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**To: Leadership Board**

**On: 18 February 2015**

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**Report by: Chief Executive**

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**Heading: A Better Future, A Better Council – year 1 monitoring report**

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**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 2013-2017.
- 1.2 The Plan explains the ambitions the Council has for Renfrewshire in making it a fairer, more inclusive place where people, businesses and communities thrive; but also outlines the challenge in achieving these. The Council expects major financial challenges to continue as the demand for services grows further whilst funding available to the Council will continue to reduce for a number of years to come.
- 1.3 The Council has been working well with partners over the past year and despite challenges, has achieved a significant amount for Renfrewshire. This has been confirmed through a range of external inspection and audit as well as comparison at a national level. Key achievements have included:

**Jobs and the Economy**

- 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.
- More people in Renfrewshire 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. Over the last 2 years youth unemployment has fallen more significantly in Renfrewshire than across Scotland as a whole. The Council's flagship Invest in Renfrewshire programme continues to support employability with over 5000 Renfrewshire residents having received support to date.
- 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.

### **Improved health, wellbeing and life chances for children and families**

- Since November 2013, more than 230 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.
- 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 over the past year. This has included the new Tweedie Hall and Linwood library which opened in May, access improvement works at Paisley Museum and a major capital investment programme in our school estate strategy.
- Curriculum for Excellence continues to be implemented across all our schools and pre-5 centres, improving outcomes for young people. Renfrewshire's performance was 3% above the national average in 2012 and 4.2% above in 2013.

### **Improve support to vulnerable adults**

- The Council has developed a 10 year Joint Strategic Commissioning Plan for Older People which 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, Social Work and partners in the NHS are one of the strongest performing partnerships in Scotland in relation to reducing delayed discharges from hospital.

### **Reduction in the causes and impact of poverty**

- Renfrewshire Council is leading efforts to tackle poverty through the establishment up of the Renfrewshire Tackling Poverty Commission. The Tackling Poverty Commission is tasked with developing an understanding of the causes and impacts of poverty on Renfrewshire's children and their families and critically, with providing the Council and its Community Planning Partners with recommendations that will underpin a new tackling poverty strategy for Renfrewshire.
- Providing information, advice and support to over 8000 people affected by welfare reform with over 4000 discretionary housing payments awarded to customers affected by the Government Spare room subsidy.
- 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.

### **A safer and stronger Renfrewshire**

- The Community Safety Hub has created 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.
- Continuing to drive the Street Stuff initiative, which is a partnership between Renfrewshire Council, St Mirren Football Club, Engage Renfrewshire, Police Scotland and Scottish Fire and Rescue, to provide a programme of activities to divert

young people away from possible antisocial behaviour and lower youth disorder rates 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.

1.4 This is set within the context of driving efficiency and effectiveness through the Better Council Change programme which has focused on some key areas which will contribute significantly to meeting the Council's medium term budget deficit of £30 million through to 2017/18. This will focus on identifying, developing and delivering service change to allow the release and redirection of resources across the Council to support key priority outcomes. This has included a major review of how the Council organises and delivers corporate support functions, the development of further opportunities within procurement, improvements in how the Council approaches the management of property assets, facilities management and roads infrastructure, improvements to the delivery of catering and cleaning services, progressing plans for further efficiencies emerging from our energy saving investment and further efficiencies in management structures operating across a number of services. In total, this initial phase of identified service change will contribute over £9 million in savings over 2015/16 – 2016/17.

1.5 Over the next year the Council will continue to drive change and deliver for Renfrewshire. Key areas of focus for 2015 include:

- Developing economic benefits realisation plans for City Deal projects
- Developing Invest in Renfrewshire programmes to focus on supporting people who are furthest from the labour market
- Exploring opportunities for further improvement, collaboration and innovation through the new joint Children's Services Directorate
- Completion of the £14m Johnstone Town Hall project
- Working with NHS colleagues to establish, in line with statutory timescales, the new Renfrewshire Health and Social Care Partnership in Renfrewshire
- Developing, with partners, joint commissioning strategies for learning disability services, mental health services and physical disability and sensory impairment services, and an overarching Strategic Plan for approval by the Integration Joint Board
- Developing a Tackling Poverty strategy based on the priorities, findings and recommendations of the Tackling Poverty Commission
- To prepare for the redesign of the community justice system scheduled for 2016/17. To ensure the smooth transition from the current strategic planning arrangements supported by the Community Justice Authority to the new local arrangements established within Community Planning it has been agreed to establish an implementation plan involving the key stakeholders
- Continuing to progress the development of the change programme to identify the delivery of further positive service change and improvements options that will support the delivery of better services to our customers and additional financial savings to assist the Council's medium term financial strategy.

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## 2. Recommendations

2.1 The Leadership Board is asked to:

- (i) Note the progress that has been made to date by services in terms of delivering the Council Plan.

- (ii) Agree that a further progress update should be prepared and submitted to the Board in December 2015.
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### 3. **Background**

- 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 until at least 2018.
- 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 following update is structured around the themes of the Council Plan and highlights the key projects undertaken by the Council over the past 12 months and how this is delivering for Renfrewshire.

# **A Better Future**

## **Increased sustainable investment in our economy**

### **Overview**

- 4.1 Supporting business and creating jobs are vital to the economic and social well being of Renfrewshire. As such in order to address the impact of the economic downturn and the fact that Renfrewshire's young people were disproportionately affected by unemployment as a percentage of the population, Renfrewshire Council has delivered a strong response to support our residents and businesses through our Invest in Renfrewshire programme as well as through initiatives such as the City Deal in partnership with the Glasgow and Clyde Valley Local Authorities, and the Paisley Heritage Asset Strategy.

### **What we have achieved during year 1 of the plan:**

#### **City Deal**

- 4.2 The Council along with our local authority partners in the Clyde Valley area successfully secured £1bn of funding from the UK and Scottish Governments for infrastructure projects across the Glasgow City Region, with a further £113m of funding to come from the local authorities. Renfrewshire will benefit directly from an investment of £274m, as three of the projects which are within our boundary.
- 4.3 The City Deal offers a step change opportunity for Renfrewshire and its residents, with an estimated additional 29,000 jobs to be created over the life of the programme, 15,000 jobs during the construction phase and improved access to an average of 45,000 jobs. At the heart of the projects is improved connectivity, bringing with it further opportunities for business expansion and investment in the area and economic growth. Since signing the agreement in August, new governance arrangements have been developed including a Clyde Valley Cabinet comprising the leaders of the 8 local authorities in the region, an Independent Commission on Urban Growth has been established to monitor the success of the City Deal over a 25 year period in achieving economic growth, and the Leader of Renfrewshire Council will lead the Enterprise Portfolio on behalf of the City Region. At a local level, a City Deal Project Director and team has been assembled, and work is currently proceeding on developing implementation plans, meeting with key stakeholders and partners and developing strategic business cases.

#### **Labour Market Programmes/ Invest in Renfrewshire**

- 4.4 As well as the infrastructure projects the City Deal agreement includes investment in intensive support for recipients of Employment Support Allowance, a youth guarantee, and a Labour Market Progression pilot.
- 4.5 These Labour Market programmes augment the significant commitments that have been made by the Council through "Invest in Renfrewshire" since its launch in June 2012. This flagship programme has facilitated a direct response to the recession and the economic needs of the area and forged a partnership between Renfrewshire Council and the area's business community to;
- reduce youth unemployment and
  - grow the local economy.

- 4.6 To date over 750 companies have signed up to Invest in Renfrewshire and in excess of 5000 of Renfrewshire's residents have received support from the range of services that are delivered by the Council and our Community Planning Partners.

### **Paisley Regeneration Strategy**

- 4.7 Paisley Town Centre is vital to the economic and social performance of all of Renfrewshire. 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 strategy "Paisley – The Untold Story" sets out an ambitious vision for Paisley which aims to transform perceptions of Paisley, and build a positive future for all of the area's residents. The strategy envisages that the plans could create up to 800 jobs and be worth an extra £45m for the local economy and includes a signature museum project building on the iconic Paisley pattern, and town's weaving history. Procurement of consultants to develop the detailed Outline Business Case for the signature project is currently underway with an appointment expected in April 2015. Detailed planning is underway for the relocation of the existing Museum Store to a High Street location, and a new Community Development Trust Paisley 2021 is taking forward a feasibility study into a potential cinema theatre project. The Russell Institute, a landmark building formerly occupied by the Health Service which had been vacant for a number of years, has now transferred to the Council's ownership and plans are proceeding for the refurbishment of this building with an agreed head lease with Skills Development Scotland. A property on the High Street has been leased by the Council to provide business incubator facility with works currently underway with a view to a Spring 2015 opening.
- 4.8 A key plank of the strategy is the ambition for Paisley to bid to be UK City of Culture in 2021. Building community support and engagement for the ambitions will be vital to success, and significant efforts have been made to engage with a wide range of stakeholders and members of the community. Work has also commenced on developing a Paisley Ambassadors programme with schools engaged in identifying young people who wish to become ambassadors for the town. Aligned to our City of Culture ambitions is the further development of our events programme. This year the events programme has been strengthened with new events such as the Halloween Parade, and Mission Discovery, and work is currently underway to further develop Sma' Shot day and attracting new events to the annual programme such as the Youth Cycling event and Curling Event. A new cultural strategy is being developed and is currently being consulted on.
- 4.9 Through the course of the year, the Council supported the development of a Business Improvement District for Paisley Town Centre, and the new BID Paisley First, which is the third largest in Scotland, became operational on the 22 January 2015 following a successful ballot process. The BID will play an important and complementary role in the plans to enhance Paisley Town Centre.
- 4.10 Recognising the need for a step change in the delivery of cultural services to enable the delivery of the ambitions set out in the Paisley Heritage Asset Strategy, the Council agreed In December 2014 to transfer its cultural assets to a new Culture and Leisure Trust. The target date for the new Trust to become operational is July 2015.

### **Housing Regeneration**

- 4.11 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. Last year the Council agreed housing regeneration plans for Johnstone Castle and has made provision in capital investment plans to build around 100 new homes in the area. The Council has also agreed to develop and deliver regeneration plans for Paisley West End in partnership with an RSL and private developer. The Council has successfully worked with our RSL partners to deliver regeneration of a number of housing areas, which will help deliver our target of 1000 new affordable homes by 2020.

### **Key Performance:**

- Youth unemployment 3.9% in November 2014 compared to 7.2% in November 2013.
- Overall JSA figure for November 2014 is 2.7% a significant fall from 3.9% in November 2013.
- 751 companies signed up to Invest in Renfrewshire.
- 918 new permanent positions created through wage subsidy programme.
- 196 affordable house completions.
- Rate of new house building up from 276 in 2012/13 to 539 in 2013/14.

### **Focus for the next year:**

- Developing outline business cases for Paisley Heritage Strategy, and City Deal projects, and initiating procurement of technical consultancy services to prepare for delivery of projects.
- Developing economic benefits realisation plans for City Deal projects.
- Working with partner local authorities and other key stakeholders on City Deal implementation and benefits realisation plans.
- Assembly of bid team for City of Culture, and developing community engagement, and events programming.
- Developing Invest in Renfrewshire programmes to focus on supporting people who are furthest from the labour market.
- Developing housing regeneration and funding strategy for council housing.

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

## Overview

- 4.12 Our children are our future. Evidence shows that the period before birth and in the early months and years of a child's life has a profound impact on their physical, mental and emotional development and in turn, their life chances. In Renfrewshire, a higher than average number of babies are born with a low birth weight and children living in our most deprived communities experience much poorer health, well-being and life chances.
- 4.13 At its meeting in December 2014 Council agreed to form a new Directorate of Children's Services bringing together education services and children's social work and criminal justice social work. This will build on the commitment to preventative and early intervention approaches whilst maintaining focus on more vulnerable children and young people to improve their outcomes, and maintaining the high standards already achieved by Renfrewshire's schools and early year's services.

## What we have achieved during year 1 of the plan:

### *Families First Delivering the Early Years Strategy*

- 4.14 A unique approach to give Renfrewshire's children the best start in life through a stronger focus on early years intervention with more support for families has reached its first anniversary. Families First 'core teams' were set up in Linwood and Ferguslie in November 2013 to take forward a neighbourhood-based approach to helping families build a better future for their children.
- 4.15 Since November 2013, more than 230 families have received one-to-one support from a member of the Families First Core Teams across the two areas on issues ranging from parenting support and health and wellbeing to maximising household income and budgeting. Advice Works staff based within the teams have generated a total of £485,000 across both areas in support and income that local families did not know they were entitled to. Energy Advocate has joined the Families First team to provide advice to families on reducing energy bills. 68 families have used this service in the first five months with a total of £14,000 of savings identified. Home-Start Renfrewshire is now working as part of the Families First team with a Home-Start Coordinator in each locality. The interim evaluation report published in August 2014 by Glasgow University shows very promising results on the impact of the Families First teams in the two localities.
- 4.16 In addition to the two Core Teams:
- an additional 10 early years teachers have been recruited;
  - a mentoring team established to enhance support for looked after children;
  - during school holidays all pupils in P1 – P3 from across Renfrewshire who qualify for a clothing grant are invited to participate in the Families First Clubs with access to a free meal and free activities;
  - put in place a simple system which allows partner agencies to refer P1- P3 pupils to the clubs where there are concerns about the family circumstances;
  - provided supermarket vouchers at Christmas to assist with food bills over the festive period;
  - provided school clubs for children who attend additional support needs schools and for children under the age of 5 who attend a council pre-five centre;
  - a new team has been recruited to provide additional support for looked after children in the early years and to support older looked after children by reducing exclusions and raising attainment;



- developed and implemented a nurture strategy with each pre-5 establishment having an identified “nurture champion”;
- introduced “pizza reading groups in Linwood to engage families with numeracy and literacy, an approach which was showcased at the 2014 Scottish Learning Festival; and
- launched the “My Renfrewshire” directory to provide a one stop access point for parents and staff on information about family support services available in Renfrewshire.

### ***Improving the quality of our schools, cultural and sports venues***

- 4.17 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 over the past year. This has included:
- Investment plans are being finalised for KGV playing fields in Renfrew. These plans will be discussed with the community during February 2015. Castlehead High School will get a new synthetic pitch to support the school of football and rugby and visionary discussions are underway to develop investment plans for St James Playing Fields in Paisley
  - the new Tweedie Hall and Linwood library opened on 19 May 2014 and are proving very popular with the public with book borrowing up by 121%.
  - Access improvement works at Paisley Museum have been undertaken and refurbishment works at Coats Observatory; both will encourage additional visitors to the services.
  - a major capital investment programme in our school estate strategy and 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.

### ***Permanency Planning***

- 4.18 Renfrewshire Social work is committed to ensuring that children live in a stable, secure and nurturing environment. To ensure appropriate permanent care arrangements are identified, Social Work has introduced the Family Assessment and Contact Team which has improved the quality of assessment, meaning that children are returned home when it is safe to do so and when they cannot be returned home the alternative plan is robust. During 2013/14, 17 children who had been looked after by Renfrewshire Council were adopted, and in the first six months of 2014/15, a further 15 were adopted and another 14 children were in pre-adoption placements

### ***Children’s Houses and Throughcare Resource***

- 4.19 The second of our purpose built and sector leading children’s houses for young people was opened. These two children’s houses, together with the new purpose built Throughcare supported accommodation ensure that Renfrewshire’s looked after and accommodated and formerly looked after children have been provided with the highest quality of accommodation in any residential service in Scotland.

### ***Getting it right for every child***

- 4.20 GIRFEC permeates all of our work with children, young people and families. Our approach to strengthening supports within universal services, combined with effective

screening programmes, early identification of the most vulnerable and quick response to those most in need leads to better improvements in outcomes for children and young people. Our getting it right for every learner policy incorporates the requirements to meet the additional support for learning legislation within the GIRFEC agenda and creates a streamlined planning process for education staff, children and their families.

### ***Implementing Curriculum for Excellence***

- 4.21 Curriculum for Excellence continues to be implemented across all our schools and pre-5 centres, improving outcomes for young people. In September 2014, the national measures for assessing attainment were changed and coincided with introduction of the new national qualifications. Analysis of the new national benchmarking measures for literacy and numeracy highlighted that the percentage of leavers in Renfrewshire attaining literacy and numeracy qualifications at SCQF level 4 increased from 79.6% in 2012 to 81.9% in 2013. Renfrewshire's performance was 3% above the national average in 2012 and 4.2% above in 2013. Over the same period Renfrewshire leavers attaining literacy and numeracy qualifications at SCQF level 5 increased from 57.6% in 2012 to 58.2% in 2013. The attainment data for the 2014 school leavers will become available at the end of February 2015.

#### **Key performance:**

- 92% of school leavers in Renfrewshire went into positive destinations in 2014, an increase of 2% from the previous year.
- Number of days lost per 1,000 Secondary School pupils through exclusion has reduced from 122 in 2012/13 to 64 days in 2013/14.
- The number of pool attendances has increased from 2029 in 2012/13 to 3063 in 2013/14.
- Percentage of care leavers living in sustainable accommodation for 6 months or longer has increased from 60% in 2012/13 to 72% in 2013/14.

#### **Focus for the next year:**

- Explore opportunities for further improvement, collaboration and innovation through the new joint Children's Services Directorate.
- Work with partners to respond to the recommendations arising from the Fatal Accident Inquiry into the death of Declan Hainey.
- Completion of the £14m Johnstone Town Hall project.
- Continue to develop the school estate through investment at Mossvale/ St. James' Primary in Paisley, ongoing build of the new special school in Linwood and develop further proposals for St. Fergus' Primary School and Bargarran/St. John Bosco in Erskine.

## **Improved support to vulnerable adults**

### **Overview**

- 4.22 Some members of our community require additional advice and support because of the impact of a disability such as learning disability, physical disability, mental health problems or addictions or as they become older, general frailty and declining health. People are living longer but not necessarily healthier lives and more people are living with conditions such as dementia and complex health needs. The changing needs of the population mean that the Council and its partners will continue to work together to manage the resulting rising demand on services.
- 4.23 The Council and its partners are committed to working with our communities to develop and deliver outcomes focused, integrated services to support people to live at home or in a homely setting for as long as possible and to maximise their level of choice and independence.
- 4.24 Preparations for the implementation of formal integrated working arrangements between social work and NHS staff in terms of the Public Bodies (Joint Working)(Scotland) Act 2014 have been underway over 2014/15, with a chief officer designate now appointed to lead the new integrated service. The aim of the health and social care integration is to further improve local services for people who need them, through more effective and efficient joint working between teams in social work, community health services including GPs, and the hospital sector.

### **What we have achieved during year 1 of the plan:**

#### ***10 year Joint Strategic Commissioning Plan for Older People's Services***

- 4.25 As part of the Reshaping Care for Older People work stream the Council and its partners from the NHS, third and independent sectors, service user and carers have developed a 10 year Joint Strategic Commissioning Plan for Older People which 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 ten year plan has been produced following extensive consultation with stakeholder groups. Older people were clear that they wanted to be supported to remain in their own homes or live in a homely setting for as long as it was safe and possible to do so. This became the vision underpinning the 10 year plan.

#### ***Self directed Support***

- 4.26 Self-Directed Support (SDS) gives people who use social work services more choice and control over how their assessed needs are met. The legislation allows the service user to choose from four options around how much control they wish ranging from direct payments where people receive a payment and arrange their own support, to asking the local authority to choose and arrange the support. Social Work has made good progress with the implementation of Self-Directed Support and 109 service users have completed the SDS process since 1 April 2014 and receive support. Based on experience to date, it is anticipated that the number of direct payments will continue to rise, but that a considerable proportion of service users will continue to opt for local authority arranged services.

#### ***Autism Strategy***

- 4.27 Renfrewshire Learning Disability Service, in partnership with other agencies, has developed a local Autism Strategy which reflects the National Autism Strategy published in 2011 but places it within the context of local needs. The local strategy was approved by the Social Work, Health and Wellbeing Board in August 2014 and an implementation plan will be developed in consultation with key stakeholders.

### ***Delayed Discharge from Hospital***

- 4.28 Through excellent joint working, Social Work and partners in the NHS are one of the strongest performing partnerships in Scotland in relation to reducing delayed discharges from hospital. Demand for hospital beds has increased steadily in recent years and the number of “bed days” being occupied by patients who are medically fit for discharge had become a significant challenge to services across Scotland. In Renfrewshire, lost bed days for the Royal Alexandra Hospital stood at 1700 days in February 2012 but had reduced to 275 days by October 2014.
- 4.29 Multi-disciplinary ward teams work on preparing discharge plans with patients and their families while in the wards, the working assumption being that people will be returning home when medically fit for discharge. Hospital based staff from health and social work services meet on a weekly basis to consider individual cases. The work is resulting in very positive outcomes for service users, whose wellbeing and confidence is increased through a safe and supported discharge.
- 4.30 In addition, Renfrewshire is one of the demonstrator sites for the Clinical Services Review being led by NHS Greater Glasgow and Clyde. The Clinical Services Review builds on the work to integrate services which has already taken place and has resulted in improved access to care at home, reduction in bed days lost and increased focus on rehabilitation in the community and early treatment. The focus areas for the Clinical Services review are
- Reducing the length of stay in patients with Acute Coronary Syndrome
  - Access to early comprehensive geriatric assessment at the Royal Alexandra Hospital
  - Increased access to care at home and community based rehabilitation and enablement services at evenings and week ends
  - Increasing the numbers of Anticipatory Care Plans led by GP's.

### ***Adult Protection***

- 4.31 The Social Work service has statutory duties relating to the investigation of allegations of harm and management of risk under the Adult Support and Protection legislation, work with adults who are no longer able to make their own decisions and who lack capacity under the Adults with Incapacity legislation and in relation to the Mental Health Officer service as part of the Mental Health Act, and in view of changing demographics, demand levels are sharply rising. The service has managed the growth in demand and developed support services, including financial management, for those subject to guardianship.

### **Key performance:**

- Total number of homecare hours provided as a rate per 1,000 population aged 65+ has increased from 440 to 447.
- Percentage of clients accessing out of hours home care services (65+) has increased from 81% in 2012/13 to 84% in Q1 2014/15.
- Number of clients in contact with alcohol services has increased from 878 in 2013/14 to 925 in Q1 2014/15 and there is no waiting list for this service.
- Excellent performance in reducing delayed discharges from hospital

### **Focus for the next year:**

- Working with NHS colleagues to establish, in line with statutory timescales, the new Renfrewshire Health and Social Care Partnership in Renfrewshire.
- Developing, with partners, joint commissioning strategies for learning disability services, mental health services and physical disability and sensory impairment services, and an overarching Strategic Plan for approval by the Integration Joint Board.
- Supporting the multi-agency inspection of services in Renfrewshire.
- Working within and across services to address demand-led cost and operational pressures, in view of changing demographics.

## **Reduction in the causes and impact of poverty**

### **Overview**

- 4.32 Evidence shows that some areas in Renfrewshire experience multiple vulnerabilities and deprivation that combine to deliver significantly worse outcomes for residents, in terms of their health and well-being, employment prospects, security and quality of life. Renfrewshire is the 9th most income deprived Scottish local authority area, with almost 15% of the population viewed as income deprived. As with life expectancy, a significant disparity exists within Renfrewshire, with levels ranging from 7% to 31%. The overall most deprived datazone in Scotland in SIMD 2012, is located within the Ferguslie Park area of Paisley. Economic growth within the area is going to be essential to creating job opportunities and in turn, tackling poverty. Renfrewshire Council is committed to tackling poverty and is uniquely placed to support residents in a number of ways.

### **What we have achieved during year 1 of the plan:**

#### ***Tackling Poverty Commission***

- 4.33 Renfrewshire Council is leading efforts to tackle poverty through the set up of the Renfrewshire Tackling Poverty Commission. The Tackling Poverty Commission is tasked with developing an understanding of the causes and impacts of poverty on Renfrewshire's children and their families and critically, with providing the Council and its Community Planning Partners with recommendations early in 2015 that will underpin a new tackling poverty strategy for Renfrewshire.
- 4.34 The Commission has met over the course of 2014 to consider five themes: education skill and attainment, health and well-being, housing place and community, maximising household income, and reducing household expenditure. A key part of the Commission's approach has been to hear evidence about interventions that work from leading researchers and to hear from people affected by poverty about what they believe will make a difference.
- 4.35 The Commission's work has highlighted the pervasive impact of the continuing welfare reforms on the poorest people in Renfrewshire and has highlighted the changing face of poverty – poverty levels fell but are now rising again and are forecast to continue rising with more of the people considered to be in poverty now working in low paid jobs and renting their home from a private landlord. Of those children living in poverty, 60% of those live in a household where at least one adult is in employment. Recognising the impact of poverty on a child's life chances, the Commission has considered educational results in Renfrewshire, asking challenging questions in relation to poverty and attainment levels. Consideration has also been given to understanding how public agencies can better support the community to shape what will work best in local areas.

#### ***Living Wage***

- 4.36 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.

#### ***Welfare reform***

- 4.37 The welfare reform changes being progressed by the UK Government continue to impact on Renfrewshire's people. Providing information, advice and support for those affected continues to be a main priority. A digital directory has been developed to provide jobseekers with information on where and how to access vital advice and training to get

online in advance of the introduction of Universal Credit. The Council has also published a sanctions guide to provide much needed information and advice for people to help them meet the conditions for receiving benefits and avoid benefit sanctions.

- 4.38 An energy advocacy service set up by the Council in September 2014 using funding provided by the Scottish Government's Welfare Reform Resilience Fund has successfully helped 130 families to secure £33,000 in fuel related costs.

### ***Credit Union Development***

- 4.39 Cost of living increases combined with lower wages and benefits have pushed more people to higher cost credit. To tackle the impact that high interest lending has on communities and build local residents' financial capabilities, the Council earmarked £500,000 to help Renfrewshire Credit Unions develop and market their services. Up to £250,000 of these resources have been allocated to three credit unions during 2014 to provide transactional bank accounts, lower cost credit, web enabled accounts, increase membership and support the development of financial education in schools. A key feature of the support for credit union development is the iSave initiative that provides £10 for every S1 pupil in Renfrewshire to open a credit union account in order to develop a deeper understanding of the benefits of credit union membership among school pupils and create a new generation of credit union members.

### ***Employment***

- 4.40 More people in Renfrewshire 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. Over the last 2 years youth unemployment has fallen more significantly in Renfrewshire than across Scotland as a whole. The Council's Invest In Renfrewshire programme to reduce youth unemployment and grow the local economy offers a range of support focussing on providing incentives for employers to take on young people and through the provision of advice, training and support available in two locally based employability hubs. Since the start of the new Business Gateway contract 2 years ago over 5200 unemployed people have registered and received support from the service, with over 1800 moving directly into employment.

### **Key performance:**

- During 2013/14, in Renfrewshire:
  - 8103 people received advice and support on welfare reform changes
  - £12.5m of debt was under management for residents and £19.5m income was generated for Renfrewshire residents
- More than 2000 people of all ages have been supported into employment through the Invest in Renfrewshire programme.
- Supported by additional council resources we have been able to make awards totalling over £2.1 Million since the Scottish Welfare Fund launch in April 2013, making over 11,000 Crisis payments and 3300 Community care Grant Awards.
- Last financial year 13/14 we made over 4000 Discretionary Housing Payment awards to customers affected by the Governments Spare Room Subsidy (bedroom tax)

### **Focus for the next year:**

- Developing a Tackling Poverty strategy based on the priorities, findings and recommendations of the Tackling Poverty Commission
- Continuing to progress the Council's wide ranging welfare reform programme
- Finalising Renfrewshire's Sustainable Food Strategy to tackle food poverty, promote healthy eating and expand the local food sector

## **A safer and stronger Renfrewshire**

### **Overview**

- 4.41 The Safer and Stronger Renfrewshire Thematic Board has responsibility for coordinating and driving multi-agency activity to ensure that we achieve our long term vision that: 'Renfrewshire is known as a safe and tolerant place where residents and visitors enjoy a high level of personal safety and public protection and are free from crime. A culture of fairness, respect and equality exists and vulnerable children and adults are well looked after and protected'.
- 4.42 The Safer and Stronger Renfrewshire element of the Single Outcome Agreement sets out our agreed outcomes together with the one, three and ten year targets for each impact measure. Reports on the progress made against the Safer and Stronger actions were presented to the Safer and Stronger Thematic Board in June 2014 and to the Renfrewshire Community Planning Partnership Board in November 2014.

### **What we have achieved during year 1 of the plan:**

- 4.43 The Community Safety Partnership Hub (incorporating a new integrated CCTV Control Room and System) is supported by all partners, and the development of daily and monthly tasking is recognised at a national level as an example of best practice. The Community Safety Hub 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 existing 37 CCTV cameras have been replaced by newer models in 2014 and an additional 11 new cameras being installed early in 2015.
- 4.44 A review and redesign of the Community Safety Service was completed in 2014. This included services provided by the Wardens, Youth Team, Mediators, Investigators and Noise Enforcement Officers. The new redesigned Community Safety Service changed the core operational hours and re-profiled staffing resources to better meet the demands of the service. The work of the redesigned service will continue to be managed by the Community Safety Hub which will give clear focus and co-ordinated approach to the service.
- 4.45 The Street Stuff initiative, which is a partnership between Renfrewshire Council, St Mirren Football Club, Engage Renfrewshire, Police Scotland and Scottish Fire and Rescue, continued to provide a programme of activities to divert young people away from possible antisocial behaviour and lower youth disorder rates across Renfrewshire. During 2014, stronger links were established between Street Stuff and the Community Safety Hub. This resulted in a more targeted approach to providing evening activities in youth disorder 'hotspot' areas. A successful and well attended programme of activities was provided over the Festive Period including 'Festive Football Sessions' at the Dome within the St Mirren Stadium.
- 4.46 In June 2014, the Renfrewshire Community Planning Partnership was successful in winning the 2014 Alarm Annual Award 'Community Risk' category for the 'Safekids, Firereach and Youth Offending Project'. The award recognizes projects and initiatives that continue to demonstrate resilience within the profession of public service risk management, despite the sustained austerity measures of recent years.
- 4.47 A successful showcase event was held at Paisley Town Hall on 27th October 2014. The "Your Home, Your Street, Our Community" showcased services working together to make Renfrewshire Safer, Stronger and Greener. The event was very well attended

and was based around inviting the public to take a walk through a model home, street and business community to allow them to receive information and advice.

- 4.48 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 collated a wide range of information on equality and human rights to support the practice of assessing impact on equality groups, vulnerable and disadvantaged individuals and groups. The Council has also developed a robust pool of data across the various policy themes and diverse populations to ensure that all impact assessments are evidence based. The results of the pilot project have been published by the Scottish Human Rights Commission, highlighting the good practice in Renfrewshire which is being shared with other local authorities.

### **Key performance:**

The Council has been working well with the community and community partners to drive forward targets and outcomes, and has achieved significant success. This has included:

- The perception of local drug dealing/drug use in neighbourhoods in Renfrewshire has reduced from 13% in 2009/10 to 8% in 2012.
- There has been a reduction in the number of crimes of violence from 693 in 2010/11 to 300 in 2103/14.
- There has been a reduction in the number of children looked after away from home from 323 in 2010/11 to 321 in 2013/14.
- The percentage of adults agreeing that Renfrewshire is a safe place to live has increased from 41% in 2012 to 83% in 2014.
- The number of reported incidents of antisocial behaviour has reduced from 19,149 in 2012/13 to 15,361 in 2013/14.
- The number of reported incidents of domestic abuse (per 100,000 population) has reduced from 1,432 in 2011/12 to 1,361 in 2013/14.

### **Focus for the next year:**

- To prepare for the redesign of the community justice system scheduled for 2016/17. To ensure the smooth transition from the current strategic planning arrangements supported by the Community Justice Authority to the new local arrangements established within Community Planning it has been agreed to establish an implementation plan involving the key stakeholders.
- To establish the new Partnership Hub incorporating the new integrated CCTV Control Room and System for Renfrewshire. This will deliver much greater community benefits, improving our ability to provide a joined up approach to tackling community safety and public protection.
- To rebrand and refresh the Community Safety Service during 2015 following the review and redesign of the service completed in 2014.
- To embed the new working arrangement for the Women Offenders Service, which co-ordinates a range of statutory and voluntary interventions targeted at female offenders.
- To continue to work with Police Scotland and other partners to address Serious Organised Crime and Counter Terrorism.
- To participate in a national pilot with Building Safer Communities to consider best practice alternative service delivery models such as a whole place approach for the Community Safety Partnership Hub.



# **A Better Council**

## **Overview**

- 5.1 The Council Plan explains the ambitions the Council has for Renfrewshire in making it a fairer, more inclusive place where people, businesses and communities thrive; but also outlines the challenge in achieving these. The Council expects major financial challenges to continue as the demand for services grows further whilst funding available to the Council will continue to reduce for a number of years to come. We have to work hard to bridge the gap between the money we receive and the cost of the services we must provide over the next three years.
- 5.2 The Council has been progressing well with finding new, different or just better ways of doing things so we can continue delivering high-quality frontline services, divert limited resources to supporting key priorities and achieve our ambitions within the limited funding allocated.
- 5.3 The first phase of the Better Council Change programme has focused on some key areas which will contribute significantly to meeting the Council's financial targets over the medium term. This is a robust programme of review which is aiming to improve the efficiency and effectiveness of Council Services.

## **What we have achieved during year 1 of the plan:**

- 5.4 The Better Council Change programme represents the key approach through which the Council will identify, develop and deliver service change to release savings to address the medium term budget deficit of £30 million through to 2017/18 and also allow the release and redirection of resources across the Council to support key priority outcomes. Significant effort has been directed towards establishing and moving forward the change programme and considerable progress has been achieved. This has included a major review of how the Council organises and delivers corporate support functions, the development of further opportunities within procurement, improvements in how the Council approaches the management of property assets, facilities management and roads infrastructure, improvements to the delivery of catering and cleaning services, progressing plans for further efficiencies emerging from our energy saving investment and further efficiencies in management structures operating across a number of services. In total, this initial phase of identified service change will contribute over £9 million in savings over 2015/16 – 2016/17 providing a positive and significant start to the programme which will continue over the medium term period.
- 5.5 Some of the key actions we have taken so far include:
- Identified clear plans to release £4.6 million from the Council's corporate support functions whilst at the same time seeking to deliver more flexible services to better meet the needs of the Council in the future.
  - Working with suppliers and renegotiating contracts to find where we can make procurement efficiencies
  - Becoming much 'greener' by installing more LED lighting, improved boilers and other energy-efficient features across our estate of buildings with the development of plans

to identify options for delivering significant improvements in the more efficient use of energy in street lighting progressing well.

- Using our estate more efficiently and reducing running costs by rationalising the number of depots we operate and looking to lease space in our headquarters building.
- Merging some of our functions in areas such as facilities management so that our structures for delivering services are more sustainable.

5.6 Through these changes, the Council is aiming to deliver improved services, within financial constraints, which are focused on putting the customer first, exploiting assets, using technology well and ensuring staff have the right skills to deliver excellent services.

#### **Key performance:**

- Over £9 million of savings identified for delivery over 2015/16 – 2016/17.
- Percentage of calls answered by the Customer Service Unit within target (40 seconds) has increased from 70% in 2013/14 to 76% in Q2 2014/15.
- Ensure all of the Council's housing stock will reach the standard required by SHQS by April 2015, and thereafter will be maintained at that level.
- The number of transactions conducted online has increased from 17,948 in Q2 2013/14 to 28,834 in Q2 2014/15.

#### **Focus for the next 6 months:**

- Progressing the Better Council Change Programme workstreams to ensure that the first phase of the programme is implemented and financial savings are achieved.
- Updating the Council's financial outlook covering the period up to and beyond the 2015/16 comprehensive spending review period and providing appropriate advice to members on the Council's Medium Term financial strategy and 2016/17 budget.
- Implementing key organisational changes over the coming months and a developing an Organisation Development strategy to support workforce planning and development as part of the implementation of the strategic change programme.
- Continuing to progress the development of the change programme to identify the delivery of further positive service change and improvements options that will support the delivery of better services to our customers and additional financial savings to assist the Council's medium term financial strategy.

# **A High Performing Council**

## **Overview**

- 6.1 Councils are operating within a context of significant change as a result of the challenging financial environment, the public service reform agenda, and the increasing importance of partnerships, place and outcomes. The requirement for good governance, effective risk management, continuous improvement and sound use of resources has never been more fundamental.
- 6.2 Despite these challenges, the Council has performed well over the past year by delivering for its customers, improving outcomes and making the organisation more efficient and sustainable. This has been confirmed through a range of external inspection and audit as well as comparison at a national level.

## **What we have achieved during year 1 of the plan:**

### **Financial sustainability**

- In the recent Procurement Capability Assessment (PCA) carried out in December 2014, the Council, already at Superior Performance, increased its score in the contract and supplier management section of the assessment to achieve an overall assessment score of 83% (an increase of 3%) and the highest score in Scotland to date.
- The Council received an unqualified auditor's report on the 2013/14 financial statements.

### **Audit and inspections**

- Audit Scotland's Annual Report on Renfrewshire's 2013/14 audit highlighted that the Council has strong governance arrangements, effective internal audit function and systems of internal control. It highlighted that the Council has a well-established performance management framework with service improvement plans incorporating performance outcomes which are subject to regular scrutiny.
- In February 2014, the Care Inspectorate re-graded the Council's sheltered housing service from 4 (Good) to 5 (Very Good). The report concluded that the Sheltered Housing Service had put considerable effort and resources into developing its support planning, with health care requirements, daily choice and preferences being better planned and recorded. They noted a number of areas of best practice.
- Following an extensive external audit in August 2014, Property Services has retained its ISO 9001:2008 quality management system accreditation.
- The Council was noted by Audit Scotland as "responding positively to the many challenges presented by welfare reform".
- Following 2014/15 shared risk assessment process carried out by the Local Area Network, which consists of Auditors and Inspectors from all scrutiny bodies that engage with the Council (e.g. Education Scotland, SWIA, Audit Scotland), it was concluded that the Council is low risk in terms of requiring external scrutiny.

## **Awards**

- The Council was successfully re-accredited for Customer Service Excellence in March 2014. The Council has had a major focus on customer service over the past 5 years and has been driving improvement. The assessors noted the customer focused approach to addressing welfare reform as good practice.
- The people who deliver public services in Renfrewshire are a key strength of the organisation. The expertise, energy and creativity of the workforce will be essential to success in pursuing an ambitious and wide ranging agenda. Over the past year, the Council has recognised those whose hard work and dedication really makes a difference to people's lives in Renfrewshire – an official way of saying 'thank you' to those who go above and beyond their normal work requirements. The Renfrewshire People Awards 2014 received 45 individual and team nominations, which recognised their enthusiasm, professionalism, innovation and drive.
- The Invest in Renfrewshire team won a ROCCO Award from the Renfrewshire Chamber of Commerce in November 2014, for 'Helping Renfrewshire grow and prosper'.
- The 'Paisley Town Centre Heritage Asset Strategy' made the shortlists of The Royal Town Planning Institute's Awards for Planning Excellence and The Planning Awards. Both these awards are open to nominations from across the whole of the United Kingdom.
- Building Services was nominated by APSE through the performance networks for the Most Improved Authority in the UK.
- Johnstone Town Hall, due to open in summer 2015, is on a four-building shortlist to be named Public Building of the Year at the Scottish Property Awards. The striking glass-fronted building is being taken forward by Renfrewshire Council as part of its ongoing plans to regenerate the centre of Johnstone.

## **Key performance:**

- Renfrewshire was the second council in Scotland to achieve Customer Service Excellence Accreditation for the whole organisation. In 2014 the Council reduced the number of partial compliances from 5 to 2, showing significant progress.
- Through excellent joint working, Social Work and partners in the NHS are one of the strongest performing partnerships in Scotland in relation to reducing delayed discharges from hospital. In Renfrewshire, lost bed days for the Royal Alexandra Hospital stood at 1700 days in February 2012 but had reduced to 358 days by September 2014.
- 100% of Freedom of Information Requests were completed within 20 days
- Invest in Renfrewshire continues to perform well and unemployment levels are greatly improved since the start of the programme in July 2012:
  - All age JSA unemployment (16-64) has reduced from 5% to 2.7% and our national position has improved from 27th to 21st out of 32 local authorities
  - Youth JSA unemployment (16 - 25) has reduced from 10.8% to 4.2% and Renfrewshire's position has improved from 26th to 17th out of 32 local authorities
- There is a steady improvement in the percentage of new clients aged 65+ who are receiving a service within 6 weeks, from 80% in 2011/12 to 97% in 2013/14.
- Renfrewshire's recycling rate has increased from 40.9% in 2011/12 to 51.2% in Q2 2014/15.

**Chief Executive  
February 2015**

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## 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 because 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*

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## List of Background Papers

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**Author:** Nicola McKeand, Policy Lead, 7413