![Renfrewshire Council logo]

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**To:** **Finance, Resources and Customer Services Policy Board**

**On:** **8 November 2017**

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**Report by: Chief Executive**

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**Heading: Chief Executive's Service Improvement Plan 2017-20 Mid-Year Monitoring Report**

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**1.     Summary**

1.1.    The Chief Executive's Service Improvement Plan 2017-20 was approved by the Finance, Resources and Customer Service Policy Board in June 2017. The plan sets out the priorities for the development of the service over a three year period and details the actions which will contribute to the priorities of both the Council and the Community Planning Partnership. It also sets out the actions which will ensure continuous improvement across the service and the performance indicators which ensure the impact can be measured.

1.2.    This report contains details of the Chief Executive Service's performance over the period 1 April 2017 to 30 September 2017. The main purpose of the report is to provide:

- Details of the key achievements of the service over the period.
- A progress update on implementing the action plan linked to the 2017-18 Service Improvement Plan.
- Details of how the work of the service contributes to the service scorecard of core performance indicators.
- An overview of priorities for the service over the next six months.

1.3.    The service has an overarching strategic role within the organisation, working with external partners at a local and national level, and with internal services to drive improvement and to progress the strategic objectives of the organisation.

1.4.    Key services that are delivered relate to: - communications and marketing, events management, procurement, change and programme management, community planning, strategy development and the provision of policy advice and support. Officers also provide support and advice to elected members, senior officers across the Council and to the Corporate Management Team. The nature of this work ranges from policy briefings, press and media support or in relation to the development of key plans and strategies.

1.5.    In addition, officers across the service also lead on key initiatives relating to the Council's Digital Strategy, the tackling poverty agenda and the organisation's equalities agenda amongst other areas.

1.6.    Over the past six months, the key achievements for the service have included:

- The development of a new Council Plan and Community Plan which were approved by Full Council on 28 September 2017. The plans were developed in parallel through an extensive programme of consultation and engagement, and were also reviewed by the Cross Party Sounding Board in August 2017.
- The completion of a Strategic Needs Assessment which underpinned the development of the Council and Community Plans. This process effectively brought together a wide range of Council and partnership data to establish the current and projected needs of the local population and the potential impact on the services that are currently available.
- The publication of a positive Best Value Assurance Report for Renfrewshire Council on 31<sup>st</sup> August 2017, which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. The report represents the culmination of several months of best value audit activity which was supported by Council officers and involved elected members, partner organisations and groups of staff from across the organisation.
- The provision of significant support and commitment by staff across the service in terms of submitting Paisley's second stage bid for UK City of Culture 2021. Paisley 2021 generated 72 million opportunities to see or hear something positive about Paisley and Renfrewshire in 2016/17. Teams from across the service will continue to provide support ahead of the final decision and winner being announced in December 2017.
- The delivery of an enhanced events programme for 2017/18, which has attracted increased audience numbers and media interest. The most recent events delivered were the very successful Spree Festival and

Halloween Festival. The Paisley Beer and Food Festival alone attracted more than 15,000 attendees to the area.

- The implementation of revised governance arrangements for community planning in Renfrewshire continues to be progressed. The high level structure has now been established through the Executive and Oversight Groups, whilst proposals relating to the review of Local Area Committees are currently being developed through a programme of consultation and engagement.

- The innovation and commitment of staff continues to be recognised through external awards schemes, with the Tackling Poverty Programme shortlisted for 'Programme of the Year' at the Association of Project Management Awards 2017. The winner of this prestigious national award will be announced in November 2017.

- £4 million of income has been generated through the Tackling Poverty programme for local people, with the programme continuing to support developments such as Renfrewshire's Advice Partnership, Affordable Credit group and the Credit Union Forum. Other recent developments include the launch of the national funeral payments scheme within Renfrewshire.

- The successful completion of the first round of the Lens intrapreneurship programme in Renfrewshire which culminated in an awards ceremony involving 11 finalists from across Council services in May 2017. The scheme encourages staff to submit innovative ideas for development, which if successful attract funding and support to take the idea forward.

- Work has also been undertaken during 2017 to support the establishment of the new Council, including the provision of training and information sessions for new elected members and supporting the development of cross party working through regular briefings and through the Cross Party Sounding Board.

- An opportunity to work with Strathclyde University on procurement framework development and staff training and development opportunities is being progressed.

- As part of the Council's equalities duty, six new meaningful and measurable outcomes were developed in consultation with Renfrewshire community groups. As part of the monitoring process, these outcomes have been included in Service Improvement Plans and will also be regularly reported back to the local equalities led community groups.

1.7. Over the next six months, the key actions to be prioritised by the service are as follows:

- Implementing the recommendations flowing from the Best Value Assurance Report, with regular reporting on progress to the Corporate Management Team and Leadership Board.

- Formally launching the Council Plan and embedding new actions and developments within Service Improvement Plans for 2018 and beyond.
- Supporting the final stages of Paisley's bid for UK City of Culture 2021, and working with others to ensure that there is a lasting cultural and economic legacy which builds on the progress achieved to date.
- Launching Phase 2 of the Lens intrapreneurship programme, in order to extend the opportunity for more staff to become involved in this initiative.
- Supporting the Better Council Change programme, working with services to implement changes successfully and to deliver savings required.
- Finalising the review of local area committees, with proposals to be considered by Full Council in December 2017.
- Undertaking a review of the Council's public engagement mechanisms and principally the role of the Public Services Panel going forward.
- Finalising proposals to develop a new self evaluation model for Renfrewshire Council, which drives continuous improvement and supports staff engagement.
- Implementing public wifi infrastructure across Renfrewshire, with phase 1 due to commence in late November 2017.
- Launching a new visitor website, scheduled for December 2017.
- Delivering high profile events relating to Halloween, Christmas and the Monte Carlo Rally over winter 2017.

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## 2.    Recommendations

2.1    The Finance, Resources and Customer Services Policy Board is asked to:

- Note the progress that has been made on service performance.
- Note the progress made on actions and performance in the action plan.
- Note that an outturn report will be provided to Board in spring 2018.
- Approve changes to the service scorecard outlined in section 6.5 of this report.

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## 3.    Background

3.1.    The Service Improvement Plan is a comprehensive statement of the outcomes the service aims to achieve, and the actions it will take to achieve these. It fits within the wider planning framework of the Council by taking account of Community Planning themes and Council priorities. It enables elected members to have oversight of developments within the service and to consider and develop policy options which reflect customer need and resource availability.

3.2.    The Service Improvement Plan also provides a mechanism by which elected members can evaluate the performance of the service. The appendices to the

plan contain an action plan and performance indicators against which progress can be measured. This mid-year monitoring report provides an update on progress against the 2017-20 Plan.

3.3.    Section 5 of this report provides details of the service's achievements, aligned to the Council Plan priorities, over the period April to September 2017. It highlights areas of significant progress and details of action to be taken to address any areas where performance is below target. Further detail is provided in the Action Plan which forms Appendix 1 and the Performance Scorecard which forms Appendix 2.

3.4.    An outturn report will be brought before Board in spring 2018.

## 4.    Service Update

4.1.    The Chief Executive's Service is made up of two broad service areas: Policy and Commissioning and Marketing and Communications, each with associated delivery units and employing 112 staff. The service also provides a varied remit and oversees cross-council services such as policy, communications, marketing, procurement and the Better Council Change Programme. Joined-up cross-departmental working is a core purpose of the Chief Executive's Service, with teams providing support to other services as they work towards meeting strategic objectives and priorities in line with corporate practice and working closely with external stakeholders and partners.

4.2.    The service has a lead role in terms of supporting continuous improvement and a focus on achieving Best Value through the work of the Council.

4.3.    On 31$^{st}$ August, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The Local Government in Scotland Act 2003 and supporting Statutory Ministerial Guidance sets out the statutory duties and characteristics of a Council that is demonstrating Best Value. Audit Scotland are appointed to assess if Local Authorities are meeting this duty through their audit work on behalf of the Accounts Commission.

4.4.    Audit Scotland revised the methodology used for auditing best value in 2015, and Renfrewshire Council was the second local authority to have participated in the new Best Value Assurance Report process.

4.5.    The report provides an assessment of the Council and its performance of 11 years, since its last audit in 2006. Overall the report is positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving best value. The report confirms Audit Scotland's view that the Council has a clear and ambitious vision for the area which is shared

with partners, is working well with partners to address the challenges facing the organisation and the Renfrewshire area and effectively manages the Council's finances. In publishing the report, the Accounts Commission notes that "Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services".

4.6.    In the report, Audit Scotland also provides direction on the key areas which the Council should focus its improvement activities on going forward. The report specifically includes 7 recommendations relating to areas such as cross party working, community engagement, partnership working, workforce planning and governance arrangements. An action plan which sets out the Council's proposed actions to progress these recommendations was approved by Council on 28 September 2017. These actions will be embedded within the Council Plan and Community Plans and driven at service level through Service Improvement Plans.

**5.      Key achievements in last six months – by Council Plan priority**

5.1.    Detailed below are some of the service's achievements over the last six months, aligned to the new Council Plan priorities. Full detail on the service's progress in terms of implementing the tasks outlined in the current Service Improvement Plan over this period is included as Appendix 1 to this report.

5.2.    Council Plan Priority 1 – Reshaping our place, our economy and our future

- The provision of significant support and commitment by staff across the service in terms of submitting Paisley's second stage bid for UK City of Culture 2021. Teams from across the service will continue to provide support ahead of the winner being announced in December 2017.
- The delivery of an enhanced events programme for 2017/18, which has attracted increased audience numbers and media interest. The most recent event delivered was the very successful Spree Festival, with upcoming events relating to the Halloween Festival and Christmas. The Paisley Beer and Food Festival alone attracted more than 15,000 attendees to the area.

5.3     Council Plan Priority 3 – Tackling inequality, ensuring opportunities for all

- The Tackling Poverty Programme has been shortlisted for 'Programme of the Year' at the Association of Project Management Awards 2017. The winner of this prestigious national award will be announced in November 2017.
- £4million of income has been generated through the Tackling Poverty programme for local people, with the programme continuing to support

developments such as Renfrewshire Advice Partnership, Affordable Credit Group and the Credit Union Forum. Other recent developments included the launch of the national funeral payments scheme within Renfrewshire.

- The Digital Participation project continues with the Digital Participation Officer and Digital Volunteer Coordinator working with local organisations (Reaching Older Adults in Renfrewshire and the Disability Resource Centre) to provide digital support to the most digitally excluded groups.

5.4 Council Plan Priority 5 – Working together to improve outcomes

- The development of a new Council Plan and Community Plan which were approved by Full Council on 28 September 2017. The plans were developed in parallel through an extensive programme of consultation and engagement, and were also reviewed by the Cross Party Sounding Board in August 2017.
- The completion of a Strategic Needs Assessment which underpinned the development of the Council and Community Plans. This process effectively brought together a wide range of Council and partnership data to establish the current and projected needs of the local population and the potential impact on the services that are currently available.
- The publication of a positive Best Value Assurance Report for Renfrewshire Council on 31st August 2017, which provides independent assurance to local people, communities and businesses that the Council is working well to improve outcomes for local people. The report represents the culmination of several months of best value audit activity which was supported by Council officers and involved elected members, partner organisations and groups of staff from across the organisation.
- The successful completion of the first round of the Lens intrapreneurship programme in Renfrewshire which culminated in an awards ceremony involving 11 finalists from across Council services in May 2017. The scheme encourages staff to submit innovative ideas for development, which if successful attract funding and support to take forward the idea.
- An opportunity to work with Strathclyde University on procurement framework developments and staff training and development opportunities is being progressed.
- As part of the Council's equalities duty, six new meaningful and measurable outcomes were developed in consultation with Renfrewshire community groups. As part of the monitoring process, these outcomes have been included in Service Improvement Plans and will also be regularly reported back to the local equalities led community groups.

5.5 **Areas where actions have been reviewed or delayed**

5.5.1    The service has undertaken a review of the current corporate complaints process which has been in place across the council since 2013. Good progress has been achieved in terms of progressing the review; however it has been necessary to extend the targeted completion date to 31 December 2017 in order for the review to be cognisant of national developments and an internal audit review undertaken during summer 2017.

**6.      Progress against service scorecard**

6.1.     The service scorecard contains 21 indicators, a subset of which is reported as part of the CMT scorecard on a quarterly basis.

6.2.     Of the 21 indicators, 8 are data only and have no target set. Of the indicators with targets, 7 are performing well, 1 requires monitoring and 5 are below target. Performance is regularly reviewed by Senior Managers across the service who use this information to target service improvement activity.

6.3.     A full summary of performance is outlined in the service scorecard at Appendix 2. The scorecard highlights the following areas of strong performance:

- Number of followers on social media is increasing each quarter; this has increased from 17,512 in Q4 2016/17 to 17,913 in Q1 2017/18, reflecting the efforts of the team to grow our social media presence.
- Number of friends on facebook is performing well, with an increase from 11,055 in Q4 2016/17 to 11,685 in Q1 2017/18.
- Local spend at events is a new indicator for 2017/18. For quarter 1 spend was £997,190 which is performing significantly above the target of £150,000.
- There has been a 24.6% increase in visitor numbers between 2015/16 and 2016/17, from 1,392,172 to 1,735,106.
- 60.44 % of staff feel well informed about matters that are important to them, according to results from the recent staff communications survey.
- 100% of FOI requests were completed within timescales, which continues to be on target.
- 98.71% of invoices were paid within 30 days.

6.4.     Areas requiring improvement and/or review

- Satisfaction levels with Council's Public Performance Reporting have decreased from 78% in 2015/16 to 73% in 2016/17.
- Percentage of responses received for the Public Services Panel has decreased over the last few years, from 54% in 2015/16 to 44% in

2016/17. Options are being considered on the best way to engage with our communities going forward.

- Average number of work days lost through sickness absence was 1.78 for Quarter 1 which is above the target of 0.48. Due to the size of the service, a small number of long term absences can have a significant impact on this figure. However, absence continues to be monitored by Senior Managers on a quarterly basis.
- 52% of employees have an IDP which is below target. However, this has been the focus of targeted activity by the service and our performance has been increasing in recent months.
- 46% of complaints were responded to within timescales which is below target for the first time in recent quarters. A new process for handling cross service complaints received by the Chief Executive Service was introduced in 2016/17 and officers are currently reviewing reasons for the dip in service performance.

6.5.     It is proposed that the action on "developing options for future self assessment activities involving staff" is removed from the action plan as this replicates the action on "reviewing staff engagement mechanisms".

**7.      The impact of our services / the difference we make**

7.1.     The Chief Executive's Service has an overarching strategic role within the organisation, working with external partners at a local and national level, and with internal services to drive improvement and to progress the strategic objectives of the organisation.

7.2.     Key services that are delivered relate to: - communications and marketing, events management, procurement, change and programme management, community planning, strategy development and the provision of policy advice and support. Officers across the service also provide support and advice to elected members, senior officers across the Council and to the Corporate Management Team. The nature of this work ranges from policy briefings, press and media support or in relation to the development of key plans and strategies.

7.3.     In addition, officers across the service also lead on key initiatives relating to the Council's Digital Strategy, the tackling poverty agenda and the organisation's equalities agenda amongst other areas.

**8.      Priorities over the next six months**

Over the next six months, the key actions to be prioritised by the service are as follows:

- Implementing the recommendations flowing from the Best Value Assurance Report, with regular reporting on progress to the Corporate Management Team and Leadership Board.
- Formally launching the Council Plan and embedding new actions and developments within Service Improvement Plans for 2018 and beyond.
- Supporting the final stages of Paisley's bid for UK City of Culture 2021, and working with others to ensure that there is a lasting cultural and economic legacy which builds on the progress achieved to date.
- Launching Phase 2 of the Lens intrapreneurship programme, in order to extend the opportunity for more staff to become involved in this initiative.
- Supporting the Better Council Change Programme, working with services to implement change successfully and to deliver savings required.
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- Undertaking a review of the Council's public engagement mechanisms and principally the role of the Public Services Panel going forward.
- Finalising proposals to develop a new self evaluation model for Renfrewshire Council, which drives continuous improvement and supports staff engagement.
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- Launching a new visitor website, scheduled for December 2017.
- Delivering high profile events relating to Christmas and the Monte Carlo Rally over winter 2017.

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**Implications of the Report**

1.      **Financial** – none

2.      **HR & Organisational Development** – none

3.      **Community Planning –**

   **Children and Young People** – none

   **Community Care, Health & Well-being** - none

   **Empowering our Communities** - none

   **Greener** - none

   **Jobs and the Economy** - none

   **Safer and Stronger** - none

4.      **Legal** – none

5.      **Property/Assets** – none

6.      **Information Technology** - none

7.      **Equality & Human Rights**

   (a)      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 for example it is for noting only.   If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8.      **Health & Safety** - none

9.      **Procurement** – none

10.     **Risk** - none

11.     **Privacy Impact** - none

12.     **Cosla Policy Position** – none

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**List of Background Papers none**
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# Service Improvement Plan 2017-2020

Renfrewshire Council

## Action Status

| | |
|---|---|
| ❌ | Cancelled |
| 🔴 | Overdue |
| ◀ | Check Progress |
| 🔺 | In Progress |
| 🟢 | Completed |

## 01: Reshaping our place, our economy and our future

| Action Code | Action | Status | Progress | Due Date | Update |
|---|---|---|---|---|---|
| CE.SIP.17.01.0 1 | Deliver a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances | 🔺 | 50% | 31-Mar-2018 | An enhanced events programme continues to be delivered, attracting increased audience numbers and positive media coverage. Since January 2017 we have delivered:<br>• Monte Carlo Car Rally - 7,000 attendees<br>• Paisley Beer and Food Festival - 15,000 attendees, £365,332 local spend, £44,088 economic impact<br>• British Pipe Bands - 12,000 attendees, £631,858 local spend, £190,227 economic impact<br>• Sma Shot WEAVE (part funded by Events Scotland YOHHA) |
| CE.SIP.17.01.0 2 | Implement the Renfrewshire Tourism Strategy | 🔺 | 50% | 31-Mar-2018 | Established an internal tourism working group bringing together regeneration, employability, culture, tourism, marketing and community and environment teams. A Tourism Officer has been appointed to the marketing and communications team and is leading the following initiatives: |

| Action Code | Action | Status | Progress | Due Date | Update |
|---|---|---|---|---|---|
| | | | | | • Paisley's bid to SE Destination Development Fund to secure funding for the development of a textile heritage trail and a number of sector development projects (through to final round); <br>• SE funding secured for Paisley Welcomes customer service and place training programme; <br>• An innovation workshop to support third sector to develop tourism product (including volunteer-led attractions); <br>• Draft tourism strategy sector consultation - the new tourism strategy is being produced using a collaborative approach. Consultation will be undertaken with key Council departments as well as national agencies and Renfrewshire tourism businesses. |
| CE.SIP.17.01.0 3 | Implement plans to expand free public wifi in Paisley and other town centres | ▲ | 80% | 30-Nov-2017 | Review date changed to 30th November. <br><br>Renfrewshire free public wifi system design completed and installation of hardware across outdoor areas (Paisley, Johnstone and Renfrew town centres) and priority indoor areas is currently underway. Phased go live scheduled to start 18 November 2017. Soft launch of prototype wifi service went live in StreetStuff buses and Glencairn day care centre in October. <br><br>Phase 2 of the project will go live by the end of March 2018. This phase will also include the Eduroam network used by University of the West of Scotland and West College Scotland staff and students over the Renfrewshire public wifi. |
| CE.SIP.17.01.0 4 | Launch a destination brand to promote Paisley and the wider region as a great place to live, work and visit | ▲ | 75% | 31-Mar-2018 | Brand strategy completed in March 2017. Brand creative developed and will launch in December 2017 to coincide with the UK City of Culture 2021 decision. New visitor website in development, which will also be launched in December 2017. |
| CE.SIP.17.01.0 5 | Deliver the UK marketing and PR campaign Paisley for UK City of Culture and key influencer strategy | ▲ | 80% | 30-Nov-2017 | Campaign ongoing and continuing to reach local, national and international audiences. |

## 03: Tackling inequality, ensuring opportunities for all

| Action Code | Action | Status | Progress | Due Date | Update |
|---|---|---|---|---|---|
| CE.SIP.17.02.0 6 | Provide strategic leadership for the delivery of the overarching Tackling Poverty Strategy | ▲ | 75% | 31-Mar-2018 | Key projects within the Tackling Poverty Programme have been extended until the end of the financial year 2017/18. Evaluations are now being reviewed and an overarching evaluation report is being produced. An event was held in March 2017 to disseminate learning from Renfrewshire's approach to other local authorities and public bodies. |
| CE.SIP.17.02.0 7 | Manage the delivery of projects within the Tackling Poverty Programme | ▲ | 75% | 30-Apr-2018 | Projects within the programme continue to be delivered on time and within budget. Governance arrangements for the programme have been streamlined with a project board overseeing the delivery. The Tackling Poverty Programme was shortlisted as a finalist for 'Programme of the Year' in the Association of Project Management Awards 2017, and the results are announced on the 20th November 2017. |
| CE.SIP.17.02.0 8 | Continue service improvements and delivery of long term outcomes as part of an ongoing approach to tackle poverty | ▲ | 75% | 31-Oct-2017 | Engagement with services on updating and developing the exit strategy for the Tackling Poverty programme, along with a programme wide evaluation document which summarises the key outcomes, achievements and learning from across the programme. |
| CE.SIP.17.02.0 9 | Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms | ▲ | 75% | 31-Mar-2018 | A programme of preparatory work is now underway to prepare for the roll-out of Universal Credit full service, due to go live in Renfrewshire in May 2018. Significant work has also been undertaken to assess the potential financial and service impacts of welfare reforms. |
| CE.SIP.17.02.1 0 | Deliver a range of interventions to support financial inclusion across Renfrewshire | ▲ | 75% | 31-Mar-2018 | A range of activities continue to be underway including supporting Renfrewshire's Advice Partnership, an Affordable Credit group and the Credit Union Forum. The recommissioning of external advice services in the area is underway and due to be completed by the end of this financial year. Angela Constance launched the Scottish Government's funeral payments scheme in Renfrewshire in recognition of Renfrewshire's leadership in tackling funeral poverty in partnership with our network of Credit Unions. |
| CE.SIP.17.02.1 1 | Continue to promote fair working practices including payment of the living wage across the Councils supply base | ◕ | 100% | 31-Mar-2018 | The service continues to support the Council's accreditation as a Living Wage employer by maintaining our Living Wage Action Plan and bringing together key services involved in maintaining our accreditation. |
| CE.SIP.17.02.1 2 | Implement our digital participation plan to support low income families and other disadvantaged groups to benefit from | ▲ | 50% | 31-Mar-2018 | The Digital Participation project continues with the Digital Participation Officer and Digital Volunteer Coordinator working with local organisations (Reaching Older Adults in Renfrewshire and the |

| Action Code | Action | Status | Progress | Due Date | Update |
|---|---|---|---|---|---|
| | access to the internet | | | | Disability Resource Centre) to provide digital support to the most digitally excluded groups, including:<br><br>• Design and user testing is currently taking place on an accessible log on to make it as easy as possible for older, disabled and other digitally excluded groups (including low income groups) to utilise Renfrewshire's free Wifi service.<br>• Four further Tablet Training / digital skills classes for elderly groups and members of the disable community, including a specialist course for the deaf community.<br>• Setting up one new digital skills group at the Disability Resource Centre.<br>• Continuation of our Free Code Club for local families, which has now moved to the Disability Resource Centre.<br>• Recruiting for a new Digital Participation Officer in Housing (2 year post).<br>• Starting testing on Roar's "VR over the doorstep" which uses video streaming and VR to connect the house bound elderly and other isolated groups with local cultural events and locations. |

## 05: Working together to improve outcomes

| Action Code | Action | Status | Progress | Due Date | Update |
|---|---|---|---|---|---|
| CE.SIP.17.03.1 3 | Improve how we communicate with our employees | 🟢 | 100% | 30-Jun-2017 | We have recruited a dedicated Internal Communications Officer who is responsible for improving the way we communicate with our employees.<br><br>We have also introduced a new quarterly staff magazine which is available both electronically and in hard copy. |
| CE.SIP.17.03.1 4 | Review the success of the Lens programme and develop options for future programmes | 🔺 | 30% | 31-Oct-2017 | Initial review of Phase 1 programme has taken place with those involved in the process and through discussion at the Corporate Management Team.<br><br>Learning from the review has informed Phase 2 of the programme which will kick off in November 2017 and will be extended to involve in the region of 2000 staff across services. |

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| Action Code | Action | Status | Progress | Due Date | Update |
|---|---|---|---|---|---|
| CE.SIP.17.03.15 | Develop an improved staff development process for Chief Executive's, linked to the refreshed council-wide approach | ▲ | 50% | 31-Dec-2017 | Policy and Commissioning teams have held quarterly development sessions.<br><br>Induction programmes have been put into place for new employees as appropriate within different sections.<br><br>The Strategic Planning function is currently working on a training needs analysis exercise which will inform an in-house programme of training and development. |
| CE.SIP.17.04.16 | Develop collaborative relationships across Local Authorities and other public sector bodies | ▲ | 75% | 31-Mar-2018 | Renfrewshire Council is a partner in the Clyde Valley Waste Project and the Glasgow City Region City Deal. These provide excellent opportunities for collaboration across councils. We are also actively involved with the Scottish Local Government Procurement Forum which provides a forum to share knowledge, best practice and workplans and identifying future collaboration opportunities. The Council's Procurement Manager sits on the Procurement Improvement Programme Steering Group run by Scotland Excel, further developing best practice across the local authority sector. Cross sector opportunities for collaboration exist through membership of the Heads of Procurement forum hosted by Scottish Government which brings together procurement managers and Heads of Service from across the public sector. Renfrewshire Council has also identified opportunities for collaboration with Strathclyde University on both framework development and staff training and development opportunities. |
| CE.SIP.17.04.17 | Protect the council's reputation and positioning the council as best in Scotland | ▲ | 30% | 31-Mar-2019 | It is suggested that this action is reworded going forward and changed to "Protect the council's reputation and become a leading Local Authority in Scotland" |
| CE.SIP.17.04.18 | Replace printed RenNews magazine with an online news site | ▲ | 40% | 31-Mar-2018 | The final printed edition of Renfrewshire magazine is scheduled for December distribution. Development of a new online delivery system has been mapped out and is working through procurement. |
| CE.SIP.17.04.19 | Greater focus on external awards and accreditation with the Strategic Planning division taking a lead on coordinating submissions | ▲ | 30% | 31-Mar-2019 | The team have supported submissions for several awards programmes including the COSLA Excellence Awards, the Scottish Public Service Awards and The Association of Project Management Awards.<br><br>A corporate awards calendar has been developed and service teams will support services to submit an increased number of applications for external awards going forward. |
| CE.SIP.17.04.2 | Prepare new Council Plan | 🗸 | 100% | 31-Oct-2017 | Council Plan was approved by Full Council on 28 September 2017, |

| Action Code | Action | Status | Progress | Due Date | Update |
|---|---|---|---|---|---|
| 0 | | | | | following discussion at the Cross Party Sounding Board in August 2017. The plan is now subject to formal design and will be formally launched in late 2017. |
| CE.SIP.17.04.2 1 | Prepare Local Outcome Improvement Plan (LOIP) priorities and linked locality plans | ✓ | 100% | 31-Oct-2017 | The new Community Plan for Renfrewshire and its associated locality plans have now been prepared with partners and published as required by the Community Empowerment Act. Detailed action plans and performance framework will now be developed through the new Community Planning Governance arrangements. |
| CE.SIP.17.04.2 2 | Carry out a strategic needs assessment to inform the development of the new Council and Local Improvement Plans | ✓ | 100% | 30-Sep-2017 | The Strategic Needs Assessment has been produced to support the development of the Council and Community Plan. |
| CE.SIP.17.04.2 3 | Implement the recommendations from the Best Value Assurance Report | ▲ | 10% | 31-Mar-2019 | The action plan which will take forward the recommendations made by Audit Scotland in the Best Value Assurance Report for Renfrewshire Council which was approved by Council on 28 September 2017. Implementation will be monitored on a quarterly basis by the Corporate Management Team and progress reported on an annual basis to the Leadership Board. |
| CE.SIP.17.04.2 4 | Work with services to develop Phase 3 of the Better Council Change Programme | ▲ | 75% | 31-Jul-2017 | Due date revised to 31 December 2017. Discussions are ongoing with services to develop options for Phase 3 of the Better Council programme. |
| CE.SIP.17.04.2 5 | Successfully deliver Phase 3 of the Better Council Change Programme | ▲ | 5% | 31-Mar-2019 | The Corporate Management Team have been developing further change initiatives to support the delivery of savings and efficiencies. A number of these initiatives are linked to existing programmes of change and will allow the organisation to realise further savings through transformational activity in Phase 3. Due date revised to 31 December 2017. |
| CE.SIP.17.04.2 6 | Undertake a review of the complaints handling process and roll-out to services | ▲ | 70% | 31-Dec-2017 | The review of complaints is nearing completion. It is anticipated that a paper outlining future proposals for complaints handling will be considered by the Corporate Management Team in November 2017. |
| CE.SIP.17.04.2 7 | Implement a new model for self assessment | ▲ | 20% | 31-Mar-2018 | An initial research exercise to consider the views of stakeholders and the practice of other local authorities was completed in late Summer 2017. Work is currently underway to develop a proposal for consideration by the Corporate Management Team in November 2017. |
| CE.SIP.17.04.2 8 | Establish and maintain an Open Data Portal which will revolutionise the way in which data is used in Renfrewshire | ▲ | 75% | 31-Mar-2018 | A test version of an open data platform has been created using the ArcGIS Online platform. We will now consult with colleagues, partner agencies and community groups on the functionality of the platform |

| Action Code | Action | Status | Progress | Due Date | Update |
|---|---|---|---|---|---|
| | | | | | and the data we will provide with a view to launching the platform by the end of the financial year. We will continue to monitor developments in available national open data platforms. |
| CE.SIP.17.04.29 | Undertake second phase review of activity of policy and commissioning activities across the council | ▲ | 50% | 31-Mar-2018 | Initial work has been undertaken. An information gathering and consultation exercise commenced in October 2017. |
| CE.SIP.17.04.30 | Review the performance management framework | ▲ | 10% | 31-Mar-2018 | The current performance management framework adopted by Renfrewshire Council is currently being reviewed in order to reflect the new Council Plan and associated requirements. |
| CE.SIP.17.04.31 | Review corporate GIS provision to identify potential options for development | ▲ | 50% | 31-Mar-2018 | Work is underway with our provider ESRI to develop our on-line and self service GIS services with an aim to draft a working roadmap document by the end of the financial year. |
| CE.SIP.17.04.32 | Introduce in-depth intelligence briefings providing information on published research in corporate priority areas | ▲ | 50% | 31-Mar-2019 | A report has been collated on current research, initially focusing on attainment. Discussions are now underway with the service on how this information should be presented, distributed and maintained. |
| CE.SIP.17.04.33 | Roll-out the Covalent web-browser | ◐ | 100% | 31-Aug-2017 | The web-browser has been rolled-out to services in the form of training being provided to the Covalent super-users within each service for them to roll-out within their own service. |
| CE.SIP.17.04.34 | Review current Public Services Panel arrangements | ▲ | 25% | 31-May-2018 | The Public Services Panel contract is due to end in May 2018. Options are being considered to determine the best way to engage with our communities going forward. |
| CE.SIP.17.04.35 | Implement changes to the governance arrangements of Renfrewshire Community Planning Partnership | ▲ | 80% | 31-Oct-2017 | The new governance arrangements are now in place, with the Executive Group having met twice and the Oversight Group having met once. The new arrangements will now develop the detailed actions to support the delivery of the new Community Plan. An initial meeting to develop the new Improving Life Chances Board has been set for November, bringing partners together to explore the results of the All Children's Study. |
| CE.SIP.17.04.36 | Undertake a review of Local Area Committees (LACs) | ▲ | 75% | 31-Oct-2017 | The review of Local Area Committees is underway, with initial research, benchmarking and consultation undertaken. Options are now being developed for discussion with key stakeholders prior to the Council meeting in December. |
| CE.SIP.17.04.37 | Work with local equalities led community groups and employees to develop and implement specific and meaningful equalities outcomes from 2017 | ◐ | 100% | 31-Dec-2017 | New Equalities Outcomes were developed with equalities led community groups and were published in line with the requirements of our Specific Duties under the Equality Act in April 2017. These outcomes will now be reflected as part of the Service Improvement Plans and monitored in line with these plans. |

| Action Code | Action | Status | Progress | Due Date | Update |
|---|---|---|---|---|---|
| CE.SIP.17.04.38 | Review staff engagement mechanisms | ▲ | 10% | 31-Mar-2019 | Initial work has been undertaken with consideration now being given to the roll out of a self evaluation model for Renfrewshire Council, and the extent to which engagement will drive this process. |
| CE.SIP.17.04.39 | Develop options for future self-assessment activities involving staff | ▲ | 0% | 31-Dec-2017 | This action is a duplicate of CE.SIP.17.04.38 - proposal to delete this action. |
| CE.SIP.17.04.40 | Implement Workforce Plan | ▲ | 20% | 31-Mar-2018 | The draft workforce plan has been prepared in consultation with organisational development colleagues. It is currently subject to internal review and refinement. It is anticipated that this will be finalised by end December 2017. |
| CE.SIP.17.04.41 | Provide equalities training for new elected members | ● | 100% | 31-Aug-2017 | An Equalities briefing was provided for members as part of the New Members Induction Training in May 2017. |

# Service Improvement Plan 2017-2020 Council Plan (Qtr1)

Renfrewshire Council

## Local Outcome 01: Reshaping our place, our economy and our future

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2015/16 Value | 2015/16 Target | 2016/17 Value | 2016/17 Target | Q1 2017/18 Value | 2017/18 Target | Explanation of Performance |
|---|---|---|---|---|---|---|---|---|---|---|---|
| CE.CP.EV01 | Number of visitors to the events we create | | | | 45,500 | | 129,700 | | 27,000 | 140,000 | An enhanced events programme continues to be delivered, attracting increased audience numbers. |
| CE.SIP17.EV02 | Local spend at events | | | | New indicator for 2017/18 | | | | £997,190 | £600,000 | This is a new indicator for 2017/18. For Q1 local spend was:<br>• Paisley Beer and Food Festival - £365,332<br>• British Pipe Bands - £631,858<br>Given the performance of this indicator, targets for this indicator will be reviewed at the end of 2017/18. |
| CE.SIP17.EV03 | Regional economic impact of events | | | | New indicator for 2017/18 | | | | £234,315 | £1,000,000 | This is a new indicator for 2017/18. For Q1 regional impact for events was:<br>• Paisley Beer and Food Festival - £44,088<br>• British Pipe Bands - £190,227 |
| CE.SIP17.EV04 | Number of visits to Renfrewshire (and Paisley) attractions | | | | 1,392,172 | | 1,735,106 | | Not measured for Quarters | | There has been a 24.6% increase between 2015/16 and 2016/17 visitors. |
| CE.SIP17.EV05 | Opportunities to see or hear something positive about Paisley and Renfrewshire | | | | | | 72,000,000 | | Not measured for | | Paisley 2021 generated 72 million opportunities to see or hear something positive about Paisley and Renfrewshire. |

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2015/16 Value | 2015/16 Target | 2016/17 Value | 2016/17 Target | Q1 2017/18 Value | Q1 2017/18 Target | Explanation of Performance |
|------|----------------------|----------------|------------------|-----------------|---------------|----------------|---------------|----------------|------------------|-------------------|----------------------------|
|      |                      |                |                  |                 |               |                |               |                |                  | quarters          |                            |

## Local Outcome 03: Tackling inequality, ensuring opportunities for all

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2015/16 Value | 2015/16 Target | 2016/17 Value | 2016/17 Target | Q1 2017/18 Value | Q1 2017/18 Target | Explanation of Performance |
|------|----------------------|----------------|------------------|-----------------|---------------|----------------|---------------|----------------|------------------|-------------------|----------------------------|
| CE.SIP17.CP01 | Number of people who felt they have been engaged within the community planning process | | | | New indicator for 2017/18 | | | | Not measured for Quarters | | 928 pledge cards and diagrams/surveys have been received by people involved in the community planning process. |
| CE.SIP17.TP01 | Income generated across Tackling Poverty Programme | | | | New indicator for 2017/18 | | | | Not measured for quarters | | £4m has been generated through the Tackling Poverty Programme:<br>• £2m through Families First<br>• £1.5m through Healthier, Wealthier Children<br>• £450k through Energy Advice<br>• £280k through cost of the school day |
| CE.SIP17.TP02 | Number of Credit Union members | | | | New indicator for 2017/18 | | | | 19,278 | | Increase in Credit Union membership continues to be supported by partnership working and the work of the Credit Union Development Officer and Outreach Officer. |
| CE.SIP17.TP03 | Interest saved against high interest lenders | | | | New indicator for 2017/18 | | | | £168,917.94 | | Interest saved is checked against Sunny for Salary Stretcher loans (to those employed), and Provident for Fastcash Loans (to those unemployed), savings made each quarter will depend on interests charged by those organisations when the calculation is made. |

## Local Outcome 05: Working together to improve outcomes

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2015/16 | | 2016/17 | | Q1 2017/18 | 2017/18 | Explanation of Performance |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Value | Target | Value | Target | Value | Target | |
| CE08 | % of FOI requests in a quarter completed within timescale in the Chief Executive's Department | 🟢 | ■ | ■ | | 100% | 100% | 100% | 100% | 100% | 7 FOIs were received in Q1, all of which were replied to within 20 working days |
| CE95 | % Satisfaction levels with Council's Public Performance Reporting arrangements | 🔴 | ➡ | ➡ | 78% | 80% | 73% | 82% | Not measured for Quarters | 85% | This question was asked as part of the Winter 2016/17 Public Services Panel survey, with 73% of survey respondents saying they were very satisfied / satisfied with the council's public performance reporting. A new approach to public performance reporting was piloted this year which is anticipated will improve satisfaction levels. |
| CE.SIP17.CP02 | % of local people who feel well informed about their Council | 🟢 | ⬅ | ⬅ | 34% | | 39% | | Not measured for quarters | 70% | This question was asked as part of the 2016/17 Winter Public Services Panel survey, 39% of respondents felt that the Council keep them well informed about its performance. This is an increase from 34% in 2015/16. |
| CE.SIP17.IC01 | % of staff who feel well informed about matters that are important to them | 🟢 | ■ | ■ | | | 60.44% | 60% | Not measured for quarters | 75 | This is a new indicator for 2017/18 and is taken from the staff survey which was carried out in March 2017. With the appointment of a dedicated Internal Communications Officer, we would anticipate seeing an improvement in this measure. |
| CE.SIP17.IC02 | Website SOCITM rating | 📊 | ■ | ■ | This is a new indicator for 2017/18 | | | | Not measured for quarters | | This is a new indicator for 2017/18 and is only measured on an annual basis. |
| CE138 | Number of followers on social media (twitter) | 🟢 | ⬅ | ⬅ | 15,100 | 11,000 | 17,512 | 14,000 | 17,913 | 15,000 | The number of followers on social media continues to grow, there has been an increase of 1053 followers since March 2017. |
| CE139 | Number of friends on facebook | 🟢 | ⬅ | ⬅ | | 8,000 | 11,055 | 8,000 | 11,685 | 8,500 | The number of friends on Facebook continues to grow, this has increased by 1303 since March 2017. |
| CE151 | Percentage of responses received for the Public Services Panel | 🔴 | ➡ | ➡ | 54% | 65% | 44% | 67% | Not measured for Quarters | 70% | The response rate for the public services panel has decreased since 2015/16. Options for engaging with the public are being looked at to improve engagement levels, which will inform the review of the Public Services Panel in 2018. |

| Code | Performance Indicator | Current Status | Short Term Trend | Long Term Trend | 2015/16 | | 2016/17 | | Q1 2017/18 | | Explanation of Performance |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Value | Target | Value | Target | Value | Target | |
| CE153 | % of complaints responded to within timescales agreed with customer | 🔴 | ➡ | ➡ | | 100% | 100% | 100% | 46% | 100% | The service received 14 complaints in Q1, which is a relatively small number in relation to other services. Due to the complex nature of the complaints and requiring information from other services, timescales not met in all cases. The performance of this indicator will be monitored as part of the Complaints Review. |
| CEABSO 1dii | Average number of work days lost through sickness absence per employee (Chief Executive's) (FTE) | 🔴 | ➡ | ➡ | 5.1 | 2 | 8.12 | 1 | 1.78 | 2.00 | It has been noted that absence is above target of 0.48 for Qtr 1. Monitoring of absence continues across the service with monthly reports being provided to Senior Managers showing monthly, quarterly and cumulative absence information. An absence report is taken to CMT on a quarterly basis and reported to Board for monitoring. |
| CEPERS OD09 | % of CE employees having completed IDPs (from MDP/MTIPD) | 🔴 | ▬ | ➡ | 65% | 100% | 65% | 100% | 52% | 100% | 58 members of the Chief Executive's service have IDPs in place. We will continue to prioritise this to ensure all staff are covered by the end of the year. |
| FCSCRE DCE01f | % of invoices paid within 30 days by the Chief Executive's Service | 🟢 | ▬ | ⬅ | 99.48% | 95% | 98.71% | 95% | 100% | 100% | 100% of invoices were paid within 30 days in Qtr1. Performance continues to be above target. |