
To: Council
On: 17 December 2015

Report by: Chief Executive

Heading: A Better Future, A Better Council – progress report and update to Council Plan (2016/17)

1. Summary

- 1.1 The Council Plan was approved by the Council in December 2013. The Plan is a key strategic document, which sets out for our employees, local people, businesses, partner organisations and voluntary organisations, what this Council is aiming to achieve between 2014-2017.
- 1.2 The plan is now half way through its delivery and it is an appropriate time to review what has been achieved over the past two years, take account of the changes that have occurred over that period and renew our ambitions and priorities for Renfrewshire.
- 1.3 The Council has been working well with partners over the past 2 years and despite significant financial challenges, has achieved a significant amount for Renfrewshire. This has been confirmed through a range of external inspection and audits as well as comparison at a national level.
- 1.4 This paper outlines the good progress to date and includes a refresh of the Council Plan to take the organisation forward into 2017.
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2. Recommendations

- 2.1 The Council is asked to:
- (i) Note the progress that has been made to date in delivering the Council Plan.
 - (ii) Approve the revised Council Plan for 2016/17, attached in appendix 1
 - (iii) Agree that a further progress update should be prepared and submitted to Council in December 2016.
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3 **Review of Council Plan delivery to 2015**

- 3.1 The Renfrewshire Council Plan, *A Better Future, A Better Council*, was formally approved by the Council in December 2013 and outlines the organisation's improvement agenda over the period 2014-2017. Demands on public services are ever growing and are set alongside significant pressures on public finances. Therefore, to achieve positive outcomes, and to deliver the best for communities and citizens, the Council is developing new ways of working with a strong focus on prevention and partnership working.
- 3.2 The Plan is closely linked to the Community Plan 2013-2023 which sets out an ambitious vision for the area. Each partner has a complementary role in achieving outcomes for local people and communities and the Council Plan sets out how the Council will deliver its part of the vision set out in the Community Plan. Our Vision as a council is rooted in our partnership based commitment to deliver the Renfrewshire Community Plan: *As a high performing public sector organisation, we will work to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive.*
- 3.3 The Council plan is effectively a plan for action. It outlines how Renfrewshire Council is contributing to delivering the right outcomes for local people and businesses. To do well in delivering outcomes, all aspects of council operations – our people, processes, assets and technologies – need to be focused on delivering the things that matter in Renfrewshire.
- 3.4 The planning approach is simple: A Better Future in Renfrewshire will be delivered through A Better Council which continues to improve and evolve its services to ensure we remain a high performing Council. This plan is therefore organised around these three themes.
- 3.5 This plan for action shows how the Council's aspirations for Renfrewshire are based on a realistic understanding of the financial outlook, which will remain highly challenging. Additional spending pressures are expected due to increasing demands on services from socio-economic factors, demographic changes and central government policy changes. Financial forecasts indicate that there is likely to be continuing pressure on public expenditure in the UK.
- 3.6 To deliver against our commitments within the current financial climate, the Council will aim to be an efficient, effective, leading public sector organisation. Under the theme of *A Better Council*, a new strategic change programme outlines how we will meet this challenge. It will be built around the themes of putting customers first, investing in our people, better use of technology, smarter use of assets, and improved communication.
- 3.7 The Council has made strong progress in delivering the plan. Major initiatives such as City Deal, the 2021 City of Culture bid, Invest in Renfrewshire, Families First, the Poverty Commission to name a few, have been driven forward during the first two years of the plan. The work of the Council is making a real difference to Renfrewshire with significant reduction in unemployment, above average school attainment, and a large reduction in anti-social behaviour. This is all set alongside major organisational change which has already achieved significant savings, ensuring best value for local residents. The following update provides a summary of progress and is structured around the themes of the Council Plan and highlights the key achievements by the Council over the past 2 years and how this is delivering for Renfrewshire.

3.8 Jobs and the Economy

What we have delivered:

- The Council, along with our local authority partners in the Clyde Valley area, successfully secured £1bn of City Deal funding from the UK and Scottish Governments for infrastructure projects across the Glasgow City Region. Renfrewshire will benefit from a disproportionate share of this investment at 25% of the total compared to Renfrewshire's share of the total Clyde Valley population of 10%. All 3 major infrastructure projects being taken forward within Renfrewshire have been approved by Cabinet and are now moving into procurement and delivery phase.
- More people in Renfrewshire (75%) are now working than at any time since the start of the recession, with more young people in Renfrewshire being supported into work or training.
- Renfrewshire's employment rate for 16-24 year olds to the end of June 2015 of 68.3% is the highest for ten years and is 25.1 percentage points better than the low of 43.2% in 2012. It also represents an 8.8 percentage point increase on the 2014 figure and is 13.3 percentage points higher than the end of June 2015 Scottish average of 72.9%. It is the fourth highest local authority 16-24 year old employment rate in Scotland. The Council's flagship Invest in Renfrewshire programme continues to support employability.
- Long term unemployed has also dropped significantly from 1,520 in 2013 to 695 in 2015, a fall of 54%.
- We engage with and support entrepreneurs and the local SME base through the provision of responsive and relevant business support programmes designed to boost the performance of Renfrewshire's businesses and social enterprises and in doing so create and safeguard employment opportunities for Renfrewshire's residents.
- In January 2014 the Council agreed the Paisley Heritage Asset Strategy which aims to transform the town over the next decade, building on the town's outstanding heritage and cultural assets.
- The Council is committed to improving the choice and quality of housing available in Renfrewshire. Significant progress has been made in improving the Council's own housing stock, as well as successfully delivering £138m of improvements to tenant's homes over the course of the last 5 years. There is a plan in place to deliver 1,000 new affordable homes.
- Taking abeyances into account, the Council was 100% compliant with the target to meet the Scottish Housing Quality Standard by the end of March 2015.
- A Tourism Framework and Action Plan was approved by board in November 2014 will be delivered through to 2017 to maximise Renfrewshire's tourism potential through engagement with Visit Scotland and local private sector partners.
- The Council has given its backing to developing a winning bid for Paisley to the UK City of Culture 2021 which will give Paisley and the whole of Renfrewshire a huge boost through a dynamic cultural programme and economic regeneration, including plans for a £56.7m investment in Paisley Museum and support for the local arts and cultural community through an innovative £500,000 creative fund. This will be combined with our ongoing town centre developments and a wide range of events to support our regeneration plans, the local economy and drive tourism.

3.9 Improved health, wellbeing and life chances for children and families

What we have delivered:

- Since November 2013, hundreds of families have received one-to-one support from a member of the Families First Core Teams on issues ranging from parenting support and health and wellbeing to maximising household income and budgeting. Over £1m of additional income has also been brought in for participating families as a result of the

programme which received a very positive independent evaluation by Glasgow University. The project is now being expanded as part of the Tackling Poverty Strategy to cover Gallowhill, Foxbar and Johnstone to ensure children have the best start in life.

- Curriculum for Excellence continues to be implemented across all our schools and pre-5 centres, improving outcomes for young people. Renfrewshire's school exam performance was 3% above the national average in 2012 and 4.2% above in 2013.
- 87% of eligible 2 year olds are taking up early learning and childcare places, well in excess of Scottish Government targets.
- There has been a significant reduction in number of days lost for secondary pupils through exclusion (5.2 days against a target of 86).
- The percentage of school leavers in positive destinations has increased to 92%.
- The Council has been working to improve permanency planning for looked after children. Social Work is collaborating with the Centre for Excellence for Looked After Children in Scotland (CELCIS) on a new approach called Permanency and Care Excellence.
- The Council is committed to ensuring that Renfrewshire has the best quality schools, cultural and sporting venues and has delivered a significant number of projects. We have embarked on a major capital investment programme as part of our school estate strategy with work starting on the new £18million special school in Linwood. This investment demonstrates the Council's continued commitment to education and the importance we place on providing pupils, teachers, parents and communities with the best facilities we can.
- Renfrewshire achieved a substantial increase in attainment tariff scores for Looked After Children in 2012/13, moving from 79 to 134, an increase of 70% on 2011/12.
- Renfrewshire Leisure, our successful leisure trust and one of our key partners, plays a vital role in helping to improve the health and well-being of our local communities through the provision of leisure and sporting activities across the area. During 2015, the role and remit of Renfrewshire Leisure was expended to manage and operate all of our cultural, sports facilities and services. The transfer of libraries, arts and museums, sport services, sport pitches and playing fields and Barshaw golf course took place in July 2015, with the Community Halls and bowling greens transferring on 1st December. The expansion of the role and remit of the trust will deliver economies of scale, as well as increasing opportunities for income generation through greater use of the facilities by the public and through development of new services and facilities which will support the Council's regeneration and employment activities and health and wellbeing objectives.

3.10 Improve support to vulnerable adults

What we have delivered:

- The Council has been working well with NHS colleagues to establish, in line with statutory timescales, the new Renfrewshire Health and Social Care Partnership in Renfrewshire. Structures are now in place and the Partnership will come into place in April 2016.
- The Social Work service, with partners, has delivered significant progress in shifting the balance of care for older people through its implementation of the Change Fund and through developing a 10 year Joint Strategic Commissioning Plan for Older People. This is based on the analysis of the needs of the Renfrewshire population and sets out the types of services and supports we will need to develop to continue to meet the needs and aspirations of older people.
- The Council launched Self Directed Support which gives people who use social work services more choice and control over how their assessed needs are met.
- Through excellent joint working, the Council and partners in the NHS are the strongest performing partnership in Scotland in relation to reducing delayed discharges from hospital.

- The Council has embedded the Women's Community Justice Service, which supports female offenders. The service works in partnership with the voluntary sector through the temporarily funded Public Social Partnerships and with other public sector partners.

3.11 Reduction in the causes and impact of poverty

What we have delivered:

- The Council is committed to addressing poverty in Renfrewshire and set up the first Tackling Poverty Commission in Scotland to look specifically at child poverty at local level. The Commission was established to assess the nature, causes and impact of child poverty in Renfrewshire, and make recommendations for a strategic and coordinated approach to tackling poverty in Renfrewshire. Renfrewshire's Tackling Poverty Strategy has been developed to respond to these recommendations, and is a unique, outcomes focussed programme of activity supported by a £6m dedicated budget involving all Council Departments and a number of partner organisations.
- The Council has provided information, advice and support to over 8000 people affected by welfare reform with over 6000 discretionary housing payments awarded to customers affected by the Government's "bed room tax".
- The Council has committed to paying the living wage for all employees and seeks to encourage other employers in Renfrewshire to do likewise through the Living wage Campaign. Council contract negotiations provide an opportunity to maximise the living wage rate for people working for key council suppliers with notable success achieved in the care sector for over 300 staff.
- The iSave Credit Union initiative was launched to encourage young people to take a responsible approach to money and savings and to equip them with the life skills necessary to deal with their finances
- The Council is continuing to work hard to close the attainment gap in Renfrewshire and is well above target for average tariff score for lowest attaining S4 pupils
- There has been very good performance in processing Community Care and Crisis grants, supporting those most at need.

3.12 A safer and stronger Renfrewshire

What we have delivered:

- The percentage of adults who agree that Renfrewshire is a safe place to live has increased to 80% (well above target).
- There has been a significant reduction in the number of overall incidents of anti-social behaviour from 2,704 to 1,887, a 30% reduction.
- Renfrewshire is working hard to reduce carbon emissions. The Council has set a carbon emissions reduction target of 36%, from a 2012/13 baseline, by 2020. In 2012/13 the Council generated carbon emissions of 53,514 tonnes of CO2 from buildings, fleet, waste, street lighting and staff travel. In 2014/15 the carbon emission total was 45,975, a 14.1% reduction.
- The Community Safety Hub is now operating and includes a new integrated CCTV Control Room which enables a local response to be made to identified issues and concerns in relation to Community Safety and for partnership resources to be targeted effectively through a co-ordinated joint tasking approach.
- The Street Stuff initiative, which is a partnership between Renfrewshire Council, St Mirren Football Club, Engage Renfrewshire, Police Scotland and Scottish Fire and Rescue, has continued to thrive. This award winning programme of activities for young people has seen incidents of youth disorder fall by 75% across Renfrewshire.

- The Council has led a pioneering project with the Scottish Human Rights Commission and the Equality and Human Rights Commission to develop an integrated approach to equality and human rights impact assessment.
- The Council has driven forward the Clyde Valley Waste Management solution with neighbouring local authorities. This will provide new, effective and efficient waste facilities at improved value for money. The project is on target to achieve its commencement date of 2019.

3.13 Better Council

What we have delivered:

- The Better Council Change programme has been set up to identify, manage and deliver changes across the Council that will improve our efficiency, modernise our ways of working and support long term financial sustainability as well as delivering savings specifically to contribute to addressing the Council's forecast medium term budget deficit of £28 million through to 2017/18.
- Robust governance, change management support and strong financial management arrangements have been put in place to oversee delivery of the Better Council Change programme (BCCP).
- The BCCP Phase 1 identified £13 million savings across 2015/16 – 2017/18 and good progress continues to be achieved in the delivery of the wide range of change identified under phase 1 and this remains a key element supporting the Council's financial strategy through to 2017/18.
- The Council continues to receive positive feedback from Audit Scotland through the joint assessment framework, with the 2014/15 assessment report indicating no areas of concern.

3.14 Areas for Improvement

As highlighted above we have made significant progress over the last two years to deliver the actions and meet or exceed the targets across all areas of the Council plan, despite the need to make significant financial savings. There are some areas where performance has been variable or declined however and these are listed below:

- There has been a slight decline in the number of B classed roads that need maintenance and treatment, from 28.8% in 2013/14 to 29.6% in 2014/15. We forecast that performance should improve as there has been a significant annual investment within Renfrewshire's roads which has funded a programme of resurfacing, patching and reconstruction works.
- Our attendance for indoor sports facilities (per 1,000 of the population) has declined from 11,410 in 2013/14 to 8,101 for 2014/15. This has been due to a combination of the opening of the new ON-X Leisure centre in 2013/14 which saw exponential growth in membership and participation in its first year which then levelled out as expected in 2014/15 and, the opening of two low cost budget gyms in Paisley and Renfrewshire in 14/15 which has resulted in a decrease of circa 400,000 visits last year to Renfrewshire Leisure facilities.
- Visitor numbers have also declined for our Museum services by 36% since last year (115,373 in 2013/14 to 73,163 in 2014/15). This was primarily due to the success of the 'Lego' exhibition in 2013/14 which attracted a significant amount of attendances, but no equivalent major event has been held in 2014/15.
- Our performance for sickness absence for non-teaching staff has been variable since 2012, performance had improved from the average number of days employees are off ill from 10.23 in 2012/13 to 9.81 2013/14, but has increased slightly to 9.92 days this year to date. A number of planned actions have been implemented to improve performance including the promotion of the Occupational Health service, an early intervention helpline for managers

and the seasonal flu vaccination programme offering seasonal flu protection to over 1,000 employees across services.

4 Refreshed Council Plan 2016/17

- 4.1 The Better Future, Better Council Plan was launched to cover the years 2014-17. We are now at the halfway point; we have taken stock of what we have already achieved over the past two years and renewed our ambitions for Renfrewshire. This is the ideal opportunity to build on the progress to date, take account of the changing landscape and ensure that our energy and resources are focussed on the key priority areas where we can make a real impact.
- 4.2 The context within which local government is operating has significantly changed over the past few years. The financial environment is increasingly challenging with decreasing national government funding and continued freeze on council tax rates. This has been set alongside major changes such as welfare reform which has had a major impact on local residents. The Council is determined to limit the impact of these changes and as such, is now working in new ways to deliver for Renfrewshire. We are ambitious for the area and want to continue to invest in making Renfrewshire an ideal place to live, work and have fun, while effectively managing the reductions in our funding. This ambition is reflected in our updated Council Plan which will provide a focus for the organisation on our key priorities for the coming years.
- 4.3 The refreshed plan sets out a wide range of projects and initiatives that aim to make Renfrewshire an attractive place where communities and local businesses thrive, with vibrant town centres and a growing tourist, heritage, and cultural destination. We will encourage businesses, both local and international, to further invest in Renfrewshire. This will create more employment, which in turn will help to boost the local economy. We want to make Renfrewshire a place of opportunity for all.
- 4.4 We will continue to focus relentlessly on tackling poverty and inequality in Renfrewshire helping our people to access advice, support and equal opportunities. We will provide our children and young people with the chances, tools and confidence to shine and create positive futures for themselves. We will continue to ensure our vulnerable citizens of all ages are protected and well cared for.
- 4.5 The people of Renfrewshire – our communities and customers – are at the core of this Council Plan. Our customers trust Renfrewshire Council to deliver services in some of the most important areas of their lives. We will continue to work hard to maintain that trust by providing the best services we can, demonstrating excellent value for money, providing modern, innovative services our customers can access in a way and at a time that suits them, giving care and attention to all our customers and learning and improving if things go wrong.
- 4.6 We can only achieve the aims outlined in this plan through the hard work and enthusiasm of *our* people, our employees. Every employee of Renfrewshire Council plays a vital part in making Renfrewshire a great place to live, work and play. We will help our employees understand this vision and their essential contribution. Our employees will be well trained, developed and supported to deliver the Council's priorities and future needs.
- 4.7 We are an ambitious organisation and are striving to be a sector leading local authority that is willing to try out new approaches and innovations to improve the services we provide to our customers. We want to be smarter in the way we understand need, target services and put in place the most effective, efficient services.

- 4.8 The refreshed Council plan is attached at appendix 1. Through this plan, with our people and our place at the heart, this ambitious second phase of activity will deliver more long-term benefits to Renfrewshire and invest in our communities, our culture and our children to create a legacy to last.

Chief Executive
December 2015

Implications of the Report

1. **Financial** – *none*
2. **HR & Organisational Development** – *none*
3. **Community Planning** –
 - Children and Young People** - The Council will support services and partners to meet the targets set out in the Community Plan.
 - Community Care, Health & Well-being** - The Council will support services and partners to meet the targets set out in the Community Plan.
 - Empowering our Communities** - The Council will support services and partners to meet the targets set out in the Community Plan.
 - Greener** - The Council will support services and partners to meet the targets set out in the Community Plan.
 - Jobs and the Economy** - The Council will support services and partners to meet the targets set out in the Community Plan.
 - Safer and Stronger** - The Council will support services and partners to meet the targets set out in the Community Plan.
4. **Legal** – *none*
5. **Property/Assets** – *none*
6. **Information Technology** - *none*
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. 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*

List of Background Papers

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Renfrewshire Council Plan
“A Better Future, A Better Council”
2016-17

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Introduction to the Council Plan from the Leader and Chief Executive

Our vision for Renfrewshire is for a 'fair and inclusive place where all our people, communities and businesses thrive'.

This Council Plan describes how Renfrewshire Council will achieve this vision by working more closely with our communities and partners, tackling our challenges, making the most of our opportunities, and delivering first class services.

The Better Future, Better Council Plan was launched in 2014 to cover the years 2014-17 and we have made excellent progress in delivering the actions set out in the plan. This progress has been achieved despite the Council having to cope with its grant from the Government being reduced at the same time as the demand for vital services such as caring for our older people has increased. We are proud of the efforts made by our employees to improve services and deliver the necessary savings and we are grateful for the support of our communities over this difficult period of change.

We are now at the plan's halfway point and recognise that much has changed since it was launched. The economy is now growing again but the Council's budget will continue to be reduced over the next two years as a result of the ongoing reductions in public expenditure. Unemployment is falling in Renfrewshire but the income of households on low income is being reduced as a result of the impact of the UK Government's welfare reforms. Our young people are doing better at school, but those from wealthier households are still doing better than our poorest. We've reduced the amount of energy the Council uses and the carbon we emit, but recognise the growing consensus across the world that we all need to do much more to avoid the risk of damaging climate change. The Glasgow and Clyde Valley City Deal is now a reality creating huge opportunities for job creation and business growth across the region, but we need to ensure that these benefits are felt across Renfrewshire and contribute to reducing poverty and inequalities. Our ambition for cultural led regeneration has also grown and we are determined to use Paisley's bid for UK City of Culture 2021 to put the town back on the global stage where it belongs.

This halfway point is the right time to take account of these changes and refocus our energies on the priority areas that will make the biggest difference to the people of Renfrewshire. This refreshed plan highlights what we're going to focus on over the next two years and how we are going to measure if we're getting it right.

The people of Renfrewshire – our customers – will continue to be at the heart of this Council Plan. Our customers trust Renfrewshire Council to deliver services in some of the most important areas of our lives. We will continue to work hard to maintain that trust by listening more to what our customers tell us and talking to them about how we can make services better while continuing to make the savings we need to.

We can only achieve the aims outlined in this plan through the hard work and enthusiasm of our people – our employees. We want all our employees to be proud of the vital contribution they make to Renfrewshire being a great place to live, work and invest. We will be investing more in the training and development of our employees to support them deliver the priorities set out in this plan.

Our refreshed Council Plan sets out our ambitions for Renfrewshire as a place and for its people over the next two years. Many of these ambitions can only be achieved by working with our partners across Renfrewshire in the public, private and third sector. We will continue to strengthen the great relationships we have with these partners and focus on those areas where we can achieve much more working together than we can individually.

Overall, with our people and our place at the centre, this ambitious second phase of the Council Plan will see us continue to invest in a **better future** for all of Renfrewshire's citizens and creating the **better council** that will work with our customer and partners to successfully deliver that future.



Cllr Mark Macmillan



Sandra Black, Chief Executive

How our Plans fit together

This Council Plan is one of three important sets of documents that, taken together, describe what the Council is trying to achieve over the coming years and how it is going to do this. A short description of each of these three documents is provided below so you can identify where best to look for information.

The Council Plan – is produced following the election of a new Council Administration. It summarises the Council's priority objectives for the period of the Administration. This Council Plan covers the period of the majority Labour Administration formed after the 2012 election.

The Community Plan – summarises the priorities for Renfrewshire that the Council and its Community Planning Partners (the other public bodies and third sector organisations that deliver services within Renfrewshire) have identified and agreed that can best be achieved by working closely together. It also identifies how the Council and its Community Planning Partners will support the Scottish Government achieve its strategic objectives.

These objectives, and the joint actions the partners have agreed to take to achieve them, are set out in Renfrewshire's "Single Outcome Agreement" document which is submitted to the Scottish Government for approval.

The Community Plan covers a longer period of time than the Council Plan and the current plan runs for ten years from 2013 to 2023. It is updated on a regular basis to reflect the progress being made and changes across Renfrewshire's communities, economy and environment.

Service Plans – detail the activity that each of the five Council Services will be undertaking to contribute to the successful delivery of the Council Plan and the Community Plan. These plans also identify the activity that each Service will be carrying out to improve the services they provide and make them more efficient.

From April 2016, there will be a separate **Strategic Plan** for the new Renfrewshire Health and Social Care Partnership, which will provide Adult Social Care and community based Health Care Services across Renfrewshire.

If you would like further information on the Council's strategic planning arrangements please contact:

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A Better Future: Place

Priority 1: Driving Physical and Economic Regeneration

Our aspiration

We want Renfrewshire to be a location where people and families choose to live because of the great quality of life and work opportunities it provides for all of our residents. We want all type of business and social enterprise, large and small, to thrive and create well-paying employment opportunities.

Overview of priority 1

Renfrewshire has many advantages: we have beautiful countryside, historic buildings and pretty villages; we have great air, road and rail connections to Scotland and the outside world and we are an important part of the Glasgow & Clyde Valley City Region, Scotland's economic powerhouse. In the midst of this however we also have long standing pockets of disadvantage and poverty, and like many places some of our town centres have suffered from economic decline and changing shopping habits. We are determined to use the advantages at our disposal to ensure that all of our residents, communities, town centres and businesses can thrive, and to make Renfrewshire a destination of choice for visitors and investors.

Central to this is providing new homes across Renfrewshire to meet the needs and aspirations of our residents. Renfrewshire Council, our Housing Associations partners and the private sector are working together to create attractive places to live. Great progress has already been made at Johnstone Castle and Thruscraigs in Paisley, and we're ready to take forward our plans for Paisley West End. We are also making sure that major new developments like Dargavel Village in Bishopton are designed to benefit both the existing community and the new residents.

A major driver of economic development over the coming years will be the £1.13billion Glasgow & Clyde Valley City Deal. Renfrewshire is ideally placed to benefit from the estimated 15,000 construction jobs and 29,000 long term jobs that this ground breaking partnership initiative will create over the next 20 years. £274 million will be spent directly in Renfrewshire on three major infrastructure projects which will develop Renfrew's Riverside, improve access to Glasgow Airport, and provide new international business locations next to the airport. We will focus our efforts on maximising the benefits City Deal brings to Renfrewshire's communities and businesses.

We will expand our successful business growth programme Invest in Renfrewshire, which has already created 1000 new jobs in the first 1000 days of the programme, and will develop new ways of supporting business start-ups, including our InCube business incubator and retail academy.

What we will do:

1.	Complete our City Deal project plans and make sure local people & business benefit as much as possible from these.
2.	Keep reducing the number of our young people that are unemployed or not in training.
3.	Support new business and social enterprise start-ups across Renfrewshire.
4.	Refresh the Economic Strategy for Renfrewshire
5.	Work with our Housing Association partners to build more affordable homes in Renfrewshire.
6.	Make big improvements to the Social Housing available in Johnstone Castle and Paisley West End.
7.	Progress Community Growth Areas across Renfrewshire, ensuring benefits for existing and new residents.
8.	Work with our communities and partners to identify and deliver actions that will improve our Town and Village centres.
9.	Complete the development of the Arnotts site and develop regeneration plans for sites across all of our Town Centres.
10.	Work with Paisley First Business Improvement District to deliver a cleaner, safer and more welcoming Town Centre.
11.	Use new and innovative approaches such as Simplified Planning Zones to attract new development and investment.

The measures we'll use to track progress

Measure	Baseline data
Number of new affordable house completions (both social and private)	56 Affordable, 467 Private (2014/15)
Increase in business and commercial floorspace in Renfrewshire's economic investment locations	New Indicator
Net number of new businesses and social enterprises formed each year	311 (2014/15)
Percentage of commercial properties vacant in on our Town Centres	P/B-16% R/J/E-8% (2014/15)

A Better Future: Place

Priority 2: Building on our Culture and Heritage

Our aspiration

We want to build on Renfrewshire's strong culture and heritage and use it as a catalyst for economic and social regeneration and to re-invigorate civic pride across our communities. We aim to put Paisley and Renfrewshire on the map as a destination of choice and a great place to have fun for visitors and locals alike.

Overview of priority 2

Renfrewshire loves culture, we always have. With lyrical poetry from Robert Tannahill to Gerry Rafferty to Paisley boy Paolo Nutini; the stunning architecture of the Coats Memorial Church, to world-renowned sculptor Sandy Stoddart; to hosting Scotland's largest Youth Theatre PACE, Paisley Arts Centre and our Spree festival; we are building our cultural and heritage led regeneration from strong foundations.

Our bid for Paisley to become the UK City of Culture in 2021 is at the centre of these plans and we aim to maximise the benefits we can achieve through the bid process and the ongoing legacy. We will use this to develop and showcase our fantastic cultural and heritage assets and make sure we maximise the benefits they can deliver to the quality of life of all our residents, the enjoyment of our visitors and the sustainable growth of our economy. Our plans include a hugely exciting £57m development of Paisley Museum and a £500,000 creative fund to support our local arts and cultural community organisations to play a major role in the City of Culture programme.

This will be combined with our ongoing town centre developments and a wide range of events to support our regeneration plans, the local economy and increase tourism. We recognise that our striking historic buildings are a key asset and our award winning Paisley Heritage Asset Strategy sets out how we will protect and enhance our many historic buildings for the benefit our residents and visitors.

We also recognise that we need to get better at telling people about all the interesting things that are going on in Renfrewshire and what a great place it is to live, come and visit, or locate and grow your business. We're going to launch a new marketing campaign that will put Renfrewshire on the map and make it much easier for everybody to see what we've got to offer and the benefits you can expect if you visit, live or invest here.

What we will do:

1.	Develop a winning bid for Paisley to be the 2021 UK City of Culture Bid.
2.	Deliver a range of diverse and exciting events to increase visitor numbers to our town centres.
3.	Implement the Renfrewshire Tourism Framework and action plan.
4.	Deliver the actions set out in the Paisley Town Centre Heritage Asset Strategy
5.	Finalise the funding and plans for the Paisley Museum development
6.	Develop and implement plans to expand free public wifi in Paisley and other town centres
7.	Launch our marketing campaign to promote Renfrewshire as a world class destination

The measures we'll use to track progress

Measures	Baseline data
A winning bid for Paisley to be UK City of Culture 2021	
Number of visitors to the events we create	<i>New Indicator</i>
Number of visitors to our cultural sites	<i>New Indicator</i>
Number of visitor numbers per year to Paisley Museum	39,628 (2014/15)
Number of new jobs in town centre creative industries	<i>New indicator</i>
Number of properties on Buildings at Risk Register	<i>New Indicator</i>
Percentage of adults satisfied with their town	<i>New indicator</i>

A Better Future: Place

Priority 3: Protecting the Public

Our aspiration

We want Renfrewshire to be a safe place for its residents and business and be a place where the most vulnerable in our communities are protected and have strong advocates to support them.

Overview of priority 3

Protecting the public and keeping our communities safe is one of our most important roles and we have a strong track record of working closely with our partners to achieve this. It is about creating resilience in our buildings, organisations and communities so that if bad things happen as a result of accidents or criminal intent, the impact is reduced and we can recover quickly and effectively. It is about supporting vulnerable people, advocating on their behalf and caring for them. It is about protecting our assets and resources from exploitation and theft.

We will continue to take a strong lead role on adult and child protection across Renfrewshire and the delivery of services to manage and support offenders in the community. We will build on the excellent partnership arrangements we have in place to support this work through joint training and the work of the Renfrewshire Child and Adult Protection Committees. We will work with our partners to implement the requirements of the Community Justice Act, which will see responsibility for managing community justice arrangements transfer to Community Planning Partnerships in 2016.

We will continue to develop projects and programmes to prevent and address violence and criminal behaviour in our communities and work hard to encourage pro-social behaviour and prevent patterns of criminality from developing. We will target our resources to wrap support around our most vulnerable residents.

Our Enforcement and Regulatory services will work to ensure that the goods and services bought by our communities and local businesses are safe, support the regeneration of our town centres and improve the safety of our businesses and night time economy.

Working with partners locally and nationally we will ensure we are well prepared to deal with civil emergencies or major incidents. We will work with Police Scotland to better understand and tackle emerging and live issues in relation to terrorism and organised crime.

What we will do:

1.	Support Paisley First to achieve Purple Flag status and deliver the same standards of community safety in all town centres.
2.	Deliver a minimum of 6 "Building Safer Communities" interventions focused on environmental improvements; reducing the number of victims of crime and unintentional harm; and improving perceptions of safety and wellbeing.
3.	Expand the range of activities provided by our successful Street Stuff programme and get more young people involved.
4.	Ensure all Council services have Business Continuity Plans in place and that Incident Response Guides are in place for key businesses and assets, so that we can react and recover quickly when things go wrong.
5.	Ensure all relevant employees have the training, awareness, and skills to keep those people at risk of harm as safe as possible.
6.	Develop and deliver plans for the Community Planning Partnership to take over responsibility for Community Justice.
7.	Develop and deliver a strategy for how the Council will respond locally to the risks posed by serious organised crime.
8.	Deliver the benefits expected from the new Renfrewshire Community Safety Hub.

The measures we'll use to track progress

Measures	Baseline data
Percentage of adults who agree that Renfrewshire is a safe place to live.	80% (2014/15)
Number of anti-social behaviour incidents reported	1,887 (2014/15)
Number of crimes of violence recorded	255 (2014/15)
Percentage of offenders who re-convict after one year	45% (2012/13)

A Better Future: Place

Priority 4: Creating a Sustainable Renfrewshire

Our aspiration

We want the Council to play its part in tackling climate change by focusing on reducing energy use and carbon emissions across all aspects of our operations, making sure that the majority of waste collected is recycled and working with our partners to make Renfrewshire's economy and communities as sustainable as possible.

Overview of priority 4

There is a growing scientific and political consensus that man-made climate change poses a major threat to the future wellbeing of many countries and communities across the world. It is important for all of us to play our part to reduce this threat and to mitigate the impact of rising temperatures and associated sea level rises.

While we recognise that the actions of Renfrewshire Council alone will have minimal impact on the global climate, we will encourage the collective action that will make a difference by leading by example across all our own operations and by encouraging others through our civic and community planning leadership role.

The Council's Carbon Management Plan sets out an ambitious target to reduce carbon emissions from our buildings, fleet, waste, street lighting and employees travel. Over the next two years we will replace all the street lights in Renfrewshire with modern, energy efficient LED lanterns which use 60% less energy. We also plan to reduce carbon emissions by using more electric and other alternative fuel vehicles in our Council fleet.

We are committed to the delivery of Scotland's Zero Waste Plan and will work hard to meet its challenging waste minimisation and recycling targets. The Council has performed strongly in recent years and has seen significant improvements in recycling rates. We will continue to encourage our residents to minimise and recycle their waste and our focus on delivering cost effective waste management services to them.

We are a partner in the Clyde Valley Residual Waste Initiative which will deliver a shared facility for the treatment and disposal of residual waste and will assist the Council in complying with the Zero Waste Plan. Our preferred bidder has been identified for the project and it is anticipated the final contract will be awarded in Spring 2016. Overall the project is on target to be completed and operational by 2021.

The Council is working to ensure Renfrewshire's homes are energy efficient by delivering programmes such as: the Scottish Housing Quality Standard; achieving the National Home Energy Ratings target; and the Home Energy Efficiency Standard. This strategy will help provide better insulated, more energy efficient homes, and address fuel poverty.

What we will do

1.	Replace all of Renfrewshire's street lights with modern, low energy LED lanterns.
2.	Increase the number of alternative fuel vehicles in the Council fleet.
3.	Achieve the target of 5% of waste to Landfill by 2021
4.	Ensure the Clyde Valley Residual Waste Initiative is completed and operational by 2020/2021.
5.	Improve the energy efficiency of public housing in Renfrewshire and strive to encourage the same in private housing.

The measures we'll use to track progress

Measures	Baseline data
Compliance with 2021 Landfill Ban, and percentage of household waste recycled.	46.6% (2014)
Percentage of street lighting columns in Renfrewshire which are LED	0.3% (2014/15)
Percentage of vehicle fleet which uses alternative fuels, such as electricity.	3.6% (2014/15)
Total CO2 emissions for Renfrewshire Council (tonnes)	45,975 (2014/15)
Percentage of Renfrewshire households that are in fuel poverty	29% (2012/13)

A Better Future: People

Priority 5: Reducing the Level and Impact of Poverty

Our aspiration

We want those that are living in poverty in Renfrewshire to have the power to break out of poverty now and access all the opportunities and options open to others. The problem may be deep-rooted but we are determined to do something about it. We are fully invested in delivering a broad-ranging strategy to tackle poverty; tackle it fully and tackle it forever.

Overview of priority 5

We are committed to addressing poverty in Renfrewshire and we set up the first Tackling Poverty Commission in Scotland to look specifically at child poverty at a local level. The Commission assessed the nature, causes and impact of child poverty in Renfrewshire and made recommendations for a strategic and coordinated approach to tackling poverty in Renfrewshire.

Renfrewshire's Tackling Poverty Strategy has been developed to respond to these recommendations and the Council is investing £6m to support delivery of the strategy. The Council recognised that it needed to work differently if it was going to meet the scale of the challenge set by the Tackling Poverty Commission and it has created a cross cutting programme management structure to oversee the delivery of the 50 projects that sit within the programme. These projects involve all of the Council's Services and a number of partner organisations and a Tackling Poverty Strategy steering group has been set up which is chaired by the Council's Chief Executive.

The Strategy groups these projects into the same six themes as the Tackling Poverty Commission's recommendations: Income and employment, Managing money, Health, Attainment, Neighbourhoods, and How organisations should work.

Our approach has been to expand things that are already working well such as Families First and Street Stuff and introduce new initiatives which we think will make a big difference.

Importantly we want to ensure that those from low income households are involved in how these projects are designed and delivered, which was a key recommendation of the Commission.

What we will do

1.	Increase the number of households who can access employment that provides an acceptable standard of living (Income and Employment).
2.	Prevent financial crisis and support low income families to make the most of their money (Managing money).
3.	Improve levels of physical and mental health of children in low income families (Health).
4.	Close the educational attainment gap between children from low-income families and their better off peers (Attainment).
5.	Create neighbourhoods where people want to live and can afford to live (Neighbourhoods).
6.	Narrow inequalities by working in an inclusive, effective and evidence based manner (How Organisations should work).
7.	Develop approaches to help mitigate the worst impacts on low income households of the next phase of Welfare Reforms.
8.	Implement our digital participation plan to support low income families and other disadvantaged groups benefit from access to the internet

The measures we'll use to track progress

Measures	Baseline data
Percentage of working people earning less than the Living Wage	<i>New indicator</i>
Underemployment rate of parents	<i>New indicator</i>
Levels of foodbank use	<i>New indicator</i>
Average percentage of income spent on housing	<i>New indicator</i>

A Better Future: People

Priority 6: Raising Attainment and Closing the Attainment Gap

Our aspiration

We want all children in Renfrewshire to have the opportunity to do well at school and get a great start in life and we are determined to close the gap in educational attainment between children from higher income families and those from lower income families and vulnerable backgrounds.

Overview of priority 6

The Council has been working hard to raise levels of achievement and attainment in our children and young people and to deliver a high quality education service across all our schools. Our attainment levels have been rising for a number of years as result but young people from poorer households continue to perform at a lower level than those from wealthier backgrounds. We will continue our efforts to improve attainment levels for all of our young people, but we will also focus very strongly on closing the gap between children from low income households and/or vulnerable backgrounds and their better-off peers.

We know that the better our young people do at school, the better their prospects to go onto further education or enter well paid employment. We also know that the earlier we can start to address lower attainment levels, the better the change of successfully closing the gap. We will put in place interventions that will start in nursery and then carry through to primary and the secondary schools.

We want to try out new ways of working that research suggests will make a difference and we are working with University of Strathclyde to deliver a range of high quality professional learning opportunities for head teachers and class teachers designed to improve children's reading and writing (literacy) skills. Investment from the Council to support the Tackling Poverty Programme is being used to implement the programme in schools within serve our most deprived communities and we will use the evidence gathered to consider how best to develop and expand the approach.

We will make better use of the data we collect to help us identify what is having the biggest impact on attainment and use that to help us focus our efforts on what works. We will use standardised assessments and classroom observations to support teacher professional judgement to develop, tailor and target our approaches, share best practice across our schools and improve the curriculum and the quality of teaching and learning.

What we will do

1.	Deliver the Renfrewshire Literacy Development Programme to provide high quality professional learning opportunities for teachers.
2.	Make better use of the data we hold to support the learning and teaching of young people.
3.	Establish a baseline of attainment in literacy and numeracy at key stages through better use of standardised assessments.
4.	Implement the National Improvement Framework in our schools.

The measures we'll use to track progress

Measures	Baseline data
Levels of attainment in literacy and numeracy at SCQF level 4	85.8% (2014/15 pre-appeal)
Tariff scores of lowest 20%, middle 60% and highest 20% of attainers in the senior phase	<i>Data being gathered</i>
Primary School literacy and numeracy standardised assessment scores	<i>New indicator</i>

A Better Future: People

Priority 7: Supporting and Sustaining People into Employment

Our aspiration

We will invest in helping people to fulfil their potential and we want to ensure that no young person in Renfrewshire can't get into employment. We have established successful approaches to attracting and developing employment opportunities and supporting local people to seek lasting and well paid employment within Renfrewshire.

Overview of priority 7

We are proud of our great track record in helping people access employment opportunities. As a result of our Invest in Renfrewshire programme we have helped reduce youth unemployment levels in Renfrewshire to their lowest rates in over 20 years.

We will continue to target youth unemployment and focus our efforts reducing it to the lowest level possible. Our Economic Development and Children's Services teams will work closely with our key partners to develop targeted support for our looked after children and those from poorer households to support the successful transition from school to sustainable employment opportunities and careers. We will also work closely with West College Scotland to support the successful delivery of the Developing Scotland's Young Workforce programme.

We will also use the successful approaches we have developed for dealing with youth unemployment to help a range of other age groups who find it difficult to move into employment.

We will ensure our priority of supporting people into employment runs through our other key priorities including the City Deal programme, Paisley's bid to become UK City of Culture and our Tackling Poverty action plan.

What we will do

1.	We will create additional waged opportunities for young people through (i) wage incentives to local employers to create new jobs, (ii) provide paid graduate internships for unemployed graduates and (iii) providing work experience in Renfrewshire Council for those with little work experience and qualifications.
2.	We will create a range of operational programmes for the development of Youth and Adult Employability services using the approved £6.4m European Structural Fund grant and will endeavour to secure additional EU funds.
3.	We will focus and target the 50+ age group to improve job outcomes through a range of programmes based on the success of some of our youth employment programmes.
4.	We will deliver the City Deal Working Matters programme, targeting those on health related benefits and support them back into employment.
5.	We will have an increased focus on employability support at school, ensuring that greater numbers progress to positive destinations and supporting our young people to make the best career and educational choices for future work.

The measures we'll use to track progress

Measures	Baseline data
Number of unemployed people 50+	745 people (2.1%) JSA figures March 2015
Number of unemployed young people	
Number of (additional) waged opportunities created for young people	<i>New indicator</i>
Percentage of City Deal Working Matters programme clients going into employment	<i>New indicator</i>
Number of unemployed people that have participated in Council funded or operated employability activities	1,779 (2014/15)
No. of unemployed people that have progressed to employment as a result of participation in Council funded/operated employability activities	860 (2014/15)
School leavers going on to positive and sustained destinations	92% (2014/15)

A Better Future: People

Priority 8: Improving Care, Health and Wellbeing

Our aspiration

Renfrewshire is a caring place with a proud history of helping children and adults who are vulnerable and who have found themselves in need of care and support. Local people will be supported to access the support they need and get involved with activities which improve their general health and wellbeing.

Overview of priority 8

The Council works very successfully with a range of organisations across the private, public and voluntary sector to ensure vulnerable children, families and adults can access support when it is required. Much of what we are doing locally is about moving to a more person centred approach where services work with our vulnerable children, families and adults at a much earlier stage wherever possible to try to improve outcomes.

In Children's Services we will support increased numbers of children to flourish in stable or permanent care arrangements when they are unable to remain with their natural parents. We will ensure that children who have been looked after by the Council achieve the best possible outcomes in education, training and employment. We will offer a range of parenting and family support programmes such as Incredible Years and Functional Family Therapy and expand our successful Families First programme. We will continue to work with partners to embed strong child protection arrangements and we will implement the recommendations arising from the multi-agency inspection of our children's services. We will launch a second survey in 2016 of children and young people living in Renfrewshire, the first of which had over 12,000 responses. The survey will help partners to look at what difference the things we are doing locally are making to children and young people.

It's an exciting time for adult social care services and local community based health services which will come together to form the new Renfrewshire Health and Social Care Partnership on 1 April 2016. The Partnership is developing a Strategic Plan which will set out what it will seek to achieve from the 1 April 2016 across services for older people, people with learning and physical disabilities, carers, people with addictions and people with sensory impairment, in conjunction with the wider community and hospital based services locally. The Partnership will be focusing on providing services that allow our ageing population to live at home for as long as possible and avoid being admitted to hospital; delivering more choice to service users and carers about the support they can access and, working with partners and communities to tackle the health inequalities which exist in parts of Renfrewshire.

Renfrewshire Leisure will be seeking to take advantage of the expansion of its responsibilities following the recent transfer of the Council's Cultural Services and Community Halls to develop and enhance the range of services it can provide to enhance the health and well-being of residents across Renfrewshire.

What we will do

1.	Expand the Families First approach to Gallowhill, Foxbar and Johnstone to ensure children have the best start in life
2.	Implement the new Children and Young People Act, including the single Child's Plan and the Named Person.
3.	Roll out new approaches to permanency planning for looked after children to ensure children have the opportunity to reach their full potential from a safe and secure base
4.	Support the completion of the Renfrewshire Health and Social Care Partnership's Strategic Plan for 1 April 2016
5.	Extend the provision of telecare and telehealth services to provide efficient and effective care in people's homes
6.	Support the third sector and community groups to develop and deliver support within their local communities
7.	Integrate Renfrewshire Leisure's cultural, community and leisure services to increase opportunities for people to participate in activities that will improve their health and well being

The measures we'll use to track progress

Measures	Baseline data
Number of people engaging with evidence based programmes	48 families (2013)
Percentage of adults with intensive needs receiving care at home.	28% (2014/15)
Percentage of adults supported at home who agree that their services and support had an impact in improving or maintaining their quality of life.	82% (2013/14)
Care leavers under 19 participating in employment or education	46% (2014/15)
Number of people using Renfrewshire Leisure services	3,037,328 (2014/15)

A Better Council

Priority 9: Supporting Our Employees

Our aspiration

We want the Council to be a fantastic place to work, where our employees are proud to say they work for Renfrewshire Council and want to come to work to make a difference for our communities. We will give employees the support and encouragement they need to do the best job they can and to try out new ideas and ways of working that will improve the services they provide to their customers.

Overview of priority 9

Our employees are at the heart of the services we deliver across Renfrewshire and it is their skills, performance and commitment that determines how well we meet the needs and aspirations of Renfrewshire's communities and whether we will achieve the priorities set-out in this Council Plan.

We need to talk more to our employees and their Trade Union representatives about what we're trying to achieve, the challenges that we're facing and to get their ideas and input to our plans. We need to get better at showing how the efforts of our employees are delivering real benefits across Renfrewshire's communities and how they are contributing every day to the achievement of the Council's priorities. We want to identify and celebrate the great contributions that individual employees or teams are making and to encourage employees to bring forward and try out new ideas.

Our employees have responded well to the significant changes that have taken place in the Council over the last few years but we recognise and that this has been unsettling and stressful for many. The financial environment faced by the Council means that the pace of change is not going to slow down and it is important therefore that we do all we can to support our employees through this ongoing period of change.

The implementation of our new Organisational Development Strategy and the changes we're making to the structure of our HR Service, are critical to the improvements we want to make. This will help us ensure we have the right people, with the right skills when we need them to deliver and manage services safely, efficiently and with excellent customer service. We will examine how we identify, support and review the performance, training needs and career aspirations of our employees; investing in and maximising the potential of our people. We will create a 'golden thread' linking individual performance to the achievement of the Council's priorities.

What we will do

1.	Get much better at telling our employees what we're doing, the challenges we are facing and the difference we are making
2.	Develop a corporate staff recognition programme that celebrates success and recognises great individual and team contributions to the delivery of the Council, Community and Service Plans
3.	Launch and deliver the new Organisational Development Strategy
4.	Implement an effective approach for workforce planning to ensure we have the right people when we need them.
5.	Implement a training and development programme to provide employees with the skills they need to do their jobs well.
6.	Design and implement a performance appraisal system
7.	Develop mechanisms to encourage employees and managers to be innovative and try out new ideas and ways of working.
8.	Promote and encourage health and well-being opportunities for employees
9.	Provide support to our employees to help them deal with any stress caused by the major re-organisations being implemented across the Council

The measures we'll use to track progress

Measures	Baseline data
The percentage of employees who think that the Council is a good place to work	<i>New indicator</i>
The percentage of employees who believe they have the necessary skills to do their job effectively	<i>New indicator</i>
The percentage of employees who are assessed as performing at the required level	<i>New indicator</i>
Average number of working days lost through sickness absence	9.01 days (2014/15)

A Better Council

Priority 10: Continuing to be a Well Run Council

Our aspiration

We want Renfrewshire Council to be recognised for our sector leading services and our ability to innovate and invest in our communities while dealing effectively with the budget pressures we face. Our customers come first and all our services are designed with them in mind and we make great use of data to help us achieve better outcomes for our communities. This Council has big ideas, big plans and we want to share them.

Overview of priority 10

We have successfully met the challenge of increasing demand for services and a reducing budget over the recent years while maintaining and improving the services we provide. The robust financial and change management arrangements we put in place to help us achieve £17m of savings from the first phase of our Better Council Change Programme (BCCP) have served us well and we will further strengthen these going forward to ensure we successfully delivery the £12m savings from the second phase of this programme by 2017/18.

We will not let the financial pressures we face hold back our ambition and focus on innovation. We will make much better use of data to help us better understand need, target our resources more effectively and use evidence based approaches that we know work. We will also strengthen how we involve our communities and service users in the design, development and improvement of our services. We understand that it is only by listening to the experiences and ideas of the people who live in Renfrewshire that we can find solutions that will make a lasting difference.

We will continue to build on and strengthen the excellent partnership working arrangements we have with our public, private and third sector partners across Renfrewshire and our neighbouring Councils who are part of the Glasgow and Clyde Valley City Deal.

Internally we will deliver more efficient strategic planning, service commissioning, financial management, property management, information technology, human resources and business support services for our internal customers, underpinned by a modern Enterprise Resource Planning system. We will also invest in a new web site and online customer portal to allow us to provide our customers with easy to use digital services; providing the customer with a choice on how, where and when they interact with us and helping us to improve the efficiency of our own internal processes.

What we will do

1.	Continue to protect the financial stability of the Council during a period of further grant reductions
2.	Successfully deliver the next phase of the Better Council Change Programme
3.	Encourage the organisation to be ambitious and innovative
4.	Continue to review and optimise the use of our assets (property, infrastructure, vehicles, ICT and information) to best meet the needs of the organisation and customers
5.	Ensure we have the right organisational structures and processes to support effective and efficient service delivery.
6.	Successfully implement the ERP solution and deliver the benefits set out in the business case
7.	Create digital services, in conjunction with our customers, that will enable them to interact with us at a time and place that is convenient
8.	Involve our customers more in the design and review of our services and actively seek their ideas for improvement

The measures we'll use to track progress

Measures	Baseline data
Better Council Change Programme savings delivered in line with benefits tracker	£495,967.98 (2014/15)
The number of our customer we involve in the design and improvement of our services	New indicator
Number of Transactions carried out online	109,733 (2014/15)
The level of public satisfaction with the services we provide	70% (winter PSP 2014)
Number of complaints received about Council services across all channels	New indicator
Percentage of complaints handled quickly (at stage 1)	97% (2014/15)