – the completion of the Advance Works has been delayed due to complexities in relation to access to the adjacent property (due for completion by Jan 2021), with the contract for main works let and due to commence on site March 2021; Paisley Town Hall – it is anticipated the Advance Works will be starting on site April 2020; Public realm works (County Square and Abbey Quarter) – the design commission commenced March 2020, with construction works due to commence Spring 2021.</p>
CE.SIP.19.01.23	Proactively work with property owners to bring some of the area's most valued assets back into use		100%	31-Mar-2022	<p>Progress made to date includes: planning application submitted for development of TA building, grant funding awarded to Coats Memorial Preservation Trust for improvements to the heating system, continued engagement with owners of the Liberal Club and planning application submitted for residential development, Kelvin House development being progressed by private developer and full package of funding secured for delivery of the Johnstone Community & Welling Hub in the former police station building.</p>
CE.SIP.19.01.24	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally		100%	31-Mar-2022	Partner with West College Scotland on new manufacturing challenge fund bid




Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.25	Implement Year 2 of the destination marketing plan		100%	31-Mar-2021	<p>The purpose of the Paisley.is destination brand is to tell the story of Paisley and Renfrewshire in a new way and position the area as a great place to visit, live and invest – attracting visitors and talent.</p> <p>The four priorities for the year two marketing plan have been successfully delivered; developing brand partnerships; building the brand; raising the profile of Paisley and Renfrewshire; and developing engaging visitor campaigns.</p> <p>Key performance indicators for marketing and communications activity are outlined here:</p> <p>Digital footprint: Paisley.is unique page views - 497,000, more than doubled from Year 1: 245,000. Almost 12,000 social media followers and a social media reach of 3.5m</p> <p>Opportunities to see and hear something positive about Paisley and Renfrewshire (OTSH): 236m generated from 5030 media articles, with combined PR value of £10m</p> <p>14 media familiarisation visits based around event weekends and Renfrewshire-wide itineraries have been delivered – golf, spa breaks, great outdoors, architecture.</p> <p>Brand activity included; the development and launch of the Wallace Begins trail, with Renfrewshire acting as a start point and gateway, and new connections made with The National Wallace Monument and Dumbarton Castle (9,600 visits to Wallace Begins on Paisley.is website generated via 787,971 search and display impressions); updated marketing collateral(Paisley Walking Trail and Great Things to See and Do in Renfrewshire); local, regional and national distribution of Renfrewshire marketing collateral in hotels and visitor accommodations, visitor attractions, leisure and retail attractions and other large public venues.</p> <p>Through VisitScotland partnership, 4 paid-for campaigns targeted at visitors (living within a two-hour drivetime of Renfrewshire) generated over 5.7 million impressions of Paisley.is brand and over 30,000 unique visits to the Paisley.is website. Exhibited at VisitScotland Expo.</p> <p>5 strategic partnerships established: Scotrail, VisitScotland, EventScotland, Glasgow City Region and Renfrewshire Chamber of Commerce.</p> <p>7 media partnerships activated: The Herald/Newsquest, The List, The Skinny, Capital FM, What's On Network, Ocean Outdoor and MILL Magazine.</p> <p>Delivered marketing campaigns for 15 town centre events, including national event marketing for Paisley Food & Drink Festival, Paisley Halloween Festival and The Spree.</p>

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.26	Implement Year 2 action plan as part of the Renfrewshire Visitor Plan		100%	31-Mar-2021	Year 2 of the Visitor Plan was delivered contributing to an increase in visitor numbers - day visits from 2.25 million to 2.41 million, and holiday nights from 37,000 per annum to 50,000. Activity included: 183 trainees registered and participating on Paisley Welcomes training platform; 3 new visitor products developed including a new 'Wallace Begins' trail; 51 businesses engaged in a tourism business network; and 33 tourism and hospitality companies assisted through business support.
CE.SIP.19.01.27	Deliver the 2019 programme as part of the events strategy to 2022		100%	31-Mar-2020	The annual events programme (15 events) was successfully delivered, including 4 major visitor events - Paisley Food and Drink Festival, British Pipe Bands Championships, The Spree Festival and Paisley Halloween Festival – with the Halloween festival alone drawing an audience of over 40,000 people. The programme delivered 156,024 attendees, £3.4m combined economic impact, supported 108 volunteers and achieved an overall event satisfaction rating of 97%.
CE.SIP.19.01.28	Establish a commercialisation model that reconnects Paisley Pattern to Paisley		50%	31-Mar-2021	Paisley Original trademark refiled and transfer of Paisley Make trademark completed. Licencing Agreements in place for commercial and academic purposes.
CE.SIP.19.01.29	Deliver Fundraising Strategy and Capital Appeal for Paisley Museum		50%	31-Dec-2022	Strategy in place and Capital Appeal continues to target HNW individuals and Trusts and Foundations. The Wolfson Foundation has confirmed £200,000 in capital funding towards Paisley Museum, (the highest heritage grant outside London). Launched the Appeal website - Paisley Museum Reimagined website
CE.SIP.19.01.30	Develop a new Digital Strategy for Renfrewshire Council		100%	31-Dec-2019	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 and doing business.
CE.SIP.19.01.31	Develop proposals, in collaboration with ICT services, for investment in a full fibre network in Renfrewshire		100%	31-Oct-2019	The current ICT Strategy expires in December 2020. A review of outstanding actions is underway and these will feed into the new ICT Strategy 2020 - 2023 which is currently under development. The Council is taking a long-term approach to transform connectivity and have put in place a 15-year framework which will enable the Council to meet its needs now and in the future. It was confirmed in September 2020 that full fibre specialists City Fibre is investing in a 700km network providing Renfrewshire residents and businesses with access to the fastest, most reliable gigabit speed connectivity.


Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.01.32	Build capacity of local supply base, promote 'grow local'		100%	31-Mar-2022	The procurement team continue to engage with Economic Development to support the Supplier Development Programme and we presented at the B2B Event on 16 May 2019 (presentation title "Doing Business with Renfrewshire Council"). We include within our community benefit menu a target for contractors to provide advice and support to local SMEs /Social Enterprise/ Voluntary organisations and tie in with Economic Development and Engage Renfrewshire to help deliver this. Our community benefits also encourage larger contractors to host Meet the Buyer events to promote supply chain opportunities on contracts awarded to them by the Council. We are currently working through options as part of the Economic recovery approach about community wealth building.

Strategic Outcome 2: Building strong, safe and resilient communities






Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.02.33	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities		100%	31-Mar-2022	Nine applications totalling £173,760 have been awarded from the Community Empowerment Fund to support community organisations to progress their plans using Community Asset Transfer and we continue to support key community organisations to develop partnerships and their ideas for their local area and assets. In total 22 projects have been awarded funding. The total amount awarded to date is £353,235.
CE.SIP.19.02.34	Work with communities to develop local action plans to tackle the issues people care about most		100%	31-Mar-2022	Each of the seven Local Partnerships has agreed a set of local priorities that they want to take action on. Award of funding to community groups through the Local Partnership is guided by the local priorities, with community groups asked to demonstrate how their project will contribute to delivery of local priorities. £349,605.30 was awarded to 167 projects in September 2020, with a further £149,340 to be allocated to projects for young people in October 2020 through the Celebrating Renfrewshire Participatory Budgeting exercise.
CE.SIP.19.02.35	Implement findings from review of corporate grants process and monitoring arrangements		80%	31-Dec-2019	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

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					workstream is considering at a strategic level how community provision is supported by the Council, including the provision of grants.
CE.SIP.19.02.36	Implement new Local Partnership Model		100%	31-Dec-2019	Local Partnerships are now fully operational. All Local Partnerships have agreed membership and a set of local priorities. These local priorities are informing the award of local grants and other development work. Meetings to decide 2020/21 grant allocations were postponed in March 2020 due to COVID-19 but took place in September 2020.
CE.SIP.19.02.37	Deliver framework for mainstreaming Participatory Budgeting		100%	31-Mar-2021	A very successful Participatory Budgeting pilot took place, with young people aged 12-25 having a direct say on the allocation of £150,000 of grant funding. Young people have designed and delivered the process, including identifying priorities, agreeing criteria for the fund, supporting applicants and delivering an announcement event with the results on 25 September 2019. Arrangements are in place for a second round of the Celebrating Renfrewshire youth Participatory Budgeting exercise. Proposals are also being developed with services for a Participatory Budgeting exercise using mainstream budget in 2021.
CE.SIP.19.02.38	Continue to develop single point of contact function for community groups and organisations, working with other council services to streamline processes		100%	31-Dec-2019	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.



Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.03.39	Programme of work to tackle inequalities and poverty learning		100%	31-Mar-2022	The Tackling Poverty Programme continues to deliver a range of projects to support families living in poverty. In this period, targeted income maximisation support has put £1.7million in the pockets of low-

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
	from evaluation of Tackling Poverty programme				income families as well as continuing to provide services such as holiday provision with a healthy meal, breakfast clubs and services which support the mental health and wellbeing of young people. Working in partnership with Renfrewshire Leisure, free sanitary products are now available in town halls, community centres and libraries. This was launched as part of a wider 'Period Poverty' campaign during Challenge Poverty Week in October 2019.
CE.SIP.19.03.40	Implement Year 2 of the Tackling Poverty Programme funding	✓	100%	31-Mar-2020	The Tackling Poverty Programme continues to deliver a number of projects to address poverty across a range of services, with budgets for Year 2 agreed by Leadership Board in early 2019. Work is under way to review all existing activity in light of COVID-19.
CE.SIP.19.03.41	Work with local equalities led community groups and employees to deliver progress against the six equalities outcomes	✓	100%	31-Mar-2022	The service continues to support the Diversity and Equality Alliance in Renfrewshire group, which brings together equalities led third sector organisations in Renfrewshire. In addition, a new Equality Impact Assessment process and guidance has been developed to incorporate the new Fairer Scotland duty.
CE.SIP.19.03.42	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%	31-Mar-2021	Fair Work practices are now scored as standard in all our contracts, these actively promote payment of the Living Wage.
CE.SIP.19.03.43	Develop and publish Local Child Poverty Action Report	✓	100%	30-Jun-2019	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.
CE.SIP.19.03.44	Develop Centre for Excellence for Consultation Practice	✓	100%	31-Dec-2019	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.
CE.SIP.19.03.45	Implementation of the Macmillan Renfrewshire Improving the Cancer Journey Project	✓	100%	31-Dec-2019	In partnership with Macmillan Cancer Support and Customer and Business Services, the service is supporting the development of the Improving the Cancer Journey (ICJ) project in Renfrewshire.







Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.03.46	Establish and support the Renfrewshire Alcohol and Drugs Commission		100%	31-Dec-2019	The establishment of an Alcohol and Drugs Commission for Renfrewshire focused on supporting local people and communities and improving life outcomes. The Commission is the first of its kind in Scotland, and has been considering the real impact of alcohol and drugs in Renfrewshire. Due to the impact of the COVID-19 pandemic and subsequent lockdown, work is still ongoing to refine the key messages or recommendations that are beginning to flow from the work of the Commission. However, this work will resume and during 2020/21, Renfrewshire Community Planning Partnership will prioritise work on alcohol and drugs use across Renfrewshire and drive forward the recommendations from the Alcohol and Drugs Commission to reduce the impact on individuals, families and communities.
CE.SIP.19.03.47	Maximise use of community benefits - ensure that ambitious community benefits are included in all appropriate tenders. improve the monitoring of delivery and the support provided to contractors to help get maximum value from Community Benefits		100%	31-Mar-2022	In terms of maximising our benefit from our contract awards, the Council has exceeded the community benefits target for this stage in the year and the procurement team's approach to this is generating significant benefits for Renfrewshire. Benefits include increasing the employability, skills and training of our citizens, upskilling our supply chains and providing financial/non-financial support to our local communities.
CE.SIP.19.03.48	Develop and implement a new Inclusive Growth framework and action plan		100%	31-Dec-2022	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.
CE.SIP.19.03.49	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%	31-Dec-2022	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.
CE.SIP.19.03.50	New employability programmes being developed to target in work poverty as part of the child poverty action plan		100%	31-Mar-2022	New services now being delivered to parents either unemployed or in poverty due to low earnings. Parental Employability Support Fund staff in place and services commenced.


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




Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.04.51	Adopt the International Fairtrade Charter		100%	31-Mar-2021	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.
CE.SIP.19.04.52	Continue to coordinate the communications and marketing campaign to support the changes to waste management and the Team Up to Clean Up campaign		100%	31-Mar-2021	<p>The new waste collection service has been successfully rolled out in Renfrewshire following an intensive campaign designed to reach all of Renfrewshire's 90,000+ residents.</p> <p>Marketing materials, including a teaser leaflet, collection calendar, information pack, bin stickers and roadshow materials, were created to ensure that local people were aware and prepared for the change to their collection.</p> <p>The council website was updated to reflect the new service and contained an extensive Q&A for residents about each aspect of the service, including a 'Check your bin collection day' section with new schedules and showing the next four collections. There was also a new email reminder service, as well as a mobile calendar.</p> <p>Social media was used both proactively and reactively to promote the new service, as well as general recycling messaging. Community Facebook groups were used in conjunction with the main social media channels to promote messaging, while thousands of messages were responded to from residents who had questions about their collections.</p> <p>The new collection service has continually achieved a recycling rate in every quarter since it was launched - with it currently sitting at the highest ever rate for Renfrewshire Council.</p> <p>The campaign is a finalist in the Campaign of the Year category at the UK Local Government Chronicle (LGC) Awards, and won the Environment category at the Renfrewshire Council Staff Awards.</p> <p>Team Up to Clean Up</p> <p>The Big Spring Clean 2019 ran throughout April and saw 103 events, more than 1750 volunteers and more than 1850 bags of litter collected.</p>







Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					<p>A new children's book was designed and created called The Clumps' Big Mess. It was distributed to more than 14,000 primary and ASN pupils in Renfrewshire to immerse them in the Team Up to Clean Up campaign and educate them as to why they shouldn't drop litter.</p> <p>Team Up to Clean Up caddies were launched, giving local community groups the opportunity to access gardening tools to clean up their local area. 12 are out in various communities across Renfrewshire.</p> <p>Spotless September ran throughout September and saw 49 events take place, with 931 volunteers taking part and removing more than 1,000 bags of litter.</p> <p>A mass dog walk took place called 'Pooches in the Park' to raise awareness of the issue of dog fouling and show that the majority of dog owners do pick up after their pet - with more than 40 owners and pets taking part.</p> <p>A campaign asking taxi drivers to 'Give their litter a lift' was run and materials provided to local taxi firms in a bid to change the culture of littering out of their car windows.</p> <p>Continued support was given to local volunteers and community groups to support their litter picking and were highlighted on the council's social media channels and in the local media.</p> <p>The Team Up to Clean Up Facebook group continues to grow and create an online community for volunteers. It is approaching 1,000 members.</p> <p>Team Up to Clean Up won the 2019 COSLA Excellence Award for 'Strong and Sustainable Communities', the 'Community Engagement Award' at the Scottish Public Service Awards and the Chief Executive's Award at the Renfrewshire Council Staff Awards.</p>




Strategic Outcome 5: Working together to improve outcomes

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.05.53	Implement a new model for self-assessment		50%	31-Dec-2019	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.
CE.SIP.19.05.54	Implement Chief Executive's Service Workforce Plan		100%	31-Mar-2020	HR and OD continue to work with the service to update the CE's workforce plan and monitor progress to date.
CE.SIP.19.05.55	Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions		100%	31-Mar-2021	The service area has introduced a new approach to improve the awareness of upcoming awards, increase uptake and highlight successes
CE.SIP.19.05.56	Expand the use of the Geographic Information System (GIS) across services		100%	31-Mar-2020	The use of the Geographic Information System across the Council has been expanded, including adopting Survey 123 as the Council's survey platform, enhancements to internet mapping services such as the roads resurfacing programme and improvements in Gazeteer delivery, enhancing addressing across the Council.
CE.SIP.19.05.57	Develop our data analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach		100%	31-Mar-2020	<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 were developed to expand the use of Business Intelligence at an operational level.</p>
CE.SIP.19.05.58	Implement Year 1 of the council's website and Intranet strategy		100%	31-Mar-2020	The Digital Experience Strategy was finalised in May 2019 and is a key workstream within the council's digital strategy. A detailed business case was developed by the Marketing and Communications team and has been agreed. This will drive delivery of phase 1 of the digital experience programme and the delivery of a new council website. Part one of the procurement process is underway.

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					<p>We have:</p> <ul style="list-style-type: none"> • Developed a comprehensive Business Case to transform our digital channels • Launched a digital experience online hub, The Thread, to engage with relevant stakeholders and offer advice on the development and maintenance of digital channels. • Created a dedicated COVID-19 website within our public website in March to deliver up-to-the-minute communication with our communities and services during the pandemic. This includes a new dedicated staff section. • Launched the Paisley Museum Reimagined website • Reviewed existing website portfolio to be compliant with GDPR, PECR and Web Accessibility Standards.
CE.SIP.19.05.59	Implement Year 2 of the marketing and communications strategy		100%	31-Mar-2020	<p>Year 2 of the marketing and communications strategy has been implemented, raising awareness and building profile locally and nationally of Council services and projects.</p> <p>Key highlights included:</p> <ul style="list-style-type: none"> • Launch of the Renfrewshire Economic Strategy 2020 – 2030 • Groundbreaking and launch event for the new Advanced Manufacturing Innovation District Scotland (AMIDS) • Launch of the Paisley Vision strategy • Integrated marketing and communications activity for the Cultural Infrastructure investment programme. • Integrated marketing and communications activity for 1140 Early Learning • Continuing to build profile and engagement with Team Up to Clean Up initiative • Promote success of our schools, children and young people raising attainment, including partnership with Stanford University and summer exam results giving positive OTSH 26.2million. • Developed new section of the Council website in response to the Coronavirus pandemic with nearly 50% increase in visitors

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					<ul style="list-style-type: none"> Developed rapid public and staff communications response to the pandemic, including the establishment of a social customer service team, new staff communications channels and 24/7 public health and information messaging
CE.SIP.19.05.60	Protect the council's reputation and enhance profile locally and nationally		100%	31-Dec-2021	<p>The Council's digital following reached 63,849, from Facebook, Twitter, Instagram, and our Govdelivery e-newsletters.</p> <p>For 2019-20</p> <ul style="list-style-type: none"> 26,808 total Twitter followers (12% increase) 21,177 total Facebook page likes (12% increase) 1,677 total Instagram followers (launched in August 2019) 18,494,457 social media reach (70% increase) achieved a media reach of 279,194,430 media reach (50% increase) and also achieved 194,510,024 opportunities to see or hear something positive about Renfrewshire. <p>At March 2020 for GovDelivery we had 4,475 individuals subscribed to Govdelivery (69% increase on the previous year), and a total of 14,187 subscriptions (81% increase).</p>
CE.SIP.19.05.61	Develop and embed the council's brand values programme		100%	30-Nov-2019	<p>Engaged with 4,000 local people and members of staff to co-design shared corporate values, informing the Right for Renfrewshire programme and shaping the Council's future people policies and brand development. These were approved by Leadership Board in February 2020. The values were formally launched in April 2020 and a series of videos, case studies and blogs have been created to support implementation. Living Our Values training has been developed for staff and is being rolled out across the campaign following the launch of our World Values Day campaign.</p> <p>Living Our Values Guide- www.renfrewshire.gov.uk/ourvalues</p> <p>Our Values case studies and launch film - visit our YouTube page</p>
CE.SIP.19.05.62	Develop staff engagement and internal communications strategy to support the council's transformation programme		100%	31-Mar-2020	<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>

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
					<p>Staff communications relating to RfR were temporarily paused in the line with the programme to focus on the response to COVID-19.</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.</p>
CE.SIP.19.05.63	Support the Transformation Programme		100%	31-Mar-2022	Strategic communications were provided for each of the projects within Right for Renfrewshire, including the pause of the programme as a result of the COVID-19 pandemic. The programme resumed in September 2020.
CE.SIP.19.05.64	Implement new public services panel survey arrangements for community engagement		100%	31-Dec-2019	The first new survey was scheduled to be issued in March, yet this was postponed due to the pandemic and will now be issued later in 2020 as part of Renfrewshire's community impact assessment.
CE.SIP.19.05.65	Implement the new complaints handling procedure across the Council		100%	31-Mar-2020	<p>The new complaint system, Contact Us went live on 1st April 2020. It 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. Customers not on MyAccount can also still log a complaint online by skipping the registration process or by writing, phoning or emailing the council.</p> <p>This was supported by online training materials, webinars and a system helpdesk for services for relevant officers using the new system.</p>
CE.SIP.19.05.66	Review and implement new approach to Public Performance Reporting arrangements		100%	31-Dec-2019	The Council's public performance reporting section of our website has been updated, utilising the 'storymap' functionality to display the latest version of 'It's all about you' and enhance ease of use.
CE.SIP.19.05.67	Strengthen the commissioning model between policy and procurement teams		50%	31-Mar-2021	The teams are working together to develop the strategic commissioning model, Joint development sessions were planned but have been put on hold to allow the teams to focus on the Council's response to COVID-19.
CE.SIP.19.05.68	Prepare for Brexit in terms of procurement and supply chain implications		100%	30-Apr-2019	We have identified all of our strategic critical suppliers and assessed their capacity and contingency planning.

Action Code	Action	Status	Progress	Due Date	Explanation of Performance
CE.SIP.19.05.69	Develop capacity to analyse spend across services		100%	31-Aug-2019	A graduate was recruited to support this work and detailed analysis of spend has been carried out across all services
CE.SIP.19.05.70	Develop and publish the new Procurement Strategy		100%	31-Dec-2019	Corporate Procurement Strategy for the period April 2020 – March 2023 was published online in March 2020.
CE.SIP.19.05.71	Support Purchase to Pay (P2P) rollout on Business World		100%	31-Mar-2020	The Procurement Team are working closely with the Business World team to support the implementation of the P2P module in Business World.










Chief Executive's: Service Improvement Plan 2019 - 2022













Performance Indicators





















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

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		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)				1,185	1,500	937	1,000	280	250	241	205	322	250	300	250	1,143	1,000	An additional 300 registrations were completed in quarter 4.
DHS.EMP.09	Renfrewshire Claimant Count (NOMIS)				3,290	Data only	3,710	Data only	3,900	Data only	3,810	Data only	3,910	Data only	4,015	Data only	4,015	Data only	<p>Please note that this figure reflects the 'claimant count' for Renfrewshire at end of March 2020.</p> <p>Of this figure, claimants aged 18-24 years = 745</p> <p>Claimants aged 50+ years = 1000</p> <p>This data is taken from NOMIS and describes the number of Renfrewshire</p>













Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			residents in receipt of 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.SLAEDOC9	Town Vacancy Rate				11.7%	Data only	11%	Data only	Not measured for Quarters								*	Data only	*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.
DHS.CP.RR01	Number of properties on Buildings at Risk Register				41	42	37	42	37	42	37	42	35	42	35	42	35	42	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, includes 35 Renfrewshire properties, a reduction of two in the year. Six are described as "restoration in progress" the remaining 29 are described by HES as "at risk" although several are the subject of active redevelopment interest.
DHS.EMP.08	Number of new business start ups in Renfrewshire with Business Gateway support				265	300	296	300	77	75	73	75	75	75	73	75	298	300	Qtr 4 figures of 73: Jan – 27 Feb – 26 Mar - 20 The target of 300 new businesses would have been met had the lockdown in March not affected the figures.

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
DHS.WORKPOP	Percentage of Renfrewshire population working age (16-64)				64.4%	Data only	64.3%	Data only	Not measured for Quarters								64.2%	Data only	Source: ONS Population estimates
CE.CP.EV01	Number of attendees to the events we create				165,088	105,000	160,873	190,000	39,750	50,000	19,000	27,000	97,274	80,000	0	0	156,024	157,000	The Q3 Autumn/Winter programme includes The Spree Festival, Paisley Halloween Festival, Fireworks (reduced programme), Paisley, Renfrew and Johnstone lights switch on and the Glen Cinema memorial service. Halloween continues to exceed expectations with over 40,000 visitors to the 2-day EventScotland supported festival. The Spree festival had a new programming partner, Regular Music, bringing significant UK and international contacts which resulted in increased attendees and ticket sales. Spree for All programming was extended once again across all of Renfrewshire. Please note as there are no events held in Q4 there is no target.
CE.SIP17.EV02	Local spend at events				£2,046,373.00	£600,000.00	£3,197,677.00	£2,250,000.00	£816,292.00	£650,000.00	£189,000.00	£225,000.00	£1,428,000.00	£2,250,000.00	£0.00	£0.00	£2,433,292.00	£3,125,000.00	Whilst the number of attendees to Q3 events exceeded targets the spend per person reduced this year across the winter programme. Please note as there are no events held in Q4 there is no target.
CE.SIP17.EV03	Regional economic impact of events				£402,000.00	£400,000.00	£1,530,783.00	£750,000.00	£707,883.00	£500,000.00	£38,000.00	£5,000.00	£311,000.00	£1,200,000.00	£0.00	£0.00	£980,883.00	£1,705,000.00	Whilst the number of attendees to Q3 events exceeded targets, the spend per person reduced this year. The 2019/20 spend was consistent with visitor spend at other events across the country. Visitor events are evaluated by an independent company and throughout the winter programme saw a trend of
















Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
																			significant drop in spend per head. The programme was not significantly different to previous years and there were equal opportunities for families and visitors to spend locally within the town centre and through concessions and activities at the event.
CE.SIP17.EV04	Number of visits to Renfrewshire (and Paisley) attractions				1,759,021	1,800,000	1,360,370	1,830,000	Not measured for Quarters								*	1,830,000	*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.
CE.SIP17.EV05	Opportunities to see or hear something positive about Paisley and Renfrewshire				600,000,000	120,000,000	314,000,000	120,000,000	Not measured for Quarters								335,000,000	120,000,000	This is a destination brand target. 5030 media articles generated generating a PR value of £10m. In future years, this indicator will be updated into two indicators - Opportunities to see or hear something positive about Paisley and Renfrewshire as part of Paisley is destination brand; Opportunities to see or hear something positive about Renfrewshire Council activity.
SOA16DH.13	Number of vacant retail units in Paisley Town Centre				64	68	62	68	Not measured for Quarters								*	68	*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.







Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.EMP.01	Number of unemployed people moving into paid employment through Renfrewshire Council Employability Programme						344	350	Not measured for Quarters								443	350	443 unemployed people were moved into work during 2019-20 through the council employability programme.
CE.SIP18.EV06	Increase participation across our communities					N/A	1,000	N/A	Not measured for Quarters								1,432	N/A	<p>The programme of events allowed for participation of 1,432 members of our community in creative design workshops and parade activity. The participation includes Sma' Shot Day, Renfrew Gala Day, Halloween and Christmas parades.</p> <p>Going forward, this indicator will be updated to - The number of local people who take part in the design and production of local events</p>
DHS.EMP.03	Number of people supported, sustained in work at 6 Months through Renfrewshire Council Employability Programme (INVEST)				238	150	253	150	Not measured for Quarters								123	180	<p>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.</p>

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

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.SIP17.CP01	Number of people who felt they have been engaged within the community planning process				928	928	663	1,000	Not measured for Quarters								3,455	1,000	3,455 members of the community have been directly engaged in the community planning process through engagement with the Local Partnership and other public engagement during 2019/20
CE.SIP17.TP02	Number of Credit Union members				59,183	57,000	80,978	38,000	19,896	19,000	19,727	19,000	20,461	19,000	20,694	19,000	80,778	57,000	Member targets exceeded in all four quarters.
CE.SIP17.TP03	Interest saved against high interest lenders				£196,188.36	Data only	£215,335.30	Data only	£4,187.43	Data only	£5,459.72	Data only	£8,671.32	Data only	*	Data only	*	Data only	*Currently liaising with credit unions for the Q4 and 19/20 position
CE.SIP18.EV07	Increase % of people participating in events from our most deprived communities						536	500	Not measured for Quarters								690	650	The number of participants increased to 690 and included design workshops supporting the making of costumes and props for parade as well as participation in performances. No participants were involved in 2020 due to the events programme being cancelled.

Service Outcome Strategic Outcome 5: Working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		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				90.75 %	100%	91.5%	100%	92%	100%	100%	100%	85%	100%	81%	100%	88%	100%	There were 26 single departmental Chief Execs requests in Q4. 21 were answered on time. The five completed outwith timescales was due to the complexity of the requests and were completed as quickly as possible.
CE.SIP17.IC01	% of staff who feel well informed about matters that are important to them				60.44 %	75%		60%	Not measured for Quarters								*	60%	*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.
CE138	Number of followers on social media (twitter)				22,915	15,000	23,900	16,000	23,879	15,000	24,491	15,000	24,710	15,000	26,808	15,000	26,808	16,000	The number of followers on Twitter continues to grow with 26,808 in Q4, an 8% increase on Q3 figures.
CE139	Number of friends on facebook				17,181	8,500	18,971	9,000	19,160	8,500	19,630	8,500	19,997	8,500	21,177	8,500	21,177	9,000	The number of followers on Facebook continues to grow with 21,177 in Q4, a 6% increase from Q3 figures.
CE153	% of investigation complaints responded to within				33%	100%	66%	100%	79%	100%	86%	100%	92%	100%	82%	100%	83%	100%	In 2019/20 the Chief Executive's Service had 58 investigation complaints, of which 48 were completed within

Code	Performance Indicator	Current Status	Short Term	Long Term	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Q3 2019/20		Q4 2019/20		2019/20		Explanation of performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
	timescales agreed with customer (Chief Executive's)																		timescales due to the complexity of the complaints.
CEABS01dii	Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE)				9.61	2	6.91	2	2.6	1.3	1.46	1.2	2.05	1.8	2.15	2.2	8.26	6.5	Monitoring of absence continues across the service with monthly reports being provided to senior managers showing monthly, cumulative and quarterly absence information.
FCSCREDCE01f	% of invoices paid within 30 days by the Chief Executive's Service				98.98 %	90.5%		90.5%		90.5%							*	90.5%	Since the transition over to Business World there is no longer the facility to breakdown by service area. Going forward this indicator will not be included in future Service Improvement Plans.

