

Notice of Meeting and Agenda Leadership Board

Date	Time	Venue
Wednesday, 18 February 2015	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Legal & Democratic Services

Members of the Press and Public

Members of the press and public wishing to attend the meeting should report to the customer service centre where they will be met and directed to the meeting.

Further Information

This is a meeting which is open to members of the public.

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For further information, contact democratic-services@renfrewshire.gov.uk.

Board Membership

Councillor Lorraine Cameron: Councillor Eddie Devine: Councillor Andy Doig: Councillor Roy Glen: Councillor Jim Harte: Councillor Jacqueline Henry: Councillor Terry Kelly: Councillor Eileen McCartin: Councillor Iain McMillan: Councillor Iain Nicolson: Councillor Allan Noon: Councillor Tommy Williams (Member)

Councillor Mark Macmillan (Convener): Councillor Michael Holmes (Depute Convener)

Items of business

During consideration of the following items of business, the meeting will be open to the press and public.

Apologies

Apologies received from members of the Board.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

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Report by Chief Executive

revised management structure

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Report by Chief Executive

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Report by Chief Executive

4	Local Government Boundary Commission for Scotland – Update on Fifth Review of Electoral Arrangements	36 - 47
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Report by Director of Finance & Resources

To: Leadership Board

On: 18 February 2015

Report by: Chief Executive

Heading: Better Council Programme - Management Structures

1. Summary

- 1.1 The purpose of this report is to seek approval to implement revised chief officer management arrangements for the Council. These changes will bring a renewed focus to the delivery of the Council's key priorities in the context of continued financial constraints. They are also designed to enable the delivery of the new corporate support arrangements, and provide the right mix of skills and capacity at a senior management level in the Council.

2. Recommendations

- 2.1 Members are asked to approve the proposed chief officer structures as detailed at Appendix 1, and delegate authority to the Chief Executive to implement the new structures in consultation with the relevant conveners.
- 2.2 Members are asked to note that a review of the proposed structure will be carried out after the first year of operation to review its effectiveness and any further changes will be reported to the Board, as necessary, by the Chief Executive.

3. Proposed Changes to Management Structures

3.1 Members will be aware that there have been a number of changes to the way Council services are organised, managed and governed in recent months, both at a political and officer level. As a result, changes to chief officer management structures are already in the process of implementation. Following approval of the service changes outlined in the report to Council on 9 October 2014 under the Better Council Change Programme, a revised management structure for Community Resources is being implemented, with the Head of Facilities Management having been recently appointed by the Council. In addition, as a result of the imminent changes to the delivery of health and social care for adults, a new Chief Officer has been jointly appointed by the Council and the Health Board. The creation of the Children's Services function in the Council also saw the Director for this service being appointed at the end of 2014.

3.2 It is critical for the Council that the management arrangements continue to not only support the ongoing delivery of services, but also provide the right mix of skills, experience and capacity to enable the Council to deliver on its policy priorities and manage what is inevitably going to be an increasingly difficult financial climate for the foreseeable future. It is essential that the Council, even in the face of reducing resources, remains policy led. A review of existing management arrangements has therefore been undertaken by the Chief Executive in consultation with the management team and a number of further changes are now being proposed, as detailed below.

3.3 Corporate Support Arrangements.

3.3.1 Following the approval by the Council on 9 October 2014 for the development of revised corporate support arrangements, further work has been undertaken by the Chief Executive and the management team, which has resulted in preferred options for future service delivery being identified, and now being progressed to detailed design. The revised model is focused on creating a corporate support function that is more efficient, flexible and increasingly focused on meeting the changing and developing needs of the Council. The main changes that will arise from the redesign process being progressed include;

- the consolidation of a number of existing Finance & Corporate Services functions covering Operational Services (including revenues and benefits administration), Customer Services and Corporate Business Support within a single Business Services

division. This will provide increased opportunities for better alignment of service provision to customers, will maximise economies of scale advantages across similar functions and will provide improved capacity to manage the services.

- the consolidation of the Council's Financial Management functions under a single corporately managed remit, working across the Council to ensure we continue to maintain strong financial management but also improve efficiency. It is anticipated the new model will ensure we provide a high quality professional financial support service to all services that is better able to flexibly operate across the council and respond quickly to changing needs; and
- the establishment of a corporately managed team for strategic policy, planning and performance management support services to support the creation of more consistent and flexible support arrangements operating across services.

3.3.2 To enable the delivery of the new model and the associated savings identified in the Council report, changes in the management arrangements across the resources functions of the Council will be necessary, both in terms of the configuration of the resources function and in the balance and mix of professional and technical skills available at a senior level. This predominately affects the Finance and Resources function and Chief Executive's Service, but also has implications for the resources functions in other services.

3.3.3 Members will be aware that the previous Finance and Corporate Services function of the Council, on the appointment of its new Director, changed its title to Finance and Resources. This better reflects the future role of the service in light of the new corporate support arrangements, and emphasises its role in managing the key corporate resources on behalf of the Council, and ensure this is done in a strategic, co-ordinated way to the benefit of all Council services. The proposed structure for Finance and Resources also aims to ensure the key professional and technical disciplines considered essential to help the Council address the medium term challenges are represented where possible at Head of Service level, and that there is a clearer separation of the strategic and operational functions provided at a senior level.

3.3.4 Similarly, in the Chief Executive's service, following consideration of the proposed corporate support model, a strengthening of the role of corporate policy, planning and performance management is critical for the future, with the Chief Executive's service managing this on behalf of

the Council, to ensure it is managed strategically and that the reducing capacity and resources available to the Council continue to be focussed on the delivery of Council priorities. It is also proposed that the policy and performance function is linked directly to the Council's existing procurement service to enable a strategic and policy led approach to future commissioning of services. Similarly, the management of the corporate change programme and elements of organisational development are brought together in the Chief Executive's Service, better reflecting the complementary nature of these services and their strategic importance to the future performance of the whole Council.

3.4 Development and Housing

3.4.1 The scale and strategic importance of the Council's regeneration plans demand specific attention at a senior level across the Council and will rely on the support and attention of the Chief Executive and full management team. The future focus for Development and Housing is therefore fully directed to delivering against the Council's regeneration, employability and economic development priorities, as well as fulfilling the Council's role as landlord to its tenants and performing its statutory planning function to the highest possible standards. The proposed structure is designed to create an even stronger, strategic focus on regeneration, to ensure the Council maximises the local economic regeneration potential of the City Deal and its bid for UK City of Culture.

3.4.2 It is therefore proposed to separate the Planning and Economic Development portfolio at Head of Service level and create a Head of Regeneration, with this role also incorporating the housing regeneration agenda. Elements of the corporate landlord function, including strategic asset and property management and energy management functions are proposed to transfer to the Finance and Resources team, providing renewed emphasis on property's role as a key Council resource, aligning its role in the change agenda with other key functions such as Information Technology and Human Resources, and bringing the technical management of the capital programme closer to the management of the resources function.

3.5 Health and Social Care Integration and Children's Services

3.5.1 Over recent months, the implications of the Health and Social Care integration agenda have become much clearer, with the publication of the final Bill, the finalisation of government guidance and the more recent appointment of the joint Chief Officer post. The new Chief Officer under the terms of the legislation, will report jointly to the Chief

Executives of the Council and the Health Board, and the current Head of Adult Services in the Council and her team will report to the new Chief Officer for the operational management of the service. It is anticipated the Chief Officer will carry out a review of management arrangements for the partnership in the coming months to ensure an integrated approach to future service delivery and this will be determined by the members of the new Integrated Joint Board.

- 3.5.2 In light of these new arrangements, the recently agreed transfer of cultural services to Renfrewshire Leisure; and the appointment of the Council's Director of Children's Services; a further review has been undertaken of the management arrangements proposed for the integration of education and child care services within the Council. The objective of the review was to ensure the management structure promotes and delivers on the concept and benefits of integration of children's services, and provides sufficient senior management focus on the Council's policy priorities for children in Renfrewshire.
- 3.5.3 As a result of the growing success of the Council's early years strategy and the ongoing emphasis on early intervention, it is proposed that the original proposed 'Head of Schools' post is redefined to enable a Head of Early Years post to be created to support the future delivery of the strategy's objectives. In addition an 'Assistant Director – Schools' post be created to provide a strong, strategic focus on educational achievement and attainment, the transition between school and further/higher education and the workplace; and to support the Director in the management of primary and secondary schools and the teaching workforce. It is also proposed that the current arrangements for the secondment of a Head Teacher to Headquarters will continue meantime but will be reviewed by the Director in consultation with the new senior team and the Head Teachers group to assess its effectiveness as a means of engaging Headteachers in the senior management of the service.

Implications of the Report

1. **Financial** – The proposals result in a net recurring revenue saving, through a reduction in the number of Chief Officer posts within the structure. In addition, a number of the proposed changes outlined in the report are key enabling changes at a senior management level directly aligned to facilitating a range of the service changes associated with the ongoing redesign of the Council's

corporate support arrangements, which over 2015/16 – 2016/17 are targeted to support the release of £4.6 million of recurring revenue savings. One off costs associated with the implementation of the changes will be met from the Council's existing change fund resources. The re-use of the chief officer post in Development and Housing, whilst not directly facilitating a cost saving is considered essential for the delivery of the Council's agreed policy priorities, and is recommended by the Chief Executive for approval on this basis

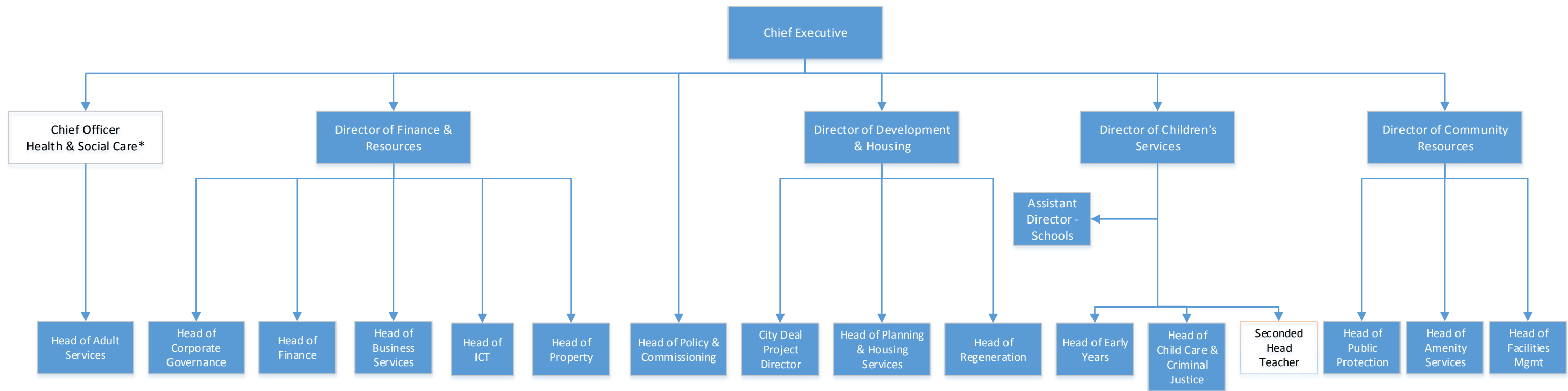
2. **HR & Organisational Development** – Implementation of the revised management structures will be undertaken over the course of 2015/16 in accordance with the Council's HR policies, including the recognised recruitment and redeployment procedures and, if required, the Council's VR/VER scheme. Future and ongoing consultation will be maintained throughout the process with Trade Unions and relevant workforce groups. The proposals facilitate a reduction in chief officer posts within the Council by 1.5 FTEs.
3. **Community Planning** – The proposed changes will bring a renewed focus to the delivery of the Council's key priorities in the context of continued financial constraint. The delivery of the Council's policy priorities are essential to the realisation of the ambitions of the Community Plan outcomes.
4. **Legal** - n/a
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
7. **Equality & Human**

There are no negative impacts on equality groups or potential for infringement of individuals' human rights that have been identified arising from the recommendations contained in the report. The Council's existing approved HR policies will underpin the management of changes arising from the implementation of the recommendations. 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** – n/a
9. **Procurement** – n/a
10. **Risk** – n/a
11. **Privacy Impact** – n/a

List of Background Papers

(a) Background - none

Author: Sandra Black, Chief Executive.



* Shared Posts with NHS Greater Glasgow & Clyde

To: Leadership Board

On: 18 February 2015

Report by: Chief Executive

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

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.

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 2013/14.
- 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**

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*

List of Background Papers

Author: Nicola McKeand, Policy Lead, 7413

To: Leadership Board

On: 4 February 2015

Report by: Chief Executive

Heading: Universal Credit

1. **Summary**

- 1.1 Universal Credit is being rolled out across the UK, the purpose of this report is to update the Board on the timetable for implementation in the Renfrewshire area and provide the Board with information on the plans to develop services to support customers access Universal Credit. As outlined at 3.10 the recommendations seek delegated authority for the Chief Executive to negotiate with DWP on the terms of a Delivery Partnership Agreement for the provision of local support services for Universal Credit customers.
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2. **Recommendations**

- 2.1 It is recommended that the Board:
- Note that Universal Credit will be implemented by DWP in Renfrewshire from June 2015.
 - Authorise the Chief Executive to negotiate the terms of a Delivery Partnership Agreement with DWP on the nature and extent of the support services to be delivered for people in the Renfrewshire area who are moving on to Universal Credit. This will include negotiation on the resources that will be provided to the Council to deliver the agreed level of support.
 - Note that subject to approval of the recommendations, an update will be provided to members at a future meeting.

3. **Background**

- 3.1 **UC roll out** - Universal Credit (UC) is a core component of the UK Government's welfare reform programme. UC combines all working age benefits and tax credits into one single benefit and pay it monthly to one person in the household.
- 3.2 UC has already been rolled out in a number of areas in the UK, including in Scotland, in Inverness. The main focus has however been in the North West of England with a number of areas progressing claims from a range of working age customer types including single person households, couples and families.
- 3.3 The DWP plans to include customers in the Renfrewshire area only relate to single job seekers, who may also rent their property. The DWP has not yet shared information on the numbers expected to move to UC between June 2014 and March 2016 however it is expected that the numbers will be low. Information on the number of people who will be invited to claim UC is expected within the next 2 or 3 weeks. The Council understands that DWP has no current plans to expand the roll out beyond this group for the remainder of 2015/16.
- 3.4 **Local services** - The DWP has recognised that for some customers, UC will pose a number of challenges in relation to personal budgeting, digital access, wider benefits advice and housing support. In order to ensure that customers receive the support they need, they propose to enter into a Delivery Partnership Agreement (DPA) with councils to provide support for customers in these service areas.
- 3.5 It is anticipated that as UC roll out has been confirmed for the Renfrewshire area, the council will be asked by DWP to provide services to support customers claim UC on-line, as well as the provide support for people with more complex need, in particular personal budgeting support for those who may struggle to manage their money, although the scale and extent of this is not yet determined.
- 3.7 **Resources** - As the provision of support for customers moving to UC is a new burden on councils, DWP have committed to providing funding to enable the Council to provide these services. The Council expects DWP to provide estimates of the number of customers likely to claim UC from June 2015 through to 31 March 2016 to support discussions on resources.
- 3.8 **Council preparations** - Council officers working in the Tackling Poverty and Welfare Reform Programme have recently been leading work to prepare the groundwork for UC roll out. They have engaged with staff across a number of Council services likely to be impacted by the introduction of UC, with Third Sector partners and DWP to

consider the nature of existing services and identify opportunities to deliver the services required to support customers in relation to UC.

- 3.9 Work is also underway as part of the Corporate Support model workstream within the Better Council Strategic Change Programme to identify how best to organise the various components of the Council's UC related support services. This is to try and ensure that customers for UC receive an effective and joined up service from Renfrewshire Council. The work undertaken to date has placed the Council in a positive position to move to a more formal engagement with DWP to agree the provision of support services in the local area.
- 3.10 The Board is asked to delegate authority to the Chief Executive to enter into formal discussions with DWP to negotiate the terms of a Delivery Partnership Agreement with DWP on the nature and extent of the support services to be delivered in the Renfrewshire area. This will include negotiation on the resources that will be provided to the Council to deliver the agreed level of support services.

Implications of the Report

1. **Financial** – As outlined at paragraphs 3.7 and 3.10, it is anticipated DWP will contribute resource to deliver local support services for customers moving on to Universal Credit. The level of resources to be provided will form part of the negotiations with DWP on the nature and extent of local provision.
2. **HR & Organisational Development** – There will be a requirement to consider the implications for staff as plans for the delivery of local support services for Universal Credit are developed over the longer term.
3. **Community Planning** –

Children and Young People – the proposals are consistent with supporting the community to adapt to significant changes to welfare provision.
Community Care, Health & Well-being - the proposals are consistent with supporting the community to adapt to significant changes to welfare provision.
Jobs and the Economy - the proposals are consistent with supporting the community to adapt to significant changes to welfare provision and recognise the contribution that the council's employability services offer.
4. **Legal** – The Welfare Reform Act 2012 provides the legislative basis for the introduction of Universal Credit across the UK
5. **Property/Assets** - There will be a requirement to consider any implications for property as plans for the delivery of local support

services for Universal Credit are developed.

6. **Information Technology** - There will be a requirement to consider the implications for ICT as plans for the delivery of local support services for Universal Credit are developed.
7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have not been assessed in relation to their impact on equalities and human rights. This is because the implementation of Universal Credit in the Council area is governed by legislation introduced by the UK government. As plans for the delivery of local services to support Renfrewshire citizens are developed, they will require to be assessed in relation to their impact on equalities and human rights and actions developed to address any issues identified.
8. **Health & Safety** – None
9. **Procurement** – None
10. **Risk** – The introduction of Universal Credit in the Renfrewshire area means that customers receiving UC will receive their housing cost support as part of their UC payment and that this will routinely be paid on a monthly basis. This poses risks to rent payments. The plans being developed will be required to consider ways to minimise this through the provision of support for tenants as well as consider mitigation actions in relation to council house rents.
11. **Privacy Impact** – as plans for the delivery of local support services are developed the impact on customers, through the use of personal data, will require to be assessed.

Author: Rhona McGrath, Tackling Poverty and Welfare Reform Programme Manager

To: Leadership Board

On: 18th February 2015

Report by: Director of Finance & Resources

Heading: Local Government Boundary Commission for Scotland – Update on Fifth Review of Electoral Arrangements

1. Summary

- 1.1 The Local Government Boundary Commission for Scotland is currently undertaking its' Fifth Review of Electoral Arrangements. This review is being undertaken in two phases ahead of a report being submitted to the Scottish Ministers in May 2016.
- 1.2 The purpose of this report is to provide members with an update on the outcome of the first phase of the Review which concerned proposals in relation to the number of elected members for each council and to explain the arrangements for the second phase which concerns the ward boundaries and the number of wards within each council area.

2. Recommendations

- 2.1 That the Board notes the outcome of the first phase of the Review which maintains the recommendation that the number of elected members in Renfrewshire be increased to 43; and

- 2.2 That the Board further notes the arrangements for the second phase of the Review which concerns ward boundaries in each council area.
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3. **Background**

- 3.1 The Commission is continuing its review of Scottish Local Government Election Arrangements. The review will result in recommendations for the number of councillors in each council and the number and boundaries of wards for the election of those councillors.
- 3.2 At its meeting on 2nd April 2014, the Board considered its response for the consultation on the first phase of the review regarding councillor numbers. The report explained the methodology used by the Commission in setting its proposals for councillor numbers for the purposes of the Local Government election in May 2017. In particular the report highlighted the change in methodology adopted by the Commission in that the criteria used to determine councillor numbers in each local authority area was to be based on deprivation and population distribution.
- 3.3 Following consideration of the report and a presentation by a representative of the Commission, the Board decided to note the independence of the Commission and welcome the consideration of, and weighting given to, factors of deprivation in the Fifth Review of Local Government Electoral Arrangements.
- 3.4 A letter has now been received from the Commission confirming the outcome of the consultation on the Commission proposals for councillor numbers and setting out the arrangements and timetable for the next phase, which is the consultation on the Commission's proposals on ward boundaries.
- 3.5 Attached to the report is a paper issued by the Commission on Determining Councillor Numbers and a summary of responses to the consultation on councillor numbers. Members' attention is drawn to the discussion in the Commission's paper justifying the use of deprivation as a factor to determine councillor numbers and the conclusion in paragraph 23 that the Commission confirms its approach to determining councillor numbers. Therefore, the Commission's report to the Scottish Ministers will contain a recommendation that the number of elected members on Renfrewshire Council be increased to 43.

- 3.6 The letter from the Commission also contains a timetable for the review. This timetable is also attached as an appendix to the report. Members are asked to note in particular that a two month statutory consultation period with councils on ward boundaries is due to start on 19th March 2015 and conclude on 14th May 2015. There will be a public consultation occurring between July and September 2015. The final report to the Scottish Ministers is due to be submitted by the Commission in May 2016 following a further consultation on revised proposals for wards towards the end of 2015.

Implications of the Report

1. **Financial- There are no immediate financial implications arising from this report.**
2. **HR & Organisational Development- none**
3. **Community Planning – none**
4. **Legal – The Local Government Boundary Commission for Scotland was established under the Local Government (Scotland) Act 1973 as an independent body with responsibility for keeping under review local government arrangements in Scotland.**
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 because the report is for noting only**
8. **Health & Safety-none**
9. **Procurement-none.**
10. **Risk-none**
11. **Privacy Impact-none**

List of Background Papers

- (a) Background Paper 1- Report to the Leadership Board on 2 April 2014 titled – Local Government Boundary Commission for Scotland – Fifth Review of Electoral Arrangements
- (b) Background Paper 2- Local Government Boundary Commission for Scotland- Fifth Reviews of Electoral Arrangements- Guidance Booklet

The foregoing background papers will be retained within Finance and Corporate Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Ken Graham, Head of Legal and Democratic Services, (0141 618 7360).
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Author Ken Graham, Head of Legal and Democratic Services.



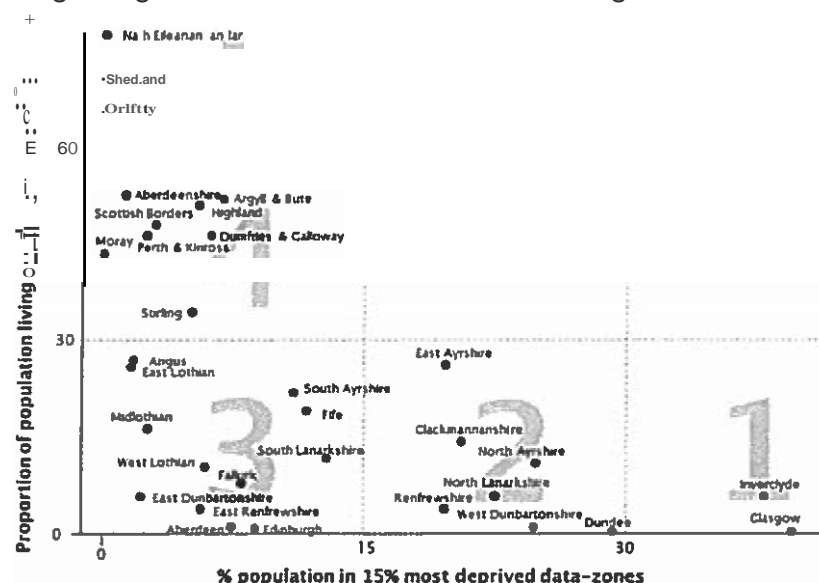
Local Government Boundary Commission for Scotland

Thistle House, 91 Haymarket Terrace, Edinburgh, EH2 2SH

Chair: Ronnie Hinds CPFA
Secretary: Isabel Drummond-Murray

Local Government Boundary Commission for Scotland Fifth Reviews of Electoral Arrangements Determining councillor numbers- October 2014

1. We are conducting our Fifth Reviews of Electoral Arrangements, which will result in us making recommendations to Scottish Ministers for the number of councillors in each of Scotland's 32 council areas, and for the boundaries of wards for the election of those councillors.
2. Scottish Ministers have indicated to us that they would find it difficult to justify an increase in the overall number of councillors in Scotland as a result of the Fifth Reviews.
3. Between February and August 2014, we have carried out consultations with councils and the public on our initial proposals for councillor numbers, and this document summarises our views on councillor numbers in the light of those consultations.
4. When developing our initial proposals for councillor numbers, we have used a revised approach to categorising councils. Categorising councils is the first part of our methodology for determining councillor numbers for each council. The categorisation we have adopted for these reviews uses two factors to determine the category for each council:
 - population distribution, measured by the percentage of the population outside settlements of more than 3,000 people; and
 - deprivation, measured by the percentage of population in the 15% most deprived datazones in Scotland.
5. The resulting categories of council are shown in the figure below.



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6. On the last occasion when we determined councillor numbers for each council (in 1996-98, as part of our Third Reviews), we categorised councils by population distribution and population density.
 7. Having categorised councils, we determine our proposals for councillor numbers by:
 - calculating the number of electors in each council area;
 - applying a single ratio of councillors to electors to all councils in a category in order to treat similar councils in a consistent fashion;
 - applying a minimum limit to the number of councillors in order to ensure that each council has a sufficient number of councillors to allow it to conduct its duties;
 - applying a maximum limit to the number of councillors in order to ensure that no council is so large as to hamper effective administration; and
 - constraining the amount of change proposed for any council to no more than 10% of its current size in order to control the amount of disruption to councils.
 8. The use of deprivation as a parameter in categorising councils has attracted significant comment in our consultations, including detailed correspondence from COSLA. COSLA has raised a number of concerns, including:
 - our use of deprivation as a factor for determining councillor numbers, rather than a comprehensive examination of the broad range of factors that impact on required levels of representation;
 - the relevance of deprivation is based on plausibility but is not proven by us;
 - increased levels of representation in some areas would result in decreased levels of representation in others.
 9. Some councils challenge whether deprivation should be used as a factor to determine councillor numbers. They argue that there are other factors which have a greater impact on the need for councillor numbers. Other councils believe that high levels of deprivation do result in increased councillor workload.
 10. We decided to include deprivation as a factor in our categorisation of councils after consideration of various options at our 4 meetings between October 2013 and January 2014. In doing so, we agreed that the previously used categorisation based on population distribution and density was an incomplete model of the demands on councillors. We also noted a lack of evidence supporting the sole use of population distribution and population density to determine the ratio of councillors to electors.
 11. As the amount of deprivation across a council area increases, then the demands on a council increase. Increased councillor numbers will help with managing and responding to those demands:
 - increased councillor numbers provide greater corporate capacity within a council which can assist in addressing needs arising from deprivation which may not be fully expressed or understood; and
 - there is evidence that high levels of deprivation contribute to increased corporate councillor workload. In considering workload, we are aware that
-

this includes responsive work arising from contacts with local residents and also proactive work such as advocacy.

12. SIMD is used by Scottish Government as a policy tool, providing evidence to help target policies and funding where the aim is to wholly or partly tackle or take account of area concentrations of multiple deprivation.
13. Research by the Electoral Commission in 2005 demonstrates that across the United Kingdom there is a correlation between high levels of deprivation and low rates of electoral registration. Hence, increasing levels of representation (calculated by a ratio of councillors to electors) in areas of deprivation may result in a more consistent ratio of councillors to population across council areas in the same category.
14. We have concluded that there is a plausible argument that increasing councillor numbers in council areas which have high levels of deprivation will increase the capability of those councils to take action in response to the needs which that deprivation generates.
15. In 2000, the report of the Renewing Local Democracy Working Group ("the Kerley Report") considered the question of determining the number of councillors. It notes that there is no right answer to the question of how many councillors a council should have and comments on the sparsity of theoretical or empirical evidence to help decide this.
16. The Kerley Report also makes observations about the time commitment of councillors. From research conducted on its behalf, it estimates¹ that councillors in rural areas require around 7.5 hours travelling time per week compared to around half that in urban areas.
17. The findings of later research for the Scottish Government in 2005² found that:
 - there is little systematic variation in time spent by councillors on their role between urban, rural and mixed councils;
 - around 17% of the total time which councillors spent on the role was on travel to meetings;
 - the average time which councillors spend travelling to meetings is 10.1 hours per week for those in rural councils, and 7.4 hours per week for those in urban councils.This suggests that the rural nature of a council does affect workload, but by less than is implied by the current distribution of councillor numbers.
18. In our consideration of councillor numbers, and our consultation on councillor numbers in 2011, we noted that the challenges of covering rural areas are mitigated to a degree by the use of computer technology. We are also aware that other factors within a council's control, such as the system of governance within a council, can significantly affect the demands on councillor time.
19. We have continued to use population distribution as a factor in categorising councils to reflect these factors relating to rurality.

¹ Report of the Renewing Local Democracy Working Group, June 2000, paragraph 19. Available from http://www.scotland.gov.uk/Publications/2000/06/63_52/File-1

² Survey of Scottish Councillors' Workload, September 2005, Hexagon Research and Consulting. Available from <http://www.scotland.gov.uk/Resource/Doc/1070/0021747.pdf>

20. The evidence presented suggests that the methodology previously used to determine councillor numbers may be improved. By including population distribution and deprivation in council categorisation, we are seeking to balance the logistics of a councillor's role with recognition of the nature of the work using deprivation as a measure of the latter.
21. There may be other measures of the complexity of councillors' work, other than deprivation and population distribution, but there does not appear to be agreement on what those other measures might be. We are commissioning research into the role and workload of councillors to provide further evidence on this issue for our future reviews.
22. As a result, using deprivation and population distribution appears to remain a reasonable model for us to adopt in discharging our statutory responsibility to make recommendations in the interests of effective and convenient local government.
23. We therefore confirm our approach to determining councillor numbers.
24. When we are designing wards for each council area, we will aim to design wards which result in the number of councillors arising *from* our methodology for determining councillor numbers. We will also take into account the views expressed to us during the consultations and the circumstances of each council area.
25. When we design wards, we aim to achieve electoral parity - the requirement in the legislation that the number of electors per councillors in each ward is as nearly as may be the same. If this aim, when applied to our proposed number of councillors, results in a significant degree of disruption to local ties across a council area, then we may also consider alternative ward designs for a different number of councillors.



Local Government Boundary Commission for Scotland

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Chair: Ronnie Hinds CPFA

Secretary: Isabel Drummond-Murray

Fifth Reviews of Electoral Arrangements Summary of responses to consultation on councillor numbers

As part of our Fifth Reviews of local government electoral arrangements, we carried out 2 consultations on our proposals for councillor numbers. From 21 February to 23 April 2014, we consulted with councils, and from 29 May to 21 August 2014 we consulted with the public.

We received 31 responses during our consultation with councils, and 118 responses during our consultation with the public.

We considered the responses from councils at our meetings in May 2014 in Papers 2217 and 2222 which are available on our website. Councils expressed a range of support for and opposition to our use of deprivation as a factor to determine councillor numbers. 14 councils supported our proposals, generally being those where we proposed no change to or an increase in councillor numbers. 17 councils opposed our proposals, generally being those where we proposed a decrease in councillor numbers.

Of the responses during our consultation with the public, 2 responses (from COSLA and a member of the public) made comments that applied across all of Scotland. COSLA expressed concerns about our use of deprivation as a factor in categorising councils.

In the responses to our public consultation which were specifically about a council area:

- Of the 116 responses, 3 council areas attracted most of the responses: East Lothian (30 responses), Highland (19 responses) and East Renfrewshire (10 responses). No other council area attracted more than 6 responses specifically about that area.
- A number of responses opposed our use of deprivation as a factor in determining councillor numbers, and a smaller number supported its use as a factor.
- 32 responses supported a reduction in councillor numbers, either locally or nationally. 54 responses opposed a reduction in councillor numbers, 25 of which referred to East Lothian.
- 11 responses supported an increase in councillor numbers, in each case referring to a single council area. 7 responses opposed an increase in councillor numbers.
- 62 responses came from members of the public and 30 from community councils. The remaining 24 responses about specific council areas came from 1 council, 5 community groups, 6 councillors, 4 MPs, 5 MSPs and 4 local political parties (an MP and an MSP submitted a joint response).

We are very grateful to all those who responded to our consultation and for their comments. We will publish the responses to our consultation on our website.

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We are currently considering all the responses received to our consultation and designing wards for each council area.

We expect to publish our proposals for wards for all council areas for consultation in 2015. In line with the rules governing our reviews, we will be consulting first with councils (we expect this to be in early 2015), and then with the public (we expect this to begin in May 2015).

Local Government Boundary Commission for Scotland
Timetable for 5th Reviews of Electoral Arrangements

Description	Start (• indicates approximate)	Finish (• indicates approximate)
Reviews commence	21 Feb2014	
Commission meets separately with all 32 councils to provide a background to the Reviews	25 Feb 2014	2 April 2014
2 month statutory consultation period with councils on councillor numbers	21 Feb2014	23 April 2014
12 week public consultation period on councillor numbers	29 May 2014	21 August 2014
Commission considers responses and agrees on councillor numbers	September 2014	February 2015
Commission develops proposals on ward boundaries	September 2014	February 2015
2 month statutory consultation period with councils on ward boundaries	19 March 2015	14 May 2015
Commission considers consultation responses	14May2015*	june 2015*
12 week public consultation on ward boundaries	july 2015*	September 2015 *
Development of Revised Proposals for wards	October 2015 *	October 2015*
Consultation on Revised Proposals forwards	November 2015*	December 2015 *
Commission considers all representations and develops its final recommendations before submitting its Reports to Scottish Ministers	january 2016*	May 2016*
Local Government elections	4 May 2017	

