

Notice of Meeting and Agenda

Leadership Board

Date	Time	Venue
Wednesday, 19 June 2019	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Derek Bibby: Councillor Jacqueline Cameron: Councillor Eddie Devine: Councillor Andy Doig: Councillor Lisa-Marie Hughes: Councillor Karen Kennedy: Councillor James MacLaren: Councillor Eileen McCartin: Councillor Cathy McEwan: Councillor Marie McGurk: Councillor John McIntyre: Councillor John McNaughtan: Councillor John Shaw: Councillor Iain Nicolson (Convener): Councillor Jim Paterson (Depute Convener):

Further Information

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

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online at <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx> For further information, please either email democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

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.

Apologies

Apologies from members.

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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Best Value, Performance Management and Corporate Planning

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	Joint Report by Chief Executive and Director of Finance & Resources	

Tackling Poverty and Welfare Reform

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	Report by Chief Executive	
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Economy, Regeneration, Development and Renewal

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	Report by Director of Environment & Infrastructure	
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	Report by Chief Executive	

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	Report by Chief Executive	
12	West of Scotland Loans Fund - Transfer of Funds to Council Invest Programme and Business Loans Scotland	221 - 226
	Report by Chief Executive	

Leisure and Culture

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	Report by Chief Executive	
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	Report by Chief Executive	
15	Park Mains High School Fitness Suite	241 - 244
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	Report by Chief Executive	

Adult Social Care and Health Integration

17	Adult Social Work Services - Annual Report	251 - 262
	Report by Chief Officer, Renfrewshire Health & Social Care Partnership	

Tourism and Events

18	Renfrewshire Visitor and Event Marketing - Mid-year Update	263 - 270
	Report by Chief Executive	



To: Leadership Board

On: 19 June 2019

Report by: Chief Executive, Director of Finance and Resources, and Chief Finance Officer Renfrewshire HSCP

Heading: Revenue Budget Monitoring to 1 March 2019

1. Summary

- 1.1 Gross expenditure equivalent to budget and income is equivalent to budget, which results in a break even for those services reporting to this Policy Board.
- 1.2 The financial position for services reporting to this Board is summarised in the table below:

Division / Department	Current Reported Position	% variance	Previously Reported Position	% variance
Leisure Services	Breakeven	-	Breakeven	-
Adult Services	Breakeven	-	Breakeven	-
Economic Development & City Deal	Breakeven	-	Breakeven	-
Chief Executives	Breakeven	-	Breakeven	-

2. **Recommendations**

- 2.1 Members are requested to note the budget position.
-

3. **Budget Adjustments**

Budget adjustments totalling £2.186m were actioned in relation to property costs and a variation to the RLL service payment of £65k, and the draw down of agreed resources by the HSCP of £2.121m.

4. **Leisure Services**

Current position:	Breakeven
Previously reported:	Breakeven

At this stage in the financial year Leisure Services reflects a breakeven position with no significant variances to report.

4.1 **Projected Year End Position**

It is anticipated that Leisure Services will achieve a break-even year-end position.

5. **Adult Services**

Current position:	Breakeven
Previously reported:	Breakeven

The current and projected breakeven position reflects the flexible use of the additional resources made available by the Council on a recurring basis to support the financial sustainability of services.

5.1 **Projected Year End Position**

It is anticipated that Adult Services will achieve a break-even year-end position.

6. **Economic Development and City Deal**

Current position:	Breakeven
Previously reported:	Breakeven

At this stage in the financial year Economic Development reflects a breakeven position with no significant variances to report.

6.1 **Projected Year End Position**

It is anticipated that Economic Development will achieve a break-even year-end position.

7. **Chief Executive's**

Current Position:	Breakeven
Previously reported:	Breakeven

At this stage in the financial year Chief Executives reflects a breakeven position with no significant variances to report.

7.1 **Projected Year End Position**

It is anticipated that Chief Executives will achieve a break-even year-end position.

Implications of the Report

1. **Financial** – Net revenue expenditure will be contained within available resources.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
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
12. **Cosla Policy Position** - none

List of Background Papers

None

Author: Lisa Dickie, Extension 7384

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 1 March 2019

POLICY BOARD : LEADERSHIP BOARD

Description	£000's	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
		£000's	£000's	£000's	£000's	%	
Employees		35,818	34,528	34,528	(0)	0.0%	breakeven
Premises Related		1,250	1,347	1,347	(0)	0.0%	breakeven
Supplies and Services		13,544	14,361	14,361	0	0.0%	breakeven
Transport Related		805	744	744	(0)	0.0%	breakeven
Support Services		1,000	119	119	(0)	0.0%	breakeven
Third Party Payments		58,462	53,968	53,968	0	0.0%	breakeven
Transfer Payments		1,806	2,380	2,380	0	0.0%	breakeven
Depreciation and Impairment Losses		2,504	0	0	0	0.0%	breakeven
GROSS EXPENDITURE		115,189	107,447	107,447	(0)	0.0%	breakeven
Income		(31,434)	(27,613)	(27,613)	(0)	0.0%	breakeven
NET EXPENDITURE		83,755	79,834	79,834	(0)	0.0%	breakeven

Bottom Line Position to 1 March 2019 is breakeven of	£000's
	<u>(0)</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 1 March 2019

POLICY BOARD : LEADERSHIP BOARD

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance	
	£000's	£000's	£000's	£000's	%
Adult Social Care	65,863	60,799	60,799	0	0.0% breakeven
Leisure Services	12,493	10,019	10,019	0	0.0% breakeven
City Deal	0	0	0	0	0.0% breakeven
Economic Development	2,957	2,567	2,567	(0)	0.0% breakeven
Chief Executive	2,441	6,450	6,450	0	0.0% breakeven
NET EXPENDITURE	83,755	79,834	79,834	0	0.0% breakeven

Bottom Line Position to 1 March 2019 is breakeven of

£000's

0	0.0%
0	0.0%

Anticipated Year End Budget Position is breakeven of

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 1 March 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	29,484	27,216	27,216	0	0.0%	breakeven
Premises Related	448	414	414	0	0.0%	breakeven
Supplies and Services	1,754	1,619	1,619	0	0.0%	breakeven
Transport Related	800	738	738	0	0.0%	breakeven
Support Services	0	0	0	0	0.0%	breakeven
Third Party Payments	58,349	53,863	53,863	0	0.0%	breakeven
Transfer Payments	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	90,835	83,850	83,850	0	0.0%	breakeven
Income	(24,972)	(23,051)	(23,051)	0	0.0%	breakeven
NET EXPENDITURE	65,863	60,799	60,799	0	0.0%	breakeven

£000's

Bottom Line Position to 1 March 2019 is breakeven of	0	0.0%
Anticipated Year End Budget Position is breakeven of	0	0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 1 March 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Older People	44,079	40,688	40,688	0	0.0%	breakeven
Physical or Sensory Difficulties	6,886	6,356	6,356	0	0.0%	breakeven
Learning Difficulties	12,699	11,722	11,722	0	0.0%	breakeven
Mental Health Needs	1,521	1,404	1,404	0	0.0%	breakeven
Addiction Services	678	629	629	0	0.0%	breakeven
NET EXPENDITURE	65,863	60,799	60,799	0	0.0%	breakeven

	£000's	
Bottom Line Position to 1 March 2019 is breakeven of	0	0.0%
Anticipated Year End Budget Position is breakeven of	0	0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 1 March 2019

POLICY BOARD : LEADERSHIP BOARD: LEISURE SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	£000's	%
Premises Related	651	682	682	0	0.0%	breakeven
Supplies and Services	9,720	9,724	9,724	0	0.0%	breakeven
Transport Related	0	(0)	(0)	0	0.0%	breakeven
Support Services	0	0	0	0	0.0%	breakeven
Transfer Payments	0	0	0	0	0.0%	breakeven
Depreciation and Impairment Losses	2,504	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	12,874	10,406	10,406	0	0.0%	breakeven
Income	(381)	(387)	(387)	(0)	0.0%	breakeven
NET EXPENDITURE	12,493	10,019	10,019	0	0.0%	breakeven

	£000's	
Bottom Line Position to 1 March 2019 is breakeven of	0	0.0%
Anticipated Year End Budget Position is breakeven of	0	0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 01 March 2019

POLICY BOARD : LEADERSHIP BOARD: CITY DEAL

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	(0)	573	573	(0)	0.0%	breakeven
Premises Related	0	0	0	(0)	0.0%	breakeven
Supplies and Services	0	294	294	0	0.0%	breakeven
Transport Related	0	1	1	0	0.0%	breakeven
Support Services	0	63	63	0	0.0%	breakeven
Transfer Payments	0	1	1	0	0.0%	breakeven
GROSS EXPENDITURE	(0)	932	932	(0)	0.0%	breakeven
Income	0	(924)	(924)	0	0.0%	breakeven
NET EXPENDITURE	(0)	8	8	(0)	0.0%	breakeven

Bottom Line Position to 01 March 2019 is breakeven of

£000's

(0)

0.0%

Anticipated Year End Budget Position is breakeven of

0

0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 1 March 2019

POLICY BOARD : LEADERSHIP : ECONOMIC DEVELOPMENT

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	2,081	3,093	3,093	0	0.0%	breakeven
Premises Related	108	251	251	0	0.0%	breakeven
Supplies and Services	382	816	815	0	0.0%	breakeven
Transport Related	0	0	(0)	0	0.0%	breakeven
Support Services	478	45	45	(0)	0.0%	breakeven
Transfer Payments	809	1,346	1,347	(0)	0.0%	breakeven
Capital Charges	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE		5,551	5,549	0	0.0%	breakeven
Income	(900)	(2,984)	(2,984)	(0)	0.0%	breakeven
NET EXPENDITURE		2,567	2,566	(0)	0.0%	breakeven

	£000's
Bottom Line Position to 1 March 2019 is breakeven of	<u>(0)</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 1 March 2019

POLICY BOARD : LEADERSHIP BOARD: CHIEF EXECUTIVE

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	4,253	3,646	3,647	(0)	0.0%	breakeven
Premises Related	43	0	0	0	0.0%	breakeven
Supplies and Services	1,689	1,909	1,910	(0)	0.0%	breakeven
Transport Related	5	5	5	(0)	0.0%	breakeven
Support Services	522	11	10	0	0.0%	breakeven
Third Party Payments	113	113	113	0	0.0%	breakeven
Transfer Payments	997	1,033	1,032	0	0.0%	breakeven
GROSS EXPENDITURE	7,622	6,717	6,717	(0)	0.0%	breakeven
Income						
NET EXPENDITURE	(5,181)	(267)	(267)	0	0.0%	breakeven

	£000's	
Bottom Line Position to 1 March 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>



Renfrewshire Council

To: LEADERSHIP BOARD

On: 19 JUNE 2019

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

1.1 Capital expenditure to 1st March 2019 totals £12.019m compared to anticipated expenditure of £12.020m for this time of year. This results in under spend of £0.001m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Leisure Services	£0.001m o/spend	0% u/spend	£0.003m u/spend	0% u/spend
Dev. & Housing	£0.002m u/spend	0% u/spend	£0.001m o/spend	0% o/spend
Adult Social Care	£0.000m b/even	0% b/even	£0.000m b/even	0% b/even
Total	£0.001m u/spend	0% u/spend	£0.000m b/even	0% b/even

1.2 The expenditure total of £12.019m represents 74% of the resources available to fund the projects being reported to this board Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.

2. **Recommendations**

2.1 It is recommended that Members note this report.

3. **Background**

3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Development & Housing Services.

3.2 This capital budget monitoring report details the performance of the Capital Programme to 1st March 2019, and is based on the Non-Housing Capital Investment Programme which was approved by members on 2nd March 2018, adjusted for movements since its approval.

4. **Budget Changes**

4.1 Since the last report budget changes totalling £1.685m have arisen which reflect the following:-

- **Leisure Services**

Budget re-profiled from 2018-19 to 2019-20 (£0.297m):

- Leisure Investment Programme (£0.240m);
- Pitches, Halls and Changing Facilities (£0.057m).

- **Development & Housing Services**

Net Budget re-profiled from 2018-19 to 2019-20 (£1.554m):

- Russell Institute (£0.116m) and Museum Store (£0.200m) reflecting project under spends;
- Paisley Town Centre Heritage and Infrastructure projects (£0.348m) and City Deal (£0.890m) due to updated cash flows for the projects.

Budget increases in 2018-19 (£0.175m):

- Robertson Centre Refurbishment (£0.175m) reflecting a contribution from current revenue for refurbishment work to allow leisure staff to decant to Robertson Centre during ongoing capital work at Paisley Museum.

- **Adult Social Care:**

Budget re-profiled from 2018-19 to 2019-20 (£0.009m):

- Anchor Centre Roof Replacement (£0.009m) reflecting an under spend in the project.

Implications of the Report

1. **Financial** – The programme will be continually monitored, in conjunction with other programmes, to ensure that the available resources are fully utilised and that approved limits are achieved.
2. **HR & Organisational Development** – none.
3. **Community Planning** –

Creating a sustainable Renfrewshire for all to enjoy – Capital investment in new and existing assets will ensure Renfrewshire is more energy efficient.
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.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.
12. **Cosla Policy Position** – none.

List of Background Papers

- (a). Non-Housing Capital Investment Programme 2018/19 to 2020/21 – Council, 2nd March 2018.

The contact officers within the service are:

- Geoff Borland, Extension 4786
- Fraser Carlin, Extension 7933

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Leadership - Appendix 1
RENFREWSHIRE COUNCIL
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES
BUDGET MONITORING REPORT

BOARD: LEADERSHIP

Project Title	Approved Programme @02/03/18 £000	Current Programme MR 12 £000	Year To Date Budget to 01-Mar-19 £000	Cash Spent to 01-Mar-19 £000	Variance to 01-Mar-19 £000	% Variance	Cash to be Spent by 31-Mar-19 £000	% Cash Spent
LEISURE SERVICES								
Leisure Investment Programme	0	307	306	307	-1	0%	0	100%
Pitches, Halls & Changing Facilities	1,331	1,163	860	860	0	0%	303	74%
Total Leisure Services	1,331	1,470	1,166	1,167	-1	0%	303	79%
DEVELOPMENT & HOUSING SERVICES								
Russell Institute	0	26	26	26	0	0%	0	100%
Paisley Museum	1,900	2,006	865	868	-3	0%	1,138	43%
Robertson Centre Refurbishment	0	175	165	168	-3	-2%	7	96%
Paisley Museum Store	0	31	31	31	0	0%	0	100%
Paisley Learning & Cultural Hub	1,531	1,190	1,050	1,047	3	0%	143	88%
Paisley Art Centre Redevelopment	375	76	76	76	0	0%	0	100%
Paisley Town Hall Redevelopment	3,300	674	605	603	2	0%	71	89%
St James Playing Fields Redevelopment	3,182	322	320	320	0	0%	2	99%
Travel and Accessibility Infrastructure	1,500	59	59	59	0	0%	0	100%
City Deal - Airport Access	2,204	460	260	259	1	0%	201	56%
City Deal - Glasgow Airport Investment Area	9,132	894	790	791	-1	0%	103	88%
City Deal - Clyde Waterfront & Renfrew Riverside	6,103	8,947	6,605	6,602	3	0%	2,345	74%
Total Development & Housing Services	29,227	14,860	10,852	10,850	2	0%	4,010	73%
SOCIAL WORK SERVICES(Adult Social Care)								
Anchor Centre Roof Replacement	0	2	2	2	0	0%	0	100%
Total Social Work Services(Adult Social Care)	0	2	2	2	0	0%	0	100%
TOTAL LEADERSHIP BOARD	30,558	16,332	12,020	12,019	1	0%	4,313	74%



To: **Leadership Board**

On: **19 June 2019**

Report by: **Chief Executive**

Heading: **Council Plan 2017-2022: Six monthly progress update**

1. Summary

- 1.1. The Council Plan is a key strategic document which sets out for Council employees, local people, businesses, partner organisations and voluntary organisations, what the Council is aiming to achieve over the period 2017-2022.
- 1.2. The Council Plan was approved by Council on 28 September 2017, following an extensive programme of consultation and engagement. The priorities set out in the Council Plan are closely aligned to those agreed by our partners in the Community Plan.
- 1.3. Significant progress in terms of implementing the Council Plan, has been made across a number of areas such as: cultural and economic regeneration; attainment; tackling inequality; community engagement and empowerment; and sustainability. Many aspects of this work are sector-leading with the Council being recognised through positive inspections and audits and external awards for innovation and excellence, as highlighted in Section 3 of this report.
- 1.4. Excellent progress has been achieved in progressing the priority actions in the 2017-2022 Council Plan, with 58% of the actions already completed. A full summary of performance against each of the five strategic outcomes is provided in Appendix 1 of this report.

2. Recommendations

- 2.1. It is recommended that the Leadership Board:
 - notes the progress achieved to date in terms of progressing the key outcomes and priorities detailed in the Council Plan; and
 - notes that the next 6-monthly update will be reported to the Leadership Board in December 2019.

3. Background

- 3.1. The Council Plan 2017-2022 is a high-level, strategic plan which sets out for elected members, communities, businesses and partners what the Council will aim to achieve over the period 2017-2022. The Plan was developed alongside the Renfrewshire Community Plan during 2017, with both plans being approved by full Council on 28 September 2017.
- 3.2. The Council has a strong focus on improving outcomes and tackling inequalities; outcomes which are intrinsically linked to the Community Plan 2017-2027. The Council Plan effectively sets out the organisation's role in working towards those partnership outcomes.
- 3.3. Specifically, the Council Plan is focused on driving improvements across 5 outcomes:
 - Reshaping our place, our economy and our future;
 - Building strong, safe and resilient communities;
 - Tackling inequality, ensuring opportunities for all;
 - Creating a sustainable Renfrewshire for all to enjoy; and
 - Working together to improve outcomes.

- 3.4. Services are taking forward a range of initiatives and improvement activities which aim to deliver on the Council's 5 strategic outcomes. A performance framework to underpin the performance monitoring and reporting of Council Plan activity was approved by the Leadership Board on 12 December 2017.

4. Progress and achievements of the Council Plan

- 4.1. All indicators and actions contained within the plan are embedded within individual service improvement plans with progress monitored on a regular basis through relevant policy boards and services' senior management teams.
- 4.2. Excellent progress has been achieved in progressing the priority actions in the 2017-2022 Council Plan. As of May 2019, for the 55 actions: 22 have been completed, 32 are in progress and one is overdue. The priority action that is overdue is Renfrewshire's Street Lighting Investment Strategy, yet significant progress has been made with 98% of Renfrewshire's 30,756 street lights have been converted to LED Lanterns at the end of 2018/19, the remaining 2% expected to be completed during 2019/20.
- 4.3. For the 51 Council Plan performance indicators (excluding the 20 data only PIs) 60% have achieved target for 2018/19 and those PIs that did not achieve target a note on the corrective action that services are undertaking is provided in detail in appendix 1.
- 4.4. Full details of progress achieved against each of the strategic outcomes is contained in Appendix 1. However, a summary of key achievements is detailed in the sections below:

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

Key achievements:

- The City Deal Team continues to make significant progress in all projects. The core AMIDS and the City Deal Glasgow Airport Investment Area (GAIA) Infrastructure contracts have been awarded and construction will commence in June 2019. It is anticipated that the City Deal project will create more than 2,300 jobs and inject £867 million into the regional economy. Officers are working closely Scottish Enterprise, Scottish Government and other key partners to ensure the benefits from Advanced Manufacturing Innovation District Scotland (AMIDS) are maximised for Renfrewshire and its residents.
- The Invest in Business Programme has supported approximately 300 new business start-ups; delivered 100 Business Gateway workshops with 287 attendees and; 14 Digital Boost workshops with over 700 attendees over 2018/19. To further support economic growth, the recently approved Start-up Street initiative will see vacant Renfrewshire Council-owned units on Paisley's George Street adapted into a range of low-cost, high-quality digitally-connected workspaces.
- Work is ongoing to deliver a Renfrewshire Economic Strategy in Autumn 2019 – the first of its kind for Renfrewshire. The development work is being led by the Renfrewshire Economic Leadership Panel, with a particular focus on strengthening and growing the Renfrewshire economy in ways which people, businesses and places can contribute to and benefit from that growth.
- A major commission, focusing on the future of Paisley Town Centre, was made in December 2018. This architectural/urban design-led study on the repurposing of town centre spaces is being supported by the Scottish Government and Scotland's Towns Partnership.
- Significant progress continues to be achieved in terms of driving cultural regeneration in Renfrewshire, through the Future Paisley Partnership Board. Achievements to date include the establishment of a research centre with the University of the West of Scotland (UWS) and the development of a creative sector business support programme and innovative partnerships like Glasgow School of Art and Castlehead High School;
- Work is continuing at pace to promote Renfrewshire as a place to live, work in and visit with the opportunity to see and hear something positive about Paisley and Renfrewshire exceeded 242 million in 2018/19. Specific activity has included the launch last year of the paisley.is destination website and dedicated social media channels, with the website achieving 190,808 unique visitors to date. The local economic impact of our events programme was £3.2m against a target of £2.25m;
- Paisley Museum's £5million capital appeal campaign has now commenced which will support plans to transform Paisley Museum into an international attraction that celebrates the town's unique culture and heritage;
- The establishment of senior officer working groups to prepare for potential impacts to the Council and to local communities which may arise from EU withdrawal, with particular focus over the last 6 months on the potential impact of no deal Brexit; and
- £7.239 million was invested in roads, drainage and footpaths infrastructure during 2018/19 with 85 carriageways resurfaced, 24 surfaces dressed, and 45 footways resurfaced, delivering improvements to both strategic and local roads and footways and reshaping Renfrewshire for the better.

Strategic Outcome 2: Building strong, safe and resilient communities

Key achievements:

- A new model of community level governance which has lead to the establishment of Local Partnerships was launched in early 2019, representing an innovative way for communities, elected members and partners to work together at a local level. At the March 2019 meetings of the Local Partnerships, a set of local priorities was agreed which will shape the work plan for each Partnership going forward;

- Launch of Community Empowerment Fund to support community groups to develop their ideas to support asset transfer. The Council has committed £1.5 million to community led projects and established advice and signposting to specialist advice as required on different aspects of community asset transfer and development of community organisations;
- Development of a volunteering programme which will see the delivery of new creative learning for 180 young people to be trained by cultural, marketing and events professionals through master classes and workshops. It will also engage 15 new young volunteers to work with the events and marketing team in all aspects of event delivery;
- Progressing our housing-led regeneration programmes across Renfrewshire. Redevelopment and rehousing in Johnstone Castle is on target and the large-scale development in Bishopton also continues. New ambitious plans for Ferguslie Park were approved by the Communities, Housing and Planning Policy Board in October 2018;
- Advice, assistance and accommodation was provided to more than 800 homeless people in 2018/19 and we developed a Rapid Rehousing Transition Plan which sets out our proposals to ensure that homeless people are provided with settled accommodation more quickly, spend reduced time in temporary accommodation and have access to up-scaled support;
- The new build projects at Bargarran Primary School and St John Bosco Primary School and Early Learning and Childcare Class and St Paul's Primary School and Foxlea Early Learning and Childcare Centre are complete and the contractors are offsite. Phase 3 of the St Anthony's Primary School refurbishment is complete and phase 4 of the project will commence in April 2019 with an expected completion date of August 2019. The new build Spateston Early Learning and Childcare Centre is now fully designed and a programme of work has been scheduled to deliver the new Centre by April 2020.
- Expanding the Community Safety Hub with the Renfrewshire Wardens now being based at the Hub, significantly improving partnership working with closer working relationships with partners. The Briefcam technology within the CCTV operations room is now completely operational to allow quicker analysis of CCTV footage. Work continues on expanding the Radio Link and other key priorities allowing the Hub to develop;
- The Renfrewshire approach to tackling Domestic Abuse has championed the White Ribbon Campaign, the 16 Days of Action and Reclaim the Night to increase awareness and improve the response of all partners. The approach is now receiving recognition across Scotland and has been cited as best practice in Parliament in Holyrood and Westminster; and
- Continued, with our partners, to deliver on the priorities of the 2018-2021 Community Justice Renfrewshire plan. Priorities include: improve community understanding and participation; improving the employability of those with a conviction; tackling homelessness for prison leavers; and mental health and wellbeing support services.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Key achievements:

- Strong early evidence is now available which demonstrates that the poverty-related attainment gap in the broad general education is closing. This was evidenced by an inspection report by Education Scotland which acknowledged the Council's excellent progress and highlighted our sector-leading approaches towards raising attainment. The Council was the first in Scotland to achieve an evaluation of 'excellent';

- The inaugural meeting of Renfrewshire's Alcohol and Drugs Commission was held in March 2019. This is a Community Planning Partnership sponsored commission which aims to assess the true impact of drug and alcohol misuse on local communities in Renfrewshire, and to make recommendations which would enable partners to support improved outcomes for local people and communities;
- £7.7 million of income was generated in 2018/19 for local people through the projects like Healthier, Wealthier Children, Families First and Energy Advice which are part of the Tackling Poverty programme which aims to prevent financial crisis and support low income families to make the most of their money. Furthermore, we are tracking the impact of Universal Credit on Renfrewshire residents to ensure that Council services continue to support citizens and manage the resource demands;
- Delivering the very successful Street Stuff programme of diversionary activities, with over 6,000 recorded attendances during the summer at core evening activities and summer camps. The summer programme also provided more than 3,000 healthy meals to children and young people in Renfrewshire. The programme is on track to exceed its target number of attendances in the current year;
- Services have continued to work with partners to developing plans for future affordable housing provision and to deliver the Strategic Housing Investment Programme and delivering 127 affordable homes by the end of March 2019. Services have worked closely with colleagues in the Health and Social Care Partnership on housing, adaptations, and support needs for elderly and vulnerable members of the community;
- Our newest Children's house in Linwood was completed at the end of January 2019 and became operational in February 2019;
- Publication of a British Sign Language (BSL) plan to help us better meet the needs of BSL users. The actions within the plan cover a range of Council services;
- Established a Digital Participation programme of activities, promoting accessibility to technology and the internet for our tenants, in line with the Council's Digital Strategy. This work focuses on groups who could potentially be more digitally excluded such as tenants across our sheltered housing complexes or the George Street service;
- Work has begun to launch a Macmillan Improving the Cancer Journey service in Renfrewshire. Grant funding has been provided by Macmillan to develop the service on a partnership basis, which is centred around the provision of a holistic needs assessment for local people and their families; and
- Progressing plans for the expansion of early years provision from 600 to 1140 hours. The plans include four new build nurseries in Renfrewshire in Bishopton, Houston, Renfrew, and Paisley as well as the refurbishment or extension of over twenty other nurseries in Renfrewshire.

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

Key achievements:

- Implementing the new recycling and waste collection service which will reduce residual waste production and increase levels of recycling. The implementation of the new service was supported by an extensive communications campaign for householders and businesses;
- Secured over £1m grant funding to expand the Council's electric vehicle fleet and for the development of electric vehicle charging infrastructure in Council car parks in Johnstone, Renfrew, Houston, Bridge of Weir and Paisley. This grant funding will allow the service to expand the Electric Fleet from 41 to 86 vehicles and increase the number of charging points in public accessible car parks from 11 to 30 across Renfrewshire;
- Establishing the Team Up to Clean Up campaign, which has been hugely successful with community clean ups increasing by over 130% in the past year.

The Big Spring Clean and Spotless September Challenge were very successful and demonstrated a real appetite for this type of engagement with our communities;

- Achieved energy improvement works to almost 6,000 privately owned and social rented homes throughout Renfrewshire. These works and projects have ensured council housing stock meets the Energy Efficiency Standard in Social Housing (ESSH) requirements and improves energy efficiency and delivers energy bill savings to residents, helping to address fuel poverty;
- Completing the draft Renfrewshire Air Quality Action Plan covering the three air quality management areas in Renfrewshire. The action plan has been subject to consultation with the Scottish Government, SEPA, neighbouring local authorities and the public;
- Taking forward the requirements of the Flood Risk Management Act through a series of collaborative flood and water catchment studies and developing surface water management plans for areas of Renfrewshire and surrounding local authorities; and
- Adoption of the international Fair Trade Charter which has also been fully endorsed by the Renfrewshire Fair Trade steering group and signals that Renfrewshire Council is committed to the Fair Trade principles set out in the charter.

Strategic Outcome 5: Working together to improve outcomes

Key achievements:

- Implementing Business World for users in October 2018. The new system represents the biggest single technology project ever undertaken by the Council and provides the platform to transform how the Council approaches and delivers its key business and financial processes.
- Continue to successfully deliver the Better Council Change Programme in 2018/19, a number of which are referred to within this report. A number of projects have been delivered with a particularly successful example being the continued roll-out of cashless payments in schools.
- Over 40,500 Renfrewshire citizens having signed up for MyAccount and over 600 new users joining each week and the release of over £700k in recurring revenue savings linked to the successful delivery of the project and expansion on on-line transactions;
- Following a review of the Council's complaints handling procedure, a refreshed complaint handling policy and accompanying customer and staff guides became operational on 1st of April 2019. The refreshed policy aims to improve how the Council handles complaints and makes the process clearer for our customers;
- In April 2019 we launched a wide-ranging programme of consultation with employees and communities. The programme will have two key benefits – helping us to strengthen relationships with staff and communities, and assist with the identification of new values for the organisation.
- The Corporate Procurement Team have been independently assessed as being amongst the best in Scotland, increasing the Procurement Capability Assessment Score from 83% to 88%. The team also won the GO Project of the Year Award (sub-£20m value) at the UK National Public Procurement Awards;
- Eight new HR& OD Policies have recently been approved through policy boards: Code of Conduct, Carers Leave, Recruitment, People, Performance and Talent Policy, Flexible Working, Flexible Retirement, Trade Union Facility Time Policy and Parenting Leave and Pay policies all of which are designed to improve efficiency, modernise our ways of working and support long term sustainability of the Council;

- Good progress is being made implementing the overall Council's Workforce Plan. Examples include: professional trainees undertaking qualifications; employees beginning Graduate Level Apprenticeships; and high uptake from services for the Council's leadership and management programmes e.g. Leaders of the Future, ASPIRE and CMI programmes. All of which assist with the succession planning of the Council's workforce; and

4.5. Progress against all key activities outlined in the Council Plan are monitored by the corporate management team and also through service improvement plans. We continue to develop and improve and our main priorities for the next six months of the Council Plan include:

- a transformation programme delivering change, modernisation and realising financial savings;
- community empowerment work to deliver greater participation and engagement of our communities;
- town centre regeneration such as the City Deal programme and Museum refurbishment;
- ensuring we are prepared for Brexit and potentially any longer-term challenges for Renfrewshire that require to be effectively managed with partners; and
- early Years expansion to ensure our nursery provision of 1140 hours by 2020.

4.6. The next update to the Leadership Board on progress of the Council Plan will be submitted in December 2019.

Implications of this report

1. **Financial** – The key outcomes targeted through the Council Plan and associated initiatives will require to be managed within existing resources, with additional investment secured where appropriate. The financial pressures facing the organisation remain substantial, however the Council was recognised as having "effective financial management" in the Best Value Assurance report published by Audit Scotland in 2017, which was reinforced in the 2018 Annual Audit Report recently published.
2. **HR and Organisational Development** – The Council Plan highlights how the organisation will continue to develop its approaches to workforce planning, organisational development and the support which is offered to employees.
3. **Community/Council Planning** – The Council Plan is closely aligned to Renfrewshire's Community Plan 2017-2027, with the Council Plan clearly demonstrating the organisation's contributions to progressing the key priorities highlighted within the Community Plan.

Legal – n/a

- 4.
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
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 for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health and Safety** – n/a
 9. **Procurement** – n/a
 10. **Risk** – n/a
 11. **Privacy Impact** – n/a
 12. **Cosla Policy Position** – n/a
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Appendix 1: Council Plan Action Plan and Performance Indicators

Generated on: 20 May 2019



keys:

Action Status		PI Current Status		Long Term and Short-Term Trends	
	Cancelled		Alert		Improving
	Overdue;		Warning		No Change
	Check Progress		OK		Getting Worse
	In Progress		Unknown		
	Completed		Data Only		

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

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.08	Deliver our City Deal Projects – the Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	31-Mar-2022		<div style="width: 65%;"><div style="width: 65%;">65%</div></div>	<p>Glasgow Airport Investment Area, the Airport Access Project (GAIA): A contract for the main GAIA Infrastructure contract has been awarded with a site start of June 2019.</p> <p>Clyde Waterfront and Renfrew Riverside and City Region (CWRR): Scottish Ministers granted planning permission for the CWRR project. The PQQ stage of the procurement is nearing completion and an ITT for the next phase due to be issued early summer 2019. Expected start date early 2020.</p> <p>Airport Access Project (AAP): Work is ongoing to consider options for a fixed link system between Paisley Gilmour Street and Glasgow Airport.</p> <p>Employability: Targets have been met for both employability projects.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.01	Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel	31-Mar-2022		<div style="width: 60%;">60%</div>	The development of the Renfrewshire Economic Strategy has progressed through work with the Economic Leadership Panel and associated sub-groups. This work has engaged industry and national economic development agencies in defining actions to strengthen and grow the local economy.
CP17.CE. 01	Progress our digital ambitions, implementing free public wifi across our town centres and working with partners to promote digital skills and development	31-Mar-2022		<div style="width: 90%;">90%</div>	Johnstone Town Centre public Wi-Fi went live in December 2017, followed by Renfrew Town Centre in June 2018. Paisley Town Centre installation is almost complete subject to final technical issues being resolved. A phased Paisley launch is being planned for the summer 2019. The Digiren network continues to promote digital skills and development with partners through bi-monthly network events and partner support.
CP17.RL L.01	Invest in our cultural and economic infrastructures, transforming Paisley Town Hall, Paisley Learning Hub and Paisley Museum	31-Mar-2022		<div style="width: 30%;">30%</div>	<p>As part of the Bid Legacy Plan, there is an extensive cultural infrastructure programme which will deliver significant investment, addressing major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.</p> <p>Developing a Future Paisley Partnership action plan to deliver cultural regeneration in Renfrewshire. Significant progress is already evident, particularly around building new partnerships, establishing two funding programmes for projects and organisations, the establishment of a research centre with the University of the West of Scotland (UWS) and the development of a creative sector business support programme and innovative partnerships like Glasgow School of Art and Castlehead High School.</p> <p>Paisley Museum's £5million Capital Appeal Campaign is to lead on transforming Paisley Museum into an international attraction that celebrates the town's unique culture and heritage</p>
CP17.DH S.02	Deliver on the ambitions of our town centre strategies, and specifically working with partners to transform Paisley Town Centre	31-Mar-2021		<div style="width: 50%;">50%</div>	<p>A major commission, focusing on the future of Paisley Town Centre, was made in December 2018. This architectural/urban design-led study on the repurposing of town centre spaces is being supported by the Scottish Government and Scotland's Towns Partnership.</p> <p>A new opportunity to fund delivery of town centre capital projects has been announced by Scottish Government and will be explored in 2019.</p> <p>This is a three-year programme, all actions for 2018/19 have been completed.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.EC.01	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes	31-Mar-2022		50%	<p>Progress continues to be made on the expansion of the cycle network in partnership with the cycling charity, Sustrans. Design work is being undertaken on the Paisley to Renfrew route and the Renfrew to Glasgow boundary route.</p> <p>Public transport enhancements, in the form of real time passenger information displays along Renfrew Road, are being added to the existing provision on Glasgow Road and in Paisley town centre.</p>
CP17.CE.02	Implement our destination marketing plans	31-Mar-2022		100%	<p>The destination brand "Paisley.is" was launched early March. This includes brand guidelines, toolkit for stakeholders and partners, a new website, social media channels and new town centre dressing. The three year marketing strategy will now be implemented and support the delivery of the Events Strategy (2018–2022), Renfrewshire Visitor Plan (2018–2022), City Deal activity and the Legacy plans to deliver the step changes.</p>
CE.SIP.1 7.01.01	Deliver a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances	31-Mar-2018		100%	<p>The Events Strategy sets out a target of attracting 400,000 attendees to the events we deliver by 2022. This target includes existing, Paisley 2021 legacy and new events the team will bid to bring to Renfrewshire. The target for 2018/19 is 190,000, quarter one events included St Mirren league celebration, Food and Drink Festival, British Pipe Band Championships and Renfrew and Barshaw Gala days. The average audience profile for these events are 66% local and 34% visitors. Q2, 3 and 4 events include hosting of the Scottish Album of the Year Awards and Pagliacci, Sma Shot and Weave Festival, Fire Engine Rally, Doors Open Days, The Spree, Halloween, Fireworks and the Christmas Lights switch on.</p>
CP17.DH S.03	Work to increase the number of new business and social enterprise start ups in Renfrewshire, using innovative approaches to encourage entrepreneurship and innovation	31-Mar-2022		50%	<p>Over 2018/19 the Invest in Business Programme has supported approximately 300 new business start-ups and delivered 100 Business Gateway workshops with 287 attendees and 14 Digital Boost workshops with over 700 attendees.</p> <p>The approval of Start-up Street initiative which will see vacant Renfrewshire Council-owned units on Paisley's George Street adapted into a range of low-cost, high-quality digitally-connected workspace.</p>
CP17.DH S.04	Proactively work with property owners to bring some of the area's most valued assets back into use	30-Mar-2021		20%	<p>The particular focus is in Paisley where the TH/CARS project is delivering results. Out with this scheme regular contact is maintained with property owners to advise and give guidance about the reuse and potential funding mechanisms available for the redevelopment of their assets. Particular buildings include the former TA building and Thomas Coats Memorial Church.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.05	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally	31-Mar-2022			<p>The preparation of the Renfrewshire Economic Strategy has included the formation of industry groups covering manufacturing industries (including food) and creative industries (including cultural and digital businesses). Sector plans for these sectors will be part of the strategy.</p> <p>Entrepreneurial development and business start-up continue to be supported via Small Business Gateway and Invest in Renfrewshire services provided at InCube, Paisley.</p> <p>Proposals for the new 'Start-up Street' were approved by Board in December 2018.</p>

Performance indicators for outcome 01: reshaping our place, our economy and our future

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance		
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19				
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target			
DHS.EM P.01	Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				1,185	1,500	286	250	154	250	214	250	283	250	937	1,000	The service aims to support around 1500 unemployed people each year (1000 new referrals and 500 existing clients). The numbers for 2018/19 have been lower than forecast for new clients (937 against a target of 1,000). However, support provided to existing clients was higher than forecasted with 1,225 against the target of 500. This means that the service has actively supported 2,162 people in total. The main client group for Invest Employability is the hardest to reach group and clients are taking longer to be ready for work.
DHS.EM P.09	Renfrewshire Claimant Count (NOMIS)				3,290	3,225	2,855	3,135	3,710	3,230						Please note that this figure reflects the 'claimant count' for Renfrewshire at end of June 2018.	

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19 Q4 2018/19 2018/19										Explanation of Performance			
					Value Target		Value Target		Value Target		Value Target		Value Target					
																Of this figure, claimants aged 18-24 years = 550		
																Claimants aged 50+ years = 900		
																This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits, so doesn't count all unemployed people in the area.		
DHS.SL	AEDOC 9	Town Vacancy Rate			11.7%	Not measured for Quarters	11%	Vacancy in Renfrewshire's Town Centre has decreased slightly to 11%, against the national rate which has risen over 11.1%. Renfrewshire is now on a par with the rest of Scotland. The vacancy rate across Renfrewshire is largely attributed to vacancies in Paisley Town Centre, although vacancies in Paisley continues to fall.										
DHS.CP. RR01	Number of properties on Buildings at Risk Register					41	42	39	42	39	42	39	42	37	42	37	42	Of the 37 buildings on the register, 6 are in the process of restoration. Target should be reset to 30 by 2021.
DHS.EM P.08	Number of new business start ups in Renfrewshire with Business Gateway support					265	300	76	75	73	75	67	75	80	75	296	300	There are a number of external factors which influence the number of business starts in any given year. Those factors include the strength of the economy, consumer confidence, business

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance		
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19				
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target			
DHS.WO	Percentage of Renfrewshire population working age (16-64)				64.4%	Not measured for Quarters	64.3%	confidence, the strength of the job market and, ultimately, people's personal circumstances, ambitions and motivations.									
RKPOP																	
CE.CP.E	Number of visitors to the events we create				165,08 8	105,00 0	57,000 00	60,000 00	26,390 00	30,000 00	77,483 00	100,00 00	0 0	0 0	160,87 3	190,00 0	<p>Q1 events included the St Mirren league celebration, Food and Drink Festival, British Pipe Band Championships, Renfrew and Barshaw Gala days.</p> <p><u>Why was 2018/19 target not achieved?</u></p> <p>Target numbers fell slightly below those anticipated for British Pipe Band Championships, due to competing national and international events taking place on the same day – Royal Wedding and Scottish Cup Final.</p> <p><u>What is being done?</u></p> <p>Plans are in place to ensure the event does not clash with the Scottish Cup Final in 2019.</p>
7.EV02																	
CE.SIP1	Local spend at events				£2,046,373.00	£150,000.00	£591,487.00	£400,000.00	£273,100.00	£200,000.00	£2,333,090.00	£1,650,000.00	£0.00	£0.00	£3,197,677.00	£2,250,000.00	<p>The 2018/19 events programme closed with a local spend totalling £3,197,677 against a target of £2,250,000.</p>
7.EV03																	
CE.SIP1	Regional economic impact of events				£402,000.00	£400,000.00	£390,400.00	£420,000.00	£1,929,00.00	£30,000.00	£1,138,078.00	£300,000.00	£0.00	£0.00	£1,530,783.00	£750,000.00	<p>The programme of events closed with a direct economic impact of £1,5m against a target of £750,000.</p>
7.EV03																	

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CE.SIP1 7.EV04	Number of visits to Renfrewshire (and Paisley) attractions				1,759,021	1,800,000	Not measured for Quarters	1,830,000	Data provided by the Moffat Centre for all regions through the Annual Visitor Attractions survey. Data for 2018 is available from April 2019.						
CE.SIP1 7.EV05	Opportunities to see or hear something positive about Paisley and Renfrewshire				600,000,000	120,000,000					314,000,000	120,000,000	Target of 120m opportunities to see and hear (OTSH) something positive about Paisley and Renfrewshire exceeded- 314 million OTSH year to date. This equates to a PR value of £3.2m		

Local Outcome 02: Building strong, safe and resilient communities

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.09	Deliver the Local Housing Strategy to ensure good quality and affordable housing is available which meets the needs of the local population going forward	31-Mar-2021	✓	100%	<p>Outcome 1 – The supply of homes is increased. During the period of the current LHS (2016–2021), a total of 312 affordable homes and 2028 private sector homes have been completed to date. Completions for 2018/19 are: 127 affordable and 783 private sector. A further 413 affordable homes are due to complete in 2019/20.</p> <p>Outcome 2 – Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well-functioning town centres. The development to deliver 96 new council homes at Johnstone Castle is currently progressing well with completion expected by spring 2020. Officers continue to work in partnership with the wider community regarding plans for the wider Tannahill area. Discussions continue between the Council, Scottish Government and Sanctuary Housing Association to progress the Regeneration Masterplan for Paisley West End. The third phase of redevelopment of the former Arnott's store site in Paisley providing 26 affordable flats is progressing well, which alongside the other 211 residential units that have been completed since 2016 is adding to the tenure mix and residential provision in the town centre.</p> <p>Outcome 3 – People live in high quality, well managed homes. The "Missing Share" pilot scheme launched this year will provide financial assistance to help owners in tenemental property to progress essential common repairs when other owners fail to pay. In partnership with Shelter Scotland, we delivered awareness raising events providing information to private sector tenants/people thinking about private renting. Work is ongoing to progress the Orchard Street Housing Renewal Area, in partnership with Paisley Housing Association and the Scottish Government.</p> <p>Outcome 4 – Homes are Energy Efficient and Fuel Poverty is minimised. An award of £145,720 was secured from the Scottish Government's which will be used to support a pilot project that will specify, install and monitor the performance of a decarbonised heating solution that can be installed in flatted accommodation and assess whether this can be rolled out on a larger scale. An additional award of £224,250 was secured from the Scottish Government's HEEPs: ABS scheme in October 2018, following on from previous allocation of just over £1.6million.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					<p>Outcome 5 – Homelessness is prevented and vulnerable people get the advice and support they need. In December 2018 a draft of Renfrewshire's Rapid Rehousing Transition Plan was submitted to the Scottish Government, who in turn have provided feedback on this. Work is ongoing to develop a final plan which will set out how homeless households can get settled accommodation more quickly with intensive housing support provided.</p> <p>Outcome 6 – People are able to live independently for as long as possible in their own home. Discussions continue with Linstone Housing Association and partners to develop Extra Care Housing in Paisley. Two joint planning groups continue to discuss cross cutting strategic and operational Housing and Health and Social Care related issues. Officers participated in Health and Social Care Partnership's review of Older Peoples' Services in Renfrewshire. Officers contributed to the development of the Health and Social Care Partnership's new Strategic Plan 2019–2022.</p> <p>Outcome 7 – Affordable housing is accessible to people who need it. The revised Renfrewshire Common Housing Allocation Policy for Renfrewshire Council and four local RSL's will be implemented in May 2019. 19 households were assisted through the Deposit Guarantee scheme to access privately rented accommodation in 2018/19.</p>
CP17.DH S.06	Work to tackle unregistered private landlords to ensure required housing standards are met	31-Mar-2022		100%	An enhanced enforcement activity remains in place for landlords within the private rented sector. Work continues to trace unregistered landlords and where discovered, rent penalty notices applied. The enhanced enforcement activity also includes the inspection of properties to ensure they are meeting a relevant standard and where required passing details to the Housing and Property Chamber, First Tier Tribunal for action against the landlord.
CHS.SIP. 17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.	31-Mar-2020		50%	Whilst awaiting the publication of national guidance, Renfrewshire Children's Services has supported the development of national learning through direct representation and in contributions to discussion within Social Work Scotland. The due date has been revised from March 2019 to March 2020 to reflect this.
CHS.SIP. 17.06.03	Continue to develop residential provision in childcare.	30-Nov-2018		100%	Our newest Children's house in Linwood was completed at the end of January 2019 and became operational in February 2019.
CP17.EC. 02	Develop and deliver strategies for how the Council will respond locally to the risks posed by serious organised crime and terrorism	31-Mar-2022		100%	The Council's single point of contact (SPOC) chairs a multi-agency CONTEST / Serious Organised Crime group which now operates across Police K division Renfrewshire and Inverclyde. This group has good representation from all key partners (Scottish Prison Service, Police Scotland, Scottish Ambulance Service, local universities and colleges etc). The Integrity Group is currently being

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.HS CP.01	Design a new way of working with key partners to improve outcomes for the most vulnerable adults in our area, ensuring they get the right support at the right time	31-Mar-2022		<div style="width: 60%;">60%</div>	<p>reviewed to ensure that internal issues are reviewed and monitored and in future will be chaired by the Chief Auditor.</p> <p>The Health and Social Care Partnership continues to develop effective relationships with key partners through the Strategic Planning Group (SPG). The Integrated Joint Board's Strategic plan sets the strategic direction for the HSCP and it has a locality focus which incorporates the new GP cluster arrangements and sits with the HSCP's financial and workforce plans. The SPG meets every 2 months and the meetings allow partners to come together to discuss and decide on the strategic path the HSCP should take. This framework is supported by the Leadership Network; Staff Partnership Forum; Provider forums; Strategic groups working on Dementia and Palliative care and engagement with partners such as the Carers Centre. The Integrated Joint Board has approved and is regularly updated on the HSCP's change and improvement programme which will support the delivery of the partnership's strategic outcomes.</p>
CP17.DH S.07	Along with our key partners we will monitor and review the impact of the range of services we provide to homeless people and those threatened with homelessness	31-Mar-2022		<div style="width: 100%;">100%</div>	<p>The HSCP is developing its approach to strategic commissioning which incorporates the HSCP's unscheduled care commissioning intentions. This work includes the production, with its key partners, of a market facilitation framework which will sets out the services required within Renfrewshire and indicates the resources available to deliver them.</p> <p>The Renfrewshire Homelessness Partnership continues to meet quarterly, and allows Council services and a broad range of partners to review annual performance figures for homelessness and homeless prevention, as well as consider various new initiatives which have a positive impact on those who are homeless, such as Housing First (delivered in partnership with Turning Point Scotland), the Community Connectors project (RAMH and Linstone H.A), and the resettlement assistance provided by George Street service. Presentations have been given to local and national Registered Social Landlords who sit on the Housing Providers Forum, the HSCP, ADP and Community Justice Renfrewshire Steering Group on the new Scottish Government 'Rapid Rehousing' proposals and the services that will be required within this new programme to support those who are homeless, and a proposed investment plan to deliver RRTP for Renfrewshire was submitted to the Scottish Government by the 31 December 2018 deadline, and is currently being evaluated. The approved plan will be reported to Board in 2019.</p>
CRSIP17. 01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	31-Mar-2018		<div style="width: 100%;">100%</div>	<p>Work continues to develop the Renfrewshire Community Safety Partnership Hub. This has recently been a focus for a Collaborative Working Group involving Renfrewshire Council, Police Scotland and Scottish Fire and Rescue. The Groups reviewed the current work being undertaken with outcomes due to be delivered in the early Summer of 2019. To continue to grow the partnership, the CCTV</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CS.01	Continue to modernise our school estate, maximising opportunities for communities to benefit from new facilities	31-Mar-2022		<div style="width: 75%;"><div style="width: 75%;">75%</div></div>	<p>operators have been realigned onto the Council terms and conditions from their previous contract under the Town Centre partnership. This has included ensuring that at CCTV operators are permanent to ensure 24 hour coverage is maintained.</p>
CE.SIP.1 8.02.01	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities	31-Mar-2021		<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	<p>The new build projects at Bargarran Primary School and St John Bosco Primary School and Early Learning and Childcare Class and St Paul's Primary School and Foxlea Early Learning and Childcare Centre are complete and the contractors are offsite.</p> <p>Phase 3 of the St Anthony's Primary School refurbishment is complete and phase 4 of the project will commence in April 2019 with an expected completion date of August 2019. Through the Council's capital budget process funding has been identified to undertake the external works package which was previously deferred.</p> <p>The new build Spateston Early Learning and Childcare Centre is now fully designed and a programme of work has been scheduled to deliver the new Centre by April 2020.</p>
CE.SIP.1 8.02.02	Implement a new approach for Local Area Committees	31-Mar-2019		<div style="width: 100%;"><div style="width: 100%;">100%</div></div>	<p>Work is ongoing to support the delivery of the £1.87m funding programme for communities for green spaces, parks, play areas and villages and a cross service group has been established to review and allocate funding.</p> <p>A single point of contact for community groups and organisations has been developed by the Partnerships team in Chief Executive's Service. A Community Empowerment Lead officer has been recruited. Local Partnerships had their first full meetings in March/April 2019 and agreed draft local priorities. Four rounds of applications to the Community Empowerment Fund has now taken place.</p>
CE.SIP.1 8.02.03	Work with communities to develop local action plans to tackle the issues people care about most	31-Mar-2021		<div style="width: 30%;"><div style="width: 30%;">30%</div></div>	<p>Following on from extensive consultation in 2018, the previous Local Area Committees (LACs) have been replaced by Local Partnerships. These partnerships adopt a more informal and inclusive approach as part of a drive to ensure community voices are heard on local issues. Community Representatives now sit alongside elected members and Community Councils for the seven Local Partnerships.</p> <p>Local Partnerships identified a draft set of priorities at their first meeting in March/April 2019 that will inform local action plans. A Local Place Plan for Foxbar was developed during 2018 as a pilot and a "How To" guide for other communities has been developed.</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CE.SIP.1 8.02.04	Make Renfrewshire a leader in supporting volunteering within communities	31-Mar-2021		<div style="width: 30%;">30%</div>	<p>This approach will see the delivery of a new creative learning programme for 180 young people to be trained by cultural, marketing and events professionals through master classes and workshops. Also engage 15 new young volunteers to work with the events and marketing team in all aspects of event delivery.</p> <p>All actions for 2018/19 have been completed.</p>

Performance indicators for outcome 02: building strong, safe and resilient communities

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19 Q4 2018/19 2018/19										Explanation of Performance		
					Value		Target		Value		Target		Value		Target		
	Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service				1,939	1,750	488	450	384	450	438	450	401	450	1,711	1,800	Performance is positive in this area, meeting challenging targets. Our current levels are approximately 65% below 2009 levels. Using data to identify emerging areas of concern, action plans are developed through working with all key stakeholders including the local communities.
CR.PP.0 7																	
SOA08. 09o	Percentage of adults who agree that Renfrewshire is a safe place to live.				84.6%	84%	Not measured for Quarters	85%	This is an annual indicator from the Council's Public Services Panel survey. This is a snapshot survey which takes place once a year. In the most recent survey there were 839 respondents (43% response rate).								
																	The percentage of adults who agree that Renfrewshire is a safe place to live has increased from 82% in 2016/17 to 84.6%

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
SOA09.1218a	% of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".	  	83.5%	87%	Not measured for Quarters	88%	in 2017/18 meeting the annual target of 84%.								
															Over the last five years performance for this indicator has fluctuated but overall performance has improved for this indicator since 2014/15.
															As with above, this is an annual indicator from the Council's Public Services Panel survey.
															The percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live" has increased from 81% in 2016/17 to 83.5% in 2017/18 but was below the target of 87%.
															Over the last five years performance for this indicator has also fluctuated but overall performance has improved since 2014/15.
															Within Housing Services a biennial tenants survey is conducted using telephone interviews by a research consultancy. Over 1,300 council tenants participated in the 2018 survey. They were also asked this question – 91% of tenants said they were very satisfied or satisfied compared to 7% who were very dissatisfied or dissatisfied. This is a marginal increase compared to

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19 Q4 2018/19 2018/19										Explanation of Performance		
					Value Target		Value Target		Value Target		Value Target		Value Target				
CR.PP.3 2	Number of complaints regarding youth disorder				358	740	88	185	62	185	56	185	78	185	284	740	2015 when 88% stated that they were satisfied with their neighbourhood as a place to live.
CR.PP.0 6c	Number of recorded attendances at Street Stuff activities				31,278	32,000	10,200	6,250	9,035	6,250	4,766	6,250	2,849	6,250	27,767	25,000	The Q4 total for Youth Disorder was 78, making an overall total of 284 for the FY period 2018/19. This represents a reduction of around 21% in comparison to the overall total of 358 incidents for the previous Financial Year period 2017/18. These notable reductions continue to be attributed to the ongoing good work by all partners.
CHS/LG BF/01	Percentage of Looked After Children cared for in the community				93%		92%		92%		92%		92%		92%		It has been business as usual with the programme delivering core activities and tackling poverty programme during the school holiday periods. The Festive programme with the provision of a healthy meal attracted the most recorded attendances to date at 643 which is an increase of around 50 on the previous year.
																	The figure for this indicator is derived from the Local Government Benchmarking Framework indicator CHN 9 'Balance of Care for looked after children: % of children being looked after in the Community'. The percentage of looked after children cared for in the community in Renfrewshire has decreased from 94% in 2016/17 to 93% in 2017/18, but

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19 Q4 2018/19 2018/19										Explanation of Performance		
					Value Target		Value Target		Value Target		Value Target		Value Target				
																	remains above the Scotland average of 90%.
																	Performance exceeds target set. All attempts are made to complete orders within the timescale. Hours imposed have increased by 100% since 2011/12 and timescales for completion have reduced significantly. Where timescales cannot be met due to service user issues (such as ill health), or service capacity (due to increasing use of Fiscal Work Orders and increases in the number of hours being imposed) then extensions are sought from the court to enable completion of orders. There are also occasions where orders are returned to court under breach, there are delays with court hearings and individuals are returned to unpaid work to complete orders necessitating extensions.
CHS/CJ /CPO/0	% of NEW unpaid orders/requirement complete by the required date				69%	72%	83%	72%	71%	72%	73%	72%	71%	72%	76%	72%	
HPCMT 05	Average time from household presenting themselves as homeless to completion of duty (number of weeks)				23.78	23	24.51	23	23	23	22	23	26.49	23	23.97	23	We continue to be considerably below the Scottish average of 36 weeks. Our draft Rapid Rehousing Transition Plan which has been submitted to the Scottish Government for evaluation includes proposals which if funded, would result in this figure reducing further.
HPSIP01	Affordable housing completions				77	144	Not measured for Quarters	127	127		The Local Housing Strategy sets out Renfrewshire's Housing Supply Target for 1,000 new affordable homes over the five-year period 2016–2021. This target equates to an annual indicative target of						

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19 Q4 2018/19 2018/19										Explanation of Performance	
					Value Target		Value Target		Value Target		Value Target		Value Target			
SOA10. Private housing 10a	completions				601	500	Not measured for Quarters	783	500	200 completions. However, we would not expect to see completions evenly distributed across the 5-year period in practice and targets are set based on our programme.						
																The affordable newbuild housing programme involves both Council and housing association developments across a range of sites in Renfrewshire. By the end of March 2019, 312 new affordable homes were completed in the first three years of the five-year programme (108 in 2016/17, 77 in 2017/18 and 127 in 2018/19). Five sites across Renfrewshire are currently under construction, providing over 370 completed units by the end of 2019/20. This will be further complimented by another two sites that are due to start on site in the near future, providing 43 new affordable homes. This takes the anticipated affordable housing completions to over 400 for 2019/20. In addition, preliminary work has commenced on several other sites which are expected to complete in 2020/21, providing in approximately 300 new affordable homes.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance	
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19			
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target		
Percentage of long term care clients receiving intensive home care (National Target – 30%)																reached a level that we have not seen in Renfrewshire in over 20 years.
																<u>Why has performance decline/target not been achieved?</u>
S/HC/0 2																Performance in this indicator has improved from 26% in quarter 3 2018/19 to 28% in quarter 4. Renfrewshire's care at home services are currently under-going a wide scale review of client needs. These personalised reviews of needs have resulted in changes in the packages of care received by clients. In addition, older clients are now accessing their rights to receive a Self-Directed Support (SDS) budget. SDS clients then use their budget to commission services including care at home and these figures are not included in this indicator as SDS clients budget spends/ hours commissioned are not reported on the local authority system.
																Performance on this indicator is also impacted by the HSCP's community meals provision, as other local authorities use care at home staff to prepare meals in client home increasing the number of hours allocated to each client.
																<u>What is being done?</u>
																The current review of client package will be continued in order to ensure clients are receiving the appropriate service to meet

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19						Explanation of Performance				
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Explanation of Performance
CHP/CF /DD/01	Number of acute bed days lost to delayed discharges (inc AWI)				2,712	649	1,307	884	1,363	4,203				their needs. To ensure resources are being used to effectively and efficiently the service is currently being reviewed by senior HSCP staff to improve the service delivery model.	
														<u>When in performance estimated to improve?</u> The better use of the resources available along with the current review of care at home service should continue to positively impact on service delivery over quarters 1 and 2 of 2019/20.	
														Performance for 2018/19 stands at 4,203 bed days were lost. This indicator shows an increase of 55% (1,491 days) on the 2017/18 figure of 2,712.	
														In 2018/19 service performance has been affected by the availability of services such as care home places. The number of places available reduced due to factors including choice where more popular care homes have waiting lists; outbreaks of illnesses such as noro virus closing units temporarily; and individual care homes unable to accept new placements due to Large Scale Adult Protection investigations or the requirement to address care Inspectorate requirements.	

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Explanation of Performance
					Value	Target	Value	Target	Value	Target	
HSCP/C I/HCES/ 02	Percentage of adults supported at home who agree that they are supported to live as independently as possible				79%	Not measured for Quarters		Acute services are demand led and subject to multiple variables including peak demands driven by the rise in patient number accessing accident and emergency hospital services coupled with the underlying strong trend of a rising ageing population which is driving demand upwards. The service targets are to minimise the number of people over 65 with non-complex care codes delayed more than 72 hours.			
											When benchmarked against other HSCP's our performance in relation to delayed discharges remains amongst the best in Scotland. The service will continue to proactively manage performance with close monitoring of patient movement.
											The Health and Care Experience Survey is carried out on a bi-annual basis. The 2017/18 results for Renfrewshire show a slight decline in positive responses since the previous survey was undertaken during 2015/16 from 81% to 79% a decrease of 2 percentage points. Renfrewshire's satisfaction rate of 79% is close to the national figure of 81% for 2017/18. Renfrewshire Health and Social Care Partnership continues to work towards providing services that support individuals within the community to have positive experiences and outcomes.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
The next Heath and Care Experience Survey results will be available June 2021.															
HPCHA RTER08	Percentage of council dwellings that are energy efficient				100.0%	100.0%	Not measured for Quarters	100.0%	All 12,220 council housing stock meets the NHER or SAP ratings.						

Local Outcome 03: Tackling inequality, ensuring opportunities for all

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CS.02	Take forward a "Celebrating Youth" programme, offering young people in Renfrewshire the chance to get involved and to participate in a range of social, cultural, digital and sport activities.	31-Mar-2022		<div style="width: 100%;">100%</div>	<p>The Year of Young People (YoYP) concluded and a report on all the outcomes and achievements by young people and their efforts to celebrate youth throughout the year, culminating in a Positive About Youth Awards (PAY) ceremony run by Renfrewshire Youth Voice (RYV), and the Deck the Halls Event at Christmas delivered by the Renfrewshire Youth Commission, has been compiled. The report includes actions to take forward as part of the legacy of YOYP and will include continued support to Youth Voice initiatives in 2019-20. The PAY Awards Ceremony will be celebrating its 10th year in November and will include a celebration of youth work and youth empowerment. RYV were shortlisted for a National YouthLink Award for Youth Participation. More young people are getting involved in creating digital content on the Young Scot portal raising awareness of youth activity across the authority including on-line consultations, case studies and signposting to local services and activities.</p>
CP17.CS.03	Ensure Renfrewshire is a "Child Friendly" place where children are nurtured and thrive.	31-Mar-2022		<div style="width: 55%;">55%</div>	<p>Over the next 3 months a number of workshops will be arranged with young people to understand from their perspective what a child friendly Renfrewshire would look like and then a paper will be presented to the CMT for consideration of development plan further action.</p>
CHS.SIP.17.02.04	Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.	31-Mar-2020		<div style="width: 50%;">50%</div>	<p>The final 1,140 expansion plan for early learning and childcare, which increases the hours from 600 hours to 1,140 by 2020, was approved by the Education and Children's Services Policy Board in August 2018. The established governance arrangements continue to support the planning and implementation of the expansion, including developing and extending the workforce, progressing infrastructure and phasing of placements. Currently around 560 children are receiving 1,140 hours of funded early learning and childcare in Renfrewshire; this is either within a local authority or approved partner provider.</p> <p>Quality continues to be at the heart of Renfrewshire's 1,140 expansion. The early learning and childcare experience provide Renfrewshire's children with the best start and helps them reach their potential. Renfrewshire continues to be an active member of the Glasgow City Region Improvement Collaborative, through the early years partnership, to plan and progress effective development opportunities for staff, ensure a key focus on learning and teaching, and good quality indoor and outdoor learning environments. A comprehensive continued professional learning programme, which includes leadership opportunities for Renfrewshire's early years workforce, continues to be progressed. The programme includes pedagogical leadership training and opportunities for senior</p>

Code	What we will do	Due Date	Status	% complete	Progress update
					<p>and middle managers and provides existing and new employees to gain qualifications to meet SSSC requirements. This programme supports the workforce in both the local authority and in approved partner providers and is helping to build the capacity of the workforce required to take forward the expansion and ensure the delivery of high quality early learning and childcare. Renfrewshire Council is now employing Modern Apprentices with the early years sector and they are currently undertaking training to become early years practitioners. The recruitment of additional staff continues to be progressed.</p>
CP17.CS. 04	Provide high quality education and support to narrow the poverty related attainment gap	31-Mar-2022		<div style="width: 60%;">60%</div>	<p>The authority is making "excellent progress" in relation to improving learning, raising attainment and narrowing the poverty-related attainment gap. This was recently highlighted by Education Scotland in their authority inspection report which was published in February 2019. The key strengths outlined in the report include very strong self-evaluation, highly effective leadership, high quality professional learning, consistent improvements in relation to governance and in closing the poverty-related attainment gap. The progress made was also highlighted within the authority as the Attainment Challenge team received the Chief Executive Staff Recognition Award. More detailed information on workstream progress can be viewed in the Scottish Government mid-year Attainment Challenge report.</p>
CP17.CE. 07	Working with local equalities led community groups and employees to implement specific and meaningful equalities outcomes	31-Mar-2022		<div style="width: 70%;">70%</div>	<p>The Partnerships and Inequalities teams continue to support the development of both internal staff and community organisations. The Diversity and Equality Alliance in Renfrewshire (DEAR) Group, facilitated by our Community Planning Partnership, is formed by representatives of equality led local community groups and some national groups also. The group develops objectives and a workplan each year to further equalities work in the area.</p> <p>A progress report on equalities mainstreaming and equalities outcome was submitted to the Leadership Board in May 2019.</p>
CP17.HS CP.02	Develop innovative approaches for tackling social isolation across all groups in society	31-Mar-2022		<div style="width: 60%;">60%</div>	<p>The HSCP is one of the lead organisations who support residents who are experiencing social isolation. Its strategic partnerships and operational interfaces with Housing and third sector organisations for example enable it to identify and support Adults who may have little contact with other people. The work of the HSCP very much complements the activity led by the Council to ensure Renfrewshire is a safe and thriving and inclusive community and help people to overcome the impacts of poverty and poor health.</p> <p>The Health and Social Care Partnership (HSCP) supports numerous services including the Community Connectors Programme, Reaching Older Adults Renfrewshire and the Carers Centre which help people sustain and renew connections with others. Well in Renfrewshire (WiRE) provides</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.HS	Take forward targeted action to address the number of drug related deaths in Renfrewshire	31-Mar-2022		<div style="width: 20%;">20%</div>	<p>access to over 600 community based resources that will help to improve health and wellbeing by providing opportunities to be more active, meet new people and try new activities. In the context of self directed support, WiRE provides greater choice for adults and carers, enabling them to access information about resources in their communities, to support them to achieve their identified outcomes. Many people use Self Directed Support budgets to access services which allow them opportunities to interact with others and take part in purposeful activity.</p> <p>A key strand of the HSCP's health improvement activity is to ensure that people take steps to ensure they remain active and as healthy as they can to ensure they remain independent and mobile. Similarly, resources are targeted towards recovery based, rehabilitation and reablement services which successfully help people to overcome setbacks to their functioning and engage in activities of daily living and regain their confidence.</p> <p>Some early work is under way to further explore the opportunities to use technology through our Technology Enabled Care service. The roll out of the digital telephony network provides an opportunity to support housebound people to maintain connections.</p>
CP.03				<div style="width: 50%;">50%</div>	<p>A significant programme of work relates to the establishment of the Renfrewshire Alcohol and Drugs Commission which aims to assess the true impact of drug and alcohol misuse in Renfrewshire and make recommendations on the actions which can be undertaken by the Council and partners to improve life chances for local people</p> <p>Further initiatives to reduce the number of problem drug users and the associated drug related deaths includes: the development of the Drug Deaths Action Plan; all drug related deaths in Renfrewshire reviewed by the Drug Deaths Action Group; increased the provision of Naloxene for problem drug users; the Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy; and the establishment of a Recovery Hub.</p>
CP17.RL	Maximise use of leisure assets in Renfrewshire, promoting positive health and mental wellbeing	31-Mar-2022		<div style="width: 50%;">50%</div>	<p>In addition to the main cultural, sport and leisure activities available in our cultural and leisure facilities, Renfrewshire Leisure runs a range of classes, activities and projects in our libraries, leisure centres, museum and town halls which advise on, promote, support and encourage positive health and mental well-being. The Vitality, Live Active NHS referral and McMillan Move More programmes directly help people to make changes in their lifestyles and help those recovering from illness and injury. Sports Services work closely with schools and in the local community to encourage participation in sports activities. The Library and Heritage teams also work closely with</p>

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CS.05	Review support for young carers, identifying opportunities to improve life chances	31-Mar-2022		<div style="width: 80%;">80%</div>	<p>children and their families to encourage reading, play and participation in cultural related activities which all help to encourage reading, play and participation in cultural related activities which all help contribute to positive physical and mental well-being.</p> <p>The Young Carer Social Worker has undertaken approximately 100 Young Carer Statements. A new programme of outcome-focussed groupwork at the Carers' Centre is ongoing. A contract monitoring report has identified areas for development at the Centre and we will work together to deliver improved range and quality of interventions.</p> <p>Young Carers will benefit from the 'Aberlour Attain' mentoring service which has commenced recruitment in Renfrewshire.</p>
CE.SIP.1 8.03.02	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	31-Dec-2018		<div style="width: 100%;">100%</div>	<p>A programme of work has been completed with the rollout of Universal Credit in September 2018.</p>
CE.SIP.1 8.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire	31-Mar-2019		<div style="width: 100%;">100%</div>	<p>The work carried out by partnership groups around key areas of financial inclusion continue to take place and continues to progress with a focus on uptake on bank accounts</p>
CHS.SIP.18.03.07	Introduce a youth and equalities forum as a key element of local engagement.	31-Mar-2022		<div style="width: 100%;">100%</div>	<p>Youth Services continues to support the development of Youth Voice initiatives – Renfrewshire Youth Voice (RYV), including the Youth Events Panel, Youth Commission on Mental Health, newly elected Members of Scottish Youth Parliament, and Senior members from Community Youth Clubs . Youth Services and RYV have jointly run a Youth Leadership training day and a Youth Voice Residential where they have planned a year of Youth Voice activity; this will include roadshows and youth participation events across the authority. Partnership working with Children's Services, will see RYV involved in the forthcoming PSHE review in schools, youth perspective on developing Council Values, links to Local Partnership Forums, and Participative Budgeting process for the Youth Challenge Fund.</p>

Performance indicators for outcome 03: tackling inequality, ensuring opportunities for all

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CR.FM(S)01	% uptake of free school meals in primary and secondary schools				73%	75%	70.2%	75%	65%	75%	68.3%	75%	66.6%	75%	67.2%	75%	Overall Free School Meal uptake across Primary and Secondary Schools for the year 2018/19 was 67.2%, which is below target.
CHS/AT T/04	No. of opportunities for young people to achieve through accredited awards				1,193	1,130	Not measured for Quarters	899	1,130	It is hoped that the participation by pupils will encourage more children to attend for school lunches. This new menu will revert to a more traditional service which will be a pre-cursor to the implementation of the Scottish Government's revised School Food Regulations which are due to be implemented by August 2020.	What is going wrong or impacting on performance?						

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CHS/AT T/10	Average complementary tariff score of pupils living in SIMD 30% most deprived areas	  	506	Not measured for Quarters	reduction in enrolments for the Duke of Edinburgh Awards.						
								Has any corrective action already been undertaken?	A review of the service delivery, focus and capacity is planned, following this, the target will be re assessed to reflect the change going forward.		
								When does the service estimate performance to be back on track?	The service performance should be back on track by 2019/20, any adjustment to targets following the review will be included in the mid-term monitoring report.		
									Recently-available data on school leavers attainment show that this year's complementary tariff score is marginally below 2016/17 but represents an overall upward trajectory over 5 years. The trend data highlights steady improvement for school leavers living in the most deprived areas within each leavers cohort. A fuller analysis of this data will be presented to the Education and Children's Services Policy Board in May 2019.		

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		
					Value	Target									
CHS/EY /02	% of entitled 2 year olds accessing 600 hours of early learning and childcare	  	56%	47%	60%	55%	62%	62%	62%	62%	62%	62%	62%	62%	This service is offered as part of the early years approach and relies on parental uptake. Our early years establishments continue to promote the service locally and this continues to be an area for improvement. Targets have been set for this indicator from 2019/20 onwards.
CHS/AT T/11	Average complementary tariff score of all school leavers in Renfrewshire	  	687	Not measured for Quarters	The average complementary tariff score marginally decreased in 2017/18 compared with the previous year, but maintained increases made since 2016/16. The year's figure represented an increasing 5 year trend in the attainment of school leavers. A fuller analysis of this data will be presented to the Education and Children's Services Policy Board in May 2019.										
CHS/YC /01	Number of young carers engaged with services	  	23	26	42	103	103	103	103	103	103	103	103	103	There were 103 young carers engaged with the service as at 31 March 2019, of which 38 have completed a young carers statement. Please note this is a new PI which has been reported on from Q2 of 2018/19. In Q2 & Q3, only the number of completed young carers statements were reported.
CP.RLL. PL.01	Number of attendances at pools	  	443,841	114,420	134,578	87,214	87,214	87,214	87,214	87,214	87,214	87,214	87,214	87,214	The number of pool attendances reduced by 13% in 2017/18, reflecting a national decline in swimming. Attendance for swimming lessons, however, remains very popular in Renfrewshire.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Explanation of Performance
					Value	Target	Value	Target	Value	Target	
CP.RLL. SL.01	Number of attendances at indoor sport and leisure facilities excluding pools	  	1,516, 973	250,22 3	248,07 6	131,39 4					The number of attendances at indoor sports and leisure facilities was lower in 2017/18 than in 2016/17; the attendance figures were approximately 26% higher than normal in 2016/17, due to an increase in the number of one off events hosted in the leisure facilities which attracted a high number of visitors to these events. The 2017/18 attendance figure is broadly in line with previous year trends.
HSCP/H I/ADS/0 6	Reduce the estimated prevalence of problem drug use amongst 15-64 year olds (percentage of total population age 15-64)	  	Not measured for Quarters					The Scottish estimated drug prevalence rate (15-64 year olds) 2015/16 sits at 1.62%. In order to analyse this further the Scottish drug prevalence study splits the country into 3 distinct area, firstly the West of Scotland which has the highest prevalence rate at 1.99%, secondly South and East Scotland with a rate of 1.37% and the North of Scotland with a rate of 1.17%. The West of Scotland makes up 60% of the overall drug prevalence rate for Scotland, despite making up overall a lower proportion overall of the Scottish population aged 15-64 (49%).			
											The estimated drug prevalence rate (15-64 year olds) for Renfrewshire in 2015/16 was 2.36% , this is the third highest rate in the West of Scotland with only Inverclyde and Glasgow recording a higher rate in the area. Renfrewshire sits above both the

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											national average (1.62%) and the West of Scotland average (1.99%) in relation to this indicator.
HSCP/C I/HCES/ 08	Percentage of carers who feel supported to continue in their caring role.				36%	Not measured for Quarters		In order to tackle the issue of drug use in Renfrewshire has put to place a number initiatives including; the Renfrewshire Alcohol and Drugs Commission that will look to improve the life chances of all residents; The Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy; Renfrewshire Health and Social Care Partnership commissioned in 2018 and independent whole systems review that looked all aspects of service and care delivery; and work is now underway to design and implement the future fully integrated recovery focused treatment & care service model for Renfrewshire, with the establishment of a Recovery Hub being a key development in reducing the prevalence of drug use.			
											The Health and Care Experience Survey is carried out on a bi-annual basis. The 2017/18 results for Renfrewshire show a slight decline in positive responses since the previous survey was undertaken during 2015/16 from 39% to 36%. Renfrewshire's satisfaction rate of 36% is close to the national figure of 37% for 2017/18.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18	Q1 2018/19	Q2 2018/19	Q3 2018/19	Q4 2018/19	2018/19	Explanation of Performance
					Value	Target	Value	Target	Value	Target	
											While our survey results are quite similar to the national averages during 2017/18, the Renfrewshire Health and Social Care Partnership is committed to improving on the above areas, particularly focusing on carers feeling supported to continue caring. Numbers have declined in line with national figures which have seen a 6% decrease over the three surveys, with Renfrewshire experiencing a 3% decrease. Furthermore, a large proportion of respondents (41%) gave a neutral response to this question, with 23% responding negatively. Local surveys carried out with carers show more favourable results than the Health and Care Experience Survey.
											The next Heath and Care Experience Survey results will be available June 2021.

Local Outcome 04: Creating a sustainable Renfrewshire for all to enjoy

Code	What we will do	Due Date	Status	% complete	Progress update
CRSIP17.	Finalise the delivery of the 01.04.17 project to replace all street lighting in Renfrewshire with LEDs.	30-Sep-2017		<div style="width: 98%;">98%</div>	Renfrewshire's Street Lighting Investment Strategy has been substantially completed, with 98% of Renfrewshire's 30,756 street lights converted to LED Lanterns at the end of 2018/19. A further 1% will be converted as part of a specialist programme during the summer of 2019.
ECSIP18. 04.04	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy	31-Mar-2021		<div style="width: 50%;">50%</div>	Council is making excellent progress in respect to the Carbon Management Plan to ensure it is on programme. Progress after 2017/18 shows a reduction of 45.5% on carbon emissions, significantly achieving the target of 36%. This is due to a range of initiatives and actions including: with building management systems and plant room controls been installed to provide greater control over the operation of our heating systems within public buildings; photovoltaic panels have been installed on roofs; upgrading of boilers; the diversion of waste from landfill; and in partnership with Transport Scotland purchased 48 electric vehicles, with delivery between June and October 2019, taking the electric fleet total to 86.
ECSIP18. 04.05	Ensure a residual waste treatment and disposal facility is fully operational by end of 2019 as part of the Clyde Valley Waste Management solution	31-Dec-2019		<div style="width: 85%;">85%</div>	Construction work at the primary treatment plant at Bargeddie, North Lanarkshire, is approaching completion with commissioning targets from July to December 2019 ahead of contract start date on 1 December.
ECSIP18. 04.06	Deliver the requirements of the Scottish Household recycling charter and related service changes	31-Mar-2021		<div style="width: 80%;">80%</div>	Delivery of the recycling charter and related service changes has progressed during 2018/19 with phase 1 successfully implemented in December 2018. The second phase, which includes roll out to 3,500 households in Erskine is scheduled to commence in summer 2019.
ECSIP18. 04.07	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status	31-Mar-2021		<div style="width: 50%;">50%</div>	Soft FM have successfully renewed its Soil Association 'Food for Life' Bronze award for Primary Schools.

Code	What we will do	Due Date	Status	% complete	Progress update
ECSIP18.04.08	Deliver the Team Up, To Clean Up campaign throughout Renfrewshire, involving local communities	31-Mar-2021		<div style="background-color: #6699CC; width: 100%; height: 1.2em; display: inline-block; vertical-align: middle;"></div> 100%	<p>The Team Up to Clean Up campaign continues to go from strength to strength. A 474% increase in community clean ups and over 500 members of the Facebook group have led to communities cleaning up across Renfrewshire. The Big Spring Clean was run throughout April with over 50 community clean ups. Renfrewshire Council continues to provide and assistance in carrying out core duties and ensuring waste is removed by StreetScene in a timely manner.</p> <p>The Team Up to Clean Up campaign continues to go from strength to strength with communities embracing the partnership working with the Council. In 2018/19, the Team Up to Clean Up campaign had:</p> <ul style="list-style-type: none"> 52 school clean ups Over 700 dog fouling patrols A 474% increase in Community Clean Ups Over 500 Facebook members Other activities have included the Big Spring Clean and the Spotless September challenge. A sustained communications and marketing campaign has been maintained to ensure communities and members of the public are kept up to date with developments and community clean ups. Businesses have also been targeted to assist within their communities.
ECSIP18.04.09	Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently	31-Mar-2021		<div style="background-color: #6699CC; width: 100%; height: 1.2em; display: inline-block; vertical-align: middle;"></div> 100%	<p>The Council's Integrated Enforcement Policy continues to align with the principles of Better Regulation and is monitored to ensure it is consistently applied across Communities and Public Protection. With Communities and Public Protection relocating to Communities, Housing and Planning Services, consideration is being given to establishing a Regulatory Officers meeting to ensure appropriate legislation is being used and any enforcement action taken aligns to the Integrated Enforcement Policy</p>
ECSIP18.04.10	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire	30-Sep-2018		<div style="background-color: #6699CC; width: 100%; height: 1.2em; display: inline-block; vertical-align: middle;"></div> 100%	<p>The draft Renfrewshire Air Quality Action plan has been completed for the 3 Air Quality Management Areas in Paisley, Johnstone and Renfrew. This has been passed to the Scottish Government and SEPA for review as per requirements under legislation and once returned with comments, will go out to wider consultation in due course. The Action Plan details actions to reduce air pollutants within these areas.</p>

Performance indicators for outcome 04: creating a sustainable Renfrewshire for all to enjoy

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CR.SSL.01a	Street Cleanliness Score – % of areas assessed as clean				90.5%	90%			96.9%	90%					N/A	90%	The percentage of Renfrewshire's street assessed as clean was 90.5% for 2017/18. In 2017/18 the Scottish average was 92.2%. Renfrewshire's position relative to the rest of Scotland improved from a rank of 26 in 2016/17 to 23 in 2017/18. This was the first time Renfrewshire had not been ranked in the bottom quartile since 2013/14.
SOA13C R.09	Amount of CO ² emitted by the public vehicle fleet				3,652	2,950	Not measured for Quarters	3,836	2,840					The cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB). This score represents the percentage of areas assessed as acceptably clean (categories A and B) using KSB's Local Environmental Audit and Management System (LEAMS) methodology. This is a Local Government Benchmarking Framework (LGBF) indicator. The 2018/19 data will be published in February 2020. This indicator reflects the tonnes of CO ₂ emitted from Renfrewshire Council vehicle fleet based on fuel usage. There has been an increase in the amount of CO ₂ emitted			

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance	
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19			
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target		
CR.PP.0	Air Quality – Annual average PM10 value across all continuous monitoring sites	1	?	?	?	13.1	18	Not measured for Quarters	18	by the public fleet in 2017/18 compared to 2016/17.	The fleet has reduced its CO2 emissions in all areas apart from diesel in hired fleet/card transactions. This has increased by approximately 25%, as a result.	During 2018/19, thirty vehicles were introduced to support the sustainable transport travel desk. These were hired vehicles and were diesel fuelled, a contributory factor to the increase in the CO2 emissions. Over the next six months these 30 diesel vehicles will be replaced by electric vehicles which will reduce the level of CO2 emissions of the fleet.				
															*2018/19 figures not available yet.	
															This performance indicator measures air quality across Renfrewshire's 4 automatic monitoring sites. It does this by measuring the average level of particulate matter (fine dust particles) which are 10 micro-meters or less in diameter (PM10). It is measured in micrograms per cubic meter ($\mu\text{g}/\text{m}^3$).	
															In 2017/18 the average of the PM10 values across the 3 automatic monitors in Renfrewshire at 13.1 was within the 2017/18 target value of 18.	

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
*2018/19 figures not available yet.															
CR.PP.01b	Air quality – average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits				41.6	44	Not measured for Quarters	43	This performance indicator measures air quality across monitoring sites in Renfrewshire. It does this by measuring the average level of nitrogen dioxide (NO2) and is measured in micrograms per cubic meter (µg/m3). The 2017/18 target of 44µg/m3 will be reduced to 40µg/m3 by 2020 to meet the Scottish Government's target for this pollutant.						
SOA13C R.08	% of the vehicle fleet which uses alternative fuels, such as electricity				7.6%	7%	11%	9%	11%	9%	11%	9%	9.8%	9%	The percentage of the vehicle fleet which uses alternative fuel such as electricity was 10% at the end of 2018/19. This is up from 9.8% in 2017/18. This figure is based on a total of 42 electric vehicles. The vehicle replacement programme for light fleet is being reviewed to consider the feasibility of electric alternatives. All diesel is 7% biodiesel.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19 Q4 2018/19 2018/19										Explanation of Performance			
					Value Target		Value Target		Value Target		Value Target		Value Target					
SOA13C R.12	Reduce the amount of CO ₂ emitted from public space lighting.				2,163	3,200	Not measured for Quarters	1,679	3,000					There has been a significant reduction in CO ₂ emissions from public space lighting due to the implementation of the LED replacement programme. This figure shows a significant improvement in 2018/19 compared to previous years. There was a 22% reduction in CO ₂ between 2017/18 and 2018/19.				
calendar year	Indicator	Status	Long Term Trend	Short Term Trend	2016	2016	2016	2016	2016	2016	2016	2016	2016	2016	2016	2016	Explanation of performance	
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target		
CR.W.06a	% of Household Waste Recycled (Calendar year data)				48.5%	55%	47.8%	50%	43.5%	50%	51.6%	50%	49.5%	50%	48.2%	50%	49.2%	50% The household recycling % has increased by 1.4% compared with 2017. This reflects a reduction in the total waste collected between 2017-18.

Local Outcome 05: Working together to improve outcomes

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.FR.01	Continue to manage the Council's resources, ensuring financial sustainability of the organisation	31-Mar-2022		<div style="width: 40%;">40%</div>	Council agreed the 2019/20 budget on 28 February 2019 and work is ongoing to close the 2018/19 financial year. The Council's medium term financial forecasts continue to be regularly reviewed and the Council will continue to ensure that services remain financially sustainable in light of increasing demand and financial pressures.
CP17.FR.02	Take forward opportunities for transformation, innovation and efficiency through our Better Council Change Programme	31-Mar-2022		<div style="width: 55%;">55%</div>	In 2018/19 the Better Council Change Programme has successfully delivered 18 projects, enabling and delivering change, modernisation and realising financial savings of £3.5m. There are 15 projects remaining in the overall programme across 4 key themes including; Customer Experience & Digital, New Delivery Models, Optimising the use of our Assets and Organisational Change. All projects are in delivery and progressing well.
CP17.CE.08	Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources	31-Mar-2022		<div style="width: 50%;">50%</div>	A workstream to review Strategic Partnership Agreements is due to commence in 2019/20. During 2018/19 Community Planning Partners have engaged in relation to Brexit and contingency planning workshops. And collaborative Leadership Programme with Police Scotland and Scottish Fire and Rescue being piloted through the Chief Officers Group.
CP17.CE.09	Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach	31-Mar-2022		<div style="width: 100%;">100%</div>	The Data Analytics & Research Team has worked throughout 2018/19 with a number of services using geographic information, population projections and economic data to improve the efficiency and accessibility of services. User workshops have also been established to improve the sharing of best practice in Office 365 and in the use of data visualisations.
CP17.FR.03	Continue to modernise our services, taking advantage of new technologies to deliver better, more accessible and more efficient services that meet customer needs – such as My Account	31-Mar-2022		<div style="width: 70%;">70%</div>	Over 45,000 of Renfrewshire's citizens are benefiting from the digital services now available through MyAccount. User centric service design aligned to the innovative use of technologies such as process automation and the customer portal are continuing to delivered improvements to council tax processes, environmental requests, and requests for registration extracts. Work is ongoing to implement on line school payments and cashless catering across school and early years establishments with completion planned for April 2020, improving the experience for pupils and parents when contributing to school activities and paying for meals.

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CS.06	Engage with proposed changes to education governance and local democracy, maximising opportunities for the organisation and communities	31-Mar-2022		<div style="width: 100%;">100%</div>	Children Services has been involved in local, collaborative and national discussions throughout the session ensuring we are contributing fully to the national agenda. We are working collaboratively with the West Partnership to support continuous improvement in educational outcomes for all children and young people. Renfrewshire are leading on aspects of the West Partnership plan and have representatives across all other areas.
CP17.CE.10	Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit	31-Dec-2018		<div style="width: 100%;">100%</div>	The Improvement Plan is reported to the Leadership Board on a six monthly basis. In the recently published Annual Audit Report, Audit Scotland confirm that the Council is making good progress in terms of implementing the recommendations made through the Best Value Assurance Report.
CP17.FR.04	Roll-out the Performance Development and Review programme across the Council	31-Mar-2018		<div style="width: 100%;">100%</div>	Since PPT was approved by Members, HR&OD have been working with services to roll out the policy designing bespoke training and supporting materials, ensuring managers have the right skills to carry out PPT effectively. Implementation of the policy is taking into consideration other on-going Council priorities and configuration of appropriate systems to record and report output data.
CP17.FR.05	Implement new leadership and management development programmes	31-Mar-2022		<div style="width: 60%;">60%</div>	The roll out of the Management and Leadership Development Programmes continue to progress well with 404 managers from across all services currently participating. 71% of all participants are female supporting our Gender Pay Gap priorities. Evaluations of the programmes remain strong with 99% of participants reporting they have increased their knowledge because of attendance. New CMI programmes have also been launched for frontline employees.
CP17.CE.11	Fully embed our staff "intrapreneurship" programme and recognising staff for success	31-Mar-2020		<div style="width: 100%;">100%</div>	Phase 1 and 2 of the programme has been fully implemented and reviewing future approach.
CP17.FR.06	Implement our workforce plan for Renfrewshire Council	31-Mar-2022		<div style="width: 60%;">60%</div>	The Council Workforce Plan progress report was submitted to the Finance, Resources and Customer Services Policy Board in November 2018 highlighting a 74% completion rate of all workforce planning priorities. A further progress report is anticipated to be presented to the board on 5 June 2019.

Performance indicators for outcome 05: working together to improve outcomes

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19 Q4 2018/19 2018/19										Explanation of Performance	
					Value Target		Value Target		Value Target		Value Target		Value Target			
HPCHA RTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.				4.90%	6.00%	4.84%	6.00%	6.27%	5.70%	6.13%	5.70%	5.76%	5.70%	5.76%	Positively we have managed to maintain current tenant arrears levels despite the challenges posed by universal credit. Nevertheless, the cumulative effect of former tenants' arrears means that the gross rent arrears figure continues to increase slightly. Also positively, there are arrangements in place for former tenants which means they will be maintained in the system until arrears can be reduced and cleared.
PT.DS.P PF.CMT. 06	Application Approval Rate				97.2%	97.3%	98.8%	98%	96.8%	97.7%	97.7%	97.7%	97.7%	97.7%	97.7%	Performance has stayed very consistent with previous years and continues to show good performance in this area.
PT.DS.P PF.CMT. 01	Average Time for processing Planning Applications (Householder)				7.6	7.5	6.5	6.6	8	6.7	6.9	8	8	8	8	2018/19 has shown an improvement on the past two years, now coming in at just under 7 weeks on average.
HPCHA RTER13	% of reactive repairs carried out in the last year completed right first time				90.2%	92.0%	Not measured for Quarters	93.0%	93.0%	93.0%	93.0%	93.0%	More than 31,500 reactive repairs were completed 'right first time' last year. This represents 9 out of 10 repairs (90.17%) and shows very good performance in efficiently and effectively diagnosing repair problems and in planning for work to be completed.			
CW.SPS O.02d	Number of complaints closed at 0.02d				95.45%	95%	88.64%	95%	90.36%	95%	80.06%	95%	95%	95%	95%	The Q4 and 2018/19 is currently being verified, Q3 performance showed that 80%

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18 Q1 2018/19 Q2 2018/19 Q3 2018/19 Q4 2018/19 2018/19										Explanation of Performance	
					Value Target		Value Target		Value Target		Value Target		Value Target			
	frontline as a percentage of all complaints															of complaints were resolved at frontline whilst the remaining 20% required further investigation.
																The Council wide complaints procedure was refreshed and approved by Finance, Resources Customer Services Policy Board on 27 March 2019. This will be supported by staff guidance and training materials to ensure all staff are equipped to handle complaints at frontline resolution.
																The 2018/19 data is currently being verified.
																For 2017/18 – The average number of FTE working days lost through sickness absence per employee (Council wide).
CMTABS 01d	Councilwide – Average number of work days lost through sickness absence per employee	Orange	Down	Down	11.38	8.96	2.8	1.79	2.36	1.79	2.69	2.69	8.96		i) Total number of FTE staff = 6,326.03 ii) Total number of days lost per year through sickness absence = 72,020.77 iii) Days lost per employee = 11.38	
																Actions taken to achieve improved performance include: . Proactively contacting managers who have absence cases of 2 to 4 weeks in duration, to monitor action taken to date and proposed next steps. This is to ensure that managers intervene early in absence cases and keep in regular contact with absent employees.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		2018/19		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
CWFOIO 1	% Of FOI requests completed within timescale	Green	Green	Green	93.9%	90%	91%	90%	94%	90%	94%	90%	94%	90%	93.15%	90%	Total number of requests received = 1,724 Total number of requests responded to on time = 1,606 Total number of requests which were responded to late = 118 % Of Councilwide FOI requests completed within timescale: 93.15

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2018/19										Explanation of Performance
					2017/18		Q1 2018/19		Q2 2018/19		Q3 2018/19		Q4 2018/19		
					Value	Target	Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI001	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)	  	96.05%	96%	32.76%	32.68%	60.27%	60.27%	87.98%	88.32%	96%	94.45%	End of year position still to be calculated as part of year end accounts		
FCSCSU03	% of calls answered by the Customer Service Unit within target (40 seconds)	  	69%	70%	57%	70%	68%	70%	58%	70%	61%	70%	61%	70%	The main factor impacting on performance during this year were annual billing and an increased volume of calls to support the changes to waste collection.



To: Leadership Board

On: 19 June 2019

Report by: Chief Executive

Heading: Best Value Assurance Report – Progress Update on Improvement Plan

1. Summary

- 1.1 On 31st August 2017, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The report provided an updated assessment of the Council and its performance, following on from its last audit in 2006.
- 1.2 Overall the report itself was positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving best value. At that time, Audit Scotland also provided direction on the key areas which the Council should focus its improvement activities on going forward. The report specifically included 7 recommendations relating to areas such as cross party working, community engagement, partnership working, financial sustainability, workforce planning and governance arrangements. An action plan which set out the Council's proposed actions to progress these recommendations was approved by full Council in September 2017.
- 1.3 This report provides the regular six monthly update on implementation to elected members, with a full update provided for each recommendation and related activity within Appendix 1 to this report.
- 1.4 In the previous update report to Leadership Board on 9 December 2018, it was noted that the recently published Annual Audit Report for 2017/18 prepared by Audit Scotland, found that the Council is making good progress in addressing the recommendations from the 2016/17 Best Value Assurance

Report. The Annual Audit Report also recommended that the Council continues to support elected members to have personal development plans in place, and also opportunities to enhance public performance reporting. Actions to address these suggested additional areas of focus are also included within Appendix 1.

2. Recommendations

- 2.1 It is recommended that members note the progress achieved in terms of implementing the best value improvement plan as detailed at appendix 1.
-

3. Background

- 3.1. The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Audit Scotland reviewed the methodology used to audit best value in 2015, and introduced a new approach based on a 5 year programme of engagement and audit, intended to provide greater reassurance to citizens on the extent to which **all** local authorities are achieving best value. Audit Scotland were appointed as the Council's external audit team for this purpose.
- 3.2 Renfrewshire Council was the second of six Councils selected to receive a Best Value Assurance Report in Year 1 as part of the new approach, with the subsequent report published by the Accounts Commission in August 2017. The report included 7 specific recommendations, as set out in Appendix 1 to this report.

4. Progress Update – Improvement Plan

- 4.1 Within the Council, progress in terms of implementing the recommendations is monitored on a regular basis by the Corporate Management Team, with six monthly updates provided to the Leadership Board. Appendix 1 provides a full progress update for each of the related activities being undertaken.
- 4.2 In the previous update report to Board on 9 December 2018, it was noted that the recently published Annual Audit Report for 2017/18 prepared by Audit Scotland found that the Council is making good progress in addressing the recommendations from the Best Value Assurance Report.
- 4.3 The Annual Audit Report 2017/18 also commented positively on the procurement practices which are in place within the Council, whilst providing feedback on two areas of activity which the Council could make further improvements. Specifically these relate to supporting elected members to have personal development plans in place, and also opportunities to enhance

public performance reporting. Actions to address these suggested additional areas of focus are included within Appendix 1.

5. **Next steps**

- 5.1 The Head of Policy and Commissioning acts as the link officer in terms of engaging with Audit Scotland on a regular basis around best value. Regular update reports will continue to be provided in relation to the improvement plan to the Corporate Management Team, and to the Leadership Board on a six monthly basis.

Implications of the Report

1. **Financial** – the BVAR sets out how effectively the Council is using its resources and financial planning arrangements.
2. **HR & Organisational Development** – the BVAR sets out the Council's arrangements for Organisational Development and Workforce planning.
3. **Community Planning** – the BVAR assesses how well the Council works with its partners.
4. **Legal** - none.
5. **Property/Assets** – none.
6. **Information Technology** – The BVAR provides examples of how well the Council is using new technology.
7. **Equality & Human Rights** – none.
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because 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** - Shared Risk Assessment is a proportionate and risk-based approach to assessing Scottish Councils.
11. **Privacy Impact** – none.

12. **COSLA** - Welcomed the risk based and proportionate approach to audits.
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Author *Laura McIntyre, Head of Policy and Commissioning 0141 618 6807*

Appendix One – Progress achieved against the Best Value Assurance Report Improvement Plan.

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update – June 2019
1. Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in the future.	<ul style="list-style-type: none"> Continue to embed Cross Party Sounding Board and identify opportunities for all elected members to work together on issues of common interest and importance for the Council and the Renfrewshire area. 	Ongoing	All elected members	<p>The Cross Party Sounding Board was established in May 2017 following revisions to the Council's governance structures.</p> <p>The Board has met on 5 occasions to date to consider issues such as the Council Plan, Community Plan and the review of local governance.</p> <p>Further topics have been identified for consideration by the Cross Party Sounding Board following the summer recess.</p>
2. Councillors should take advantage of the training and development opportunities that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively.	<ul style="list-style-type: none"> Undertake a review of the current training and development programme through engagement and consultation with elected members, to identify potential opportunities to further support attendance and participation levels. 	31 December 2017	Chief Executive All elected members	<p>Previous updates to Board have highlighted the progress that has been achieved to date in terms of this recommendation. This included a full review of the training and development programme in consultation with elected members.</p> <p>Changes have subsequently been made to the training and development programme, including use of external speakers, offering twilight sessions and delivering focused weeks of training and development once a year. The development week held in April 2019 is currently being evaluated.</p> <p>In the Annual Audit Report 2017/18 published in 2018, Audit Scotland recognised this progress however further recommended that further work was undertaken to ensure that elected members were supported to have personal development plans in place.</p> <p>Elected members are reminded regularly of the support available to develop their own PDPs. The Improvement Service recognises that not all elected members will make use of the learning opportunities offered regardless of the support available and will choose to access learning at their own pace. To make it easier for elected members to access CPD training resources at a time and place of their choosing, the full range of Improvement Service workbooks are now available in the online Members' Library.</p>

<p>3. The council should review its governance arrangements to ensure they provide for a relationship with Renfrewshire Leisure Limited (RLL) that is clear, independent, and more easily understood by the public.</p>	<ul style="list-style-type: none"> Undertake a review of existing governance arrangements between the Council and Renfrewshire Leisure Limited, being cognisant of the findings of the national review of ALEOs currently being undertaken by Audit Scotland. Engagement with Renfrewshire Leisure itself will be a key element of the review. 	<p>June 2018 (subject to publication date of Audit Scotland's national review report – scheduled for Spring 2018)</p>	<p>Chief Executive</p>	<p>Key actions undertaken to date to address this recommendation include:</p> <ul style="list-style-type: none"> A summary of Renfrewshire Leisure's Business Plan 2018/19 was reported to the Leadership Board in February 2018. Previously the Business Plan was considered by the Board as an exempt paper. In February 2018 the Leadership Board approved proposals to change the composition of the membership of the Renfrewshire Leisure Board. The two places held by officers from Renfrewshire Council were filled by community representatives, with one vacancy recently arising. Two officers from Renfrewshire Council were subsequently appointed as observers to Renfrewshire Leisure Board meetings in September 2018 by the Leadership Board. The two officers are the Head of Policy and Commissioning and the Head of Finance. Regular monitoring meetings are held between Renfrewshire Leisure and the Head of Policy and Commissioning. Work is underway to further enhance the reporting of performance information relating to Renfrewshire Leisure. Six monthly internal scrutiny sessions also form part of the monitoring relationship with Renfrewshire Leisure. <p>Our external audit team from Audit Scotland, have made no further recommendations for the Council to address in relation to governance arrangements for Renfrewshire Leisure.</p>
<p>4. The council should develop a detailed medium and long-term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be critical to managing how future services are provided.</p>	<ul style="list-style-type: none"> Roll-out Performance Development and Review programme across the Council Implement new leadership and management development programmes Provide 6 monthly updates on the recently approved corporate workforce plan to elected members 	<p>Ongoing with six monthly updates to board.</p>	<p>Director of Finance and Resources (in consultation with CMT)</p>	<ul style="list-style-type: none"> Regular progress updates on the OD Strategy are provided to the CMT and Trade Unions. The next update to the Council's Finance, Resources and Customer Services Policy Board on progress will be reported in September 2019. Good collective workforce planning progress is being made by services, with an approximate overall completion rate of 74% against overall Council priorities. CMT spotlight sessions on each service workforce plan have been taking place from February 2019 onwards. Circa 800 employees have attended workshops across the Council to develop a set of new Council values. These values will be the guiding principles that explain what the Council stands for, what is most important to us and what our communities expect from us. Roll out of the 'Leaders of the Future', 'ASPIRE' and the Chartered Management Institute (CMI) Levels 2 and 3 development programmes is progressing well, with 417 managers and leaders from throughout the Council participating across these programmes. A new CMI Level 5 programme launched in May 2019 and a level 7 CMI qualification is currently being scoped.

	<ul style="list-style-type: none"> Implement new management arrangements to integrate existing HR, organisational development and programme management resources within one function to further strengthen the Council's approach to managing change 			<ul style="list-style-type: none"> Following the recent corporate people development review, a new range of flexible development options and accredited qualifications will continue to be rolled out across the Council in 2019. Future corporate training will offer more accessible, on-demand and digital "bite size" training courses, focusing on supporting future transformational change. Following the success of the digital skills programme in 2018 which saw circa. 100 front line employees complete basic training to improve their digital skills, funding of £15k has been secured again from the Flexible Workforce Development Fund to support a further roll out of digital skills training across the wider workforce. As part of this approach, circa. 50 catering managers are currently being supported with bespoke digital skills training to operate the new cashless catering system being implemented across Renfrewshire schools. Work is progressing to roll out the People, Performance and Talent Policy approved in June 2018, by designing bespoke training and supporting materials to ensure managers have the right skills to carry out PPT effectively. A total of 8 new HR & OD Polices were implemented in 2018. The HR & OD Policy Review Plan for 2019 will update several existing policies and develop new policies to support employees who experience Domestic Abuse or Menopause symptoms. In January 2019 the Council was recognised as a "Carer Positive Employer" by Carer Positive. Currently 35 Council officers are participating in the Cross Organisational Mentoring Programme launched in September 2018. An Internal Mentoring Programme will also be launched across the Council in summer 2019. In May 2019 the Council reported progress in the last 12 months to reduce the Council's gender pay gap to 3.58% or £0.55 in favour of men. This is a drop of just over 1% from April 2018, with ongoing action to reduce the pay gap further.
5. The council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The council should prioritise how services need to be provided in future to	<ul style="list-style-type: none"> Continue to implement the agreed medium term financial strategy which will focus on delivering required savings through the Better Council Change programme, debt smoothing and 	March 2020 (<i>end date of Financial Outlook</i>)	Director Finance and Resources / Chief Executive (in consultation with elected members)	<p>The Council's 'Revenue Budget and Council Tax 2019/20' paper which was considered by full Council on the 28 February 2019 clearly articulates the financial pressures facing the Council.</p> <p>Demand led pressures, coupled with wage and cost inflation and constrained funding could create a potential residual funding gap of between approximately £24 million to £55 million for the Council over the medium term. Other economic factors including those potentially relating to EU withdrawal, may also further impact this position.</p> <p>The potential scale of the financial challenge will require the Council to</p>

meet these savings.	effective workforce planning.			<p>deliver savings at a more significant level than in previous years delivered through for example the Better Council Change Programme since 2011.</p> <p>Work has commenced on the development of the next phase of the Council's transformation programme which has been reported under a separate report to the Leadership Board in June 2019.</p>
6. Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available.	<ul style="list-style-type: none"> Undertake a Strategic Financial Overview exercise on an annual basis with community planning partners. 	Annual basis – March	Chief Executive / Director of Finance and Resources	<p>A key priority within Renfrewshire's Community Plan 2017-2027 is to develop a Community Planning Partnership that is sustainable and connected.</p> <p>Partners provide regular feedback on the financial outlook for their respective organisations, and are alert to opportunities to continue to work together to deliver more efficient services which provide for better outcomes.</p> <p>An example of this is the Community Planning Partnership sponsored Alcohol and Drugs Commission, a key of which is to consider how the partners can better use their resources to support those impacted by alcohol and drug use.</p>
7. The council and its partners need to continue to involve communities and work together on joint priorities and to strengthen partnership working. This will provide a positive base to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented	<ul style="list-style-type: none"> Finalise review of Local Area Committees in Renfrewshire Publish Renfrewshire's Community Plan 2017-2027 Embed new governance arrangements for community planning in Renfrewshire, developing shared work plans and priorities in consultation with partners, 	December 2017 1 October 2017 March 2018 June 2018	Chief Executive	<p>All actions are now complete.</p> <p>An area in which significant progress has been made is in relation to the development of new Local Partnerships which have now replaced Local Area Committees.</p> <p>The new partnerships launched in January 2019, and in March 2019 each Local Partnership agreed its initial local priorities.</p> <p>This is a significant step forward with the first round of the new Local Partnership funding being allocated these priorities by each Partnership in June 2019.</p> <p>The stage of the development process involves the establishment of a new participatory budgeting approach with young people, which will involve young people leading on decisions about how to use the Youth Challenge Funding for each Local Partnership.</p>

	<p>communities and people.</p> <ul style="list-style-type: none"> • Develop locality plan arrangements in line with the requirements of Community Empowerment legislation, with particular focus on working with partners to engage with those people who are most impacted by poverty in Renfrewshire. 			
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NEW ACTIONS FROM ANNUAL AUDIT REPORT

We reviewed the Council's arrangements for collecting, recording and publishing data in 2017/18. Information is publicly available on the Council website, with the main SPI report published as well as a summary version. '*It's all about you*' provides a graphical and pictorial presentation of performance data. However there is limited reference to performance in the Council's Annual Report.

The Annual Report should include a summary position regarding the Council's performance together with relevant detailed performance information. This would improve the accessibility of performance information and help to demonstrate greater transparency by the Council.

February 2019

Head of Policy and Commissioning

All key sources of performance information have been brought together in one place on the Council's website to ensure greater transparency of information.

This includes our local performance against the Local Government Benchmarking Framework indicators.

The annual report is currently produced as a live story map and links to this overview or dashboard are provided within the story map itself as an appendix or summary.

We will continue to review our annual report in 2019 and have commenced a benchmarking exercise to review best practice amongst other local authorities.



To: Leadership board
On: 19 June 2019

Report by: The Chief Executive and Director of Finance & Resources

Heading: Transformation & Change Programme 2020/21 – 2022/23

1. Overview and Key Messages

- 1.1 Since the beginning of the current decade the Council has been progressing a long term change and transformation agenda in response to: -
 - the continued impact of growing demand and cost pressures across major areas of service provision,
 - increasing public expectations, in relation to how individuals, groups, businesses and communities wish to engage with the Council and for what; and
 - delivering on the long term objective to continue to modernise the Council, improve service outcomes and ensure the Council is best placed to deliver against its core priorities across Renfrewshire's communities.
 - the onset of the austerity squeeze on public sector expenditure which has reduced the overall level of resources available to the Council during this period
- 1.2 The current phase of this long term transformation and change programme has allowed the Council to continue to reform, modernise and improve services whilst at the same time contributing to the delivery of the financial strategy covering the period up to 2019/20. This current phase of the programme is nearing its natural end and as previously reported to members, there is a need for the Council to continue to maintain a focus on progressing over the medium term the delivery of further change, transformation and improvement across services.

- 1.3 This is particularly important to ensure the Council responds pro-actively to new and emerging opportunities that continue to develop to modernise and change how the Council delivers services to best meet the needs of Renfrewshire's communities, particularly in the context of: -
- the accelerating development in the digital technology landscape and the potential it has to influence and change how the Council operates and delivers services in the future,
 - the maturing relationships the Council has with key organisational partners across all sectors, and
 - the changing and developing relationship with communities, especially as the Community Empowerment agenda develops and matures across our communities.
- 1.4 In addition, responding pro-actively to the ongoing financial challenges the Council will face over the medium term remains an important backdrop to the Council's plans for transformation and change to ensure the Council continues to remain both financially stable in the short term but also financially sustainable in the medium to longer term. It is recognised that maintaining financial stability and sustainability are key organisational objectives that provide firm foundations to support the Council to deliver on its strategic priorities.
- 1.5 Members will be aware that despite the uncertainties surrounding the scale of the future financial challenge, the Council remains committed to the values and strategic objectives already agreed in its own Council Plan and in the Community Plan with our key partners. These not only remain the guiding principles and priorities of the Council in dealing with the financial challenge ahead, but their significance and role will become increasingly important in the Council's decision making, balancing the delivery of core priorities with available resources.
- 1.6 From a financial perspective, the Council's current position remains stable and within the financial planning parameters established when the Council set its budget for 2019/20.
- 1.7 Moving forward it is forecast that the Council will continue to face new budget pressures in each of the following three years, with uncertainty in respect to the overall scale. Similar to the strategy adopted in previous years, it is recommended by the Director of Finance & Resources that despite the ongoing uncertainty, the Council progresses current financial planning on the basis of a central scenario with an estimated forecast budget gap of approximately £45 million over the three year period 2020/21 – 2022/23. This position will continue to be carefully monitored and will be regularly updated as improved information becomes available and greater certainty emerges, in particular in relation to Government Grant in the context of the Scottish Government's commitment to provide a three year financial settlement for local government covering the period 2020/21 – 2022/23.
- 1.8 As detailed in the main body of the report, there is a requirement for this next phase of the transformation and change programme to deliver more fundamental change and a greater scale of financial savings than has been delivered over recent years. In recognition of this, the next phase of the programme currently being designed by senior officers is based upon a new approach and expected to constitute a series of structured service redesign processes across a range of areas of the Council's existing service arrangements – these reviews will be framed around functional service groupings and will therefore cut across existing service structures.

- 1.9 The redesign processes will also look at more clearly defining and focusing service delivery on those priority outcomes that the Council has committed to delivering, how we can work more effectively with communities and partners in this regard.
- 1.10 A future report to the Board will outline in detail the schedule of proposed service redesign exercises and specifics in relation to the change that will emerge from each, and it is anticipated that they will individually bring forward proposals which will generate positive change and transformation for the organisation, the workforce, partners and our communities as well as savings. Consequently, there is expected to be workforce implications which will require careful management in their implementation.
- 1.11 As this new phase of transformation and change is designed and moves forward, there is a need to ensure the Council's HR policies and support environment is fit for purpose and that the appropriate capacity and skills are available to adequately support the organisation and its workforce. In this context it proposed that over the summer period, a full review is completed of the Council's suite of policies that are key to supporting future organisational change, as well as the capacity and capabilities within the HR and OD service. This will include reviewing the Council's existing voluntary severance and redeployments arrangements and in addition, developing a key set of workforce planning and organisational development arrangements that will support the Council to progress the necessary change in the shape and size of the workforce as well as supporting the delivery of a key skills and organisational development programme that will be required to be deployed across the organisation.

2. Recommendations

- 2.1 It is recommended that the Board:
- i. Notes that to support the next phase of the transformation and change programme, work is underway to develop a structured series of service redesign reviews, greater detail of which will be reported back to members after the summer recess period and which will build upon the existing programme of transformation and change that has been pursued and delivered by the Council over recent years.
 - ii. Notes the wide range in the projected budget gap for the Council over the three year period 2020/21 – 2022/23 and the recommendation that a £45 million three year budget gap is adopted as the financial planning assumption for budget strategy and service planning purposes.
 - iii. Notes the uncertainty that exists in respect to this forecast, in particular in relation to the potential level and speed of reduction in the Council's government grant allocation and that greater clarity in this respect is expected to emerge over the coming months after the Chancellor of the Exchequer's planned UK Comprehensive Spending Review later in the year, the subsequent Scottish Government budget and expected three year financial settlement for local government.
 - iv. Delegates authority to the Chief Executive to make the required arrangements to support the design and delivery of the service redesign programme, including appointing, where appropriate and required, any external capacity and skills in consultation with the Director of Finance and Resources, subject to appropriate funding being available from existing resources.

- v. Notes the work that will be progressed over the summer period to review the Council's suite of HR policies, as well as the capacity and capabilities within the HR and OD service.
- vi. Notes that an update on the detailed development and design of the next phase of the transformation and change programme will be reported back after the summer recess and thereafter update reports will be provided to the Board at appropriate key stages in the delivery of the transformation programme.

3. Financial Outlook

- 3.1 The Council's current financial position remains stable and within the financial planning parameters established when the Council set its budget for 2019/20. In setting the 2019/20 budget, the Council committed to approximately £7.7m of non-recurring spending, reflecting the temporary spending capacity that was available at that time, which was predominantly due to the more positive outcome on government grant confirmed as part of the Scottish Government's budget for 2019/20.
- 3.2 Notwithstanding this positive outcome for 2019/20, it is anticipated that it represents only temporary respite and it is forecast that the Council will face significant medium term financial challenges to maintain its financial stability, sustainability and capacity to redirect a reducing resource base to invest in key priorities. It is forecast that the Council will continue to face new budget pressures in each of the following three years, with uncertainty in respect to the overall scale. In the context of this uncertainty, it is currently estimated that gross budget pressures over the three years will fall within a relatively wide range of £33 million - £74 million.
- 3.3 The level of future government grant funding for the Council presents the greatest single area of uncertainty at this time. The Scottish Government has recently published its second Medium Term Financial Plan, which has provided limited additional insight into the medium term grant prospects for local government. In this context the financial planning assumptions at this time forecast that a flat cash position over the next three years represents a best - case scenario for the Council's future grant prospects with the downside negative case scenario being a cumulative 7.7% (circa £23 million) cash cut in grant (equivalent to a cut of circa 2.5% per annum).
- 3.4 At the same time, the Council's expenditure budget will continue to be placed under increasing cost and demand pressures arising from pay growth, demographic and cost pressures across social care in particular, contractual and inflationary pressures across key supply budgets as well as the full financial impact of economic regeneration investment commitments arising from City Deal and Heritage led regeneration interventions coming on stream as the associated capital projects are delivered.
- 3.5 After taking account of the non-recurring spending in 2019/20, a net budget gap of between £26 million - £67 million over the three year period 2020 – 23 is currently forecast. Similar to the strategy adopted in previous years, it is recommended by the Director of Finance & Resources that the Council progresses current financial planning on the basis of a central scenario with an estimated forecast budget gap of approximately £45 million over the three year period. This position will continue to be carefully monitored and will be regularly updated as improved information becomes available and greater certainty emerges. In particular, the strategy is expected to be further informed by updated information towards the end of 2019 in respect to future Government Grant prospects. This expectation reflects the Scottish Government commitment to provide three year financial settlement figures for local government for 2020/21 – 2022/23, which they have indicated is contingent upon the UK Government delivering a Comprehensive Spending Review in Autumn 2019.

4. New Phase of Change and Transformation Programme

- 4.1 The potential scale of the medium term budget gap, although challenging is within the parameters addressed by the Council in previous years. Notwithstanding this context, it is recognised that there are two key issues which will influence this next medium term phase of the programme:-
- Firstly, the debt smoothing strategy has been a key element of the Council's medium term financial planning arrangements for a number of years and has, in particular in more recent years, provided significant annual cost savings to support annual budget setting cycles. The current year budget covering 2019/20, represents the final year of savings at scale emerging from this strategy in its current form. Consequently, there will be a greater reliance and expectation placed on the Council's transformation and change programme to support the medium term financial strategy.
 - Secondly, for a prolonged period of almost a decade, the Council has been delivering a programme of transformation, change and modernisation. Albeit over the past three years the pace and scale has been less significant than that delivered in the first half of the decade. In this context, identifying and delivering further change and modernisation at scale becomes an incrementally more challenging objective for the organisation to deliver. In order for the programme to be scaled back up in terms of financial savings and recognising the scale of change that has already been delivered since 2010, the next phase will necessarily involve more fundamental challenge, change and modernisation in how services are delivered by the Council and delivering potentially wider and deeper levels of change and modernisation than the Council has delivered to date.
- 4.2 In this context, the next phase of the programme will employ a refreshed framework and approach. The programme currently being designed by senior officers will constitute a series of structured service redesign processes across a range of areas of the Council's existing service arrangements. These reviews will be framed around functional service groupings and will therefore cut across existing service structures.
- 4.3 The structured redesign process will look to identify and deliver a range of service as well as financial benefits including:-
- improved alignment and economies of scale across specific service functions that existing service structures do not fully support,
 - greater standardisation of business processes where applicable,
 - greater flexibility in the deployment of staff resources,
 - clearer staff roles and better devolvement of operational decision making through staff structures and across the organisation to support more flexible and responsive services; and
 - greater corporately driven deployment of specific capabilities – such as digital and use of data analytics - to deliver quicker, more efficient services and better outcomes.

- 4.4 The redesign processes will also look at more clearly defining and focusing service delivery on those priority outcomes that the Council has committed to delivering, how we can work more effectively with communities and partners in this regard and reconsider those areas of service that do not strongly contribute to the delivery of these outcomes.
- 4.5 Whilst it is not possible at this early stage to outline the schedule of proposed service redesign processes and specifics in relation to the change that will emerge from each, it is nevertheless anticipated that they will individually bring forward proposals which will generate positive change and transformation as well as savings at scale, and consequently there is expected to be workforce implications that will be more substantial than those experienced by the Council over more recent years and which will require careful management in their implementation.
- 4.6 As this new phase of transformation and change is designed and moves forward, there is a requirement to ensure the Council's HR policies and support environment is fit for purpose and that the appropriate capacity and skills are available to adequately support the organisation and its workforce. In this context it proposed that over the summer period, a review is completed of the Council's suite of HR policies that are key to supporting future organisational change, as well as the capacity and capabilities within the HR and OD service. This will include reviewing the Council's existing voluntary severance and redeployments policies and in addition, developing a key set of workforce planning and organisational development arrangements that will support the Council to progress both consequential change in the shape and size of the workforce that will emerge as well as supporting the delivery of a key skills and organisational development programme that will be required to be deployed across the organisation.
- 4.7 Recognising the pace at which the Council will be required to drive forward the design and subsequent delivery of the next phase of transformation and reform this report is seeking delegated authority for the Chief Executive to enter into appropriate arrangements to support the design and delivery of the service redesign programme, including appointing, where appropriate and required, any external engagements in consultation with the Director of Finance and Resources, subject to appropriate funding being available from existing resources. This will be a temporary resource, specifically to access specific skills and short term capacity to supplement in-house management capacity over a defined period when the service redesign exercises are being conducted and subsequently progressed.
- 4.8 Notwithstanding the fact that the Council has operated with a formal change and transformation programme in one form or another for around a decade, it is recognised strong communication and engagement will be a key ingredient to support success in this next phase. In this context, an integral element of the reshaped transformation programme moving forward will be a structured, positive and pro-actively managed engagement and communication workstream led by the Head of Marketing and Communications. Early work to engage the workforce on the development of organisational values has already commenced in this regard and the overall objective will be to ensure the workforce, partners and stakeholders are active and informed participants in the transformation and change journey.
- 4.9 It is proposed that an update on the detailed development and design of the next phase of the transformation and change programme will be reported back to the Board after the summer recess and thereafter regular update reports will be provided to the Board at appropriate key stages in the delivery of specific service redesign exercises

Implications of this Report

Financial – The report provides a brief update on the Council's financial outlook over the medium term and the key role the next phase of the transformation and change programme will play in addressing this in a sustainable fashion. The report also references an expectation of the Council being required to access additional skills and capacity to progress the programme and that the financial implications of this will be contained within existing approved resources.

HR & Organisational Development - as outlined in the report. Specific implications on the size and shape of the Council's future workforce will emerge as detailed service redesign exercises are progressed and will be reported to the board at appropriate milestones in the programme.

Community/Council Planning – any implications will emerge as part of future changes agreed as part of the programme. Members should however keep in mind that over the medium term the Council is anticipated to have less resources in both cash and real terms and as such there will be a requirement to increasingly make key choices to direct reducing resources to support the delivery of those outcomes of greatest priority as defined in the Council Plan.

Legal – any implications will emerge as part of future changes agreed as part of the programme.

Property/Assets – any implications will emerge as part of future changes agreed as part of the programme

Information Technology - implications will be subject to any future changes agreed as part of the programme.

Equality & Human Rights – n/a at this stage but will be fully considered as specific aspects of the programme are progressed.

Health & Safety - any implications will emerge as part of future changes agreed as part of the programme.

Procurement – any implications will emerge as part of future changes agreed as part of the programme.

Risk – as has been outlined to members previously, addressing the medium term financial challenge represents a key corporate risk for the Council and progressing reform, transformation and modernisation of council services will remain a key part of mitigating this risk and ensuring the Council and its services remain modern and sustainable moving into the future and critically support the delivery of those outcomes agreed as being of greatest priority to the Council and its partners.

Privacy Impact - n/a at this stage but will be fully considered as specific aspects of the programme are progressed.

Cosla Policy Position – n/a

List of Background Papers

(a) Background Papers - none

Author – Alan Russell, Director of Finance & Resources



To: Leadership Board

On: 19th June 2019

Report by: Chief Executive

Heading: Tackling Poverty Programme

1. Summary

- 1.1 At the budget meeting on 2nd March 2018, Council agreed the allocation of £5 million over the next 5 years to support a new Tackling Poverty Programme.
 - 1.2 A programme of activity has been developed which sustains key projects which support people on low-incomes, with a focus on low-income families with children.
 - 1.3 The report outlines key progress highlights against the priority areas, covering the last 6 months since the report at Leadership Board on 5th December 2018.
 - 1.4 A Local Child Poverty Action Report has been developed for Renfrewshire to meet the requirements of the Child Poverty (Scotland) Act 2017. The Tackling Poverty Programme investment forms a significant part of Renfrewshire's local response to tackling child poverty.
-

2. Recommendations

- 2.1 It is recommended that Board:

- Note progress on the delivery of the Tackling Poverty Programme detailed at section 4 of the report.
 - Note the development of Renfrewshire's Local Child Poverty Action report at section 5 of the report.
-

3. Background

- 3.1 On 2 March 2018, Council agreed funding of £5 million over the next 5 years to deliver a tackling poverty programme based on the learning and evaluation of the projects carried out to date and building on the initiatives that have made the most difference in people's lives.
- 3.2 A programme of activity was developed for Year 1 which sustained key projects, supporting people on low incomes, with a focus on low-income families with children.
- 3.3 Progress on the delivery of the Tackling Poverty Programme is reported at Leadership Board on a six-monthly basis.
- 3.4 The report outlines key progress highlights against the priority areas, covering the last 6 months since the report at Leadership Board on 5th December 2018.
- 3.5 A Local Child Poverty Action Report has been developed for Renfrewshire to meet the requirements of the Child Poverty (Scotland) Act 2017. The Tackling Poverty Programme investment forms a significant part of Renfrewshire's local response to tackling child poverty.

4. Progress

- 4.1 Since the introduction of the Tackling Poverty programme, there have been a significant number of projects and developments undertaken across the Council and its partners to tackle poverty.

In addition to this, over the next 4 years the Tackling Poverty Programme will continue to provide investment to specific initiatives that support the Council's aspiration to tackle poverty.

The initiatives support three key priorities;

- Targeting support to families that need it the most
- Removing barriers to participation for children and young people
- Supporting health and wellbeing for young people

4.2

Targeting support to families that need it most – £0.79 million

- The three Families First locality teams funded by the Tackling Poverty Programme in Foxbar, Gallowhill and Johnstone continue to offer early years and family support services, including targeted financial advice and parenting support. These three localities have worked with over 880 families and generated £3.3 million of income since their introduction.
- The Healthier, Wealthier Children service provides targeted advice and support to new and expectant parents on managing changes to finances and supporting them to claim benefits they are entitled to. This service has been successful in achieving significant financial gains of over £3.4m for over 1660 households during this key life event.
- Energy Advice continues to be offered to people who need support to reduce their energy bills, manage fuel debt and improve the energy efficiency in their homes. This project has worked with over 3,400 households to date, saving a total of over £1m on energy costs.
- Over the last year the Foodbank continued to support clients who needed emergency food due to benefit changes and delays and low income. They fulfilled 5,703 vouchers this year, a rise of 14% on last year. The Foodbank provided food supplies for 7,373 adults and 2,818 children, a rise of 17%.
- Support to Renfrewshire's Citizens Advice Bureau to provide the Advice Renfrewshire phoneline service continues. This free, confidential and independent service provides a single gateway to a wide range of advice for citizens, including benefits, money and emergency advice. Over the last year the service provided phone assistance to almost 300 clients and there were 4.1k sessions recorded on the Advice Renfrewshire website.
- Working in partnership with The STAR project the new Community Fridge initiative was launched on 12th March. Since then this initiative has supported 127 individuals and over 200kg of food has been donated.
- Supporting the Council's Digital strategy, work continues to make sure those who are most at risk of being digitally excluded are supported to develop digital skills and get online. Working in partnership with ROAR this initiative specifically targets older adults and people with a disability.

4.3

Removing barriers to participation for children and young people- £0.34 million

Another key way Councils can mitigate the effects of child poverty is to remove the barriers to participation and opportunities that exist for children and young people living in poverty. In addition, we have a number a number of projects which achieve this by removing both the direct and indirect costs associated with participating in educational, cultural and sports activities.

- Morning clubs continue in 10 schools, providing a healthy breakfast to all pupils universally within participating schools. Over 250,000 free healthy breakfasts have been served since the introduction of this project, relieving financial pressure on low income families, but most importantly, making sure that children start the school day ready to learn.
- The Cost of the School Day fund continues to operate across all primary and secondary schools in Renfrewshire, directly supporting families in a variety of ways including uniforms, food, transport, extra-curricular activities and curricular expenses.
- The programme continues to provide Street stuff activities during the holidays and at weekends, along with the provision of free healthy food to support key activities. Over 26,000 attendances have been recorded to date. At the recent Spring holiday clubs which were held over a two-week period, there were 675 attendances and 278 individuals recorded. Preparations are now underway to plan for the summer camps.
- The programme continues to support the delivery of the Skoobmobile which introduces children to the benefit of reading and play and supports the Council's ambitions to narrow the literacy attainment gap.

4.4

Supporting health and wellbeing for young people - £0.16 million

In addition to supporting participation, the programme also contains projects which support the health and wellbeing of young people across Renfrewshire, recognising both the importance of supporting youth mental health, but also that health inequalities are strongly socially patterned as well. Youth mental health has been identified by young people as a key issue, and this now features in both the Council Plan and Community Plan as a key priority.

- The peer health project will continue in partnership with Active Communities, working with young people in all secondary schools

- across Renfrewshire to identify key health priorities in their school and developing young people to lead their own activities to improve health and wellbeing. There are now 348 peer educators that have been trained across Renfrewshire schools, who have engaged with over 5,000 pupils in total on a range of health issues such as mental health, diet, alcohol and drugs. Peer Educators are currently working towards Saltire Awards and SQA awards in wellbeing, personal development, volunteering and mental health.
- School counselling is embedded across all 11 secondary schools, and an additional service has been established in Mary Russell. The service offers 1:1 and groupwork support to young people on a range of issues such as anxiety, stress, bereavement and loss, family issues and self-esteem. An emotional literacy group has now been delivered within Park Mains and Johnstone High School and moving forward this will be delivered within Linwood and Renfrewshire High School.

5. Child Poverty Action Report

- 5.1 A Local Child Poverty Action Report has been developed for Renfrewshire to meet the requirements of the Child Poverty (Scotland) Act 2017. The Tackling Poverty Programme investment forms a significant part of Renfrewshire's local response to tackling child poverty.
- 5.2 The Local Child Poverty Action report will be presented to Leadership Board as a separate paper at the meeting on 19th June 2019.
-

Implications of the Report

1. **Financial** – The £5 million allocated to the delivery of the Tackling Poverty Programme was agreed in the Council budget agreed on 2nd March 2018. Thereafter on 20th June 2018, Leadership Board approved the allocation of funding for Year 1 of the programme.
2. **HR & Organisational Development** – Not applicable
3. **Community/Council Planning** – The programme continues to support the key priorities set out in the Council and Community Plan to tackle inequality and widen opportunity.
4. **Legal** – Not applicable

5. **Property/Assets** – Not applicable
 6. **Information Technology** – Not applicable
 7. **Equality & Human Rights** – The projects within the programme are likely to have a positive impact on quality and human rights, particularly considering the overrepresentation of equality groups in low income households.
 8. **Health & Safety** – Not applicable.
 9. **Procurement** – The extension of some projects within the Tackling Poverty Programme may have procurement implications, where for example, contracts are coming to an end and may need to go through procurement processes again.
 10. **Risk** – Not applicable
 11. **Privacy Impact** - Not applicable
 12. **COSLA Policy Position** – Not applicable
-

List of Background Papers

- (a) Not applicable
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Author: Allyson Blue, Programme Manager. Tel No. 07786 682911



To: Leadership Board

On: 19 June 2019

Report by: Chief Executive

Heading: Local Child Poverty Action Report

1 Summary

- 1.1 The Child Poverty (Scotland) Act 2017 requires that each local authority and each relevant Health Board must jointly prepare and publish a Local Child Poverty Action Report after the end of each reporting year. This report must describe measures taken during the reporting year within the local authority area that reduce child poverty or improve outcomes for children living in poverty. It must also describe planned and proposed future actions.
- 1.2 This report sets out activities undertaken in Renfrewshire to reduce child poverty between April 2018 and March 2019, and also planned and proposed actions for the future.
- 1.3 The report has been jointly developed by Renfrewshire Council, NHS Greater Glasgow and Clyde (NHSGGC), and Renfrewshire Health and Social Care Partnership (HSCP). It also includes information about partnership work to tackle child poverty across Renfrewshire's Community Planning Partnership.

2 Recommendations

- 2.1 It is recommended that the Board:

- Note the content of the draft Child Poverty Local Action Report 2018/19.
- Approves the Local Child Poverty Action Report for publication.

3

Background

- 3.1 The Child Poverty (Scotland) Act 2017 sets out ambitious targets for the Scottish Government to significantly reduce child poverty in Scotland by 2030. The Act requires that local authorities publish a Local Child Poverty Action Report within three months of the end of each financial year.
- 3.2 The Report should provide detail of current, planned and proposed activity which is intended to reduce child poverty in the local authority area. It should also provide detail of preventative actions which will help young people avoid becoming parents in poverty by 2030.
- 3.3 The most recently published figures on child poverty show that in Renfrewshire the rate of child poverty after housing costs is 24.2%, equating to 9,198 children. This figure is in line with the Scottish average of 24%.
- 3.4 In recognition of the rate of child poverty and the negative effect it has on Renfrewshire's citizens, in 2014 a Tackling Poverty Commission was set up, and considerable subsequent investment made in activities to reduce child poverty through Renfrewshire's Tackling Poverty programme
- 3.5 Renfrewshire's Child Poverty Action Report recognises that a significant amount of work has been and is being done which is intended to reduce child poverty. The Report highlights the many activities carried out by Renfrewshire Council, Renfrewshire Health and Social Care Partnership and wider partners which are intended to tackle child poverty across Renfrewshire.
- 3.6 NHS Greater Glasgow and Clyde has produced a separate report detailing Health Board actions across the six local authority areas that they cover which are intended to reduce child poverty across the whole Health Board area. This report is included as an appendix to Renfrewshire's attached report.

4

Overview of Local Child Poverty Action Report

- 4.1 The Scottish Government has identified the three key drivers of child poverty as:
- income from employment;
 - costs of living; and
 - income from Social Security and benefits in kind.
- 4.2 **Income from employment** - Renfrewshire's report highlights the significant work which has been done by Invest in Renfrewshire to boost the local economy and tackle unemployment, which has led to an employment rate significantly higher than the national average. The Living Wage Accreditation Plan is ongoing, with 57 employers in Renfrewshire currently signed up. Employability work is also being carried out with a number of vulnerable groups, including care experienced and looked after young people, to support them to reach their full potential.

- 4.3 **Costs of living** - The substantial activity carried out with regards to costs of living in 2018/19 includes the Energy Advocacy Service which has secured significant savings and write offs for our most vulnerable citizens. The investment in Cost of the School Day has allowed pupils from low income families to engage with school activities that would otherwise be out of reach. Renfrewshire's Affordable Credit Alliance, through partnership working, has worked towards maximising affordable credit provision, helping families' money go further.
- 4.4 **Social security benefits and benefits in kind** - For those entitled to benefits, services such as Advice Works and Renfrewshire Citizens Advice Bureau have ensured the correct benefits are claimed, and that citizens have been supported through the introduction of Universal Credit. The Families First service has provided support in a family focused way, including health and relationship support along with money and benefits advice. This service in the last year alone has generated £1,114,234 for 413 families. The Healthier Wealthier Children project has worked with pregnant women and parents with infants to generate £885,526 of income.
- 4.5 The report also highlights the activities being progressed in Renfrewshire which are intended to reduce poverty by 2030. Central to this is the work around closing the poverty attainment gap in schools. This work was recently commended by Education Scotland in its inspection report which stated that Renfrewshire is making excellent progress in raising attainment for the most deprived children. Further acknowledgment includes a COSLA excellence Silver Award, with St Anthony's Primary School in Johnstone becoming the first school to become the Literacy School of the Year.
- 4.6 Planned activities have also been identified. Key to future employment activities will be Renfrewshire's new Economic Strategy which will be launched in Autumn 2019, with its emphasis on inclusive growth. The Tackling Poverty programme will continue, and the Improving the Cancer Journey project supported by Macmillan Cancer Support (Scotland), will enable individuals and families affected by cancer to benefit from a holistic approach to providing support across partners agencies.

5 **Next steps**

- 5.1 The Scottish Government has not specified where or how the report should be published, only that the report must be published within three months of the end of the financial year, that is, by 30 June each year. It is intended that the report will be published on the Renfrewshire Council website, along with case studies to provide a fuller picture of activities which have taken place.

Implications of the Report

1. **Financial** – No implications
 2. **HR & Organisational Development** – No implications.
 3. **Community/Council Planning** – The Report highlights the continued activities which support the key priorities set out in the Council and Community Plans to tackle inequality and widen opportunity.
 4. **Legal** – No implications
 5. **Property/Assets** – No implications.
 6. **Information Technology** – No implications.
 7. **Equality & Human Rights** - It is anticipated that activities within the Report will have a positive impact on Equality and Human Rights considering the overrepresentation on equality groups within low-income households.
 8. **Health & Safety** – No implications
 9. **Procurement** – No implications
 10. **Risk** – No implications
 11. **Privacy Impact** – No implications.
-

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Local Child Poverty Action Report
Renfrewshire
2018/2019

Introduction

This report sets out activities undertaken in Renfrewshire to reduce child poverty. It covers what we have done between April 2018 and March 2019, and also what we intend to do in the future to tackle child poverty.

The report has been jointly developed by Renfrewshire Council, NHS Greater Glasgow and Clyde (NHSGGC), and Renfrewshire Health and Social Care Partnership (HSCP). It also includes information about partnership work to tackle child poverty across Renfrewshire's Community Planning Partnership.

Renfrewshire Council wants a Renfrewshire where no child lives in poverty, and where children feel healthy, happy and valued no matter how much money their parents or carers have.

This report highlights the many activities carried out by the Council, the Health Board and Health and Social Care Partnership and our partners to make this happen.

Work to eradicate child poverty in Renfrewshire is well established, with a number of projects being developed under Renfrewshire Council's Tackling Poverty Programme, which has been running since 2015 alongside anti-poverty work being carried out in all services within the Council. Our extensive Economic Development work and that around attainment are vital to the long-term prospects for families and children in Renfrewshire. In these and many other areas complex wide-ranging work is being done involving different partners and services to ensure that our services are truly person centred.

Our Council priorities are to increase opportunity in employment and education, support the most vulnerable members of our community and put in place the necessary strategic investment that will deliver positive change for Renfrewshire. Tackling poverty is core to achieving all our priorities, and we recognise that it needs to be firmly at the centre of everything we do. We will continue to work with NHSGGC and other partners to consider how to get the best outcomes for Renfrewshire families.

What is a Local Child Poverty Action Report?

The Child Poverty (Scotland) Act 2017 requires that each local authority and each relevant Health Board must jointly prepare and publish a local child poverty action report after the end of each reporting year. The local child poverty action report must describe measures taken during the reporting year within the local authority area that reduce child poverty or improve outcomes for children living in poverty. It must also describe planned and proposed future actions.

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1. Scottish Government Targets

- 1.1 The Scottish Government believes that poverty is not inevitable and seeks to significantly reduce child poverty. It has promised children a better start in life and more opportunities as they grow up; has offered parents more and better-paid jobs and greater security in which to bring up their families; and has committed to tackling deep-seated inequalities.
- 1.2 The Child Poverty (Scotland) Act 2017, is key to the ambition to eradicate child poverty.

The Act:

- Sets out four statutory income targets for 2030;
- Places a duty on Scottish Ministers to publish child poverty delivery plans in 2018, 2022, and 2026, and to report on those plans annually.
- Places a duty on local authorities and health boards to report annually on activity they are taking, and will take, to reduce child poverty.
- Sets out that a statutory Poverty and Inequality Commission will be established from 1 July 2019, with functions related to the child poverty reduction targets.

- 1.3 The statutory income targets are ambitious and relate to the following measures of poverty:

Relative poverty: a child is in relative poverty if they live in a household where equivalised income for the financial year in question is less than 60 per cent of the median equivalised net income for that financial year.

Absolute poverty: a child is in absolute poverty if they live in a household with an income below 60 per cent of the median equivalised net income in 2010–11.

Combined low income and material deprivation: a child is in combined low income and material deprivation if they live in a household with an income below 70 per cent of the equivalised median net income for that year and are unable to afford a number of basic goods and services (material deprivation).

Persistent poverty: a child is in persistent poverty if they have been living in Scotland and in relative poverty for three of the past four years.

The key targets for the Scottish Government by 2030 after housing costs are as follows:

Less than 10% of children live in households that are in **relative poverty** (currently 23% nationally)

Less than 5% of children live in households that are in **absolute poverty** (currently 20% nationally)

Less than 5% of children live in households that are in **combined low income and material deprivation** (currently 11% nationally)

Less Than 5% of children live in households that are in **persistent poverty** (currently 10% nationally).

- 1.4 The Child Poverty (Scotland) Act 2017 requires that the Local Child Poverty Action Report must set out any measures taken in the previous reporting year by the local authority and each relevant Health Board which make progress now on contributing to the meeting of

these child poverty targets. This is done by linking the action to one of the direct drivers of poverty below.

The Act also requires that local authorities and Health Boards report on preventative actions which will help children and young people avoid becoming parents in poverty by 2030.

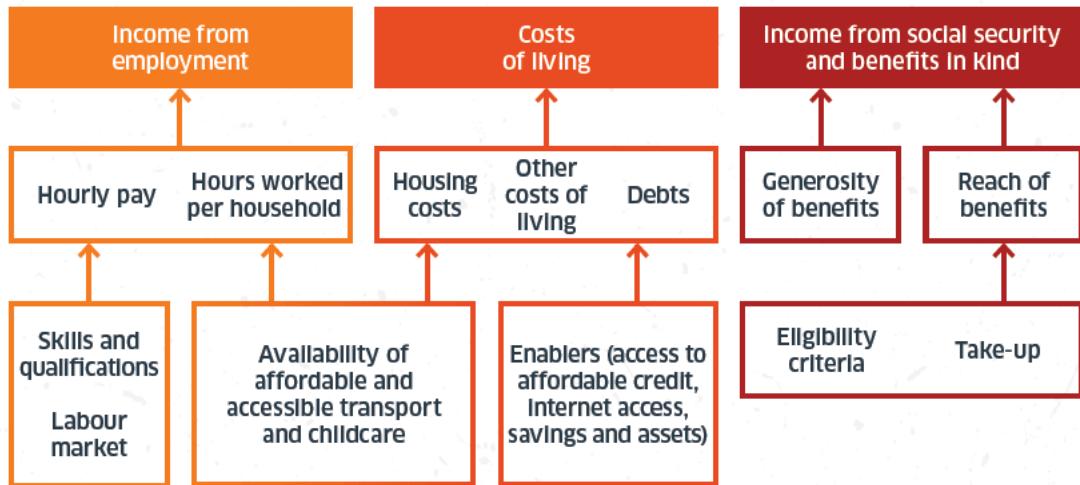
2. Drivers of Poverty

2.1 The three key drivers of child poverty are identified by the Scottish Government as:

- Income from employment
- Costs of living
- Income from Social Security and benefits in kind

2.2 For children under 12, direct action will not impact on targets unless it maximises parental income, thus most of the actions reported are around maximising income and reducing outgoings for the parents/family and are not specifically related to children.

The table below shows the drivers and what can affect them.



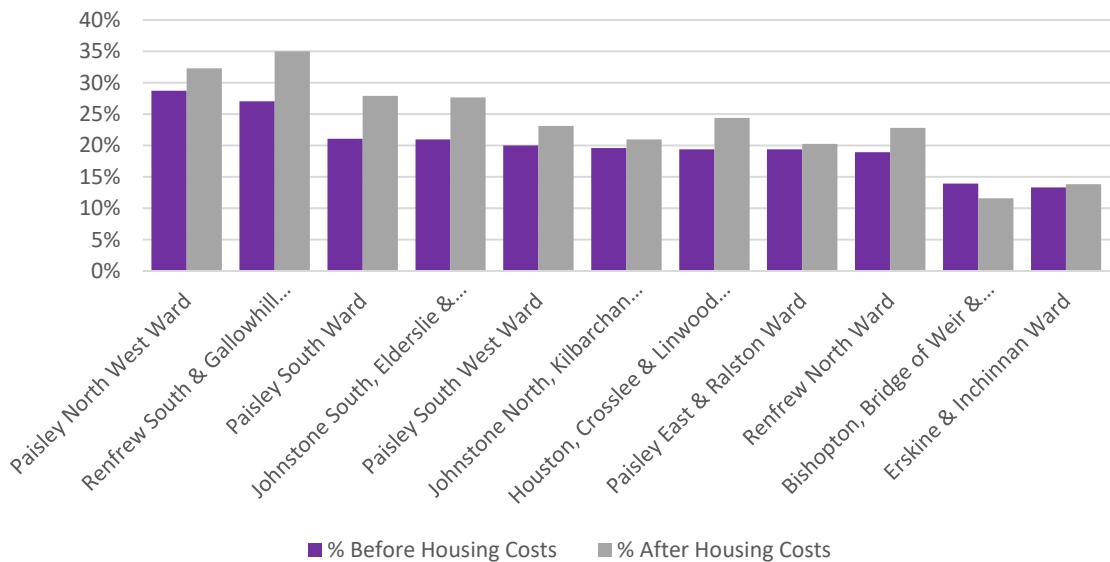
2.3 In Renfrewshire much work has been done which over time will mitigate the consequences of poverty. For example, our work to close the attainment gap between children from low income families and their better off peers to increase the number of poorer children heading to positive destinations and ultimately better paid work will have a longer term, preventative outcome and help the Scottish Government achieve its 2030 targets.

3. Child Poverty in Renfrewshire

Child Poverty rates in Renfrewshire

3.1 The most recent figures published by End Child Poverty for 2017/18 show that in Renfrewshire the rate of child poverty after housing costs is 24.2%, equating to 9,198 children. This figure is in line with the Scottish average of 24% and below the UK average which is 30%. Figures vary between wards, however, and show that some of our communities, such as Renfrew South and Gallowhill, are much more affected than others with the poverty rate there being 35%. The table below shows poverty rates across Renfrewshire's Council Wards.

Child Poverty % Estimate by Ward



SIMD

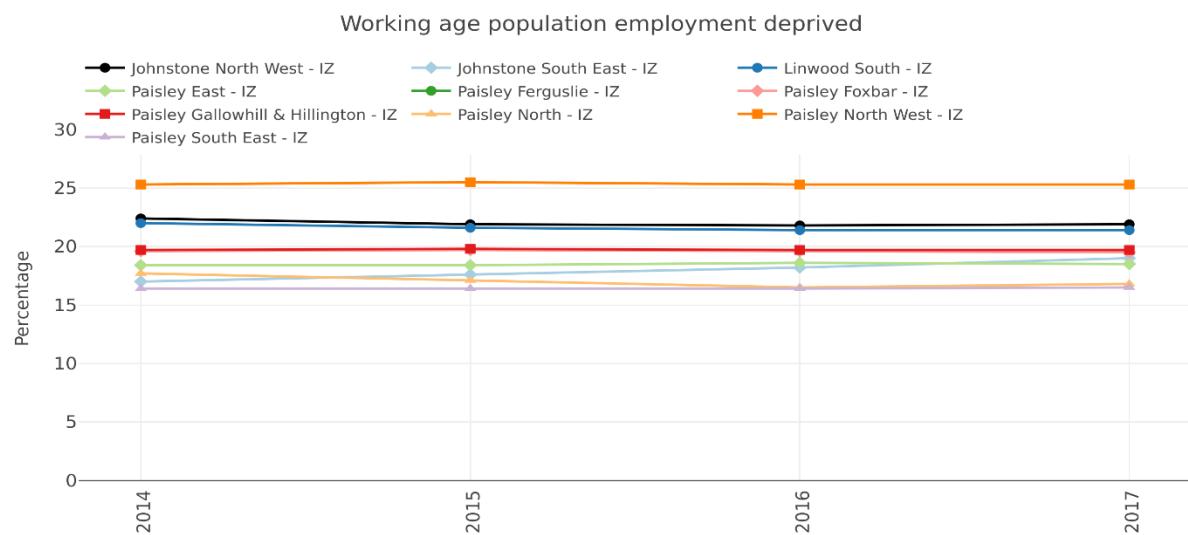
- 3.2 The most recent Scottish Index of Multiple Deprivation was published on 31 August 2016. SIMD is the official tool for finding the most deprived areas in Scotland. It identifies small concentrations of multiple deprivation across all of Scotland in a consistent way, rating almost 7000 data zones in Scotland. Renfrewshire has 225 data zones.
- 3.3 The ten most deprived data zones in Renfrewshire and where they rank against the rest of Scotland are shown here.

Data Zone Name	Rank
Paisley Ferguslie - 06	1
Paisley Ferguslie - 05	11
Paisley Ferguslie - 03	22
Paisley North West - 01	124
Johnstone South West - 02	139
Paisley Ferguslie - 07	151
Paisley North East - 02	152
Paisley Ferguslie - 02	181
Paisley Foxbar - 01	250
Paisley East - 06	281

- 3.4 Using this data has allowed targeting of services and activities with an aim to reduce deprivation. For example, intensive employability support from Invest in Renfrewshire, the Council's employability service, and Department for Work and Pensions working in partnership was provided in the Paisley Ferguslie (06) Data Zone which was ranked as the most deprived in Scotland. This led to more unemployed people in that Data Zone joining the workforce.

Employment

- 3.5 The table below shows the ten most employment deprived data zones for those of working age in Renfrewshire. The areas which are most employment deprived are reported as Ferguslie, Gallowhill, Linwood South, Foxbar, Paisley East and North East, however all the areas within the table exceed the Scottish average.



- 3.6 'Every Child Every Chance' The Scottish Government delivery plan on Tackling Child Poverty reports that employment remains the best route out of poverty. The Council's Invest in Renfrewshire team provides intensive support to those seeking work, and Renfrewshire HSCP Planning and Public Health team have developed an employability resource to support health professionals and third sector organisations across Renfrewshire to raise the issue of employability with participants.

Impact of poverty on children's health

- 3.7 Evidence suggests that children born into or living in poverty have poorer health outcomes than their more affluent peers. They are more likely to experience a wide range of health problems, including poor nutrition, chronic disease and mental health problems than those born into affluent families.
- 3.8 The evidence linking poverty with poorer health outcomes for children and their families is very clear. From birth, children can be affected with families in poverty more likely to deliver infants of a lower birth weight and early years growth in many cases below what is expected. GPs report that those living in poverty are more likely to present with acute infections and have poorer general health and mental wellbeing. The impact of poverty on physical and mental health can be lifelong. Those living in poverty can have high rates of high blood pressure, respiratory illness and depression and can expect up to 35 fewer years of good

health than those not in poverty. This can lead to those adults being disadvantaged, which in turn increases the risk of their own children experiencing poverty.

4. Tackling Poverty Programme

- 4.1 In Renfrewshire, we recognise that although poverty is, first and foremost, about household income, the experience of poverty is often much wider and more complex than just having a low income, with some people experiencing a range of disadvantages that extend beyond just not having enough money.
- 4.2 Renfrewshire Council recognises that poverty is not inevitable, but not easily solved. Communities must be involved in the anti-poverty agenda, setting their own priorities and the Council and its partners and wider organisations such as employers, need to work together, and alongside communities, to have an impact. Renfrewshire has had a Tackling Poverty Programme since 2015 which was informed by the findings of Renfrewshire's Tackling Poverty Commission.
- 4.3 The Tackling Poverty Commission, which was the first of its kind in Scotland to focus on child poverty, was formed in April 2014 from a range of experts in education, housing, the voluntary sector, the economy, and people who work every day with residents who live in severe poverty. Throughout 2014 they gathered a significant amount of evidence across key themes: Education and Attainment; Health and Wellbeing; Housing, Place and Community; Maximising Household Income; and Minimising Household Expenditure.
- 4.4 The Commission heard from people directly affected by poverty, as well as organisations and groups of interested parties in Renfrewshire and beyond. People were asked broad and open questions about their experiences of poverty to identify priority areas. The responses from over 100 local people living in poverty contained powerful stories and testimony. The stigma experienced by people in poverty was a clear theme, and the powerlessness and anxiety felt by people as a consequence.
- 4.5 The Commission made recommendations for the introduction of a strategic and coordinated approach to mitigate and minimise the impact of child poverty in Renfrewshire. Under the themes 'Pockets', 'Prospects' and 'Places', the ambitious programme to tackle poverty was developed and the Tackling Poverty Action Plan approved in June 2015. This included actions to address stigma, with front line Council and external staff receiving stigma training, along with the Council's Corporate Management Team. This training gave a greater understanding of how the stigma of poverty affects how people access services and ensured that all staff recognised that tackling poverty is part of their job.
- 4.6 The original Programme ran until March 2018. At this stage Council agreed the allocation of a further £5 million support over the next 5 years commencing in April 2018. Using this funding, a programme of activity has been developed to sustain key projects which support people on low-incomes, with a focus on low-income families with children.
- 4.7 The Tackling Poverty Programme investment forms a significant part of Renfrewshire's local response to tackling child poverty, alongside the many other actions across Council services detailed in this report.
- 4.8 Since the introduction of the Tackling Poverty Programme, there have been a significant number of projects and developments undertaken across the Council and its partners to tackle poverty. It is recognised that tackling poverty is a long-term aspiration, and cannot be

achieved in the next two, five or ten years. The first two years of the Tackling Poverty Programme allowed us to build a more robust evidence base for the anti-poverty impact of the work we were already doing, and to test the new approaches recommended by the Commission in 2015. This has allowed us to produce a long-term, evidence-based and sustainable approach to tackling poverty.

- 4.9 Our Improving Life Chances Board, a new group which has been established as part of the Community Planning Partnership has been established to take forward partnership work around life chances and inequalities.
- 4.10 Maximising incomes is at the core of our Tackling Poverty work, but we have produced a comprehensive strategy and action plan which also seeks to address the persistent inequalities faced by people living in poverty. We aim to prevent people from experiencing poverty in the first place, as well as mitigating the impacts of poverty and supporting people to lift themselves out of poverty.
- 4.11 Local people have been at the heart of our tackling poverty work and have a central role in defining the success of this. Our aim is to create an ongoing conversation with citizens, rather than traditional consultations with a start and end date. We will make sure that the stories and voices of people living in poverty remain at the centre of our decision-making.

5. Relevant Council and NHS Plans

- 5.1 Throughout the Council, tackling poverty and inequality and improving life chances are high on the agenda. The Council Plan 'Thriving People, Connected Communities', clearly articulates this, asserting one of our five strategic outcomes as 'Tackling inequality, ensuring opportunities for all'. Furthermore, our Community Plan, which acts as Renfrewshire's Local Outcome Improvement Plan, focuses on four priorities which were agreed following a wide consultation and discussion. These include
 - Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable, and.
 - Our Renfrewshire is fair: addressing the inequalities that limit life chances.

These closely aligned plans set out an ambitious programme of work to make life better and fairer for our citizens.

- 5.2 Of course, these plans do not sit in isolation. NHSGGC's mission statement commits to actions on the social determinants of health and inequalities in health outcomes. Our Health and Social Care Partnership (HSCP) Strategic Plan also highlights poverty as a priority over the next three years and looks to reduce health inequalities. Our current Children's Services, Service Improvement Plan seeks to close the poverty related attainment gap while raising attainment for all and support young people to enter positive post-school destinations, and also to reduce inequalities and deliver improved health and wellbeing outcomes for children and young people. With a specific priority of tackling disadvantage, targeting deprivation and supporting people, the Strategic Economic Framework has been key to our anti-poverty work. Renfrewshire's approach here is directly aligned to the Scottish Government's economic strategy and the two key pillars of increasing competitiveness and tackling inequality.

- 5.3 The Council Plan, Community Plan, HSCP Strategic Plan, Children's Services Service Improvement Plan, Economic Strategy and NHSGGC corporate objectives all complement each other and highlight the work the Council will do with partners, businesses, local people and communities to address inequalities and support our children and young people.
- 5.4 Additionally, our Tackling Poverty programme is itself investing in prevention, tackling the root causes of deprivation and disadvantage, and seeking to break the links that connect low educational attainment, unemployment, poor health and well-being, anti-social behaviour and crime. In the longer term this will ensure people have the capabilities and capacities to benefit from wider opportunities, creating a more resilient, more inclusive Renfrewshire where nobody is left behind.
- 5.5 Through our Council Plan and our governance structures such as Community Planning, HSCP Integration Joint Board and the Economic Leadership Panel, the Council and NHSGGC will continue to proactively promote measures to tackle poverty through the integration of strategic actions and interventions.

6. Partnership

- 6.1 What we achieve as a Council could not be done without partnership working, both through formal structures such as the Community Planning Partnership and more informally.
- 6.2 The Community Empowerment (Scotland) Act 2015 created new rights for community bodies and introduced new duties on public authorities – strengthening the voices of communities in the decisions that matter to them. The Act also strengthens the statutory base for community planning.
- 6.3 Under this new Community Empowerment legislation, Community Planning Partnerships are responsible for producing plans to describe local priorities and improvements: a Local Outcomes Improvement Plan that covers the whole council area and a Locality Plan that covers smaller areas within the Community Planning Partnership area.
- 6.4 Refreshed Local Outcomes Improvement Plan and Locality Plans for the period 2017 – 2027 have been developed in consultation with communities and our partners, with the vision:
 “Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive”
 In addition, in 2016, the Community Planning Partnership reviewed its governance arrangements to improve oversight, reduce duplication and better reflect the partnership working arrangements that were in place across Renfrewshire.
- 6.5 The main partnership groups that will drive forward the delivery of the Community Plan are:
- Economic Leadership Panel
 - Health and Social Care Strategic Planning Group
 - Community Protection Chief Officers Group
 - Improving Life Chances Board
 - Forum for Empowering Communities
- 6.6 The Community Planning Partnership Executive Group has given strategic direction and oversight to the development of the Local Child Poverty Action Report, particularly the Improving Life Chances group which received an update from Renfrewshire HSCP's Planning and Public Health team on the duties of the Child Poverty legislation to assist with their

exploration of the partnership contribution to the Report. Membership of the group includes representatives from Renfrewshire Council, Renfrewshire Health and Social Care Partnership, University of the West of Scotland (UWS) Renfrewshire Leisure, Department for Work and Pensions, Engage Renfrewshire, Police Scotland and Scottish Fire and Rescue Services, Skills Development Scotland and Scottish Children's Reporter Administration. This group will take forward Community Partnership work around life chances and inequalities.

7. Pulling together the Report

- 7.1 A short life working group was convened to ensure timely development of the Report. Information was captured via a series of meetings with key staff and partners. A workshop was also held which brought together from staff from a variety of Council services, Renfrewshire HSCP, and our 3rd Sector Interface, including the project leads from our Tackling Poverty Programme.
- 7.2 The process of collation activities across the Council and HSCP to address child poverty allowed us to easily identify opportunities for further exploration. Workshop attendees were exposed to the variety of poverty reducing actions across services and beyond, which led to calling for closer working in future, better links and referral tools. This is a planned future action which will have a positive impact and further our Community Plan.
- 7.3 Renfrewshire HSCP supported the development of the Report, with information on local initiatives, while Greater Glasgow and Clyde Health Board have developed a separate report, outlining corporate, acute and NHSGGC-wide initiatives. To assist in the production of the Report, NHS Greater Glasgow and Clyde established a pan-GGC child poverty action co-ordination network.
- 7.4 The purpose of the network is to co-ordinate board-wide corporate/acute service NHS action to reduce child poverty with local-partnership strategies and reports and to provide a forum for sharing evidence and learning across NHS GGC's six partner local authority areas, which includes Renfrewshire.
- 7.5 The network is chaired by NHSGGC's Lead for Child Poverty and involves senior maternity and children services staff and child poverty leads from each of the health board's six partner local authorities and health and social care partnerships.
- 7.6 The network links into NHS GGC's Maternal and Child Health Strategy, Health and Employment, HR and Equalities and Financial Inclusion committees and reports to the Board Public Health subcommittee. **Appendix E** details NHS child poverty actions undertaken in the main at a pan-GGC level.
- 7.7 Renfrewshire's Local Child Poverty Action Report focusses on each of the identified drivers, giving narrative examples of some key work under each driver, some planned activities and priorities and then lists further activities in table format as appendices. Non-driver, enabling work which will feed into the target to eradicate Child Poverty by 2030 is also included.
- 7.8 Moving forward, we will examine the best place to provide strategic oversight of the production of the Local Child Poverty Action Report, to ensure joined up, long term commitment to current tackling poverty activities as well as planned and future actions.

Future Reports

7.9 We have reported on known planned and future actions under each driver as applicable. Although we have delivered, and planned, significant work to reduce child poverty in Renfrewshire, we are aware that there is still more to be done. During the next year we intend to identify gap areas in our report, learn from and share learning with other local authority areas and seek to focus our services more on the identified priority groups where possible. We will consider particular barriers the priority groups may face, and whether these groups are underrepresented in terms of access to services.

8. **Driver - Income from Employment**

- 8.1 Renfrewshire Council wants Renfrewshire to prosper and grow. We want to attract and create more higher-skilled, higher-paid jobs, and ensure our local people have the skills to access them. Through growing the economy we will positively impact on the quality of lives of all of the people of Renfrewshire, tackling inequalities and disadvantage by providing them with the tools to find work, stay and progress in work and improve well-being.
- 8.2 We have a number of initiatives and activities that will increase income from employment in the area. We have a family approach to employment, to help lift the whole family out of poverty. We recognise its about more than getting an individual work.

Invest in Renfrewshire is Renfrewshire Council's programme to boost the local economy and tackle unemployment. It is an economic development partnership between local employers in the area and Renfrewshire Council, and provides help to business, communities and jobseekers.

- 8.3 The programme has four main strands that support the eradication of Child Poverty.

Employability Support to local unemployed people. This includes training, work experience, clothing, childcare, travel and support through key workers. An outreach team works across the lowest 5% SIMD area and with those with additional barriers. Around 600 people per year move into work, with others going into positive destinations such as further education and training.

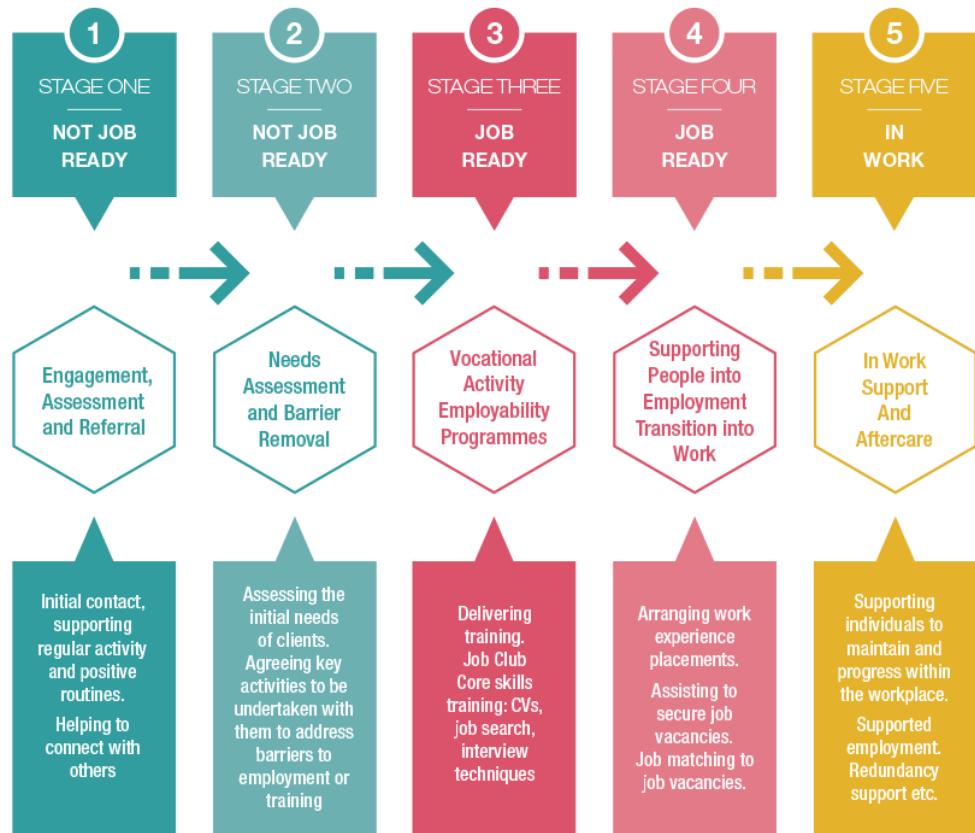
Job creation for unemployed people. This includes creating paid temporary positions within the Council and with other local businesses for unemployed people. These jobs pay the living wage as a minimum. Traineeships and internships (up to 130 per year), have also been created.

In Work progression and upskilling. Support is provided for those in work to apply for further career opportunities. There is also a training budget for those who want to undertake additional training to advance their careers. This support is mainly achieved through our aftercare service at present.

Supporting Businesses to grow and increase local employment. Business development support, including grants, loans and training is available to sustain and expand local businesses to support the creation of more local jobs. Training support is available for staff, and Invest in Renfrewshire provides a recruitment service linking unemployed people in Renfrewshire to companies. Support is also provided for those considering self-employment or starting a new business.

Free childcare is provided for those in training.

- 8.4 In offering employability support, Invest in Renfrewshire aims to overcome barriers to employment, develop key attributes for work, achieve essential skills, qualifications and work experience, create a quality CV providing foundations of successful job applications and ensure individuals perform successfully at interview. Invest in Renfrewshire uses the 5 Stage Employability Pipeline to provide the right individual support and track progress towards employment.



- 8.5 Engagement with those who are unemployed comes from a variety of sources. These include referrals from partner agencies such as Department for Work and Pensions and Skills Development Scotland. The younger adults (16 – 19 year olds) can also be referred from schools, Children's Houses, Social Work and other training providers. Additionally, our Community Engagement Team work in local communities to raise awareness of Invest in Renfrewshire. They work closely with partners such as Families First, Active Communities, KAIROS, Engage Renfrewshire and Blue Triangle; and across the most Employment Deprived Areas in Renfrewshire such as Ferguslie, Foxbar, Gallowhill, Linwood and Johnstone. Activity includes participating in toddlers groups, Primary 1 Inductions and parent's evenings in schools where there are likely to be parents looking for work. The team also work with volunteer groups across the area to highlight the benefits of registering with Invest. Additionally, they arrange coffee mornings to tell more people about how Invest can help them, encouraging people to engage in a more relaxed setting.
- 8.6 This year, 118 clients who are part of a household with dependent children registered for employability support with Invest. Of these 98% lived in a lone parent household. These clients may have additional barriers – 27% of those registered have long term physical health conditions, 9% are from minority ethnic households.

- 8.7 The Local Government Benchmarking Framework Indicator Profile, which rates the performance of all Scottish councils, showed we are performing at more than double the national average for assisting unemployed people into work. Our dedicated employability team has helped more than 2500 people find new jobs in the past three years, while our employment rate is considerably higher than the national average - in particular for youth employment. Further details of activities carried out by Invest in Renfrewshire are highlighted in **Appendix A**.
- 8.8 Renfrewshire's **Living Wage Accreditation Action Plan** contains a number of different actions which promote the payment of the living wage in Renfrewshire, particularly across the Council's supply base. Renfrewshire Council itself became accredited in 2016. The purpose of applying for accreditation was to demonstrate the council's commitment to the Living Wage and to the differences payment of the Living Wage can make to the lives of its employees and in tackling low pay by contractors who provide services funded by the council. The action plan comprises of actions which will be achieved towards the accreditation renewal and wider actions relating to communications, marketing and partnership working to expand payment of the Living Wage in Renfrewshire. The action plan is monitored and reported on by the Living Wage Working Group which makes sure the Council takes part in regular reviews with the Scottish Living Wage Foundation.
- 8.9 Within the Council's Procurement process, Living Wage is considered to be a key indicator of fair practice. Contractors which supply employees must pay them the Living Wage. Following negotiation, all of our contracted Care at Home providers and Supported Living providers have confirmed that care staff are paid the Living Wage, including Out of Area providers.
- 8.10 Businesses which are signing up to Invest in Renfrewshire are given advice regarding the accreditation process. At the moment we have 57 accredited living wage employers. We are continuing to work with local businesses, the Living Wage Foundation and Community Planning Partners to increase this number.
- 8.11 Our **Adult Learning and Literacies Service (ALLS)**, delivers accredited and non-accredited learning opportunities to families and adults aged 16 years and over throughout Renfrewshire. Many of the learning opportunities feed into the Employment Driver, for example work clubs, English for Speakers of other languages (ESOL), Adult Literacies and IT Skills for Work.
- 8.12 The teaching and learning is learner-centred, accessible at all stages of a person's life and lifewide, encompassing personal, family and work aspects of living. Some of the barriers adults may experience in returning to learning are removed through free learning and access to a free creche, provided by ALLS and supported by qualified childcare workers who cover the Curriculum for Excellence.
- 8.13 Sessions are well attended by adults mainly through self-referral, with some referrals from partners and verbal and written evaluations show progression into employment and upskilling for better job prospects/earnings.
- 8.14 These and other activities offered by ALLS and detailed later in the report at **Appendix A** are provided in various locations throughout Renfrewshire, minimising travel costs.

Care Experienced and Looked After Children and Young People

- 8.15 The Scottish Government and local authorities are committed to ensuring that all care experienced children and young people receive the vital support they need to improve their life experiences and their opportunities, including educational attainment and outcomes. This is underpinned by the Getting it Right for Every Child (GIRFEC) approach. Renfrewshire Council recognises that care experienced children and young people are more likely to participate in risk taking behaviours and are more likely to be living in poverty. Through a range of initiatives, Renfrewshire Council is committed to help them achieve their full potential.
- 8.16 Renfrewshire's Children's Champions' Board creates meaningful dialogues between care experienced young people and their Corporate Parents. This Board has influenced tangible improvements in social work practice and prompted policy change for care experienced children and young people. Improvements include the provision of leisure passes for care experienced young people in Renfrewshire and the establishment of a 'small grants fund', administered by the Champions' Board, which provides funding for leisure, social, cultural and employability activities for care experienced children and young people.
- 8.17 An evaluation by the University of Huddersfield found that within the first year of the Board, 278 care experienced young people participated in its activities with 60% attending more than once. 30 changes to policy and practice were made, 253 corporate parents and other professionals engaged, for example further and higher education representatives, Health Board representatives and third sector representatives.
- 8.18 The young people also provided feedback to Renfrewshire Council about the challenges they face in undertaking further education and training and in securing and maintaining employment. Their feedback prompted the development of our '**Family Firm**'. The approach was funded in its first two years by Renfrewshire Council's Tackling Poverty Fund.
- 8.19 In line with the statutory duties placed upon Corporate Parents by the Children and Young People (Scotland) Act, Renfrewshire's 'Family Firm' approach across a partnership of corporate parents provides a suite of interventions to support and enable care experienced young people to develop employability skills. It co-ordinates opportunities for corporate parents to help our care experienced young people to secure training and employment.
- 8.20 Family Firm targets the most vulnerable Looked After Children prior to leaving school and supports them in a series of practical ways. This includes interventions to support more care experienced young people to take up and maintain training and employment opportunities. Examples include:
- Bringing together a range of corporate parents (both internal and external) to create and ring-fence training, work experience and employment opportunities for care experienced young people.
 - Forging relationships with local private sector employers and promote the provision of mentoring, training, work experience and employment opportunities.
 - Liaising with Corporate Services colleagues to identify opportunities for within procurement processes for work experience, training and employment for care experienced young people.

- Co-ordinating the delivery of bespoke support to enable care experienced young people to achieve positive destinations, including social and emotional skills development, work experience, volunteering, training, mentoring and employment-based support.
- Being alert to the holistic needs of care experienced young people as they make the transition from school to further education, training or employment and drive the provision of suitable supports from corporate parenting partners.
- Collaborating with the Champions' Board in the development and implementation of the Family Firm approach to ensure provision is responsive to local needs.
- Providing benefits checking to ensure full benefits are being claimed, and working will not mean a reduction in income.

Promotion of NHS career opportunities and pathways into employment

- 8.21 NHS GGC's employability lead has promoted NHS career opportunities to schools, colleges, community job fairs and JobcentrePlus staff and employability advisors across GGC.

Employability Driver - Future plans

Invest in Renfrewshire

- 8.22 Renfrewshire Council is currently preparing a new **Economic Strategy** to be launched in Autumn 2019. The strategy has a significant focus on Inclusive Growth and aims "To improve economic participation and reduce inequalities across Renfrewshire to allow more people to contribute to and benefit from the local economy."
- 8.23 A key driver of the approach will be the implementation of an **Inclusive Growth Framework and Action Plan** to provide a strategy for improving outcomes and opportunities for the most disengaged across Renfrewshire. Inclusive Growth has been a well discussed issue across Renfrewshire in recent years, with the annual Economic Development Conference of all local agencies and partners highlighting issues of inclusion, economic growth and an inclusive economy, inequalities and positive actions.
- 8.24 Renfrewshire's economy is growing but the economic benefits are not being felt across the whole of Renfrewshire. Particular areas and certain groups of people are being left behind while others enjoy the benefits of the growing economy of the area, bringing more jobs, higher salaries, better opportunities and more life chances.
- 8.25 At the most recent conference in November 2018 a proposal to develop an "Inclusive Growth Framework and Action Plan" was agreed as a positive way forward for all agencies and partners to work together with a single vision to improve the economic opportunities and outcomes for the most disengaged. The aim is to develop an inclusive economy which supports those looking for new and improved opportunities but also those who are not (yet) economically active through innovative and collaborative approaches that also tackles poverty and health.
- 8.26 The Framework and Action Plan will identify groups of people and target geographies in the area where levels of deprivation and poverty and lack of opportunity and life chances are highest. A dual emphasis on outcomes as well as opportunities is what will define Renfrewshire's inclusive growth agenda and reducing poverty through jobs while also improving the labour market is the overarching priority.

- 8.27 The approach is based on a pilot initiative in Ferguslie to track and improve a range of the SIMD indicators in one local datazone and to have all local partners working together with a shared vision of improving outcomes for local people.
- 8.28 The Council's Employability Services will play a key role in the Inclusive Growth approach and are currently further developing the service to drive this agenda as part of the new **No-One Left Behind** employability partnership with the Scottish Government. This partnership promotes greater alignment of employability services at a local level and supports new engagement strategies and services to support those most disengaged. The Council approach will build on a pilot initiative funded by the Scottish Government's Employment Innovation and integration Fund for employability work with those engaged with criminal justice and the Scottish Prison Service.
- 8.29 A first stage of delivering No-One Left Behind has been to invite additional representatives from key council and health services to join the Local Employability Partnership (LEP) to shape future delivery and ensure a joined-up approach. The LEP are developing a joint plan for roll-out over the coming years.
- 8.30 A new pilot under the No-One Left Behind model will be an application in the autumn to the new Parental Employment Support Fund from the Scottish Government to support the employability requirements of unemployed and low waged parents. This pilot is expected to contribute significantly to the Child Poverty Action plan and will act as a model for future employability developments.

Start Up Street

- 8.31 Our economic development team are developing a new project to help businesses take the important, but sometimes anxious step into their first commercial premises. Called Start-Up Street, it involves vacant Renfrewshire Council-owned units on one Paisley street being adapted into a range of low-cost, high-quality digitally-connected workspaces for up to 20 businesses.
- 8.32 Businesses based here will benefit from an on-site business advisor, training space and a shared reception, with each company able to rent the space for up to two years, and lease costs incrementally increased until they are ready to move to an alternative commercial space in Renfrewshire.
- 8.33 The team are developing the plans, working jointly with London Youth Support Trust, a charity which specialises in supporting young entrepreneurs from deprived backgrounds. Start-Up Street follows a survey of new and early-stage Renfrewshire businesses, with more than 80% looking for subsidised space to grow, but many citing high costs and a lack of know-how preventing them taking this significant step.

Procurement

- 8.34 Work will be undertaken in the coming year to expand the range and number of Community Benefits in contracts that are linked to child poverty. Although many of these will be linked to employment and fair business practice, we will develop a range of examples to provide companies with ideas of where they can fit the Community Benefit they offer to the drivers of child poverty.

Neighbourhood Environmental Traineeship Team

- 8.35 The Neighbourhood Environmental Training Team (NETT) consists of Invest in Renfrewshire Trainees who are seeking employment. These Trainees tend to have gaps which preclude them from moving directly into employment. This can include lack of recent, relevant experience, lack of specific skills, few or no relevant qualifications, as well as other barriers, ranging from low confidence or self-esteem up to physical and mental health issues. Gaps vary across each client and some can be significant.
- 8.36 NETT provide Environmental Support across the whole of Renfrewshire, with particular emphasis within known 'hot spots'. Their work, in the main is directed by requests from Housing Officers who identify areas where environmental work, grass cutting etc is needed.
- 8.37 The NETT programme was initially funded through Housing Revenue Account (HRA) with additional revenue being provided through Invest in Renfrewshire. Funding ensured trainees could receive the Living Wage.
- 8.38 The NETT programme has proven to be successful with approximately 60% of trainees moving into sustainable employment. Due to the recognised added value provided by NETT it has been agreed that the service will be funded for the next three years, predominantly from the Housing Revenue Account, with an increased number of trainees (20 per financial year) receiving training, employability support and work experience.

Renfrewshire Alcohol and Drugs Commission

- 8.39 Renfrewshire has established an Alcohol and Drug Commission, with members recently recruited. The Commission will hear evidence between March to December 2019 and initial recommendations are due to be reported in early 2020.
- 8.40 The Commission has been asked to establish a true picture of drug and alcohol use in Renfrewshire, and to make recommendations on what partners can do together to support local people and communities adversely affected by drug and alcohol use and to improve life outcomes.
- 8.41 Employability will be a key element of the recovery focus.

NHS Planned Actions

- 8.42 NHSGGC will include a specific action to support parents to access NHS Job opportunities in implementation of its Widening Access to Employment Strategy in 2019/20.
- 8.43 NHSGGC will interrogate the social value gain from current community benefits to scope areas where benefit for low income families could be maximised.

9. Driver - Cost of Living

9.1 In Renfrewshire, we support families to make the most of their money. Poverty is not just about how much money is coming into a household, it's about how much is going out. We know vulnerable families face a poverty premium for goods and services, and are less likely to be active consumers, shopping around for the best deals. Through projects related to advice, digital and even just through offering free activities to children in the evenings and school holidays, we help families reduce the cost of living while reducing isolation for those living in poverty. We want to make families money go further and help them avoid financial crises through preventative actions which really make a difference to their pockets.

Renfrewshire Affordable Credit Alliance

- 9.2 Renfrewshire Council has come together with our 3rd Sector Interface, Engage Renfrewshire, and a variety of other groups and organisations to establish the Renfrewshire Affordable Credit Alliance (RACA). RACA works collectively to support the financial well-being of Renfrewshire's people by improving and promoting affordable credit provision. In practice this is about maximising affordable credit provision in Renfrewshire, improving public awareness of the benefits of accessing affordable credit and raising credit scores through promotion, awareness and effective partnership working.
- 9.3 RACA's work over the last year has included the development of a website and social media presence (www.RACA.org.uk) The group developed and delivered an event for practitioners which aimed to increase knowledge and enable signposting to affordable credit options and taking part in initiatives such as Talk Money Week, with RACA member, the University of the West of Scotland (UWS) also promoting affordable credit during National Student Money Week.
- 9.4 RACA has linked with Fair For You, a Community Interest Company, which was the first to take advantage of the Affordable Credit Loan Fund supported by The Carnegie UK Trust and Scottish Government, and we are working with them to promote their organisation in Renfrewshire.
- 9.5 The Council has also invested in Credit Unions over the last few years, working with them to aid their development and sustainability. From supporting them through a dedicated Development Officer to helping them link with schools, funding websites and marketing and funding development of new products, the Council's investment has led to a credit union membership in Renfrewshire of 11% against the Scottish average of 7%.
- 9.6 Renfrewshire Council is also signed up to the Rental Exchange, which allows rent paid by tenants to count toward building their credit scores. Part of RACA's ongoing work is to encourage Housing Associations to join this initiative.

Energy

- 9.7 Fuel poverty impacts on the lives of some of the most disadvantaged children and young people. The impacts are varied and can mean parents cut back on essentials to keep their homes warm, and force families and young people into debt when they cannot afford to pay their energy bills. For a child, living in fuel poverty can mean growing up in a home that is cold and damp; this will have a long lasting effect on their health, learning and enjoyment of life.

- 9.8 We all need to pay for energy, but people can struggle with their bills and there are many ways to reduce these. From simple energy advice and grants for vulnerable people, to external insulation schemes, to installation of cheaper, more efficient energy systems. In Renfrewshire we, and our partners, work across all these areas.
- 9.9 Renfrewshire Council has an **Energy Advocacy** service. One of the three advocates works exclusively with families with children and pregnant women. The main source of referral is through our five Families First teams. However, the Advocate also receives referrals from Health Visitors, Social Workers and Housing officers as well as from MacMillan Cancer Support, other health charities and self-referrals. Although the service predominantly works with families, including kinship carers, with children up to 8, the Advocate will help families with children of all ages.
- 9.10 The service is client focussed and the Advocates have a varied range of remedies: accessing hardship funds from energy providers for her clients, including in cases where there is mental health or addiction within the family, reduction of client bills, including by switching supplier, applying for Warm Home discounts, giving advice on how to manage appliances and heating systems. In cases where a client does not have suitable heating, and the Advocate can liaise with the landlord to have suitable heating installed, which can lead to huge annual savings.
- 9.11 Advocates will make a series of visits to understand and resolve the clients' issues. This face to face service in the client's home means the client gets the best possible tailored advice as the Advocate can observe as well as question to identify problems. The advocates also refer to wider advice services where they recognise a client needs more help than energy advice.
- 9.12 The Advocates service in 2018/19 has saved clients £116,253 in ongoing savings and £103,638 in write offs and Warm Home Discounts. Families First alone referred 163 families, saving them almost £29,000 in ongoing savings and almost £14,000 in one-off savings.
- 9.13 **The Housing Asset and Investment Team** plan, manage and deliver a programme of energy improvement works across Renfrewshire which significantly contribute towards the Council's sustainability goals by making homes (both rented and private) more energy efficient. This has the dual benefit of both reducing costs for the families who live there and also reducing the impact on our environment.
- 9.14 Since 2013, the team have managed £13.2million of Scottish Government funding, including £1.6million this year alone. This has translated into the delivery of energy improvement works to almost 6,000 homes throughout Renfrewshire (2,522 privately owned, 3,265 social rented). The Government funding is used for privately owned properties, while the Council's capital funding is used for council houses and this allows delivery of works in mixed tenure blocks.
- 9.15 The improvement works generally consist of external wall insulation being applied to properties. This provides a level of insulation that wasn't there before and delivers energy bill savings to residents, helping to address fuel poverty. To deliver the programme, the team have developed close working relationships with Scottish Government and local Registered Social Landlords (RSL) whose tenants have also benefited from the funding.

- 9.16 The team also works closely with our communities, delivering a programme of consultation including open days for those involved in the projects and having a dedicated customer liaison officer available during course of the works to link with the communities.
- 9.17 **Renfrewshire HSCP Planning and Public Health** team co-ordinated with Home Energy Scotland to deliver interventions within the Royal Alexandra Hospital in Paisley. The interventions aimed to support staff and visitors to the hospital increase their knowledge on how to minimise their costs of energy in their homes and, where relevant, sign up those eligible to the warm homes discount scheme. These interventions were also carried out within the Tannahill Centre in Ferguslie Park, Paisley, which is the community centre within the area containing the data zone ranked as the most deprived in Scotland.

Cost of the school day

- 9.18 The **Cost of the School Day** fund helps families by giving schools a budget to support the costs for pupils from low income households. The funding has allowed pupils to engage with some school activities that may otherwise have been out of reach. Educational trips, art materials, homework support packs, including exam past papers and home economics cooking costs are the kind of costs that have been met and the pressure has been taken off families in a discreet and sensitive way. For the year 2017/18, £171,000 was allocated to the Cost of the School day funding through the Tackling Poverty Programme.

Digital

- 9.19 Renfrewshire Council's **Digital Strategy** sets out a vision and approach to tackling digital exclusion in Renfrewshire. The Digital Strategy was developed in response to the Tackling Poverty Strategy and the Renfrewshire Digital Participation Plan and is a call to action to work in partnership to coordinate efforts, share resources, knowledge and energy to achieve maximise the benefits of digital. The Participation Plan was developed in partnership with over 40 different representatives from the public, private and third sector, and local academic institutions. Engage Renfrewshire, our third sector interface, has been a key partner and supporter of the digital agenda.
- 9.20 In 2014, Carnegie UK Trust said "*A lack of internet access will increasingly come to represent both a symptom and a cause of Poverty.*" By tackling digital exclusion and enabling digital participation we want to reduce social inequality and the Council and its partners have taken a wide range of actions to do this.
- 9.21 By providing free wifi in Paisley, Renfrew and Johnstone town centres, we have enabled digital participation. We have also worked with partners to increase awareness of free internet access, and all Renfrewshire's libraries, community centres, leisure facilities and residential homes have free internet access.
- 9.22 The Digiteers (digital volunteers) service in our Libraries provides a range of assistance for those wishing to claim benefits online, use comparison websites to reduce costs, or simply take part in an increasingly digital society.
- 9.23 YMCA have been another key partner. The code clubs they run in libraries throughout Renfrewshire provide free activities in the evening for young people, snack included, helping with costs of living. The clubs also support skills development for young people in developing industries, enhancing job prospects.

- 9.24 By providing funding from the Council's Credit Union Development Fund and support from our Third Sector Interface, Renfrewshire's Credit Unions not only now all have attractive, responsive websites, they also have been supported to use social media to promote their services, with a website www.mycreditunionrenfrewshire.co.uk being developed to encourage increased Credit Union membership across Renfrewshire as a whole.
- 9.25 Accessibility for those with disabilities has also been a focus, with specialised equipment and support made available in our Disability Resource Centre, which also has free wifi.
- 9.26 In these, and many other areas, Digital and its use in reducing poverty has been a real area of focus for Renfrewshire Council.

NHSGGC Staff Health Strategy objective to support financial wellbeing of staff

- 9.27 NHS GGC undertook research at the start of 2018 to understand the financial wellbeing needs of its staff, including those working and living in Glasgow City. This work - which will complete at the end of March 2019 - has included training for managers on the impact of universal credit on in-work benefits, and support for staff with money worries. One Parent Families Scotland have provided training for Human Resources staff to raise awareness of the needs of staff who are lone parents.

Cost of Living Driver – Future Plans

Affordable Credit

- 9.28 We intend to work more closely with affordable credit providers outwith the credit union community to jointly promote affordable credit options. We have also recruited a volunteer who will commence work for RACA in April 2019. This volunteer will bring a new dimension to the Alliance, allowing us to spread the word about affordable credit further, thus helping more people benefit.

Digital First

- 9.29 The Renfrewshire Council Customer Strategy 2017-2022 states that we are committed to improving the service provided to local people by looking at innovative technology and developing services that are based upon the needs of our customers. The Digital First programme has been developed as part of wider transformation and it aims to engage our customers in re-designing the services we deliver from method of contact through to fulfilment of request. A Digital Delivery Officer has been employed by the Council along with a web designer and digital form developers to create and implement modern digital services to the citizens of Renfrewshire. The team will create personalised online experiences designed from customer engagement taking experiences of those living in poverty into account.

Energy

- 9.30 Emergency energy supplies are an issue for many, where heating or eating is a choice many have to make. Even where emergency food is provided to a family, food sometimes cannot be heated where the energy supply has run out. We plan to work with partners to ensure an emergency energy supply is available for clients in need.

Community Food

- 9.31 Working with partners such as Eat Up, we will work to increase the availability of community food in Renfrewshire. Tackling the dual issues of food poverty and food waste we will ensure community groups know where and to access food supplies, and support them with relevant advice and promotion. We will also engage with Fareshare, both to increase community food access and to engage their assistance in to disseminating information on money advice and support through their network to help tackle the causes of income crisis in the future.

NHS plans to reduce costs for families

- 9.32 NHSGGC will undertake qualitative research to explore i) any cost related barriers low-income families may face accessing or engaging antenatal care and ii) the financial impact of pregnancy on low-income families in order to understand if and what partnership action is required to mitigate adverse impact.

10. Driver - Income from Social Security and Benefits in Kind

- 10.1 Maximising income from benefits is vital in helping families. Tens of thousands of pounds of benefits still go unclaimed in Renfrewshire every year. In Renfrewshire we have carried out sustained and innovative work to ensure those relying on social security and other benefits get all they are entitled to. Through a wide variety of partnership work, outreach work and automation of processes we provide direct, practical support to families.
- 10.2 This year, especially, with the roll out of Universal Credit in Renfrewshire, organisations have pulled together to ensure clients were supported to make and maintain their claims. This support included digital assistance, money advice including budgeting for rent payments and extra funding for the Foodbank for those who simply ran out of money due to benefit delays or changes.

Advice

- 10.3 Advice provision in Renfrewshire contributes to all drivers of child poverty. By providing better off calculations it can help those seeking work, and through appropriate legal advice help those in work, keep it. It can help with costs of living, reducing bills and managing debt repayments and it can increase income from benefits by ensuring clients are getting what they are entitled to.
- 10.4 In Renfrewshire, the Council has its own Advice Works service, which provides advice on money and benefits and links with a wide variety of partners to ensure relevant advice gets to those who need it, whether families in need, carers or those with cancer. They also provide Families First staff in our most deprived areas and Claimant Support Officers in our local Jobcentre Plus offices.
- 10.5 Renfrewshire Council also funds Renfrewshire Citizens Advice Bureau (RCAB) to provide a wide variety of advice. RCAB provides general advice on issues including: money, benefits, debt, housing and employment along with free legal advice. In addition, funding has also been awarded to RCAB to provide our free Advice Renfrewshire telephone service and the Bureau has been awarded an additional sum to assist with the expected rise in demand for advice due to Universal Credit roll out.
- 10.6 These, our main Council advice providers, have joined with other advice providers, such as Shelter and University of the West of Scotland Student Services in an Advice Partnership. Membership of the Partnership also includes the Renfrewshire Foodbank, and more recently

Social Security Scotland. The aim of Advice Partnership Renfrewshire to ensure good quality advice, reducing gaps and preventing duplication.

- 10.7 The Partnership has a number of sub-groups, for example a Foodbank group and Funding group. Work in those groups has brought about some useful changes, for example the Foodbank Group has led to advice provision in Foodbank distributions, as well as RCAB taking food, so when a client presents there, instead of being given a voucher and having to wait for the Foodbank to open and travel there, they are just given the relevant sized food parcel for their family circumstances. One of our Housing Associations also now has a supply from the Foodbank to distribute.
- 10.8 Another initiative developed by the Advice Partnership was Advice Renfrewshire. This is a directory website (www.advicerenfrewshire.org) supported by a freephone telephone number which helps those in need access relevant advice, first time. The website is split into advice types and was developed with potential users at venues such as the Recovery Café, Disability Resource centre and Foodbank to ensure it is easy to use and provides the right information.

Families First

- 10.9 Families First is a free service which supports families with children aged 0-8 years old. It provides help, support and advice in a family focussed way using a 'walking together with families' approach, covering everything from promoting wellbeing and positive relationships, through to energy and employment advice and establishing good family routines. It has been independently evaluated by Glasgow University (Robert Owen Centre for Educational Change) as 'overwhelmingly positive.'
- 10.10 The service supports families to maximise their income and manage their debts through embedded income advisers. Families can participate in a range of classes such as cooking and baby massage as well as take advantage of the weekly drop-in services.
- 10.11 Families First has a dedicated Energy Advocate, helping reduce cost of living and is also able to access grants and other help for struggling families. For example, at Christmas Families First, through working with local businesses, was able to provide a Christmas dinner to families identified as being in need. They also have a designated Employability Officer who helps with all aspects of employability including CVs, job searches and preparation for interviews.
- 10.12 Families First takes a holistic approach to supporting families by providing a single point of contact for parents, grandparents and carers. To date it has generated more than £4 million pounds of income for struggling families and in the last year alone generated £1,114,234 for 413 individual families, which averages almost £2700 per family.

Claimant Support Officers

- 10.13 The initial aim of the Claimant Support Officer role was supporting benefit claimants to keep their benefits and reduce the number of sanctions issued in Renfrewshire. Claimant Support Officers in the three Jobcentres in the area now do much more to maximise income from benefit by working directly with jobseekers. Engagement was carried with local job seekers to understand the current Customer Journey and support framework. This allowed development of an enhanced support framework for jobseekers.
- 10.14 Claimant Support Officers provide appropriate advice with regard to money and benefits, including ensuring claims to free school meals and help with school uniforms are made as

well as personal budgeting support. Evaluation has shown that jobseekers feel supported in maintaining their benefit payment and can concentrate efforts on finding employment. The Officers, who are members of the Advice Works team and as such fully trained, have developed their service in line with feedback from DWP and benefit claimants. As Universal Credit has rolled out, claimants are supported to claim and also to maintain their claim going forward. Anyone attending the Jobcentre can be referred to the Officers at any time during the duration of their time in receipt of benefit. Claimant Support Officers also offer advice on and help ensure Discretionary Housing Payments and Council Tax Reduction are claimed by all those entitled.

- 10.15 The partnership between Renfrewshire Council and local JobCentres has led to an enhanced relationship which is valued by both organisations. However, with 'Help to Claim' funding being provided to Citizens Advice Bureaux rather than local authorities from April 2019, this service will be under review.

Healthier Wealthier Children

- 10.16 It is recognised that pregnancy and the birth of a child can cause increased costs and reduced income due to changed working patterns. The Healthier Wealthier Children (HWC) project was established within Renfrewshire in November 2010 to develop new approaches to providing money and welfare advice to pregnant women and families at risk of, or experiencing, child poverty. The project contributes to reducing child poverty by helping families with money worries. Midwives and other antenatal service staff, health visitors, oral health and breastfeeding advisers, parenting support workers, and early education staff refer pregnant women and families with infants who need extra support around money to an advice worker. By working with families and pregnant women, the advice worker can maximise income for the family.
- 10.17 The project, initially funded by the Scottish Government during the pilot phase, is now supported through Renfrewshire Council's Tackling Poverty Programme.
- 10.18 Renfrewshire HSCP Planning and Public Health team has ensured maximum reach for HWC by analysing referral data and working in collaboration with HSCP Children's Services to increase the referrals into HWC. By supporting Children's Service staff, referrals increased from 35 in quarter two of 2018 period to 90 in the next quarter, an increase of 157%. The targeting of Children's Service Team Leads and Service Manager to get their buy-in has ensured that increased referrals continue.
- 10.19 From 1st April 2018 – 31st March 2019 HWC received 511 referrals and generated additional income of £885,526 for families across Renfrewshire.

Refugee Resettlement Project

- 10.20 Renfrewshire's Refugee Resettlement Project is unique in its approach amongst local authorities in Scotland. The Resettlement Project offers a person-centred, holistic service to Syrian refugees to support them to settle in Renfrewshire. When they arrive, the refugees are brought to supported accommodation, where, although they have their own flat, they are housed together along with support services who help them integrate into the community before they move on to their own tenancy.
- 10.21 The support includes interpreters, and encompasses areas such as maximising benefit income and claims for school clothing grant and free school meals, counselling and getting children settled at school. The service also funds Barnardo's to run homework clubs and activities for the families. Links with the Adult Literacy and Learning Service helps with English and other learning, and the Project works with a variety of partners including HSCP teams, to ensure the best start for families who have lost everything before arriving in

Renfrewshire.

- 10.22 The families are supported into their own rented accommodation, and the service links with housing associations as well as Council housing allocations team to ensure the refugees move into suitable accommodation when they are ready. The support team can help with bank accounts, setting up direct debits and energy advice when the families do move on.
- 10.23 Families can stay within the supported accommodation as long as they need to and the project also provides follow on support once the family has moved out. This helps to ensure they maintain their tenancy and have assistance with any problems that arise.

Income from Social Security and benefits in Kind - Future Plans

Healthier Wealthier Children

- 10.24 Renfrewshire HSCP Planning and Public Health team plans to support Renfrewshire HSCP Specialist Children's Service staff increase referrals into the HWC service during 2019-20. Specialist Children's staff usually work with patients who have significant health conditions and the potential eligibility for Personal Independence Payment. Since poverty and families where children have a disability are often interlinked, targeting referrals from Specialist Children's Services aims to contribute to tackling poverty of one of the most vulnerable groups in HSCP services.

Advice in GPs surgeries

- 10.25 Renfrewshire HSCP and Advice Works have come together to embed advice in GP's surgeries. Using evidence from the Community Connectors programme to show at which surgeries the need for money and benefit advice is greatest and funding from the Scottish Government; in 2019, a pilot will run in a number of surgeries in Renfrewshire. GPs and other practice workers will be able to refer patients directly to an advice worker, who will be able to help with money, debt and welfare benefits advice.

Improving the Cancer Journey

- 10.26 We want to ensure everyone diagnosed with cancer in Renfrewshire can easily access all the support they need from diagnosis, as soon as they need it, to enable them to live as well and as independently as possible.
- 10.27 Macmillan Improving the Cancer Journey (MICJ) is an initiative funded and supported by Macmillan Cancer Support (Scotland). After introduction in Glasgow in 2014 and launches in Dundee, Fife and West Dunbartonshire, the next stage will see MICJ launched in the Renfrewshire. NHS Greater Glasgow & Clyde is a key partner in the Renfrewshire MICJ programme.
- 10.28 Macmillan will fund the development for a minimum of three years to the value of £500,000. Corporate governance will come from senior representation within Renfrewshire Council and Macmillan Cancer Support.
- 10.29 Renfrewshire Macmillan ICJ sets out to:
 - Invite all with a cancer diagnosis in Renfrewshire to complete a Holistic Needs Assessment (HNA) and develop an individual care plan that includes carers and family members;
 - Provide the dedicated support of a named 'link Worker' to everyone in Renfrewshire with a cancer diagnosis, and to his or her carer or family; and

- Facilitate the delivery of effective Health and Social Care support solutions, based on their needs.

The service will draw on local assets to assist with ongoing referrals and will ensure income maximisation, financial and housing services are included in design. Robust evaluation of the Project is also inbuilt.

Work with Social Security Scotland

- 10.30 Social Security Scotland are already part of our Advice Partnership, however, we intend to consolidate the links already made and work in collaboration with advice agencies across Renfrewshire to get the new Social Security benefits to as many of those that are entitled to them as possible. We are working with the agency to increase application for Best Start Grant from Renfrewshire, and will do the same with other benefits as they come online.

11. Work which will help prevent children becoming Parents in Poverty by 2030

Attainment

- 11.1 Although not immediately linked to the drivers of poverty, work to close the poverty-related attainment gap between those living in Scotland's least and most deprived areas is vital to children and young peoples' ongoing wellbeing and ability to reach their full potential.
- 11.2 Renfrewshire Council has a very successful evidence-based, universal approach to improving outcomes for pupils which works across all 62 primary, secondary and Additional Support Needs schools in Renfrewshire.
- 11.3 The four Attainment Challenge Workstreams (Learning and Teaching, Families and Communities, Leadership and Data Analysis) are delivering a range of quality interventions and approaches in order to improve learning and teaching, health and wellbeing and to disrupt the pattern and relationship between poverty and attainment. Local outcomes and indicators for each project have been developed along with a growing evidence base.
- 11.4 In Renfrewshire the focus is to improve attainment for everyone, with extra support tailored and directed to the pupil as required, and all 49 primary schools have a pupil tracking and monitoring system to effectively monitor the poverty-related attainment gap alongside data mentors in every primary school and principal teachers in raising attainment in each secondary school help to build staff expertise in data analysis.
- 11.5 The Renfrewshire Literacy Approach was designed to both raise general literacy attainment and to narrow the attainment gap between economically advantaged and disadvantaged children in Renfrewshire. The intervention was developed and implemented through a partnership between Renfrewshire Council and Strathclyde University. It was prompted by the recommendations of the Renfrewshire Tackling Poverty Commission and was funded jointly by Renfrewshire Council and the Scottish Government.
- 11.6 The programme began with a key focus on closing the poverty related attainment gap in reading through the provision of high quality professional learning opportunities for Head Teachers, class teachers and newly qualified teachers across Renfrewshire's schools. Literacy research knowledge and tools helped professionals identify and implement those changes most likely to raise attainment. Professional-development research informed the overall strategy for delivering effective change at scale.

- 11.7 Results from two different evaluations indicate that the Renfrewshire Literacy Approach is raising average literacy attainment and has shown a statistically significant rise in standardised age scores.
- 11.8 **Family Learning** recognises the role of the parent as the first educator. Initiatives such as Parents in Partnership and tea time study sessions involving parents increase the capacity of parents to support their child's learning at home, and gives confidence to parents to engage with schools.
- 11.9 Part of the attainment strategy is health and wellbeing, and the **Promoting Alternative Thinking Strategies (PATHS)** programme has been selected to develop the emotional literacy of pupils to support this. More than 3800 pupils from 27 schools are part of the programme, delivered in partnership with Barnardo's, to develop self-control and emotional awareness, achieving a significant reduction in antisocial behaviour and improved concentration in class.
- 11.10 These, and many other programmes, including an **Inspiring Leaders Programme** has made a measurable difference to Renfrewshire's attainment levels. A range of evaluations has taken place which demonstrate improvements in teaching and learning, health and wellbeing and a reduction in the poverty-related attainment gap. Renfrewshire has achieved an 11 percentage point increase in expected levels of literacy and a five percentage point increase in expected levels of numeracy from 2015-2018. Our work has been acknowledged with the 2018 COSLA excellence Silver award and in 2018 St Anthony's Primary School in Johnstone became the first Scottish school to become the Literacy School of the Year, awarded by the UK Literacy Association.
- 11.11 Furthermore, Renfrewshire is the first local authority in Scotland to be rated 'excellent' by Education Scotland for its progress in improving learning, raising attainment and narrowing the attainment gap as part of the Scottish Attainment Challenge.

Young Carers

- 11.12 Renfrewshire Council's Young Carers' Strategy recognises that young carers tend to have poorer outcomes in terms of their physical and mental health, academic attainment and achievement of positive post-school destinations. Renfrewshire has a Social Worker dedicated to young carers, and has developed a sector-leading web-based approach (an app) to providing young carers with their statutory entitlement to a Young Carer Statement. In addition to assessing the needs of young carers and planning supports, the app gathers rich data to inform the national Carers Census as well as local service improvement activity.
- 11.13 More than 100 young people with caring responsibilities have accessed a Young Carer Statement since implementation of the new duty in April 2018. Renfrewshire Council has a contract with Renfrewshire Carers' Centre to provide outcome-focussed support services to young carers. Working in close partnership with partners in Renfrewshire Leisure and the HSCP, we deliver a comprehensive suite of support services to individuals and groups of young carers, such as first aid, mindfulness and exercise classes.

Care Experienced Young People

- 11.14 Renfrewshire Council has received £224,000 from the Life Changes Trust for a 2 year 'system change' project to understand from a Care Experienced Young Person's perspective how the care system works and identify where there are opportunities to make positive changes and improve experiences and outcomes. This project has a particular focus on longer term outcomes in line with our Continuing Care and After Care duties.
- 11.15 All young people leaving our care receive a 'pathways plan' which sets out their needs and describes how we will support them to make a successful transition to adulthood. The plan specifies a young person's needs as regards employability and we work closely with partners from Invest and Skills Development Scotland to ensure that we don't lose contact with our most vulnerable young people when they leave school. We know that Looked After at Home young people are the most likely to leave school at the age of 16 years and the least likely to be in a positive destination post school. We are working closely with partners to strengthen the support we provide to this group. We anticipate that our mentoring programme described below will help us to remain in contact with these young people and that the positive role model provided will encourage young people to raise their aspirations.
- 11.16 Aberlour, in partnership with Renfrewshire Council, are launching a new mentoring service to support vulnerable local children and young people. 'Aberlour Attain' aims to support vulnerable children and young people aged 8-18 years to improve their wellbeing and educational attainment through the provision of a regular mentoring relationship. The programme will run across the Council and Community Planning Partners, including the Police and Fire service.
- 11.17 'Aberlour Attain' will match local children and young people with an adult mentor who will build a consistent and trusting relationship. Research shows that a single positive relationship has the power to change the life of a child or young person and to help them to reach their potential.
- 11.18 Aberlour also delivers the 'intandem' project to mentor young people aged eight to 14 years who are Looked After at Home to counter the significant challenges they face. This is a Scottish Government funded programme which Renfrewshire Council has opted to join. We believe that the provision of a consistent, pro-social adult relationship with assist this group to achieve better outcomes overall. Through intandem, we seek to provide regular weekly meetings with a trained volunteer mentor who holds the young person in positive regard and who will encourage them to access to age appropriate activities and build confidence, skills and resilience.

12. Work carried out predominantly by partners

Barnardo's

- 12.1 Barnardo's works closely with Renfrewshire Council on a number of projects, related to young people, young parents and young parents-to-be. They offer support with parenting, housing, benefits and income maximisation, accessing community support and with social and emotional issues.
- 12.2 Through a mixture of self-referrals, and referrals from Social Work, Housing and others, they work with young mothers and mothers-to-be aged 16 – 25 through Pre-Natal and New Baby Groups, offering a variety of support. This year they engaged with 210 parents and parents-

- to-be for as long as 10 months depending on the support needed. This includes ensuring benefits such as Best Start Grant are claimed.
- 12.3 Through their Threads 1st Programme, they support young fathers and young fathers-to-be whose child or unborn child may be affected by parental drug and/or alcohol abuse. Offering a strengths based approach they tailor support to the young father's needs, with an emphasis on pre-natal support and for babies up to twelve months.
 - 12.4 Barnardo's also support between 250 and 300 young people aged 16 - 25 each year to obtain temporary accommodation, then make the move to permanent accommodation. Working closely with the Council's Homeless Prevention and Housing Teams, and local Registered Social Landlords (RSLs), they ensure the young person gets their tenancy set up, energy supply and appropriate benefits claimed, including Discretionary Housing Payments (DHPs) and Council Tax Reduction (CTR).
 - 12.5 Through the Pupil Equity Fund, Barnardo's Attainment Team supports schools to develop and implement attachment aware approaches. This capacity building model is part of Renfrewshire's attainment challenge plan.
 - 12.6 By recruiting, training and managing volunteers, Barnardo's also support Syrian Refugee families alongside the Refugee Resettlement Programme to assist with integration and Families First teams where they are linked with families to carry out befriending and mentoring.
- Paisley YMCA**
- 12.7 Over the last 4 years, Paisley YMCA has become a Digital Youth Organisation, with a mission to support young people, aged 8 – 24, in developing a number of digital skills that can increase their chances of finding worthwhile employment in today's world. Through 9 months of engagement with young people, YMCA identified an issue with the transition for young people from school to employment. Young people no longer had Saturday jobs or paper rounds while they were still at school, so had lost the self-management and budgeting skills they needed to be work ready. A lack of digital skills and access also acted as a barrier for local young people to access the new types of jobs that were emerging.
 - 12.8 Recognising these gaps, Paisley YMCA decided to concentrate on digital, with a real focus also on empowerment and self-management. To counter lack of equipment and wifi at home YMCA set up their Maker Space, the only such space in the West of Scotland. Using Council funding, and through community links they established this Space in Paisley, designed it in conjunction with young people and opened it in March 2018. The Space supports digital and STEM activities of all kinds. As working with young people had shown that many ASN students don't have the manual dexterity to play instruments, but can compose and play using technology, the Maker Space also includes tech-based art and music. From this Space they run sessions in the evenings for young people, taking in a wide variety of new tech. All sessions run for young people are free.
 - 12.9 The YMCA now works with a huge variety of organisations throughout Renfrewshire to enhance digital skills. They have linked with Renfrewshire schools, carrying out training for teachers as well as sessions for pupils. They help with the National Curriculum requirement for IT to be embedded in all subjects, by ensuring teachers have the skills to use new technology, eg. VR in history lessons. They link with organisations such as Scouts and Guides

to up their skills and are especially keen to enhance STEM skills in girls. They also run employability sessions with Street League and others. They have excellent links with West College Scotland and the University of the West of Scotland and take students for work placements and to volunteer with young people. This enhances employability for students leaving further or higher education.

- 12.10 Using further funding from Renfrewshire Council, YMCA set up the iEnterprise Project to help young people aged 11 – 24 to identify a need in their community and develop an idea to address that need using digital technology.
- 12.11 Young people involved in iEnterprise have created a cupcake making business, graphic design company, Raspberry Pi sessions for girls, staged under 18's music events and DJ workshops within their communities. Participants have seen increased success rates at job or further education interviews because employers/tutors are impressed with the level of responsibility, creativity and dedication they demonstrate as a result of talking about their community projects.
- 12.12 Another strand of work has been the successful CoderDojos run in partnership with Renfrewshire Libraries. These weekly clubs see almost 130 young people attend local libraries to gain coding skills. With a budget for food provided by the Libraries, these clubs also offer the young people a snack. Going forward ongoing 'Dip into Digital' sessions have been arranged throughout Renfrewshire.

STAR Project

- 12.13 STAR Project is an award-winning community organisation, delivering sustainable and positive social outcomes in Renfrewshire. Their unique wraparound way of working allows them to see the person, not a label, not a statistic, which ultimately makes people feel safe and accepted and ready to take a step towards realising their potential.
- 12.14 STAR Project recognises the importance of universal service provision and its power to destigmatise the services provided. For the STAR Project, it is clear that when services are offered universally, it is the people who need it the most who do access support. They also recognise that a lot of poverty (particularly in-work poverty) often goes unseen. They combat the impact of poverty in relation to financial, psychological, environmental, physical and social aspects including less tangible aspects such as aspiration and relationships.
- 12.15 STAR Project offers specific activities for families and children. Fully supported by trained staff and volunteers, Wee STARs toddler group has the aim of role modelling positive parenting/relationships providing opportunity to play and bond, to engage with creativity/culture, to experience structure, and to enjoy fun and exploration in a safe place through activities such as Bookbug and various themed pre school curricular activities such as road safety.
- 12.16 They provide a wraparound relationship based support (Drop-In, 1:1, befriending, CBT) also ensures barriers to engagement are reduced therefore improving the likelihood of a more sustainable positive impact on all the aspects of poverty experienced. Embedding anti-poverty/income maximisation activity within existing services and successful holistic model in the community ensures that engagement feels 'safe' for those that need the support most. At STAR Project they 'support, equip and include' the whole community.

12.17 STAR Project encourages and supports family members to have the most positive relationships possible. A summer holiday programme is run each for children of all ages, including day trips for families and family activities. The programme's aim is to provide fun experiences, promoting playfulness, bonding, creating shared memories, and will increase the sense of belonging, wellbeing, reduce poverty related stigma as well as combatting the impact of it. The summer programme provides this for some of our community's most vulnerable families, those whose children are looked after, those who are repeatedly benefit sanctioned, and those with chaotic lifestyles. Everything the Project plans and deliver is intended to make life a little better in an area of multiple deprivation and that includes reducing poverty related stigma.

13. Tackling Poverty Programme – Future Plans

- 13.1 Renfrewshire's Tackling Poverty Programme for 2019/20, Year 2 was agreed at Leadership Board in February. The Programme continues the activity which was developed for Year 1 which sustained key projects, supporting people on low incomes, with a focus on low income families with children.
- 13.2 Although continuing key projects from within the programme throughout Year 2, it is recognised that are a number of opportunities to review projects throughout the programme, to make sure delivery models are the most effective, to explore opportunities to align more closely to mainstream service provision and to respond to the Child Poverty (Scotland) Act 2017.
- 13.3 A significant element of the money in the programme has been used to continue the work of Families First, which will continue to offer early years and family support services, including targeted financial advice and parenting support over the next four years. These three localities have worked with over 880 families and generated £3.5 million of income since their introduction.
- 13.4 The funding ensures that the Healthier, Wealthier Children service will continue to provide targeted advice and support to new and expectant parents on managing changes to finances and supporting them to claim benefits they are entitled to. This service has been successful in achieving significant financial gains of over £2.7m for 1400 households during this key life event.

Appendix A

Driver – Income from Employment

Description of Activity	Who is involved	Assessment	Groups the action is intended to reduce poverty amongst
An advice worker is based within the Invest in Renfrewshire's employability team to assist people with financial advice which includes better off in work calculations, practical financial advice, access to financial fitness training and debt advice. This can be accessed when required by individuals to improve household incomes. This intervention is important to ensure income maximisation and promote the incentives, offered from Universal Credit, when participants progress to employment.	RC Invest in Renfrewshire/Advice Works	Numbers/Demographics/Client Financial Gain/Debt managed	All unemployed, but especially families to give best advice to improve household income.
A Client Support Fund is available as a practical intervention to remove a barrier to an individual moving into work. Interview Clothes, travel cost for the first month of employment, birth certificate costs are all examples of what has been covered. This fund can also support accredited training required to secure employment including Health & Safety CSCS along with childcare costs, interpretation services and other support measure to ensure clients can access and participate in the range of employability interventions offered.	RC Invest in Renfrewshire	Numbers/Demographic	All
Invest source work placements, work tasters, vacancies and volunteer opportunities. They also organise regular Jobs Fairs in conjunction with the Employers. These can attract around 500 vacancies and over 1,000 people looking for work. Mock Interviews are offered too to help the individual's chance of getting the job.	RC Invest in Renfrewshire	Numbers sourced/Numbers attending/demographic/ numbers of job vacancies/number vacancies filled	All
Job Clubs are available up to three times per week to help individuals look for work. Self-employment is also an option for some individuals and support is available for this.	RC Invest in Renfrewshire	Numbers sourced/numbers attending/demographic/ /number vacancies filled	All

Individual accredited training is sourced to assist clients move into work quicker. This can include CSCS, Food Hygiene and Manual Handling and many more vocational courses. Additionally, there are also a limited number of Traineeships (paid work placements), and Graduate Internships available to individuals to help improve individual's chances of moving into sustainable employment.	RC Invest in Renfrewshire	Numbers sourced/numbers attending/demographic/number vacancies filled	All
In work support is provided to clients who have found work through Invest. These individuals are tracked at weeks 1, 13 and 26 to help them sustain work. They can be offered support at this stage to help improve their chances of progression in the workplace.	RC Invest in Renfrewshire	Numbers accessing support	All
Work clubs providing access to computers and internet for job searches. Staff help with CVs, updating 'find a job' and with emails and application forms.	RC Adult Learning and Literacies Service	Verbal and written evaluations take place.	Unemployed adults aged 16+ years ; adults wishing to improve their job prospects and increase their income.
English for Speakers of Other Languages – Developing language skills to support effective communication in everyday life, including helping children with homework, attending college and job application.	RC Adult Learning and Literacies Service	Verbal and written evaluations take place.	Minority Ethnic and all non-English Speakers. One particular strand supports Refugee families.
IT skills for work – to build confidence in using office and work-based computing packages. This covers data handling, communication and data analysis functions and techniques.	RC Adult Learning and Literacies Service	Verbal and written evaluations take place.	All
ALLS offer a tutor Psychology Taster course guiding students through 2 free online units offered by the Open University. Certification from the Open University is available on completion of each online unit.	RC Adult Learning and Literacies Service	Verbal and written evaluations take place.	All
The SQA Core Skills I.C.T SCQF level 4 accredited unit offered by ALLS is about using straightforward information, communication and technology (ICT) effectively to access, process and present information in familiar, everyday settings. Learners should be confident using ICT and may already have achieved ICT at SCQF level 3 or similar	RC Adult Learning and Literacies Service	Verbal and written evaluations take place.	All

Access to IT for job searches/CVs etc in all 12 Renfrewshire Libraries and other Council locations including the Home Exchange Shop.	RC Customer and Business Services/ Housing and Renfrewshire Libraries (Renfrewshire Leisure) (RL)	User numbers	All
'Digiteers' provide free coaching sessions on a one-to-one basis for those who need help with basic IT skills available at all 12 Renfrewshire Libraries.	RL Renfrewshire Libraries who have recruited volunteers to provide this service/RC.	Number of learners, hours of learning, user satisfaction, case studies.	All those requiring support with digital skills
The Living Wage Action plan contains a number of different actions: Procurement ensure living wage is a key indicator of fair practice, Contractors which supply employees pay them the Living Wage, contracted providers pay care staff Living Wage. RC works with Poverty Alliance to progress Living Wage plan. Invest in Renfrewshire discuss with Employees.	RC/Poverty Alliance/Contractors/Invest in Renfrewshire	Numbers of Living Wage accredited employers.	All employees
There are three City Deal infrastructure projects in Renfrewshire. A City Deal Community Benefits Strategy has been developed to help suppliers embrace the ethos of City Deal with regards to employment, for example developing the young workforce through apprenticeships and 'Working Matters' for residents in receipt of health-related benefits beginning the journey to long term employment.	RC Invest in Renfrewshire	Community Benefits are evaluated as part of the tendering process and specific requirements may be stipulated within contract specifications. Achievement is monitored on a regular basis.	Targeted to priority groups
Renfrewshire Council is committed to maximising Community Benefits through its procurement activities by including specific Community benefit Clauses and targets within procurement contracts. These cover payment of the Living Wage as well as targeted employment and training opportunities. Fair work practices in areas such as zero hour contracts and worker representation are also scored.	RC Procurement	Community Benefits are evaluated as part of the tendering process and monitored on a quarterly basis.	Targeted to priority groups
Employment is explored as a route by Housing/Tenancy sustainment officers when Council tenants are in difficulty with arrears.	RC Housing	Numbers/outcomes	All tenants having difficulty with rent arrears
As per narrative, a Neighbourhood Environmental Team, funded through the Housing Revenue Fund supports working age clients to do manual work within neighbourhoods and then	RC Housing/Invest in Renfrewshire	Numbers trained and outcomes	Those with barriers to employment

potentially move on into apprenticeships. (Over 60% success rate).			
Public Wifi is available all day, every day in Paisley, Johnstone and Renfrew town centres and Council and Renfrewshire Leisure premise, allowing individuals to carry out job searches/submit CVs etc.	RC	Annual Billing Information	All
Council funded Legal Service at Renfrewshire Citizens Advice Bureau (RCAB). This service represents clients at employment tribunals and assists with other employment related legal matters. (3 year contract)	RC/RCAB/MJC Law	Numbers attending service/demographics and Client Financial Gain	Available to all Renfrewshire residents, however particularly targeted at clients with multiple issues and the following priority groups; Low Income Households, Households affected by Welfare Reform, Parents of children in poverty, People who are currently unemployed, Individuals living with long term health conditions, People experiencing poor mental health, People living with a physical disability, Care Experienced
Council funded advice service at Renfrewshire Citizens Advice Bureau provides employment related advice. (3 year contract)	RC/RCAB	Numbers attending service/demographics and Client Financial Gain	Available to all Renfrewshire residents, however particularly targeted at clients with multiple issues and the following priority groups; Low Income Households,

			Households affected by Welfare Reform, Parents of children in poverty, People who are currently unemployed, Individuals living with long term health conditions, People experiencing poor mental health, People living with a physical disability, Care Experienced
In Jobcentre Plus offices, better off calculations are done for those seeking to access work and referrals between Officers and Work Coaches for advice relating to employment (both ways), including child care support.	Claimant Support Officers/DWP	Numbers receiving calculation/information	All unemployed/underemployed
Increasing employability through volunteering, including promoting Volunteer Friendly and Saltire Awards	Engage Renfrewshire (3 rd Sector Interface)	Numbers of volunteers/outcomes	All
Project Search is a college-based employability programme for young people aged 17 - 26 with a learning disability and/or autism who want to find work of 16 hours or more per week. The programme is a mixture of college study, with students working toward achieving a recognised qualification in employability and practical work experience. Students gain up to 600 hours of work experience across 3 placements mainly within Renfrewshire Council, with some available with local businesses.	RC/Invest/Glasgow Clyde College	Outcomes post programme.	Young people with a learning disability
Linstone Housing offer a Car Club with vehicles to hire in Linwood and Johnstone. The club costs £5 to join and £3 per hour, and can be used to get to interviews. (Cheaper for Linstone Tenants)	Linstone Housing Association	Numbers of members/usage	All

West College Scotland offer free employment related courses for those on benefit, eg. Preparing for Employment, Working in Retailing, IT Office Skills, Working in Early Education and Childcare.	West College Scotland	Numbers attending/completing courses	All
CV and Job Search drop ins to help people with CVs, covering letters and job searches	Our Place Our Families	Drop-in numbers	All
YMCA iEnterprise supports young people to set up businesses through/connected to digital. This includes sourcing available funding.	RC/Paisley YMCA	Numbers of businesses, numbers receiving funding case studies.	Young people to age 26
YMCA run coding clubs run every night in Renfrewshire Libraries to support young people in developing digital skills which can increase their chances of finding skilled, better paid employment. Provides experience for volunteers running the clubs to enhance their job prospects.	Paisley YMCA/RL	Numbers attending	Young people aged 8-17
RC Youth Services with young people, particularly those in secondary school with a priority to work with those with additional support needs and/or at risk of a negative destination to improve outcomes, including employment outcomes through programmes such as Duke of Edinburgh and Saltire Awards.	RC Youth Services/ NHSGGC/ Clyde Muirshiel Regional park.	Numbers and results/outcomes	Young people with social, emotional and behavioural needs, looked after and accommodated young people, young people with additional support needs, young people at risk of negative destination and young people disadvantaged by poverty.
Renfrewshire HSCP developed an employability resource to support professionals across Renfrewshire to raise the issue of employability with participants. The resource is broken down to cover all stages of the Employability pipeline. The resource details services in Renfrewshire which are available to support participants at each stage of the Employability Pipeline. The Planning and Public Health Team of Renfrewshire HSCP developed the resource and then delivered training on the	The resource was distributed through training with HSCP service staff including Mental Health/ Addictions/Allied Health Professionals/ Family Nurse Partnership and Community Connectors staff. The resource was also	Training interventions delivered to increase skills and knowledge of the resource.	Participants / Patients who are in services such as Mental Health and Addictions Services, those being supported by Family Nurse Partnership and those patients being support by Community Connectors as

resource to build capacity within services to raise the issue of employability.	distributed with employability specialist partners including Invest in Renfrewshire practitioners, Department for Work and Pensions staff and Third sector partners RAMH		part of Renfrewshire HSCP Social Prescribing project. Those receiving support from Invest in Renfrewshire and RAMH.
Renfrewshire HSCP recognised the importance of employability and the impact it can have on health outcomes. As a result the HSCP included an indicator around employability during the development of Renfrewshire HSCP Primary Care Improvement Plan. This indicator aims to ensure that employability will be raised with patients in primary care settings.	Primary care practices Community connector staff.	Employability indicator embedded in PCIP.	Those patients attending Primary Care settings. An evaluation of the project reported that the majority of patients received support for mental health issues as a result of Poverty.
Renfrewshire HSCP supported the development and implementation of an employability conference for practitioners who deliver employability interventions across Renfrewshire. The conference aimed to increase employability practitioners knowledge and confidence in supporting participants who present with mental health or resilience issues.	Those attending the conference included; Practitioners from Invest in Renfrewshire/Skills Development Scotland, Erskine Music and Media/ Department for Work and Pensions/ Barnardo's/ Ferguslie Park HA/ Impact Arts/RAMH/Rathbone/ Skills Development Scotland/Street League/West College Scotland/Williamsburgh HA and the Wise Group.	Participants identified their main learning area, pledged to follow up specific actions and identified next steps as a result of their learning.	Those parents who are moving along the employability pipeline getting themselves ready for work.

Appendix B

Driver – Cost of Living

Description of Activity	Who is involved	Assessment	Groups the action is intended to reduce poverty amongst
Free childcare for those attending employment related training	RC Invest in Renfrewshire	Numbers accessing service	All families with children
Free childcare for those attending training	RC Adult Learning and Literacies Service	Numbers accessing service	All families with children
Support with childcare options given to those seeking to access employment	RC Claimant Support Officers/DWP	Numbers of clients	All families with children
The Advice Works service provides budgeting support and money advice to the citizens of Renfrewshire; face to face at Johnstone Town Hall, and Renfrewshire House in Paisley, as well as at a variety of outreach locations – STAR Project, Linstone Housing Association Community Flats, Refugee Resettlement Programme, as well as by telephone. This involves reviewing incomings and outgoings, and suggesting how to make things more affordable, eg. free bank accounts as opposed to ones with a fee, debt advice, including statutory debt solutions.	RC	Numbers/Demographics/Client Financial Gain/Debt Managed	All. This year, apart from the advice to families in other areas, the statistics collected show that advice was provided in respect of 74 children 0-15 for child DLA claims.
Renfrewshire Council provides advice in the Renfrewshire Foodbank to help clients maximise income/deal with problems.	RC Advice Works/SWD/Energy Advocates	Client Financial Gain (demographics collected)	All
Renfrewshire Council has provided funding of £10,000 per annum to Renfrewshire Foodbank for the next 3 years. This funding will help support the increase of clients to the Foodbank due to Universal Credit Roll Out	RC/Renfrewshire Foodbank	Numbers fed/reasons/Ward/ Demographics	All. This year, the Foodbank has provided food to 747 single parents and 363 families with 2818 children fed.

By working closely with vulnerable tenants, Housing Officers establish where clients may be eligible for charity grants and help with applications.	RC Housing	Actions recorded	Vulnerable Tenants
Renfrewshire Council facilitated meetings with interested parties to look at setting up at least one Community Fridge in Renfrewshire. This had led to the recent opening of a Community Fridge in STAR Project, Paisley	RC/STAR Project/Weee solutions	Food in/Food out/Numbers fed/New users	All
Home Energy Scotland Workshops for practitioners to encourage partnership work in Renfrewshire to tackle fuel poverty.	Engage Renfrewshire/Home Energy Scotland	Numbers attending with increased awareness	All
Links made between Recovery Across Mental Health (RAMH) Superstore and RC/Housing Associations/UWS student support to provide start up kitchen and bedroom packs for new tenants.	RC/RAMH/Paisley HA/UWS	Numbers of packs	All
Street Stuff Clubs provide free activities for children in the evenings, during the holidays and at weekends. A free healthy meal is provided and the Street Stuff buses also have free wifi to ensure young people aren't digitally excluded. Over 226,000 attendances have been recorded to date.	RC/Street Stuff	Numbers attending/Community safety stats showing reduction in vandalism and youth disorder.	All young people aged 10-18
Breakfast clubs will continue in 10 schools, providing a healthy breakfast to all pupils universally. Over 227,000 free healthy breakfasts have been served since the introduction of this project, relieving financial pressure on low income families, but most importantly, making sure that children start the school day ready to learn.	RC	Numbers of breakfasts/anecdotal evidence from teachers re. impact.	Universal, but schools involved are in areas identified as having high levels of deprivation.
The Cost of the School Day fund will continue to operate across all primary and secondary schools in Renfrewshire, directly supporting families in a variety of ways including uniforms, good, transport, extra-curricular activities and curricular expenses.	RC	Numbers using/what costs supported	Families in need
Connect4Renfrewshire was set up as a direct response to Welfare Reform and the challenges it presents to those living in Social Housing. The service includes:	Williamsburgh HA/ Limestone HA/ Bridgewater HA/ RC Advice Works,	Statistics are collected for the project on client numbers contacting each partner, Client	All in social housing

<ul style="list-style-type: none"> · Energy advice to tackle fuel bills and fuel debt · Information and access to financial services · Advice and advocacy on all aspects of welfare rights · Support with budgeting and financial literacy · Access to recycled furniture and household goods · Access to debt advice and advocacy 	RAMH/, Renfrewshire Wide Credit Union and RAMH Re-Use Superstore	Financial Gain, debt managed, and referrals.	
As described in the narrative, RC has managed and delivered of a programme of energy improvement works across Renfrewshire making homes (both rented and private) more energy efficient, reducing costs for the families who live there.	RC Housing Asset and Investment/ Limestone HA, Paisley HA/ Bridgewater HA/ Williamsburgh HA/ Scottish Government		Tenants of RC and RSLs
The Foundations First project supports children and their families in Renfrewshire who are homeless or worrying about losing a home. The service specifically supports families with housing difficulties with advice, advocacy and support. Issues can be minimal or multiple and complex, requiring longer term more intensive support.	RC/Shelter Scotland	Numbers/outcomes	Families only
Budgeting Workshops to help service users maximise income and minimise outgoings.	STAR Project/ RC Advice Works/LEAP/White Cart Credit Union	Individual organisations count engagement within their own stats	STAR Project service users
One strategic outcome within Renfrewshire's Local Housing Strategy is to ensure affordable housing is available to those who need it. Following from the 842 affordable housing units from the period of the last strategy to 2016, the 2016 – 21 strategy includes a commitment to deliver 1,000 new affordable homes in the period 2016 – 2021.	RC Housing	Numbers of affordable homes delivered	All in need of affordable homes prioritised as to agreed policy.
Renfrewshire's Housing Options approach includes a Common Allocation Policy developed with RSLs to assist customers obtain a suitable property. The Options service also includes advice, for example, employability advice for those who would benefit as part of the assessment process.	RC Housing/Bridgewater, Limestone, Paisley and Williamsburgh HAs	Number of properties allocated	All in need of affordable homes prioritised as to agreed policy.

Families First free holiday clubs for children P1 – P3 and siblings. Activities and free meal.	RC	Numbers attending	Clubs at selected schools in areas of deprivation, but open to all.
Council funded advice service at Renfrewshire Citizens Advice Bureau provides debt and money related advice for Renfrewshire Citizens. (3 year contract)	RC/RCAB	Numbers attending/Debt managed (demographics captured)	Available to all Renfrewshire residents, however particularly targeted at clients with multiple issues and the following priority groups; Low Income Households, Households affected by Welfare Reform, Parents of children in poverty, People who are currently unemployed, Individuals living with long term health conditions, People experiencing poor mental health, People living with a physical disability, Care Experienced
The Advice Partnership works together to develop and promote a collective vision for advice in the area and ensure advice services are proactive, accessible and customer focussed, and so meet client need. This includes provision of income maximisation and budgeting advice.	RC/RCAB/RAMH/LEAP/ Foodbank/UWS/Shelter/ HSCP/RACA/Linstone HA/ Engage Renfrewshire/ Social Security Scotland	Partnership has led to improved relationships between advice providers and increased understanding and awareness of each other's work. Also improved communication, eg. around Best Start Grants and UC.	All
Automated process for Young Scot cards in Renfrewshire to promote maximum take up. All P7 pupils have their photo taken and application made. They can then access discounts and rewards.	RC Youth Services/RC Schools	Numbers	All school pupils once reaching P7

STAR Project/Social Work and other identify families in poverty and work with Cash for Kids to provide £25 for meal/gifts at Christmas.	STAR Project/SWD/Cash for Kids	Numbers accessing	Families in need
The Housing Team work with existing tenants to maximise their income and reduce outgoings, eg. referral to advice works and energy advisers. They establish where rent can be waived and contact rent collection services on clients' behalf to arrange this.	RC Housing	Outcomes recorded	All tenants
Renfrewshire Council's partnership with Experian through the Rental Exchange project allows tenants to build their credit scores through their rent payments, as happens through mortgage payments for those who own their property. This increases access to Affordable Credit.	RC Housing/Experian	Numbers accessing service	All tenants
Before a tenancy is offered income, expenditure and benefit entitlement are assessed. The most appropriate, affordable housing can then be offered, and DHPs put in place where appropriate.	RC Housing	Numbers accessing service	Prospective tenants
The Family Nurse Partnership is a nursing service specifically designed to work with young mums. The service is available to young women aged 19 and under having their first baby. Family nurses take intervention into the homes of their clients and support them to make positive choices for themselves and their baby. FNP nurses have delivered a number of interventions which have aimed contribute to tackling Child Poverty, including the Eat Better Feel Better intervention. This intervention aimed to support FNP clients develop their cooking skills and also provided support in being able to buy a range of cooking essentials. In addition FNP nurses frequently advocate for the clients with agencies such as DWP to ensure the client is claiming all benefits they are entitled to.	HSCP	Client Financial Gain/Income Max/Attainment stats.	First time mothers
Free wifi is available in the outdoor town centres in Paisley, Johnstone and Renfrew. It is also available in all public	RC	Annual billing information	All

libraries, sheltered housing complexes, town halls, spots centres, community centres and childrens' homes, as well as other leisure venues and on the Street Stuff buses that provide activities for young people.			
Families First partnered with the Johnstone Business Consortium to provide over 90 Christmas food parcels for families in poverty at Christmas.	RC Families First/Johnstone Business Consortium	Numbers accessing service	Families in need
Renfrewshire Affordable Credit Alliance (RACA) works together to increase and promote forms of affordable credit in Renfrewshire, as per narrative	RC/Engage Renfrewshire/ UWS/STAR Project/RCAB/ Paisley HA/Ferguslie Park HA/TSB/Gleniffer CU/Scotcash	Increased CU membership/ Increased use of fair credit uptake in Renfrewshire	All
Credit Unions have been supported by the Council to develop and promote their range of products. In one credit union, instant loans were developed with funding from RC as an alternative to payday lenders and funeral loans were developed, with the leaflets promoting these given out by the Council as part of the pack provided when a death is registered. Funeral Bonds are also available whilst CU services are promoted through umbrella group My Credit Union Renfrewshire and associated website and social media	RC/RWCU/Johnstone CU/White Cart CU/Gleniffer CU	Membership figures/Interest saved from instant loans/loan numbers	All
Renfrewshire HSCP Planning and Public Health team co-ordinated with Home Energy Scotland to deliver interventions within the Royal Alexandria Hospital in Paisley. The interventions aimed to support staff and visitors to the hospital increase their knowledge on how to minimise their costs of energy in their homes, give free packs and sign up those eligible to the warm homes discount scheme.	Home Energy Scotland/ Public Health Acute Team/ Patients and Staff RAH	Numbers of Interventions delivered.	Patients and Staff RAH
Renfrewshire HSCP Planning and Public Health team co-ordinated with Home Energy Scotland to deliver interventions within the Tannahill Centre in Paisley. The interventions aimed to support staff and visitors to the event increase their knowledge on how to minimise their	Home Energy Scotland/ Tannahill Centre Staff. Event Participants.	Number of Interventions delivered.	Those attending the community Burns event in the Tannahill Centre (which is within an area of multiple deprivation)

costs of energy in their homes, give free packs and sign up those eligible to the warm homes discount scheme.	Renfrewshire HSCP Planning and Public Health Team.		
Renfrewshire Libraries run a free toy library. Toys can be selected from an online catalogue (from home or any Renfrewshire library), and picked up at your local library. The toys are themed, Read, Discover and Learn.	RL	Numbers of toys borrowed/users per council ward	The Toy Library is aimed at 0 - 8 years but we advertise that the toys can be enjoyed by the whole family.
Renfrewshire libraries run a variety of activities in throughout Renfrewshire, providing free activities to families, thus helping with costs of living, and also helping raise attainment through encouraging families into libraries and to use services. This includes free play delivered by a creative arts worker who builds the sessions around the toys from the toy library; free activities for children every afternoon from Monday to Saturday in Paisley Central library, including games/giant games and arts and crafts; and free holiday activities during school holidays.	RL/RC	Feedback from attendees	Families with children of all ages, including young and school age.

Appendix C

Driver – Income from Social Security and Benefits in Kind

Description of Activity	Who is involved	Assessment	Groups the action is intended to reduce poverty amongst
Claimant Support Officers are embedded in all three Jobcentre Plus offices to provide advice and information, for example, ensuring Council Tax Reduction is claimed providing Personal Budgeting Support as well as ensuring free school meals and uniform grants are claimed. They also make presentations to work coaches to encourage referrals.	RC/DWP	Numbers attending/Client Financial Gain/Demographics	Unemployed and underemployed Jobseekers
Council funded advice service at Renfrewshire Citizens Advice Bureau provides benefit advice and completes Financial Health Checks (FHCs) to ensure benefits are maximised. (3 year contract)	RC/RCAB (SG funding for FHCs since Jan 19)	Numbers attending/Client Financial Gain/Demographics	Available to all Renfrewshire residents, however particularly targeted at clients with multiple issues and the following priority groups; Low Income Households, Households affected by Welfare Reform, Parents of children in poverty, People who are currently unemployed, Individuals living with long term health conditions, People experiencing poor mental health, People living with a physical disability, Care Experienced. (SG funding targets families and older people)

The Council Advice Works service provides benefit advice to the citizens of Renfrewshire face to face at Johnstone Town Hall, and Renfrewshire House in Paisley, as well as in a variety of outreach locations – STAR Project, Linstone Housing Association Community Flats, Refugee Resettlement Programme. They also offer a telephone service.	RC	Numbers/Demographics/Client Financial Gain	All
Renfrewshire Council has topped up the Discretionary Housing Payment fund by £140K due to increased demand from those transitioning to Universal Credit	RC Welfare Reform	Numbers accessing DHPs	Larger families/families impacted by bedroom tax
Renfrewshire Council has topped up the Scottish Welfare Fund by £48k due to increased workload demands on the service and the overall level of appending to meet the increased number of applications due to Universal Credit delays in payment.	RC Welfare Reform	Numbers accessing SWF, reasons for claim and monetary amount of grants provided.	All
Universal Credit training was provided for frontline staff, including HSCP staff and some partners organisations.	RC Customer and Business Services/Housing/HSCP	Numbers trained and survey to check before and after understanding.	UC/Potential UC claimants
A Communications Plan was developed with key staff around Universal Credit. Actions included <ul style="list-style-type: none"> Information booklet produced and distributed to all relevant partners Articles in local newspapers Universal Credit information posted on Renfrewshire Council website, including guidance on how to claim All included advice on where to access free wifi and PCs and links to Scottish Welfare Fund, Advice and Digital lessons.	RC Welfare Reform/ Communications/Customer and Business Services/Partnerships and Inequalities/ RL Libraries	Feedback on leaflet/Staff feedback	UC/Potential UC claimants
Universal Credit information posted on Council Intranet to help those who receive 2 salary payments within an assessment period.	RC Welfare Reform/RC staff		Council staff in receipt of UC
Automation of school clothing grant to those who receive free school meals.	RC Welfare Reform	Numbers receiving school clothing grant	Low income families

Housing teams proactively sought out most vulnerable tenants and worked closely with them to prepare for UC, offering them advice and assistance. Tenants were supported through the process. One to one digital training was offered to tenants, to assist them with online applications for universal credit.	RC Housing Assistants, Housing Officers and Tenancy Management Officers	Numbers accessing service, referral rates, DHP rates, rent arrears managed.	Tenants moving to UC
The Housing Services Team identifies potentially vulnerable and at-risk tenants. They then work very closely with partners across the Council and beyond, signposting these tenants to teams to assist with income maximisation through employability services financial advice and fuel poverty advice, including DHP claims.	RC Housing Assistants, Housing Officers and Tenancy Management Officers/ Advice Works, Invest in Renfrewshire/ Energy Advocates.	Numbers accessing service/rent arrears managed/client financial gain	
Advice Partnership Renfrewshire is a partnership between a variety of advice providers in Renfrewshire, working together to ensure appropriate advice is available and easy to find. Working in partnership, advice agencies signpost and refer to each other to ensure clients maximise benefit income.	RC/RCAB/RAMH/LEAP/ Foodbank/UWS/Shelter/ HSCP/RACA/Linstone HA/ Engage Renfrewshire/ Social Security Scotland	Partnership has led to improved relationships between advice providers and increased understanding and awareness of each other's work. Also improved communication, eg. around Best Start Grants and UC.	All
Families First (as described in narrative) is a free service which supports families with children aged 0-8 years old to help them maximise their income and manage their debt. This includes benefit advice.	RC	Numbers accessing services/Client Financial Gain	All families with children aged 0 – 8. The five sites the service operates from were chosen for their SIMD status.
Both Advice Works team and Renfrewshire Citizens Advice provide regular outreach to clients to ensure accessibility of advice in local areas. They meet regularly to ensure they are not duplicating services.	RC Advice Works/RCAB	Numbers attending/Client Financial Gain and debt managed.	All, however some specific outreaches are targeted through location, eg. Disability Resource Centre
Renfrewshire Council provides advice in the Renfrewshire Foodbank to help clients maximise benefit income/deal with benefit problems.	RC Advice Works/SWD/Energy Advocates	Numbers using service/Client Financial Gain	All who attend foodbank

Digiteers – Free coaching sessions on a one-to-one basis for those who need help with basic IT skills available at all 12 Renfrewshire Libraries. This allows clients to claim benefits and maintain their claims.	RL Libraries (who have recruited volunteers to provide this service/RC.	Numbers of learners/number of hours coaching provided/user satisfaction/case studies	All digitally excluded
Council Tax Reduction 'Pop-ups' run in Jobcentres to encourage claims to CTR and Discretionary Housing Payments. This benefits DWP staff as well as Jobseekers	RC Advice Works	Numbers claiming/Client Financial Gain	Benefit claimants/DWP
Tenancy Sustainment Officers work with tenants to establish where rent arrears can be written off, and advocate on their behalf with collection teams.	RC Housing	Numbers seen/arrears written off managed	Tenants in rent arrears
The Refugee Resettlement Team work with Syrian Refugee families to ensure all relevant benefits are claimed. Including for the 19 babies that have been born in Renfrewshire.	RC/RRT	All tenants supported	Minority ethnic families, Families where the youngest child is under 1, Mothers aged under 25
The Council identified those affected by the benefit cap and provided support. All were contacted and 90 out of 105 of these clients were supported to claim DHP.	RC Welfare Reform	Numbers engaged/DHP paid	Those affected by benefit cap
Public Wifi is available all day, every day in Paisley, Johnstone and Renfrew town centres and Council and Renfrewshire Leisure premises. This allows users to maintain their benefit claims.	RC	Annual Billing information.	All
Digital Directory available to all to assist access to available PCs. Distributed to all partners/libraries/GPs etc. Used by professionals for signposting.	RC	Regular revisiting to ensure information up to date	All
Renfrewshire's Third Sector Interface produced a response to Universal Credit, outlining where to get help/support/affordable credit/alternatives such as preloved furniture and white goods.	Engage Renfrewshire – all 3 rd sector partners invited to contribute.		All
Community Connectors social prescribing service in each GP's surgery in Renfrewshire which can help with benefit and housing issues as well as health, referring on for complex cases.	HSCP/Limestone HA/ RAMH	Numbers of clients/reason presenting/referrals/ number of GPs visits/demographics	All

Welfare Rights service offered by Linstone HA to all Linwood residents	Linstone HA	Numbers/Client Financial Gain	All in geographical area
The Connect4Renfrewshire project was set up as a direct response to Welfare Reform and the challenges it presents to those living in Social Housing. The service includes advice and advocacy on all aspects of welfare rights, promotion of Credit Unions, and reduction of household costs.	Williamsburgh HA/ Linstone HA/ Bridgewater HA, RC Advice Works/ RAMH, Renfrewshire Wide Credit Union and RAMH Re-Use Superstore	Numbers/Client Financial Gain	Relevant HA tenants
Digital Support has been offered by designated Renfrewshire Council customer service staff to all those in need of assistance to make their Universal Credit claim. (funding for this aspect of support passes to Citizens Advice from 1 April)	RC	Numbers accessing	All UC claimants needing digital support
Renfrewshire Council has made good links with Social Security Scotland (SSS), including Local Delivery. The Local Delivery Lead for Renfrewshire now represents SSS on our Advice Partnership to help ensure maximum benefit take-up.	RC/SSS	SG statistics on benefit take-up rates in Renfrewshire	All who may be entitled to SSS benefits
Renfrewshire HSCP Planning and Public Health developed and implemented a range of activity to support the uptake of Social Security Scotland Best Start Grant. Promotional interventions were delivered to Renfrewshire HSCP Children's Services and Specialist Children's Service staff.	SSS/ Renfrewshire HSCP Planning and Public Health Team/ Healthier Wealthier Children Advisor/RC Advice Works/Children's and Specialist Children's Service staff.	Interventions delivered.	Those families who are coming into contact with health professionals from Children's and specialist Children's Services.
Renfrewshire HSCP Planning and Public Health team collaborated with partners across the Welfare Reform Leads group to co-ordinate the delivery of DWP staff Universal Credit training to HSCP staff. The training aimed to highlight the impact of moving from legacy benefits onto Universal Credit. 673 HSCP staff attended the training.	Partners from Welfare Reform Leads group. Renfrewshire HSCP Planning and Public Health	Participants attended.	Families who receive support from Renfrewshire HSCP Health Services.
Renfrewshire HSCP collaborated with the Partnership Manager from Department for Work and Pensions to develop a complex needs assessment for vulnerable	HSCP service staff from Addictions, Mental Health and Children's services. In	Number of DWP and service staff relationships developed	Most vulnerable groups across Renfrewshire.

customers. Liaison took place with HSCP service staff from Mental Health, Addictions and Children's Services to plan effective support to customers from these services groups.	addition Service Staff from Looked After and Accommodated Services.		
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Appendix D – Enablers to Reduce Poverty by 2030

Description of Activity	Who is involved	Assessment	Groups the action is intended to reduce poverty amongst
Renfrewshire Credit Unions (CUs) are providing collections and some money management help in a number of Renfrewshire schools. Pupils are building savings, and in some cases savings are being linked to activities such as school trips and proms, allowing parents to save over a period of time for these.	Renfrewshire Wide Credit Union/ White Cart CU/ Johnstone CU/ Scotwest CU/Gleniffer CU/RC.	Numbers of schools with a linked credit union	All
Linstone have 3 community flats in Renfrewshire and work with partners, examples of this being credit unions to enhance local services provide activities etc. Community led, Linstone also arrange advice surgeries with Advice Works and provide free wifi in flats	Linstone HA/ Renfrewshire Wide Credit Union/RC Advice Works/LEAP	Numbers attending activities	All in communities
Credit Unions are supported in Renfrewshire, and brought together in a Credit Union Forum to discuss issues between themselves and with RC.	RC/RWCU/Scotwest/White Cart CU/Johnstone CU/Gleniffer CU	Membership numbers	All
Active Communities support a peer health project, working with young people in secondary schools across Renfrewshire to identify key health priorities in their school and developing young people to lead their own activities to improve health and wellbeing. There are now 348 trained peer educators across Renfrewshire schools, who have engaged with over 5000 pupils in total on a range of health issues such as mental health, diet, alcohol and drugs. This is funded by the Tackling Poverty Programme.	RC/Active Communities	Numbers trained/Numbers engaged/case studies	Secondary school pupils
The Skoobmobile provides a mobile public library service directly to children and families in communities. This service aims to help improve children's life chances by encouraging a lasting interest in reading, literacy, physical activity and learning.	RL	Numbers using service	Families

<p>Lifelink provides a school counselling service which takes place across all secondary schools, offering 1:1 and groupwork support to young people on a range of issues such as anxiety stress, bereavement and loss, family issues and self-esteem. So far 500 young people have benefitted from this service designed to improved mental well-being and resilience amongst young people. This is funded from the Tackling Poverty Programme.</p>	<p>RC/Lifelink</p>	<p>Numbers supported/Improvements in mental wellbeing and resilience which are recorded and evaluated; this is evidenced by the use of the clinical assessment tool (CORE) that records client's improvements/outcomes. The CORE evaluation has demonstrated an increase in the overall health and wellbeing a result of attending the counselling service.</p>	<p>Secondary school pupils</p>
<p>Supported Tenancies at Charleston Square for young people who have been in foster or residential care and need support to manage their tenancies. 24 hour help is available, and young people can stay for up to 18 months until they can live independently and take on the responsibility of a Tenancy. No deposit is necessary to move in.</p>	<p>RC</p>	<p>Tenancies sustained</p>	<p>Care experienced young people</p>
<p>Renfrewshire Council's Youth Services aim to improve outcomes for young people in Renfrewshire through youth work, information, empowerment activities and outdoor learning. They: promote wider achievement through accredited and non-accredited awards; empower young people to have a voice, take part in decision making and making a positive contribution to the community; help young people develop skills for learning, life and work and enter employment, training and or further or higher education after school; promote health and wellbeing among young people and ensure young people benefit from good quality youth information, that helps them participate in opportunities and make informed choices.</p>	<p>RC</p>	<p>Numbers/Outcomes</p>	<p>Young people</p>

Digi Ren partnership aims to reduce the gaps in cost for services by ensuring more people are digitally able. They work together to enhance digital capability and access in Renfrewshire. Digi Ren also ensures there are PCs available for those with accessibility issues, and works with other organisations to enhance accessibility, for example, ensuring information films are subtitled.	A wide variety of organisations including RC/Engage Renfrewshire/ Paisley YMCA/UWS/ Libraries/Paisley HA	Numbers attending meetings/ feeding into conversations/ digital improvements in services	All digitally excluded
Through a variety of intervention types including mediation the Youth Officer with the Homeless Prevention team helps young people aged 16 - 24 sustain tenancies. This includes: <ul style="list-style-type: none"> Helping homeless young people set up and sustain tenancy for crucial first 8 weeks of tenancy, monitor property for a year with intervention as required. Managing the transition to a tenancy from the family home so social network support is ever present with young persons' journey into housing (avoiding homelessness and temp accommodation) If referred by housing providers, Social Work etc, help young people resolve issues in order to stop eviction or better sustain tenancy. 	RC Housing	Percentage still in their tenancy a year after date of entry	Young people with housing issues.
Renfrewshire HSCP Planning and Public Health team developed and delivered an intervention which aimed to support the increase of knowledge of the Healthier Wealthier Children service to Renfrewshire HSCP Specialist Children's Services staff.	Renfrewshire HSCP Planning and Public Health Team/Specialist Children's Services staff/ Healthier Wealthier Children Advisor/ RC Advice Works.	Number of interventions delivered	Those families who attending Specialist Children's Services. These children have significant levels of disability.
Renfrewshire HSCP Planning and Public Health team developed and delivered a Child Poverty Seminar which was delivered in October 2018. The seminar aimed to; <ul style="list-style-type: none"> Increase knowledge of the Child Poverty Legislation duties at HSCP level. 	Renfrewshire HSCP Planning and Public team. Wider HSCP Service Staff.	Number of participants in attendance.	

<ul style="list-style-type: none"> • Increase awareness of Healthier Wealthier Children services and increase referrals into HWC. • Increase awareness of current and planned welfare reform and discuss how this might impact on patients. • Increase awareness of the evidence associated with the impact of poverty on children's outcomes. 			
Renfrewshire HSCP Planning and Public Health team contributed to the development of a video resource in collaboration with NHS Health Scotland. The resource aimed to increase referrals into Advice Services such as Healthier Wealthier Children to support income maximisation.	Renfrewshire HSCP Planning and Public Health Team/NHS Health Scotland Colleagues/ Healthier Wealthier Children Advisor/RC Advice Works.	Video resource developed.	Those families who are coming into contact with health professionals.

Appendix E

Actions undertaken by NHSGGC staff to maximise incomes and reduce costs for families in 2018/19

A	Employer-related actions	Poverty driver	Partners involved	Priority Groups ¹	How measure success?	Timeframe
A1	<p>Promotion of NHS career opportunities and pathways into NHS employment via:</p> <ul style="list-style-type: none"> schools engagement activity awareness and guidance sessions for unemployed people in the community awareness and guidance training sessions for staff in JobcentrePlus and employability advisors in partner agencies college visits attendance at community jobs fairs and careers events <p>. A total of 84 events have been hosted in 2018/19</p>	Income from employment	NHS Workforce Employability Team Local Authority Education Services Developing the Young Workforce Regional Groups Jobcentre Plus Clyde Gateway Rosemount Learning Centre Prince's Trust Jobs and Business Glasgow	All	May be possible in future to report activity by SIMD of school, community organisation and report the number of parents reached.	2018/19
A2	NHSGGC pre-employment training programme delivered to 21 people, 13 of whom gained employment following the programme, 11 within NHSGGC.	Income from employment	NHSGGC Workforce Employability Team Clyde Gateway and partner agencies	All	Number of people supported into good quality employment.	2018/19
A3	Apprenticeship opportunities provided for young people including: <ul style="list-style-type: none"> 3 Foundation Apprenticeship Engineering placements for senior phase school pupils hosted by hospital based Estates Teams 	Income from employment	NHSGGC Workforce Employability Team and range of services across NHS accepting MAs.	All	Number of apprentices securing positive destination	2018/19

¹ Lone parents, families with disabled member, families with child aged <1y, families with three or more children, BME families.

	<ul style="list-style-type: none"> Modern Apprenticeship Programme recruitment (20 MAs starting with NHSGGC in next 6 months). 				following programme.	
A4	Research on staff financial health needs and creation of an action plan to address those needs.	Income from employment, social security, reduced costs and mitigation of impact.	Public Health, staff participants across range of directorates.	All	As below for actions A5-A7	2018/19
A5	Poverty Awareness training for HR, occupational health and support and information services staff, delivered by Public Health Staff in partnership with Poverty Alliance and Child Poverty Action Group. Training content included Welfare Reform and 'in work' benefits, the rise in 'in work' poverty and the impact of poverty, how to raise the issue of money, the support and resources available and appropriate pathways for referral and signposting staff.	Income from employment, social security, reduced costs and mitigation of impact	Public Health Poverty Alliance Child Poverty Action Group	All	Number of staff trained (100 in 2018/19) Pre and post training assessments Explore feasibility of monitoring number of staff supported through support and information services.	2018-20
A6.	Money advice information to be included with standard Payroll letters informing staff of either move from full to half or half to no pay during sickness absence or recovery arrangements for overpayments.	Income from social security. Reducing household costs.	HR and Payroll staff.	All	Standardisation of process.	2018/19
A7.	Money and debt advice webpage developed for managers and staff on NHSGGC intranet.	Income from social security.	Public Health	All	Number of visits to website.	2018/19

		Reducing household costs. Mitigation of impact.				
A8.	Continued provision and promotion of family-friendly working policies and opportunities.	Income from employment and reduced costs.	HR	All but may particularly benefit lone parents and families with disability.	.	Ongoing
A9.	Continued provision of monthly payment scheme for annual travel cards for staff.	Reduced costs	First Glasgow, ScotRail, Scottish Passenger Transport.		890 staff benefited during 2018 calendar year.	Ongoing
A10	Provision of educational bursaries to support in-work progression for staff.	Income from employment	Learning and Education Team.	All	Number of applications received and awarded by job band.	2018/19
B	Service-related actions	Poverty driver	Partners involved	Priority Groups	How measure success?	Timescale
B1	Four child poverty information sessions reaching 70 staff in total across all HSCP areas, two chaired by Director of Nursing and in collaboration with University of Stirling, to raise awareness of new child poverty legislation and new statutory income maximisation duty, provided for health visiting, family nurse and senior midwifery staff.	Income from social security. Reduced costs	Director of Nursing, public health, health visitors, midwives, family nurses, academic colleagues.	All	Post-event evaluation on knowledge and confidence responding to money worries	2018/19
B2	Development of refreshed staff and patient-facing materials to promote new statutory duty, routine enquiry of financial wellbeing, maternity benefits available and referral pathway into money advice services.	Income from social security. Reduced costs	Public Health Communications colleagues	All	Number of referrals from midwifery and health visiting colleagues into	2018/19

					money advice services.	
B3	Development of materials for staff on sources of support for asylum seekers who have no recourse to public funds.	Mitigation of impact	Public Health	All particularly black and minority ethnic families.		2018/19
B4	Further development and promotion of a poverty and financial inclusion e-learning module for staff. 83 staff have completed in 11 months from 1/4/18	Income from social security, reduced costs and mitigation	Public Health	All	Number of staff completing e-module	Ongoing
B5	Face-to-face briefing sessions for new midwives and Royal Hospital for Children staff on assessment of family financial wellbeing. 32 new midwives and 16 RHC staff attended these briefings.	Income from social security, reduced costs and mitigation of impact.	Public Health, midwifery and paediatric staff.	All	Number of staff trained	2018/19
B6	Development of team-level training programme on raising issue of money worries for existing midwifery staff.	Income from social security and reduced costs	Public Health, Glasgow City Health Improvement.	Priority groups highlighted	Increased referrals from midwifery teams into money advice services.	2018/19
B7	Training for new health visitors on financial wellbeing, benefits of income maximisation, referral pathways and broader employability services available from money advice providers.	Income from social security and reduced costs	Public Health HSCP Health Improvement teams.	Priority groups highlighted	Increased referrals from health visiting teams into money advice services.	2018/20
B8	Use of health visiting peer champions for promotion of routine financial health enquiry and referral in Glasgow City HSCP.	Income from social security and reduced costs	HSCP Children and Families Teams and Health Improvement	All	Increased referrals from health visiting teams into	2018/20

					money advice services.	
B9	<p>Training and information for adult health service staff on assessment of patient financial wellbeing.</p> <p>Information provided at nursing induction sessions in both Greater Glasgow and Clyde.</p> <p>FI briefings provided to Diabetes MCN, Beatson and Pulmonary Rehab staff. 78 staff in total attended these sessions.</p>	<p>Income from employment, social security, costs of living and mitigation of impact.</p>	<p>Public Health and range of community and acute adult service staff.</p>	All	<p>Number of staff attending sessions.</p>	2018/19
B10	<p>Inclusion of a question on financial wellbeing in adult acute ward nursing admission documentation and associated staff training.</p> <p>Three training sessions for senior nursing staff and 26 ward briefings delivered.</p>	<p>Income from employment, social security, costs of living and mitigation of impact.</p>	<p>Public Health and acute adult service nursing staff.</p>	All		2018/19
B11	Development of a NHSGGC briefing for organisations representing priority groups on referral pathways from maternal and child services into money advice services.	<p>Income from social security and reduced costs</p>	<p>Public Health</p>		<p>Increased referrals into money advice services for priority groups.</p>	2018/19
B12	<p>Management of the Financial Inclusion, Money Advice service in the Royal Hospital for Children (RHC) which provides parents/carers with a range of services to support their financial wellbeing including: benefits checking, income and expenditure support, financial capability and budgeting information debt management support, assistance with housing and eviction issues and energy advice. Parents and carers can also access emergency family funds and foodbank vouchers via the Family Support and Information Service co-located with the Financial Inclusion service at the RHC.</p>	<p>Income from social security and reduced costs.</p> <p>Mitigation of impact.</p>	<p>Public Health</p>	All	<p>Number of families' supported, average and total financial gain.</p>	Ongoing

B13	Management of neonatal expenses fund for parents or guardians with either premature or sick babies in neonatal care to claim reimbursement for food and travel expenses.	Reduced costs	Public Health	Families with child under age of one.	Number of families supported and average financial gain.	Ongoing
B14	Facilitation of co-location of money advice services with Special Needs in Pregnancy Service (SNiPs) to target income maximisation support and advocacy to those with greatest financial health needs (e.g. average household income for this client group <£6000 per annum).	Income from employment, social security, reduced costs of living and mitigation of impact.	Third sector money advice service SNiPs staff, Glasgow City and Renfrewshire HSCP Health Improvement, Public Health	All, particularly pregnant women, young families.	Number of families' supported, average and total financial gain.	Ongoing
B15	Development of electronic referral pathway into money advice services developed for health visiting staff.	Income from social security, reduced costs.	Public Health, children and families staff, e-health, local authority and third sector money advice providers	All	Increased number of referrals into money advice from health visiting.	2018/20
B16	Regular feedback to health visiting teams on money advice referrals and patterns.	Income from social security and reduced costs.	HSCP health improvement teams	All	Increased number of referrals into money advice from health visiting.	Ongoing
B17	Analysis of uptake of healthy start food vouchers for low income families to support ongoing promotion to families by midwifery and health visiting staff.	Income from social security	Public Health, midwifery and health visiting teams.	All, particularly Pregnant women and families with	Increased uptake of health start benefit.	2018/20

				children under one.		
B18	Survey of family financial health needs undertaken for families of children with disabilities attending child development centres.	Income from social security and reduced costs.	Families with lived experience of poverty. Specialist Children's Services. Glasgow City Council, Third sector Carers' Centre and Money Advice Services Public Health, Glasgow City HSCP Health Improvement.	Families with a disabled household member.	Increased money advice referrals from CDC staff. Average financial gain of £5000 per family supported.	2018/19
B19	Proposal developed and funding secured for research into the financial impact of pregnancy and possible cost-related barriers to attending antenatal care for low income families living in NHSGGC	Reduce costs, mitigation of impact.	NHS Health Scotland, NHS Ayrshire and Arran, Glasgow Centre for Population Health (GCPH), The Poverty Alliance, Child Poverty Action Group, Midwives, Family Nurses, Health Visitors, Public Health.	All, with particular focus on pregnant women and families with children under one year and inclusion of BME families.	Funding secured.	2018/19
B20	Financial incentives for pregnant women to stop smoking in pregnancy.	Mitigate impact of poverty	Midwives, Lead Midwives, University of Glasgow, Corporate Communications, HSCP Health Improvement Teams, eHealth, Public Health Directorate, Quit Your	All eligible pregnant women.	Number of women who receive full incentives by SIMD. Number and rate of women	2018/20

			Way Services (Pregnancy, Pharmacy, Community, Acute)		who maintain quit at 12 and 24 weeks post-quit date.	
B21	Colocation of money advice service in nine GP practices in deprived areas in North East Glasgow. Over 350 people supported in the first three quarters of 2018/19 with total financial gain of £1,148,423 for those benefiting financially.	Income from social security and reduced costs	Money Advice services, Clyde Gateway, Primary Care Teams, Glasgow City Health Improvement Team	All	Total and average financial gain	2018/19
C	Advocacy	Poverty driver	Partners involved	Priority Groups	How measure success?	Timescale
C1	Child Poverty Action network for local authority and HSCP leads established to co-ordinate board-wide and local area action and to share evidence and best practice across GGC.	All	All six local authorities and HSPCs, NHS Health Scotland, Public Health.	All	A number of supporting resources have been developed for local areas including an evidence briefing and data guide.	2018 -
C2	Development session for local area child poverty leads organised with input from NHS Health Scotland, The Improvement Service and the Scottish Poverty and Inequalities Research Unit – focus on advocacy of automation of local area benefits and return on investment from referrals into money advice services from health service sources.	All	All six local authorities and HSPCs, NHS Health Scotland, The Improvement Service, GCPH, Public Health.	All	A number of areas are now exploring automation of local benefits.	2018/19
C3	Presentations on impact of child poverty on health, new statutory duty and evidence base for local action presented to:	All	Public Health	Priority risk groups highlighted.	Child Poverty plans discussed at and endorsed	2018/19

	<p>- NHSGGC Board Heads of Children's Health and Social Care Services and Area Partnership Forum and also</p> <ul style="list-style-type: none"> -partnership forums in each local authority area -the national Scottish Local Authority Economic Development Conference. 				by senior strategic partnership committees.	
C4	Guidance on evidence informed action to reduce child poverty at a local level produced.	All	Public Health	All		2018/19
C5	Guidance on data available at local authority level to measure poverty and its drivers produced.	All	Public Health	All	Indicators being used in local child poverty action reports	2018/19
C6	A range of articles produced for staff news, core brief and hot topics related to child poverty.	All	Communication Staff and Public Health	All	Increased awareness of child poverty legislation amongst staff	2018/19
C7	A blog on evidence informed local action to reduce child poverty written for GCPH - https://www.gcpht.co.uk/latest/news/861_poverty_isn_t_in_inevitable_local_action_is_possible	All	Public Health and GCPH	All	Increased awareness of causes of poverty and evidence informed actions which can be taken at local level in local policy makers and practitioners	2018/19
C8	A blog on the benefits of integrating money advice into primary care health services written for GCPH https://www.gcpht.co.uk/latest/news/877_at_the_deep_end_integrating_money_advice_workers_into_gp_practices	All	Glasgow City Health Improvement Team and GCPH	All	Further roll out of co-location of money advice support in general practice.	2018/19

Planned actions to maximise incomes and reduce costs for families in 2019/20

FA	Employer related actions	Poverty driver	Partners involved	Priority Groups	How measure success?	Timeframe
FA.1	Implementation of the NHSGGC Widening Access to Employment Strategy recommendations with specific action to support parents to access NHS job opportunities	Income from employment.	Widening Access to Employment Strategic Group, Workforce Employability Lead, Public Health Employability partner agencies	All	Number of parents accessing employability programmes going on to sustained employment.	2019/20
FA.2	Explore how we could optimise the impact of our procurement spend on local job creation and/or job quality for low-wage employees ² .	Income from employment	Head of Procurement, Commodity Manager Corporate Services, Public Health	All	Number and type of community benefits gain through capital spend and contracted services.	2019/20
FA.3	Plans in place to deliver Poverty Awareness training to Payroll staff in 2019/2020	Income from employment, social security, reduced costs and mitigation of impact.	Public Health	All	Number of staff trained. Pre and post-training assessments.	2019/20
FA.3	Include information on support for financial wellbeing in attendance	Income from social security and reducing costs of living.	Public Health and HR	All	Staff know sources of support for financial wellbeing.	2019/20

² Earning less than £17,550 per year whilst working full-time (based on living wage rate of £9 per hour and 37.5h week).

	management policy guidance and processes.					
FA.4	Payslip messages signposting to sources of money advice and support to be issued quarterly from April 2019.	Income from social security and reduced costs of living.	Public Health and Payroll colleagues.	All	Staff know sources of support for financial wellbeing.	2019/20
FB	Service-related actions	Poverty driver	Partners involved	Priority Groups	How measure success?	Timeframe
FB.1	Develop electronic prompt for routine financial health enquiry and promotion of Best Start Pregnancy and Baby grant at 22 week antenatal appointment.	Income from social security.	Maternity services, Public Health.	All, particularly pregnant women	Midwifery referrals to money advice services increase. High levels of uptake of Best Start Pregnancy and Baby Grant in GCC	2019/20
FB.2	Explore development of electronic prompt for promotion of Best Start Grant Nursery and School grant payments at 27month and pre-school health visiting assessments on EMIS Web.	Income from social security	Children and Families, e-Health, Public Health	All	High levels of uptake of Best Start Nursery and School grant payments in GGC.	2019-21
FB.3	Develop quality assurance process for electronic referrals into money advice services from maternity service IT system.	Income from social security and reduced costs of living.	Maternity services, public health, money advice providers.	All, particularly pregnant women.	We can evidence referrals made are being received by the eleven money advice providers across GGC.	2019/20

FB.4	Facilitate targeted co-location of money advice services in vaccination settings in East Dunbartonshire, East Renfrewshire HSCPs.	Income from social security and reduced costs of living.	Children and Families teams, money advice services, health improvement teams.	All particularly families with a child under the age of one.	Referrals made, families engaging with service and financial gain.	2019/20
FB.5	Provide dedicated money advice support for family nurses in North East Glasgow City.	Income from social security, reduced costs of living.	Family nurses, health improvement staff.	All, particular young parents.		2019/20
FB.6	Expand provision of co-located money advice service in GP practices in Glasgow	Income from social security, reduced cost of living	Money advice services, primary care teams, Glasgow Health Improvement Team.	All	Referrals made, average and total financial gain	2019/29
FB.7	Raise awareness of child poverty legislation, statutory duty and available support services with GPs working in Deep End practices.	All	GPs, public health.	All	Increased referrals to money advice services from primary care.	2019/20
FB.8	Undertake research into the cost of the pregnancy pathway to explore the financial impact of pregnancy on low income families and how services can mitigate, given evidence that this can be a point of transition to poverty for some families.	Reduce costs, mitigation of impact.	Families with lived experience of poverty, NHS Health Scotland, NHS Ayrshire and Arran, GCPH, The Poverty Alliance, Child Poverty Action Group, Midwives,	All, with particular focus on pregnant women and families with children under one year and inclusion of BME families.	Breadth of participants recruited. Useful insights and actionable recommendations generated.	2019/20

			Family Nurses, Health Visitors, Public Health.			
FB.9	Develop questions on money worries for Children's Hospital admission documentation.	Income from social security, reduce costs, mitigation of impact.	Public Health, acute children's services.	All	Families are routinely asked about social health when child admitted for acute care.	2019/20
FB.10	Disseminate findings of family financial health needs of families attending child development centre (CDC) to improve pathways into support services for families of disabled children.	Income from social security, reduce costs.	Public health, specialist children's services	Families with a disabled child	CDC staff are aware of new statutory duty on child poverty, the likely levels of need in families using their service and the benefits of referring to money advice services. Referrals into money advice from CDC's increase.	2019/20
FB.11	Develop child poverty microsite for staff, partners and general public on causes, relevance for health, local rates and current NHS actions.	NA	Public Health	All	Number of visits to site	2019/20
FB.12	Continue to deliver and improve routine financial health enquiry and referral into money advice in midwifery, family nurse and health visiting services.	Income from social security and reduced costs of living.	Maternity, family nurse, children and family services, public health and health improvement.	All, with focus on pregnant women and young parents.	Recorded enquiry Referrals made Number of families engaged Total and average financial gain.	Ongoing.

FB.13	Continue to monitor and feedback on income maximisation referrals from maternal and child services.	Income from social security and reduced costs of living.	Public health and health improvement in HSCPs	All	Increasing enquiry and referrals made.	Ongoing.
FB.14	Research into the prevalence of financial hardship in families of children attending outpatient ENT clinics in Royal Hospital for Children	Income from social security, reduced costs.	ENT staff, public health, service users.	All	Completion of results with actionable recommendations to improve health and/or care.	2019/20
FC	Advocacy	Poverty Driver	Partners involved	Priority Groups	How measure success?	Timeframe
FC.1	Analysis and reporting, in partnership with GCPH, on indicators of child poverty and economic, housing, childcare and transport drivers in the Glasgow and Clyde Valley Region.	Income from employment and costs of living.	GCPH, Glasgow City Region, Glasgow City Council, Children's Specialist Services, Public Health, Health Improvement.	All	There is a greater understanding of levels and distribution of determinants of child poverty amongs.t relevant senior decision makers across GGC	2019/20



To: **Leadership Board**

On: **19 June 2019**

Report by: **Chief Executive**

Heading: **Paisley First Renewal Ballot**

1. Summary

- 1.1 Paisley First was registered as the Business Improvement District for Paisley Town Centre in January 2015 following the outcome of a successful ballot of town centre businesses on 13 November 2014.
- 1.2 BIDs have a legislative basis under the Planning (Scotland) Act 2006. After operating for a 5 year term, another successful ballot must take place for the BID to continue operating. Under the legislation, it is for the Local Authority to conduct the ballot on behalf of the BID. The Local Authority also has a power of veto in certain circumstances which are outlined in the Act. The ballot may only be held if it is demonstrated that at least 5% of those eligible to vote are in support of the renewal ballot being held.
- 1.3 Paisley First have written to the Chief Executive confirming their intention to issue a formal request to the Council to put the BID proposals to ballot.

2. Recommendations

- 2.1 That Renfrewshire Council confirms that in principle it supports the renewal of Paisley First Business Improvement District subject to approval of the BID proposals
- 2.2 That the Council notes that the Bid proposals must be submitted to the Council and the Scottish government by 18 July 2019.

- 2.3 That the Chief Executive be authorised to consider the BID proposal and determine whether to veto the proposal as explained in paragraph 3.8 below and otherwise to exercise the council's functions in relation to the BID procedure.
 - 2.4 Subject to the approval of the bid proposal as outlined in 2.3, that the Chief executive be authorised to exercise positive votes on behalf of the Council during the BID ballot.
 - 2.5 Subject to a successful ballot outcome, delegates to the Chief Executive to put in place the necessary arrangements for the collection of the BID levy, and for finalising of the terms of the operating agreement.
 - 2.6 Notes that the outcome of the ballot process will be reported to a future meeting of the Leadership Board.
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3. Background

- 3.1 Paisley First was registered as the Business Improvement District for Paisley Town Centre in January 2015 following the outcome of a successful ballot of town centre businesses on 13 November 2014. BIDs have a legislative basis under the Planning (Scotland) Act 2006.
- 3.2 The Paisley First Board of Directors is made up of local business owners, there are 13 positions on the board, including one position for Renfrewshire Council. This position is currently held by the Director of Communities, Housing and Planning.
- 3.3 After operating for a 5-year term, another successful ballot must take place for the BID to continue operating. Under the legislation, it is for the Local Authority to conduct the ballot on behalf of the BID. The Local Authority also has a power of veto in certain circumstances which are outlined in the Act. The ballot may only be held if it is demonstrated that at least 5% of those eligible to vote are in support of the renewal ballot being held.
- 3.4 Paisley First has conducted a survey of Levy Payers and has gathered evidence of the support of more than 10% of the levy payers for the bid renewal ballot to take place.
- 3.5 Paisley First has reviewed the boundary and the levy charged as part of the preparations for the renewal ballot and has decided that there will be no change to the current boundary or to the levy.
- 3.6 Renfrewshire Council is required to commission the ballot and the Electoral Reform Commission has been appointed to conduct the ballot on our behalf. Ballot papers will be issued to all levy payers in September 2019 with the ballot closing on 24 October 2019. The Council is also responsible to collect the bid levy, and to deliver the baseline services as set out in the operating agreement.

- 3.7 Other key milestone during the BID process are:
- a) 20 June 2019 – draft BID proposal to be submitted by Paisley First to Scotland's Improvement Districts
 - b) 18 July 2019 – Paisley First to submit the BID proposal to Renfrewshire Council and Scottish Government
 - c) 15 August 2019 – Renfrewshire Council to confirm whether or not it is vetoing the BID proposals
 - d) 29 August 2019 – Paisley First requests the Council to instruct the ballot holder to hold the ballot
 - e) 15 September 2019 – ballot papers issued
 - f) 25 October 2019 - Ballot result announcement
- 3.8 The legislation governing the BID ballot process requires that the Council formally intimates to Paisley First and the Scottish Government a notice stating whether the Council are or are not vetoing the proposals. The Council can only veto the proposals on a limited number of grounds including conflict with any Council plan or conflict to any material extent with any policy contained in a document published by the Council or that it imposes a significantly disproportionate financial burden on any person or classes of persons entitled to vote during the ballot.
- 3.9 The Council will be entitled to vote in the BID ballot in respect of each of its properties within the BID area. It is proposed that the chief executive will cast the votes on the council's behalf during the ballot.
- 3.10 Paisley First has delivered a number of successful initiatives over the past 4 years including successful public art trails and summer and winter events, such as the Pride of Paisley, and Jurassic Bricks and Winterfest, they have sponsored a mural trail, shop front grants, and provided hanging baskets for levy payers, and provided business training and networking events, support and marketing, and advocacy on a range of issues. They have also played a key role working with the Council and community safety partners on Purple Flag accreditation which has recently been renewed.
- 3.11 Paisley First will publish a Business Plan for 2020 – 2025 to set out the main issues and priorities that Paisley First will take forward in the next period. The business plan is currently in draft form and is available on request.
- 3.12 A report will be brought to a future meeting to advise on the outcome of the BID renewal ballot.
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Implications of the Report

1. **Financial** – Renfrewshire Council pays a levy in respect of properties within the Bid Boundary.
2. **HR & Organisational** – The collection of the BID levy is the responsibility of Renfrewshire Council. Systems and arrangements for collection are already established.
3. **Community/Council Planning –**
 - Our Renfrewshire is thriving – the activities of Paisley First contribute to the animation and activity within Paisley Town Centre.
 - Our Renfrewshire is safe – Paisley First work with Renfrewshire Council and the Community Safety Partnership on initiatives such as Purple Flag accreditation which contributes to a safer night time economy.
 - Working together to improve outcomes – Paisley First work closely with the Council and partners on a range of issues and provide events and activities which are complementary to the Council's activities.
4. **Legal** – Paisley First is established as a Business Improvement District under the Planning (Scotland) Act 2006. The requirement for a renewal ballot after the 5 year term and the requirements for Renfrewshire Council as the local authority are established in the legislation.
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
7. **Equality & Human Rights** –
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** – n/a.
9. **Procurement** – Renfrewshire Council have appointed the Electoral Reform Commission to conduct the ballot on behalf of Paisley First.
10. **Risk** – There is a risk that the ballot will fail to achieve the required level of support from levy payers.
11. **Privacy Impact** – n/a
12. **COSLA Policy Position** –n/a.

List of Background Papers

Background Paper 1 – “Paisley First” Proposed Business Improvement District (BID) paper to Economy & Jobs Policy Board 28 January 2015.

The foregoing background papers will be retained within Communities, Housing and Planning Services for inspection by the public for the prescribed period of four years from the date of the meeting.

Author – Ken Graham – Head of Corporate Governance

12 June 2019



Renfrewshire Council

To: LEADERSHIP BOARD

On: 19 JUNE 2019

Report by: Director of Environment & Infrastructure

Heading: REVIEW OF CAR PARKING IN PAISLEY TOWN CENTRE

1. Summary

- 1.1 At the Council meeting of 13 December 2018, the Council discussed a motion to pilot a free three hours period of parking in Paisley Town Centre.
- 1.2 Council agreed that the parking arrangements in Paisley Town Centre be reviewed together with the financial implications, with a report being brought prior to the Council meeting of 28th February 2019. The review was to include:
 - Consideration of 3 hours free parking,
 - The provision of electric charging points,
 - Disabled parking spaces and
 - Improved car park signage
- 1.3 A report was presented to the Leadership Board on 20th February 2019, where it was agreed to establish a working group to discuss and review the parking provision within Paisley Town Centre and that outputs from the Working Group will be brought back to a future Leadership Board for consideration.
- 1.4 The Paisley Town Centre Car Parking Working Group first met on Thursday 28th March 2019. The Working Group contained Elected Member representation from the 3 largest political groups, officers from the Council, representation from business, public transport operators and private car park operators. The Working Group of the 28th March concluded by agreeing for the Council to look at legal, infrastructure, procurement and financial requirements and implications of piloting a period of time limited free car parking in Paisley Town Centre in off street parking car park locations.

- 1.5 The Working Group met next on 17th May 2019 to consider the requirements and implications of piloting a period of time limited free parking in Paisley Town Centre, discussing the implications as set out in detail in section 4 of this report. The Working Group concluded that it was important to support the economy of the Town Centre. However, there were potential financial implications and risks for the Council, private car park operators and public transport operators. It was agreed that piloting a period of time limited free parking would allow these implications to be quantified and considered against the economic benefits gained to the Town Centre through the pilot.
 - 1.6 The Working Group agreed as its key output piloting of a period of time limited free parking for 3 hours in 5 Paisley Town Centre car parks on a Monday – Sunday basis for a period from July 2019 to the end of January 2020 and to reintroduce parking tariff charges on a Saturday in all other Council operated off street car parks.
 - 1.7 The Working Group agreed that it was important for any pilot to be evaluated and to establish data metrics to measure and assess the impact the pilot has on Paisley Town Centre, to allow evaluation to inform future Car Parking Policy decisions. The key metric categories to assess the pilot are set out in section 5 of the report.
 - 1.8 The pilot is proposed to run for an initial period of 6 months at which point the outputs and outcomes from the pilot evaluation will be discussed by the Paisley Town Centre Car Parking Working Group, and then reported to Leadership Board for consideration.
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2. Recommendations

It is recommended that the Leadership Board:

- 2.1 Notes that the Paisley Town Centre Car Parking Working Group has met to discuss car parking in Paisley Town Centre and the outputs from those meetings are contained within this report for consideration.
 - 2.2 Agrees to pilot a 3-hour period of free parking in 5 car parks in Paisley Town Centre as set out in paragraphs 4.9 and 4.10 for an initial period of 6 months.
 - 2.3 Agrees to introduce tariff charges in off street Council car parks in Paisley Town Centre on a Saturday as set out in paragraph 4.11.
 - 2.4 Notes the financial implications for the Council through piloting a period of free parking as set out in paragraph 4.16 of the report and agrees to fund the pilot from existing resources earmarked to support regeneration and development activities in Paisley Town Centre as set out paragraph 4.17.
 - 2.5 Agrees to evaluate the economic, financial and transportation impact of the car parking pilot, with a report being brought back to a future Leadership Board to inform future car parking Policy in Paisley Town Centre.
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3. Background

Car Parking Spaces and Charges in Paisley Town Centre

- 3.1 There are over 2,100 tariff paying on and off street car parking spaces in Paisley Town Centre. The Council controls 1,250 car parking spaces in Paisley Town Centre (Zone 1 to 3) - 235 on street spaces and 1,015 in car park spaces over 19 car parks. There are 838 privately operated car parking spaces in Paisley town centre. 530 spaces at the Paisley centre and 338 spaces at the Piazza centre and 75 park and ride spaces at Paisley Gilmour Street Station.
- 3.2 There is a significant supply of free on and off-street car parking options available for car users on the periphery of the town centre – eg. Morrisons supermarket at Lonend, West College Scotland campus at Renfrew Road, the new Wallneuk retail development as well as numerous streets where car parking is free of charge with no restrictions. This overall supply is far greater in total numbers than that available within the Council controlled parking of 1,200 spaces.

Parking Charge Income & Expenditure

- 3.3 Paisley Town Centre's on and off-street car parking Policy generates approximately £1 million of income per annum for the Council. £820,000 is generated through parking tariffs for on and off-street car parking in Paisley, and £180,000 in parking fine income throughout Renfrewshire.
- 3.4 The Council's gross expenditure in management and enforcement of Paisley and Renfrewshire's Special Parking area and associated traffic regulation orders is approximately £560,000 per annum. These resources include car parking staff, maintenance of car parks, parking wardens, rates, and management and administration of parking fines.

4. Car Parking Working Group Outputs

- 4.1 On the 28th March 2019 the Working Group first met and discussed an overview of Paisley Town Centre Parking provision and agreed what would be defined as the Paisley Town Centre Parking area. The group then undertook an exercise to establish the strengths and weaknesses of the current provision of parking in Paisley Town Centre and the opportunities and threats of the provision of a period of free parking in Paisley Town Centre. The group then discussed the specific request from Paisley First for 3 free hours of parking in Paisley Town Centre to be provided. During the discussion Paisley First felt that shoppers preferred to go to out of town shopping centres as it is free to park, that the price of parking was prohibiting locals making frequent trips to the town centre and that on Saturdays and Sundays the Council car parks and on street parking locations were fully occupied by workers and commuters, from early in the morning, preventing visitors from parking.
- 4.2 The concluding output from the meeting of 28th March was for the Council to undertake work to consider a proposed pilot of time limited free parking taking account of the legal, procurement, infrastructure and financial requirements and implications.

- 4.3 The Car Parking Working Group met for a second time on 17th May 2019 and the Council updated on the legal, infrastructure, procurement and financial requirements for the Council of piloting a period of time limited free parking in Paisley Town Centre at specific locations as set out below.

Legal Implications

- 4.4 To change tariff and tariff periods in off street Council controlled car parks a notice requires to be placed in the paper to advise of the change. There is no legal challenge to this approach and the timescales for doing so are all down to when advertised allowing a change in parking policy and tariffs to be introduced.
- 4.5 For on street parking to change parking arrangements, a revised Traffic Regulation Order (TRO) would be required. This would likely take 9-12 months process.

Procurement

- 4.6 If a pilot were to progress modern parking meters would be procured. These would all be linked to each other and require drivers to enter the registration number of their vehicles and would prevent individuals parking for more than the permitted free period across all the pilot car parks.
- 4.7 The investment in these meters and hand held devices for Parking Wardens would be around £30,000 for a pilot. This will allow card payments as well as coins. As it is a limited number of meters, phone payments will not be possible as part of this pilot.
- 4.8 The procurement lead time for meter installation is estimated at mid July 2019.

Proposed Car Park Pilot Locations & Weekend Parking

- 4.9 5 car parks were put forward for discussion at the Working Group as potential locations to pilot a period of time limited free parking, these being Orchard Street, Weighhouse Close, Hunter Street, Oakshaw and School Wynd Car Parks. These car parks were chosen based on their proximity to shopping and business locations within the Town Centre.
- 4.10 The table below sets out these 5 car parks, a totalling 186 car parking spaces, approximately 20% of the Council off street car parking spaces.

Car Park	No of Spaces	% of vehicles paying for 3 hrs or less	Annual Total Income
Orchard Street	25	69%	£32,500
Weighhouse Close	32	73%	£79,000
Hunter Street	82	78%	£63,000
Oakshaw	27	79%	£23,000
School Wynd	20	78%	£28,000
Totals	186		£225,500

- 4.11 To attract and make it easier for visitors to park in Paisley Town Centre on a Saturday, it is proposed to introduce parking tariff charges in off street car parks. The tariff charges would replicate the times and charges that apply in the Paisley Town Centre car parks on a Monday – Friday basis. The exemption to this being the 5 car parks that are taking part in the pilot as set out in paragraph 4.9 where there will be time limited free parking and the ground floor car park of Renfrewshire House which would remain free to park in on a Saturday and Sunday.

Financial Implications for the Council

- 4.12 The income from these car parks for a period of free parking is estimated at £225,000 annually, £208,000 of this is generated by vehicles parking for less than 3 hours.
- 4.13 It is expected that if there were a period of time limited free parking, car owners who currently park in other car parks would migrate to the pilot car parks, decreasing the overall income generated. There is also likely to be a reduction in parking fine income. A value of £70,000 reduced income has been placed on this.
- 4.14 The total income from these car parks, for a period of free parking is around £278,000. Approximately 27% of total parking income received annually by the Council.
- 4.15 The parking tariff income from a Saturday, it is anticipated to generate around £70,000 per annum.
- 4.16 When the lost income of £278,000 is offset against additional Saturday income, there is a net reduction in income to the Council of up to £208,000 per annum through piloting a period of 3 hours free parking in 5 car parks in Paisley Town Centre.
- 4.17 In order to meet the shortfall in budgeted income that would arise during this time limited pilot period, funding is proposed to be drawn from existing resources earmarked to support regeneration and development activities in Paisley Town Centre. Any subsequent decisions taken in relation to the permanent parking operations beyond this pilot period will require the identification and approval of a recurring source of funding to be identified within the Council's overall budget.

5. Evaluating the Impact of the Free Period of Parking in Paisley Town Centre

- 5.1 The pilot of a time limited period of free car parking is to support economic prosperity and growth of business in the Town Centre. In order to evaluate the pilot period of free car parking in Paisley Town Centre, it is important to have key economic and financial metrics to assess the positive and negative impact of the pilot and evaluate these for informing the future of Paisley's Town Centre Parking Policy.

5.2 The following measures will be used to support the pilot evaluations:

Economic & Visitors

- Footfall data from shopping centres
- Footfall data from individual businesses such as banks, larger retail outlets and restaurants
- Visitor numbers
- Business Survey

Transportation Data

- Bus patronage data
- Train passenger data
- Car park occupancy and turnover both Council and private car park operators

Financial

- Retail and Business spend
 - Revenue income from Council operated car parks, on street parking and parking fine income in Paisley Town Centre
 - Revenue income from private car park operators
 - Bus patronage income
-

Implications of the Report

1. **Financial** – *The financial implications are set out in section 4 of the report.*
2. **HR & Organisational Development** -
3. **Community Planning**
Reshaping our place, our economy and our future – *The proposal set out in the paper seeks to support the economic growth of Paisley Town Centre*
4. **Legal** - *None*
5. **Property/Assets** – *Investment in parking meter infrastructure.*
6. **Information Technology** – *New infrastructure technology piloted*
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
8. **Health & Safety** – *None*

9. **Procurement – None**
 10. **Risk – None**
 11. **Privacy Impact – None**
 12. **Cosla Policy Position – None**
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List of Background Papers

- (a) Leadership Board report of February 2019 – Review of Car Parking in Paisley Town Centre.
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Author: Gordon McNeil, Director of Environment & Infrastructure



To: **Leadership Board**

On: **19 June 2019**

Report by: **Chief Executive**

Heading: **Renfrewshire Economic Profile (June 2019) and Economic Development Update**

1. Summary

- 1.1 This report contains the fourth edition of the new Renfrewshire Economic Profile. These Economic Profile updates are brought to Board at 6 monthly intervals to allow members to track changes in the local economy.
 - 1.2 The report also offers members an update on new economic development initiatives that have emerged since the last Economic Profile, including proposals for funding support for new Creative Hubs in Renfrewshire and provide an update on the plans for the final stage of development of the former Arnotts site in Paisley town centre; successfully concluding the regeneration of this once vacant and derelict strategic site.
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2. Recommendations

- 2.1 Board members are asked to:
 - i. note the content of the June 2019 Renfrewshire Economic Profile;
 - ii. agree the proposed roll-out of funding support for Creative Hubs from July 2019; and
 - iii. note the outcome of the Park Lane Developments (Renfrewshire) LLP Company's options review and their decision on the preferred option for the fourth and final phase of the development of the former Arnott's site, for mixed tenure housing.
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3. Background

- 3.1 Leadership Board receive 6-monthly updates relating to the economic performance of Renfrewshire. The last update of this type was presented to the Leadership Board in November 2018.
- 3.2 The purpose of the economic profile is to describe and track the local demographics and economic indicators within Renfrewshire on a 6-monthly basis. The range of indicators presented has also been extended to try to reflect a broader indication of the current health of the Renfrewshire economy and its content will be kept under review to ensure it continues to meet this aim. The data and analysis presented provides a context and a baseline to assess how well Renfrewshire performs in terms of its economic activities over time.
- 3.3 In terms of the profile, officers have selected Scotland and Glasgow city-region as the most appropriate comparators. The national average is a commonly used guide by most local authorities in terms of relative performance. The city-region now has an approved Economic Strategy (Feb 2017) and Renfrewshire's relative performance against the other seven member authorities will be assessed as part of the Action Plan for that Strategy. Therefore, it makes sense for members to be kept abreast of the relative performance of Renfrewshire against the rest of the city-region.
- 3.4 In May 2019 a draft Economic Strategy for Renfrewshire was presented to the Economic Leadership Panel. This external Panel is made up of representatives from across the local economy and is currently chaired by Mr. James Lang of the Scottish Leather Group. The Council is represented on the Panel by the Leader and Chief Executive. The Economic Strategy will be recommended to the Leadership Board in autumn 2019 as the preferred Strategy of the Panel. The Regional Economic Strategy is also due to be reviewed in 2019.
- 3.5 Members comments are welcomed on the format and content of the Economic Profile. On each publication the Profile will be shared with stakeholders and become the key source of data relating to the performance of the local economy. This will offer a relative benchmark from which to assess performance over time. The Profile will align with the forthcoming Renfrewshire Economic Strategy and Action Plan.

4. Key issues arising from Economic Profile

- 4.1 In terms of the latest version of the Economic Profile the table below assesses a selection of the latest statistics against Renfrewshire Council Plan and Community Plan strategic objectives to allow members to see progress against some of the authorities' key priorities.

Community Plan or Council Plan objective	Economic Indicator (June 2019)	Comment
Growing our working age population by encouraging people to stay here, and attracting new people to settle here	Renfrewshire working age population has increased in the last 12 months (now approx. 114,500 persons).	Renfrewshire ratio of working age population is comparable with Scotland and the Glasgow city-region (64.4%). This indicator is closely related to the number of jobs in

Community Plan or Council Plan objective	Economic Indicator (June 2019)	Comment
	After a few years of no growth, Renfrewshire's population is now forecast to grow in the next two decades	Renfrewshire and the number of those employees who choose to live locally.
<p>Achieving Inclusive Growth by making sure Renfrewshire's investment and opportunities deliver for all;</p> <p>Supporting youth employment;</p> <p>Equipping people with the skills and pathways to access opportunities and making sure people can access work which affords them an acceptable standard of living;</p>	<p>Renfrewshire's employment rate is around 75% based on the latest statistics. This is a slight decrease since Nov 2018.</p> <p>Average weekly earnings of those who work in Renfrewshire (£523) is lower than those who live in Renfrewshire (£587). This is to be expected given the connectivity of Renfrewshire to the city centre and wider city region. Both figures have increased in the last 6 months.</p> <p>The manufacturing sector accounts for 10.7% of Renfrewshire's total employment and 23% of the area's GVA.</p> <p>The Profile also emphasises the number of people employed in manufacturing pro rata [794 per 10,000 pop compared to 523 nationally and 461 in GCR as a whole]</p>	<p>Renfrewshire has the 3rd highest employment rate among the eight Glasgow city region authorities and is above the national average (74%);</p> <p>South Lanarkshire has the highest average weekly earnings for those working in their area in the city region at £574. This is higher than the Scottish average earning of £563 per week.</p> <p>Manufacturing is a very important sector in the Renfrewshire economy to the extent that has the highest level of any of the 8 city region authorities. The comparable GCR figures are 9% and 15% respectively.</p>
<p>Deliver on the ambitions of our town centre strategies</p>	<p>The vacancy levels of pedestrian street access level commercial units vary quite significantly across Renfrewshire's six town centres (at spring 2018) ranging from Paisley at 14% vacancy and Johnstone at 12% to Linwood which currently has no vacant units.</p>	<p>In Paisley Town Centre, the areas with the highest concentrations of vacant units include New Street (27%), the Paisley Centre (20%), High Street (18%) and the Piazza Centre (16%).</p> <p>It should be noted that many of the units currently vacant in PTC are not in a suitable condition for immediate use.</p>

Community Plan or Council Plan objective	Economic Indicator (June 2019)	Comment
<p>Deliver a range of diverse and exciting events to increase visitor numbers and grow local event attendances;</p> <p>Promoting a positive image and reputation of Paisley, and Renfrewshire as a whole, in Scotland, the UK and internationally</p>	<p>Attendees at Renfrewshire events and attractions have increased by between 30,000 and 40,000 since 2015</p>	<p>The number of visits to attractions and events has increased significantly in Renfrewshire in recent years due to the level of investment in the events programme by the Council and other partners. Due to the relatively low base the proportional increase has been far greater than the city region or Scotland as a whole.</p>
<p>Promoting Renfrewshire as a place to live, work in and visit</p> <p>Making sure the infrastructure is in place to support growth in local economy and population (such as housing, transport and schools)</p>	<p>About 950 new homes were completed in Renfrewshire in the calendar year to Dec 2018.</p> <p>Just over 36 new homes have been built in Renfrewshire in the last 5 years for every 10,000 people who live here.</p> <p>Just over half of Renfrewshire's workforce (52%) have jobs within the authority area. This is a much lower proportion than the Scottish L/A average figure of (67%).</p> <p>Renfrewshire has a lower proportion of business start-ups than the Scottish or city-region average.</p>	<p>Renfrewshire has achieved a significant level of new housebuilding in the last 12 months compared to the national average. However, this needs to be read against the trend over the last 5 years which sees Renfrewshire much more closely aligned to the national average. A significant proportion of this new housebuilding has related to the timing of completions on the Dargavel site at Bishopton.</p> <p>Over the last 5 years the Scottish average has been 32 new homes for every 10,000 people.</p> <p>Renfrewshire is well connected and accessible to other parts of the city region. This leads to a large section of the workforce commuting to jobs outside the District.</p> <p>The data presented in this latest profile has been re-based to show the rate of new business formation per 10,000 working age people. This is a more accurate ratio than using the entire population. The ratios have therefore changed and are not comparable with earlier</p>

Community Plan or Council Plan objective	Economic Indicator (June 2019)	Comment
	<p>Renfrewshire has a legacy of land defined as vacant & derelict (some 250 hectares in total at 2018). This is a significant issue for GCR which contains about a third of all such land nationally.</p>	<p>versions of the Economic Profile for this element.</p> <p>Over the next 7 years, Renfrewshire will see almost 9 out of every 10 homes built on brownfield land. This ambitious target, together with proposed City Deal investments, will see a significant proportion of the vacant & derelict in the area being brought back into productive use.</p> <p>Successful housing developments in the town centre including the development of the former Council HQ site by Westpoint Homes, and the Arnotts Department store, are contributing to town centre vibrancy, bringing new households to live in the town centre.</p>

5. Creative Hubs Development Fund

- 5.1 During and following the UK City of Culture bid process it became clear that there is a currently unmet demand in Renfrewshire for premises and spaces for creative individuals and businesses to operate from and engage with like-minded people. This has been confirmed by the Creative Industries Group that has supported the preparation of a new Economic Strategy for Renfrewshire during 2018/19. A key objective of the Council is to support the growth and development of local companies and to support businesses to locate in Renfrewshire, offering employment and economic growth to the area
- 5.2 The proposed intention by officers is to develop a new business development fund to support the creation of early stage, low cost, creative hubs across Renfrewshire. This would support the Council's ambitions around growing a significant new dimension to the economy through the creative industries, digital and cultural tourism.
- 5.3 Support for the developments would be provided through the current staff and budgets of the Council's Economic Development Team and would add value to the existing support offered through InCube, Business Gateway and the new Start-Up Street initiative.

- 5.4 A Creative Hub, for the purposes of this proposal, would be defined as a creative business space supporting more than one creative business falling within the current creative industries sub sectors (eg. architecture, design, craft, advertising, digital, film and tv, etc) and that pursue creative, social, innovation and economic benefit within their business models.
 - 5.5 The Creative Hubs would be business led and business managed with start-up support from the Council. They would encourage businesses to work together, share accommodation, reduce costs and facilitate creative collaborations.
 - 5.6 The proposal is modelled on the support to be provided through the new Start-Up Street initiative but is geared specifically at creative businesses requiring a different type of space and for a longer period. The Creative Hubs would be long-term investments for the established businesses, providing a growing number of new sustainable multi-business spaces for the future.
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6. The Creative Hub Proposal

- 6.1 A budget of up to £50k per annum has been made available to subsidise the costs for establishing up to 4 new independent Creative Hubs each year across Renfrewshire.
- 6.2 The Creative Hubs will not be within existing managed workspaces/ business centres but should be independent spaces anywhere in Renfrewshire. The subsidy and support will be provided to the leaseholder of the premises (the “lead” creative business) but all businesses within the hub would benefit from the same subsidy which will amount to:
 - 75% premises/property costs for the first 6 months
 - 50% premises/property costs for the second 6 months
 - 25% premises/property costs for the third 6 months
- 6.3 Funding for the same types of Creative Hub will not be provided unless unmet demand can be clearly demonstrated. It is also not the intention to duplicate existing services already offered by other hubs or organisations.
- 6.4 Existing Creative Businesses who wish to utilise their premises as a new creative hub can do so. In that case the subsidy from the Council will be used to support the additional new businesses locating to that hub. The costs to the new business (before the Council subsidy) must be fair and proportionate to the overall costs of the premises.
- 6.5 Interested businesses should complete an application form (attached) with the support of a Business Gateway Advisor based at InCube. The and details of the space to be occupied.
- 6.6 Applications can be submitted at any time of the year, with an accompanying business plan, and will be dealt with on a case by case basis. Applications are strengthened by local research identifying the need and demand for the creative hub and that there are businesses / creative people ready to move in. The Fund will be publicised through the Council’s social media and other channels once launched.

6.7 The overall aim is:

- to create a network of new creative hubs across Renfrewshire accommodating and supporting a wide range of small creative businesses.
- for Renfrewshire to become the place of choice for creative businesses in Scotland.
- to support more businesses to start-up, or relocate to, Renfrewshire;
- to add value to the current business development, offer and to encourage longer term sustainment figures for Renfrewshire's businesses.

6.8 By the end of 2022 there will be a well-established range of creative business hubs across Renfrewshire. They will raise the profile of the area, support a creative community and help to retain and attract creative talent within the area.

6.9 The Hub would be led by a single business or by a collaboration or partnership, and could offer any of the following:

- hotdesking
- studio space
- training, workshops, events
- networking opportunities
- mobile working
- access to equipment, skills, resources, networks
- incubation, business support, mentoring, financing
- retail and promotional opportunities
- research and development

6.10 It is proposed to launch the Creative Hubs application process at the start of July 2019. Further reports will be brought back to Board to update on the progress of the Creative Hubs initiative.

7. Update on the development of the Former Arnott's Site, Paisley

- 7.1 The former Arnott's site in Paisley Town Centre became vacant in 2002 when the department store closed. It was the largest vacant/ semi derelict site in the town centre and one of the most significant regeneration challenges facing the town centre.
- 7.2 In 2009 the Council entered into a Limited Liability partnership with Park Lane Developments. On establishing the LLP the Council invested £3.03 million by way of loan capital to support the company to purchase and develop out the site. Park Lane as the partner also provided loan facilities up to a maximum value of £1 million to progress the development masterplan. The Council's investment was funded through a combination of Scottish Government Town Centre Regeneration Grant and the 2009/10 capital programme.

- 7.3 At the outset of the LLP the economic climate was extremely challenging as the timing of the formation of the LLP coincided with the economic recession and this had a significant, negative impact on the property and retail market. The company therefore was unable to attract commercial investment in the site and a decision was taken to change the focus of the redevelopment of the site from retail to mixed tenure housing.
- 7.4 Phase 1 of the housing led redevelopment of the site was assisted by affordable housing programme grant funding through the Scottish Government, and supported the development of 31 new build affordable homes by Link Housing Association. Six shared equity flats and 25 mid- market rent flats were successfully developed on the portion of the site adjacent to the Arnott's Building and wrapping around the corner onto Lawn Street.
- 7.5 This was followed by the development of the historic Arnott's Building itself, restoring the historic façade and providing a retail unit on the ground floor with 11 luxury flats for sale. This phase was successfully completed in 2016 with the retail unit now occupied by Pendulum Bar and Grill Ltd. The 11 luxury flats were pre-sold in advance of completion.
- 7.6 Phase 3 of the development is currently on site and will deliver 26 homes for social rent by Link Housing Association supported by grant through the affordable housing programme, with completion scheduled for Spring 2020.
- 7.7 The LLP then delayed progressing the masterplan for Phase 4 of the site at the Council's request to allow for the outcome of the City of Culture Bid, which may have required use of this town centre space to accommodate events or other temporary amenities for the festival. In April 2018 a request was received from Paisley Community Trust for a community asset transfer of the site to enable their Cinema/Theatre proposal. In response to this request, the Council asked the LLP to defer marketing or further development of the site to allow the Trust time to develop and submit a detailed business case for their proposals for the site by end December 2018. This deadline was then extended to end March 2019.
- 7.8 Following a review of the business case and feedback from council officers, the Trust recently made a revised proposal to the LLP to use the site with a phased development, with the first phase using adapted shipping containers to provide spaces for a variety of temporary purposes, and a longer term development plan. The ambition to use the site for the cinema and performing arts venue no longer forms part of these proposals, and officers are currently working with the PCT to consider alternative sites in the town centre which may be better suited to a cinema.
- 7.9 Recent market activity indicates a growing demand for residential accommodation in the town centre and the success of the earlier 3 phases is providing a level of confidence of market interest in the site. A site capacity study confirms that the site can comfortably support the development of at least 60 flats. The LLP Board has considered three options to complete the final phase of development of the site, although option 1 was withdrawn by PCT after the appraisal had taken place.

Option 1 was to sell the site to PCT for a sum below market value subject to a successful funding application by PCT to the Scottish Land Fund.

Subsequent to the proposed land acquisition by the trust, the PCT proposal outlined a short term development plan utilising adapted shipping containers, to provide spaces for a variety of temporary purposes. Additionally, the proposal outlined a longer term vision to deliver a phased commercial development plan which it envisaged would be subject to several evolutions in response to future market demands and opportunities. The proposal anticipated that both the short term transition stage and longer term development stage would be financed through the creation, development and implementation of a community led fundraising strategy.

Option 2 proposed the direct marketing of the site on the open market for sale and subsequent development delivering a capital receipt to the Council via LLP.

Option 3 proposed that the LLP take forward delivery of this next phase of development in partnership with an RSL, delivering a mixed tenure development of around 60 units commencing on site in Summer 2020 with a capital receipt to the Council via LLP following the successful completion of the development and sale of the units.

- 7.10 The outcome of the LLP Board's appraisal is that option 3 – LLP delivery of a mixed tenure development in partnership with an RSL – is the preferred option. This provides the greatest level of confidence in respect to the timeous completion of the delivery of the successful re-development of the final phase of the site, whilst securing a positive financial return to the Council for re-investment in other priorities. Allowing for necessary consents, it is expected that work on phase 4 will commence in summer 2020 following on from the completion of phase 3 and subject to necessary statutory consents.
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Implications of the Report

1. **Financial** – The Creative Hubs Development Fund can be funded from within existing budgets. It is envisaged that the option being progressed by the LLP Board for Phase 4 of the Arnotts site redevelopment, will generate a level of positive financial return for the Council that will facilitate the repayment of the carrying value of the Council's outstanding investment in the LLP and provide resources for re-investment in other priorities.
2. **HR & Organisational Development** – none
3. **Community Planning –**
 - **Empowering our Communities** – the new Economic Profile will enable communities to have a clearer understanding of the relative performance of the Renfrewshire economy. The Creative Hubs will present the opportunity for new entrepreneurs to take their creative business ideas forward to fruition;

- **Jobs and the Economy** - the new Economic Profile will present a clearer picture of the relative performance of the Renfrewshire economy. The Creative Hubs offers the opportunity to support one of Renfrewshire's anticipated key future business sectors;
- **Regeneration** – the completion of phase 4 of the former Arnott's site will complete the regeneration of a large derelict site in Paisley Town Centre contributing to town centre vibrancy through the addition of new residents and new opportunities to live in town centres. This is very much in line with the approved Paisley Town Centre Action Plan and the key driver to repurpose and regenerate the Town Centre offer.

4. **Legal** – none
5. **Property/Assets** – If a Creative Hub was proposed within a Council owned building, then this would be dealt with in the normal manner through a negotiated lease by the Council's Property Services Team. The development funding would still be available to the principal leaseholder.
6. **Information Technology** – none
7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **Cosla Policy Position** – not applicable.

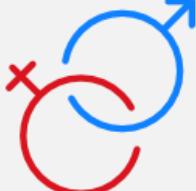
List of Background Papers

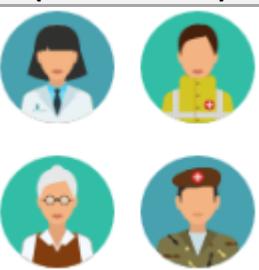
- (a) Economic Profile; Leadership Board; 5 Dec 2018

The foregoing background papers will be retained within the Chief Executives Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officers within the service are Alasdair Morrison; Head of Regeneration; Chief Executive's Service; T-0141 6184664; alasdair.morrison@renfrewshire.gov.uk and Ruth Cooper; Economic Development Manager; Chief Executive's Service; T-01416187868; ruth.cooper@renfrewshire.gov.uk;

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Renfrewshire Economic Statistics (May 2018)

	RENFREWSHIRE	SCOTLAND COMPARISON	GLASGOW CITY REGION COMPARISON
Population			
 Population (2017)	176,830 Increase of 1.1% on 2011	5,424,800 Increase of 2.4% on 2011	1,827,240 Increase of 2.2% on 2011
 Population Projection (at 2041, 2016 based)	181,603 3% increase on 2016	5,693,201 5.3% increase on 2016	1,894,090 4.2% increase on 2016
 Births	1,776	53,436	18,940
 Deaths	2,041	57,246	19,743
 Net migration	1,162	23,855	10,124
Components of population change (mid 2016-mid 2017)	+0.5% yearly change	+0.4% yearly change	+0.5% yearly change
 Life expectancy (2014-16)	Male - 76.4 years Female - 80.2 years	Male - 77.1 years Female - 81.1 years	Renfrewshire has the fourth highest life expectancy for males of the 8 LAs and the fourth highest life expectancy for females. Glasgow has the lowest male LE (73.4 yrs) and East Dunbartonshire has the highest (80.1 yrs).
 % of population that is of working age (16-64 yrs) (at 2017)	64.4%	64.4%	65.9%

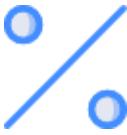
	RENFREWSHIRE	SCOTLAND COMPARISON	GLASGOW CITY REGION COMPARISON
<h2>Employment</h2>			
 Employment Rate (Jan-Dec 2017)	76.1%	74.3%	Renfrewshire has the highest employment rate in the Glasgow City Region. East Renfrewshire has the next highest (75.3%) and Glasgow the lowest (66.0%)
 Unemployment Rate (Jan-Dec 2017)	4.3%	4.1%	Renfrewshire has the fourth highest unemployment rate in the Glasgow City Region. East Renfrewshire has the lowest (3.3%) and Glasgow the highest (5.7%).
 Occupations (Workplaces in Renfrewshire; at 2016)	Renfrewshire has above average employment in: <ul style="list-style-type: none"> Manufacturing (9,000 jobs) Transportation and storage (7,000) Wholesale and retail trade (15,000) Human health and Social Work (12,000) 	Scotland is closer to Renfrewshire in terms of the proportion for human health and social work employment but is significantly lower in the other sectors.	Renfrewshire has much higher proportions of employment than the Glasgow City Region as a whole in: <ul style="list-style-type: none"> manufacturing, and transportation and storage
 Earnings (at 2017)	Median weekly earnings for full-time employees living in Renfrewshire are £576.20 Median weekly earnings for full-time employees working in Renfrewshire are £516.00	Median weekly earnings for full-time employees living in Scotland are £547.70 Median weekly earnings for full-time employees working in Scotland are £547.30	Renfrewshire has the third highest resident earnings in the Glasgow City Region, with East Renfrewshire the highest (£685.40) and West Dunbartonshire the lowest (£511.80). Renfrewshire has the third lowest workplace earning in the Glasgow City Region, with South Lanarkshire the highest (£582.70) and East Renfrewshire the lowest (£455.60)
 Qualifications NVQ4 and above % of pop 16-64 yrs (Jan-Dec 2017)	42.4%	43.9%	Renfrewshire is slightly above the overall average for the Glasgow City Region (41.4%) Renfrewshire has the fourth highest rate of qualification at this level with East Dunbartonshire the highest (55.8%) and West Dunbartonshire the lowest (32.9%)

Travel to Work Survey SHS (2016)	 Walk	3.1%	 Walk	12.3%	Renfrewshire has the fourth highest % driving to work in the Glasgow City region with Glasgow City the lowest (55.1%) and North Lanarkshire the highest (79.9%).
	 Car/van	73.0%	 Car/van	67.0%	Renfrewshire has the fourth lowest % taking bus/rail services to work in the Glasgow City region with Glasgow City the highest (28%) and North Lanarkshire the lowest (12.7%).
	 Cycle	2.1%	 Cycle	2.6%	
	 Bus / Rail	19.5%	 Bus / Rail	15.6%	

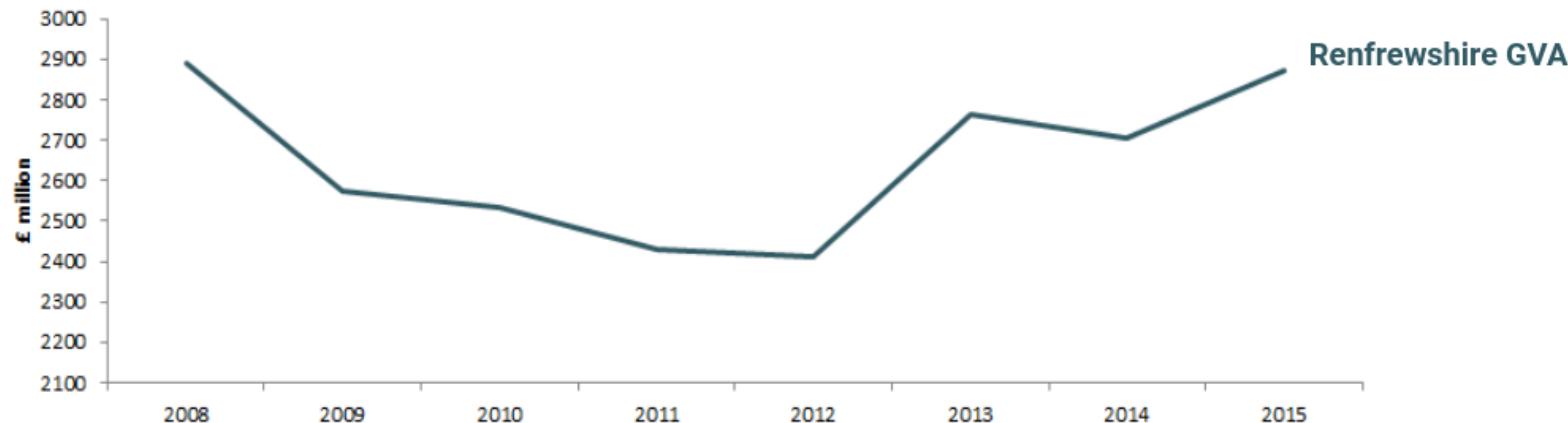
	RENFREWSHIRE	SCOTLAND COMPARISON	GLASGOW CITY REGION COMPARISON
Business			
 Private Enterprises (2017)	4,565 private enterprises in Renfrewshire 86.2% have less than 10 employees 0.7% have more than 250 employees (See appendix two)	Broadly equivalent proportion of small enterprises (less than 10 employees) at 88% Smaller proportion of large businesses (0.4%)	Equivalent proportion of small enterprises (less than 10 employees) at 87.6% Smaller proportion of large businesses (0.5%)
 Business Start Ups (2016)	720	22,270	The 7,805 Business start-ups in the Glasgow City Region account for 35% of the Scottish total. Renfrewshire had the fourth largest number of start-ups (9.2%) with Glasgow City the most with 3290 (42.2%) and Inverclyde the fewest with 230 (2.9%) .
 Business Closures (2016)	645	20,980	The 7,005 Business closures in the Glasgow City Region account for 33% of the Scottish total. Renfrewshire had the fourth largest number of closures in GCR (9.2%) with Glasgow City the most with 3,230 (46.1%) and Inverclyde the fewest with 235 (3.4%) .
 GVA (2015)	£2.9 billion (see appendix one for full breakdown)	£90.0 billion	£26.1 billion This accounts for 28.9% of Scottish GVA. Glasgow City accounts for 45% of the overall region GVA. Renfrewshire has the fourth largest GVA (11%) with East Renfrewshire the smallest at £531 million (2%).

	RENFREWSHIRE	SCOTLAND COMPARISON	GLASGOW CITY REGION COMPARISON
Tourism			
 Sustainable employment in tourism (at 2015)	5,800	217,200	60,900
			<p>This accounts for 28% of Scottish sustainable tourism employment. Renfrewshire has the fourth highest level of employment (9.5%). Glasgow has the largest with 30,800 (50.6%) and East Renfrewshire the smallest with 1800 (3%)</p>
 Hotel Capacity (2017)	21 hotels	1,793 capacity	
 Sustainable Tourism GVA (at 2014)	£81m	£3,674.9m	<p>This accounts for 27% of Scottish sustainable tourism GVA. Renfrewshire has the fourth highest tourism GVA (8.2%). Glasgow has the largest with £576.2 million (58.5%) and East Renfrewshire the smallest with £21.8 million (2.2%).</p>
 Visits to attractions (2016)	1,735,106 visits, a growth of 24.6% on 2015 (8% of GCR)	61,571,621 visits, a growth of 4.7% on 2015	20,379,743 visits, a growth of 3.6% on 2015 (33% of Scottish visits)

	RENFREWSHIRE	SCOTLAND COMPARISON	GLASGOW CITY REGION COMPARISON
<h2>Housing</h2>			
 Workforce lives and works in their local authority area (at 2011)	52.6%	67.5% (of Scottish people live and work in their own local authority area)	Renfrewshire has the fourth lowest proportion of its workforce living and working in the LA area with Inverclyde the highest (75%) and East Renfrewshire the lowest (45.2%).
 Supply of new housing rate per 10,000 population (2016/17)	44.6	34.3 There was an increase in house building in Scotland between 15/16 to 16/17, rising from 17,968 to 18,539	29.4 Renfrewshire has the second highest rate of new house building in the Glasgow City Region. East Dunbartonshire has the highest (44.8) and Inverclyde the lowest (12.3).
 Supply of new housing rate per 10,000 population (average over last five years 2012/13-2016/17)	32.1	31.5	28.6 Renfrewshire has the second highest rate of new house building in the Glasgow City Region. East Dunbartonshire has the highest (40.6) and North Lanarkshire has the lowest (19.1).
 Urban Vacant and Derelict Land (hectares; 2016)	860	12,435	4,067 This is 33% of the Scottish total. Renfrewshire has the third highest total area of vacant and derelict land in GCR (21%) with North Lanarkshire the highest with 1,222 hectares (30%) and East Renfrewshire the lowest with 55 hectares (1%)

 <p>Urban Vacant and Derelict Land as % of all Scottish V&D land (2016)</p>	7%	N/A	33% Renfrewshire has the third highest % of Scottish V&D land in the Glasgow City Region, with North Lanarkshire the highest (10%) and East Renfrewshire the lowest (0.4%).
 <p>Urban Vacant and Derelict Land as % of total land area</p>	3.3%	0.2%	1.2% Renfrewshire has the second highest % of its total area classed as urban vacant or derelict with Glasgow City highest (6.3%) and South Lanarkshire the lowest (0.2%).

Appendix one - Renfrewshire Gross Value Added at Basic Prices (£million)



Description	2008	2009	2010	2011	2012	2013	2014	2015	% of 2015
Accommodation and food service activities	66.8	55.4	89.3	59.2	78.2	107.6	73.8	87.6	3.1%
Administrative and support service activities	161.9	162.7	153.1	171.8	226.7	309.5	315.6	235.8	8.2%
Arts, entertainment and recreation	59.9	59.8	40.8	42.8		32.7	117.5	-7	42.4
Arts, entertainment and recreation (2)								42.4	1.5%
Construction	308.9	188.3	190.5	195.7	216.6	244.8	275.4	301.5	10.5%
Education, human health and social work activities	64	54	62.6	62	60.3	62.5	63.8	73.7	2.6%
Information and communication	123.7	94.8	81.9	86.2	93.3	97.4	97.6	118.2	4.1%
Manufacturing	797.7	753.7	867.9	740.5	719.5	696.2	643.5	588.1	20.5%
Other service activities	16.2	26.5	25.6	28.1	51	61.5	85.3	116.6	4.1%
Primary Industries	148.2	106.3	73	60	29.4	18	29.4	48.1	1.7%
Professional, Scientific and Technical Activities	140.8	130	169.3	116.8	155.1	175.4	194.4	232.1	8.1%
Real estate activities	31.3	24.1	30.3	53.7	41.8	44.7	61.2	71.4	2.5%
Transport and storage	506.6	509.1	479.1	462.9	296	350.1	410.9	477.2	16.6%
Wholesale, retail and repairs	462.9	407.4	268.6	348.5	408.9	479.5	463	477	16.6%
TOTALS (excludes financial, parts of agriculture and the public sector)	2888.7	2572.1	2532.1	2428.3	2409.4	2764.7	2706.9	2869.9	

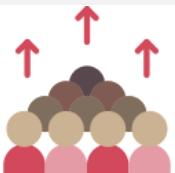
(2) Data on purchases for 2012 onwards has been produced using a new method for apportionment.

Appendix two – Private Enterprises by SIC Code (2015)

Description	2008	2009	2010	2011	2012	2013	2014	2015
1. Primary Industries	51	46	44	48	48	53	57	57
2. Manufacturing	280	280	281	293	310	306	306	342
2.1 Manufacture of Food, Beverages and Tobacco products	23	25	22	23	23	23	23	20
2.2 Manufacture of Textiles, Wearing apparel and Leather products	18	16	17	19	21	17	18	19
2.3 Manufacture of Wood, Paper and Printing products	38	36	38	39	38	39	39	46
2.4 Manufacture of Coke, Chemicals, Pharmaceutical, Rubber and Mineral products	37	35	33	31	29	36	33	33
2.5 Manufacture of Basic and Fabricated metals, Machinery, Motor Vehicles and Other transport equipment	84	83	83	79	79	79	86	96
2.6 Manufacture of Computer, electronic and Electrical equipment	23	27	26	26	23	27	30	32
2.7 Manufacture of Furniture, Other manufacturing, Repair and installation	57	58	62	76	97	85	77	96
3. Construction	568	562	561	568	552	581	586	607
3.1 Construction of buildings	138	136	121	116	97	103	103	113
3.2 Civil engineering	45	47	46	47	43	44	48	49
3.3 Specialised construction activities	385	379	394	405	412	434	435	445
4. Transport and storage	267	263	254	243	236	232	241	258
5. Wholesale, retail and repairs	1103	1070	1063	1080	1078	1077	1075	1067
5.2 Wholesale and retail trade and repair of motor vehicles and motorcycles	136	136	132	144	147	148	156	160
5.3 Wholesale trade, except of motor vehicles and motorcycles	235	240	246	244	247	245	240	234
5.4 Retail trade, except of motor vehicles and motorcycles	732	694	685	692	684	684	679	673
6. Accommodation and food service activities	399	396	394	385	361	382	381	379
6.1 Accommodation	29	30	30	33	30	32	30	30
6.2 Food and beverage service activities	370	366	364	352	331	350	351	349
7. Information and communication	206	197	188	200	209	202	208	226
8. Real estate activities	139	146	146	155	161	161	153	155
9. Professional, Scientific and Technical Activities	614	597	610	631	687	738	778	821
9. Administrative and support service activities	357	321	310	327	316	339	348	354
11. Education, human health and social work activities	214	220	243	247	243	245	261	263
12. Arts, entertainment and recreation	168	160	157	158	156	164	160	157
13. Other service activities	291	285	275	286	273	264	253	254
TOTALS (excludes financial sector & parts of agriculture and the public sector)	4657	4543	4526	4621	4630	4744	4807	4940

Renfrewshire Economic Profile (June 2019)

1. Population

	Renfrewshire	Scotland	Glasgow City Region
 Population (2018)	177,790 Increase of 1.9% on 2011	5,438,100 Increase of 3.9% on 2011	1,834,180 Increase of 3.5% on 2011
 Population projection (at 2041, 2016 based)	181,603 3% increase on 2016	5,693,201 5.3% increase on 2016	1,894,090 4.2% increase on 2016
 Births	1,746	52,248	18,372
 Deaths	2,147	59,911	20,531
 Net migration	1,340	20,900	9,050
Components of population change (mid 2017 – mid 2018)	+0.5% yearly change	+0.2% yearly change	+0.1% yearly change
 Male	76.2 years	77.0 years	Renfrewshire has the 4th highest LE for males and the 4th highest life expectancy for females.
 Female	80.2 years	81.1 years	Glasgow has the lowest male LE (73.4yrs) and East Ren. the highest (80.5yrs).
Life Expectancy (2015-17)			Glasgow also has the lowest female LE (78.7yrs) and East Ren. has the highest (83.8yrs).
 % of population that is of the working age (16-64yrs) (at 2018)	64%	64%	64%

2. Employment

	Renfrewshire	Scotland	Glasgow City Region
 Employment Rate (Jan – Dec 2018)	75.2%	74.1%	<p>Renfrewshire has the 3rd highest employment rate in the GCR.</p> <p>East Dunbartonshire has the highest (77.7%) and Glasgow City has the lowest (64.3%).</p>
 Unemployment Rate (Jan-Dec 2018)	4.7%	4.3%	<p>Renfrewshire has the 3rd highest unemployment rate in the GCR.</p> <p>East Ren. has the lowest (3.4%) and Glasgow the highest (5.9%).</p>
 Occupations (Workplaces in Renfrewshire; at 2017)	<p>Renfrewshire has above average employment in:</p> <ul style="list-style-type: none"> • Manufacturing (9,000 jobs) • Transportation and storage (7,000) • Wholesale and retail trade (14,000) • Administrative and support services (9,000) 	<p>Scotland is closer to Renfrewshire in terms of the proportion for human health and social work employment but is significantly lower in the other sectors.</p>	<p>Renfrewshire has much higher proportions of employment than the GCR in:</p> <ul style="list-style-type: none"> • manufacturing, and • transportation/storage
 Earnings (at 2018)	<p>Median weekly earnings for full-time employees <u>living</u> in Renfrewshire are £587.00</p> <p>Median weekly earnings for full-time employees <u>working</u> in Renfrewshire are £523.50</p>	<p>Median weekly earnings for full-time employees <u>living</u> in Scotland are £562.70</p> <p>Median weekly earnings for full-time employees <u>working</u> in Scotland are £563.20</p>	<p>Renfrewshire has the 3rd highest resident earnings in the GCR with East Ren. the highest (£744.10) and West Dunbartonshire the lowest (£518.80)</p> <p>Renfrewshire has the 3rd lowest workplace earning in the GCR with South Lanarkshire the highest (£574.90) and East Ren. the lowest (£495.90)</p>

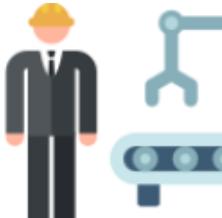
 <p>Qualifications NVQ4 and above as % of pop 16-64yrs (Jan-Dec 2018)</p>	40.5%	44.2%	Renfrewshire has the 4 th highest rate of qualification at this level with East Dunbartonshire the highest (55.7%) and West Dunbartonshire the lowest (35.2%).
	3.1%	12.3%	Renfrewshire has the 4 th highest % driving to work in the GCR with Glasgow City the lowest (55.1%) and North Lanarkshire the highest (79.9%).
	73.0%	67.0%	Renfrewshire has the 4 th lowest % taking bus/rail services to work in the GCR with Glasgow City the highest (28%) and North Lanarkshire the lowest (12.7%).
	2.1%	2.6%	Renfrewshire has the 4 th lowest % taking bus/rail services to work in the GCR with Glasgow City the highest (28%) and North Lanarkshire the lowest (12.7%).
	19.5%	15.6%	Renfrewshire has the 4 th lowest % taking bus/rail services to work in the GCR with Glasgow City the highest (28%) and North Lanarkshire the lowest (12.7%).
Travel to Work Survey SHS (2016)			

3. Business

	Renfrewshire	Scotland	Glasgow City Region
 <p>Private Enterprises (2018)</p>	<p>4,575 private enterprises in Renfrewshire</p> <p>85.8% have less than 10 employees</p> <p>0.8% have more than 250 employees</p> <p>This figure is for VAT and/or PAYE registered enterprises.</p>	<p>Slightly higher proportion of small enterprises (less than 10 employees) at 87.9%.</p> <p>Smaller proportion of large businesses (0.4%).</p>	<p>Equivalent proportion of small enterprises (less than 10 employees) at 87.6%.</p> <p>Smaller proportion of large businesses (0.5%).</p>

 <p>Business Start Ups (per 10,000 working age population, 2017)</p>	<p>57.1</p> <p>61.7</p> <p>59.9</p>	<p>Renfrewshire had the 4th largest number of start-ups 650 (9%) with Glasgow City the most with 3,105 (36%) and Inverclyde the fewest with 215 (4%).</p>
 <p>Business Closures (per 10,000 working age population, 2017)</p>	<p>52.2</p> <p>58.2</p> <p>55.4</p>	<p>Renfrewshire had the fourth largest number of closures in GCR at 595 (9%) with Glasgow City the most with 2,935 (44%) and Inverclyde the fewest with 200 (3%).</p>
	<p>£2.82 billion (see appendix one for full breakdown)</p> <p>£83.3 billion</p> <p>£23.7 billion</p>	<p>This accounts for 28.9% of Scottish GVA.</p> <p>Glasgow City accounts for 45% of the overall region GVA. Renfrewshire has the fourth largest GVA (11%) with East Ren. the smallest at £531 million (2%).</p>
 <p>Town Centre Vacancy Rates (Spring, 2018)</p>	<p>Paisley – 14% Renfrew – 9% Johnstone – 12% Erskine – 3% Braehead – 8% Linwood – 0%</p> <p>Within Paisley Town Centre (as defined by the Local Development Plan) there is more than 1,000,000 sq. Ft. of retail/commercial space.</p> <p>The current overall number of ground floor commercial units is 418 with 57 units vacant.</p>	<p>The areas with the highest concentrations of vacant units include New Street (27%), the Paisley Centre (20%), the High Street (18%) and the Piazza Centre (16%).</p> <p>It should be noted that many of the units currently vacant are not in a suitable condition for immediate use.</p>

4. Manufacturing

	Renfrewshire	Scotland	Glasgow City Region
 <p>Number Employed in Manufacturing Sector (2017)</p>	9,000 This figure has remained stable on the 2016 figure but is a 12.5% increase on 2015.	182,500 Glasgow City has the highest number of manufacturing jobs in the Scotland (18,000) and Orkney the lowest (350).	55,300 Glasgow City has the highest number of manufacturing jobs in the GCR (18,000) and East Renfrewshire the lowest (700).
 <p>Number Employed in Manufacturing Sector per 10,000 working age population (2017)</p>	794 Renfrewshire has a higher rate of employment in manufacturing than the GCR and Scottish rates. 10.7% of jobs in Renfrewshire are in manufacturing compared to 7.4% in Scotland.	523	461
 <p>Manufacturing as % of total employment (2017)</p>	10.7% This figure is down slightly on the 2016 figure (10.8%) due to a small increase in the size of the overall workforce.	7.4% Moray has the highest proportion of employment in manufacturing in Scotland (17.1%) and Edinburgh City the lowest (2.5%).	9% Renfrewshire has the highest proportion of employment in manufacturing in the GCR (10.7%) and East Ren. the lowest (3.3%).
 <p>% of Scottish Manufacturing GVA (2016)</p>	5% Renfrewshire contributes a higher proportion of Scottish manufacturing GVA than its overall contribution to Scottish GVA (3%).	100% Fife produces the highest proportion of Scottish manufacturing GVA (9%) and Na h-Eileanan Siar the lowest (0.1%).	28% Glasgow City produces the highest proportion of Scottish manufacturing GVA in the GCR (7%) and East Ren. the lowest (0.3%).

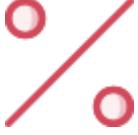
 <p>Manufacturing as a % of GVA (2016)</p>	<p>23% Renfrewshire contributes the tenth highest proportion of local GVA through manufacturing in Scotland</p>	<p>15% Moray produces the highest proportion of local GVA through manufacturing (39.4%) and Edinburgh the lowest (4.6%)</p>	<p>15% West Dunbartonshire produces the highest proportion of local GVA through manufacturing in the GCR (39.3%) and Glasgow the lowest (8%)</p>
 <p>Expenditure (£) on R&D within businesses per head of population (2016)</p>	<p>133 Renfrewshire has the 8th highest spend per head of population in Scotland</p>	<p>198 Aberdeen City has the highest spend per head (£717) and Moray the lowest (£17) of the reported figures</p> <p>Note: 4 councils had figures too low to disclose</p>	<p>138 Renfrewshire has the 3rd highest per head expenditure on R&D in the GCR area</p> <p>North Lanarkshire has the highest (£227) in the GCR area and East Dunbartonshire the lowest (£20)</p>
 <p>Manufacturing sector expenditure (£m) on R&D expenditure (2016)</p>	<p>15</p>	<p>592 Edinburgh City has the highest spend (£176m) and Moray the lowest (£1m) of the reported figures</p> <p>Note: 10 councils had figures too low to disclose</p>	<p>125 Renfrewshire has the third highest expenditure on manufacturing R&D in the GCR area</p> <p>North Lanarkshire has the highest (£62m) in the GCR area and East Dunbartonshire the lowest (£1.5m)</p>
 <p>Manufacturing R&D expenditure as % of total GVA (2016)</p>	<p>65% Renfrewshire spends a higher % of its R&D expenditure on manufacturing than the Scottish and GCR figures</p>	<p>55%</p>	<p>50% North Lanarkshire has the highest % spend on manufacturing R&D in the GCR area (80%)</p>

5. Tourism

	Renfrewshire	Scotland	Glasgow City Region
 <p>Sustainable employment in tourism (at 2016)</p>	5,700	200,900	55,800 This accounts for 28% of Scottish sustainable tourism employment
 <p>Total Visitor Spend (2015-17)</p>	£99.1m This includes the spend for both day and overnight visitors This is an increase of 36% on the figure for 2013-15 (£72.5)		
 <p>Visitors to Events from outside Renfrewshire (2018 projected)</p>	63,000 This is an increase of 17% on the baseline figure for 2017 (54,000)		
 <p>All Visits to Attractions (2017)</p>	1.76m This is up from 1.73m visits in 2016		

6. Housing

	Renfrewshire	Scotland	Glasgow City Region
 <p>Workforce lives and works in their Local Authority area (at 2011)</p>	52.6%	67.5 (of Scottish people live and work in their own local authority area)	Renfrewshire has the 4th lowest proportion of its workforce living and working in the LA area with Inverclyde the highest (75%) and East Renfrewshire the lowest (45.2%).
 <p>Supply of New Housing – Rate per 10,000 Population (2017/18)</p>	45.9	32.7 There was a decline in house building in Scotland between 16/17 and 17/18 from 18,539 to 17,580 .	25.6 Renfrewshire has the highest rate of new house building in the Glasgow City Region. South Lanarkshire has the next highest (34.1) and Inverclyde the lowest (13.2).
 <p>Supply of New Housing – Rate per 10,000 Population (average 2013/14 to 2017/18)</p>	36.4	32.4	28.5 Renfrewshire has the 2nd highest rate of new house building in the Glasgow City Region. East Dunbartonshire has the highest (38.5) and North Lanarkshire the lowest (19.7).
 <p>Urban Vacant and Derelict Land (Hectares; 2018)</p>	255	11,037	3,428 This is 31.1% of the Scottish total. Renfrewshire has the 4 th highest total area of vacant and derelict land in GCR (7.4%) with North Lanarkshire the highest with 1,334 hectares (38.9%) and East Renfrewshire the lowest with 52 hectares (0.7%).

 <p>Urban Vacant and Derelict Land as % of all Scottish V&D land (2018)</p>	<p>2.3%</p>	<p>100%</p>	<p>31.1%</p> <p>Renfrewshire has the 3rd highest % of Scottish V&D land in the Glasgow City Region with North Lanarkshire the highest (12.1%) and East Ren. the lowest (0.2%).</p>
 <p>Urban Vacant and Derelict Land as % of total land area (2018)</p>	<p>0.6%</p>	<p>0.1%</p>	<p>1.1%</p> <p>Renfrewshire has the 4th highest % of its total area classed as urban vacant or derelict with Glasgow City the highest (3.3%) and South Lanarkshire, East Dunbartonshire and East Renfrewshire have the joint lowest (0.2%).</p>
 <p>Breakdown of Tenure Type (2017)</p>	<p>Owner Occupied – 64%</p> <p>Private Rented – 10%</p> <p>Socially Rented – 23%</p>	<p>Owner Occupied – 58%</p> <p>Private Rented – 15%</p> <p>Socially Rented – 24%</p>	<p>Owner Occupied – 56%</p> <p>Private Rented – 14%</p> <p>Socially Rented – 28%</p>
 <p>Effective Land Supply % Brownfield (2018)</p>	<p>88%</p> <p>This figure is from Renfrewshire's Housing Land Audit. It represents the % of the land supply that will produce units in the next 7 years that is classed as brownfield.</p>		



To: Leadership Board

On: 19th June 2019

Report by: Chief Executive

Heading: Town Centre Capital Fund

1. Summary

1.1 This report seeks to inform the Leadership Board on the allocation of the Scottish Government's Town Centre Capital Fund to Renfrewshire Council and seeks authorisation to allocate the available funds as to projects and initiatives set out in section 5 of this report.

2. Recommendations

2.1 It is recommended that Board:

- (i) Notes the background and objectives of the fund, and;
 - (ii) Agrees to take forward the projects identified in section 5 with a budget allocation of £1,459,000.
 - (iii) Delegate authority to the Head of Regeneration in consultation with the Convener to manage any potential over/underspends, from the indicative budgets presented, within the overall programme of projects and if necessary to bring forward substitute projects to ensure the complete commitment of the grant within financial year 2019/20.
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3. Background

3.1 Following its December 2018 Budget the Scottish Government launched a £50 million Town Centre Capital Fund on 1st March 2019. The fund is shared

between all 32 Scottish local authorities in 2019/20 on the basis of an agreement between the Government and Council Leaders which is based on the number of towns in a local authority area and its overall population. Renfrewshire Council will receive £1,459,000.

- 3.2 The purpose of the fund is to drive economic activity and improvements to town centres. Specifically it is intended that the fund contributes to transformative investments which drive economic activities and re-purpose town centres to become more diverse, successful and sustainable.
- 3.3 The fund will support capital expenditure which is additional to any already allocated in the 2019/20 budget and must not substitute for existing spend. The grant is to be used in the financial year 2019-20, with the conditions of grant clarifying that it must be spent or have work and contracts signed or commenced within 2019-20. The grant can be used to fund third party capital expenditure – to either other public sector bodies, private or third sector bodies or individuals.
- 3.4 The grant is being paid to local authorities quarterly in April, July, November and March. Compliance with grant conditions and progress on budget spend will be monitored by the Government by a return in November 2019 and at the year end.
- 3.5 The funding will support projects that align with the Scottish Government's Town Centre Action Plan. This includes bringing vacant buildings back into use for housing, retail, leisure, tourism and culture; improving access and infrastructure; and supporting community led regeneration initiatives in town centres.

4. Project and initiative identification

- 4.1 Within Renfrewshire five town centres are identified by the Local Development Plan and have supporting town centre strategies approved by the Council – Paisley, Johnstone, Renfrew, Erskine and Linwood. Of these centres the approach has been taken to prioritise project identification in Johnstone and Renfrew, this taking account of the allocated funding to regeneration projects in Paisley town centre and the relatively limited opportunities for substantive projects in Erskine or Linwood. Furthermore support has been given to projects that are being led by third sector organisations that will deliver outcomes that align with the purposes of the fund with on this basis one Paisley project identified.
- 4.2 The conditions under which the fund is being made available has required the identification of projects that are almost immediately deliverable. A set of projects has been identified and developed that align with national policy and local priorities, that meet the criteria for capital expenditure and that can be delivered within the strictly defined timescales, all to deliver the aims of the Town Centre Capital Fund.

5. Identified projects

5.1 Recommended projects are identified below and reflect the current circumstances of project definition and discussions with third parties. The split of funding is indicative at this stage and will be clarified as costs are confirmed and works tendered.

Project	Indicative budget
1. Third party led - repurposing vacant town centre property <ul style="list-style-type: none"> i. Former Police Station, Johnstone – funding contribution for Active Communities project requiring the community asset transfer of the Police Station (transfer decision July 2019). ii. Former toilet block Robertson Park, Renfrew - to support enhanced conversion to a cycle hub by a local social enterprise who have secured a community asset transfer of the building from the Council. iii. Support for PACE Youth Theatre to deliver a new performance base in a vacant property in Paisley. Funding would activate the project, delivering essential enabling works and become a match-fund to other funders. 	£400,000 £50,000 £300,000
2. Town centre presentation <ul style="list-style-type: none"> i. Lighting enhancements to Houston Square, Johnstone including bandstand and war memorial, to enhance the quality of the night-time environment of the centre. ii. Gap site interventions in Johnstone – ‘stalled spaces’ projects particularly focussed on sites at High Street/George Street/MacDowall Street. iii. Lighting enhancements to Renfrew Town Hall and Cenotaph to enhance the quality of the night-time environment of the centre and potential gateway project at Bascule Bridge. iv. Repurposing vacant shop units in Dunlop Crescent, Renfrew - to deliver business start-up opportunities on the Start-Up Street or Creative Hub model delivered by the Council’s Economic Development team. Works would include the external canopy. 	£80,000 £40,000 £100,000 £60,000
3. Active travel links <ul style="list-style-type: none"> i. Connecting the Paisley/Renfrew Riverside cycle route to Renfrew town centre through Robertson Park – wayfinding and lighting through the park connecting the town centre to neighbouring residential areas and the cycle route for pedestrians and cyclists. 	£180,000
4. Enabling regeneration <ul style="list-style-type: none"> i. Fund to support the refurbishment and reuse of vacant floorspace or sites within town centres - works could include repairs, accessibility measures, minor decontamination/clearance and in some circumstances allow for property purchase. 	£249,000
TOTAL	£1.459 m

6. Balances and replacement spend

- 6.1 Should there be any issues in securing spend within the timescales of the grant award, or if underspends are projected following tendering for work, officers will work to identify and progress replacement projects. Due to the constrained time limits on this fund the Board is asked to delegate authority to the Head of Regeneration in consultation with the Convener to manage budget variations and approve any other projects.
- 6.2 The Council will be required to report to Scottish Government on progress in November 2019. A project update will be presented to Leadership Board in December 2019.
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Implications of the Report

1. Financial –

An offer of £1,459,000 grant funding from the Scottish Government has been accepted by Renfrewshire Council.

2. HR & Organisational Development – None

3. Community Planning –

- **Reshaping our place, our economy and our future:** Renfrewshire Council is working with stakeholders to maximise the opportunities for culturally-led regeneration, providing support to make best use of heritage assets.
- **Building strong, safe and resilient communities:** working in partnership with local groups and organisations to achieve positive outcomes.

4. Legal

None

5. Property/Assets

Any acquisitions capable of being secured using this fund will progress through the recognised Council processes and with relevant Board approvals.

6. Information Technology - None

7. Equality and Human Rights

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. 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. An Equality Impact Assessment is being prepared as part of the project requirements

8. **Health and Safety** – None
 9. **Procurement** – A programme of contract processes will be developed with the advice of the Council's Procurement team to secure effective and best value project delivery.
 10. **Risks** - None.
 11. **Privacy Impact** - None
 12. **Cosla Policy Position** - Not applicable
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List of Background Papers

1. N/A
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To: **Leadership Board**

On: **19 June 2019**

Report by: **Chief Executive**

Heading: **West of Scotland Loan Fund (WSLF) and Business Loans Scotland (BLS)**

1. Purpose

- 1.1 The purpose of this report is to update Board on the status of the West of Scotland Loan Fund Limited (WSLF) and the intention of the WSLF Board to wind-up the company and transfer the loan portfolio to Business Loans Scotland Ltd (BLS).
 - 1.2 The report seeks approval to amend the Articles of Association of Business Loans Scotland (BLS), of which Renfrewshire Council is a Full Member. This proposed change will allow all member authorities (including Renfrewshire) to take the decision to withdraw any of their surplus cash currently being held by the Fund, which can then be made available for use for other economic development activities.
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2. Recommendations

- 2.1 Board members are asked to:
 - (i) note the content of the report and the WSLF Board's intention to wind-up the West of Scotland Loan Fund Ltd;
 - (ii) approve the transfer of the Council's existing loan portfolio to Business Loans Scotland Ltd;
 - (iii) note the Council's commitment to the treatment of residual ERDF money received during the 2007-14 programme and approve the transfer of ring-fenced funds to Business Loans Scotland Ltd;

- (iv) note the Council's position with regards to excess funds and approve the withdrawal of funds for like-minded economic development activity in Renfrewshire as stated in the WSLF company's Articles of Association; and
 - (v) approve the proposal to amend the BLS Articles of Association to enable member authorities to make decisions on the remaining funding within BLS.
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3. **Background**

- 3.1 The West of Scotland Loan Fund Ltd (WSLF) is a consortium of the twelve West of Scotland local authorities and was incorporated as a company limited by guarantee in June 1996, following local government reorganisation. The fund provided loan finance in individual amounts up to £100k and successfully operated across the West of Scotland as a fund for more than 18 years filling the funding gap to both new and growing, small and medium sized enterprises.
- 3.2 To support this activity, each participating local authority had an allocation of ring-fenced loan funding based on its individual budget commitment matched by European Regional Development Fund (ERDF) monies.
- 3.3 In 2014, the Scottish Government indicated its desire to move away from regional loan funds (such as WSLF) to a national loan fund and advised that such a mechanism would be required to access any further EU resources. The Economy and Jobs Policy Board 28 January 2015 approved Renfrewshire Council's support for a proposal to create a Scotland-wide local authority business loan fund. Business Loans Scotland Ltd (BLS) was created as the vehicle to take this forward.
- 3.4 Business Loans Scotland was formed with Scotland's 32 local authorities (27 Full Members and 5 Associate Members), incorporated as a company limited by guarantee in March 2015 to provide loan finance up to £100,000 to both new and growing, small and medium-sized businesses (SMEs) across Scotland. This effectively replicated the role of WSLF.
- 3.5 The Board of West of Scotland Loan Fund Ltd (WSLF) have now agreed to wind-up the company due to the emergence of Business Loans Scotland Ltd as the vehicle through which debt finance is provided to SMEs across Scotland.
- 3.6 Renfrewshire Council, as of 31st March 2019, has combined assets of £723,795 within the WSLF. This is broken down as: loan portfolio to the value of £86,236; ring-fenced residual European Development Funding (ERDF) of £111,914; and excess funds of £525,645.
- 3.7 In order to wind-up West of Scotland Loan Fund Ltd, the WSLF Board are required to consider a number of factors listed below. These are each dealt with in more detail in the remainder of this report:
 - the administration of the existing loan portfolio;
 - the use of residual ERDF; and

- the excess funds member authorities have within the company.

4 Administration of Existing WSLF Loan Portfolio

- 4.1 As of 31st March 2019, Renfrewshire Council has an existing portfolio of loans with a value of £86,236, being collected currently through the West of Scotland Loan Fund Ltd. The loans will be repaid by November 2021.
- 4.2 In order to wind up the company, the loan portfolio requires to be transferred to another organisation that can carry out the administration and debt collection of loans.
- 4.3 It is proposed to transfer over the loan portfolio to Business Loans Scotland Ltd where there is existing expertise and resource to absorb this. Agreement has been reached between the boards of West of Scotland Loan Fund Ltd and Business Loans Scotland Ltd that should the loan portfolio be transferred into BLS, there will be no management fee.
- 4.4 A key benefit of transferring the loan portfolio to BLS is that it offers a vehicle for the management of residual ERDF as well as providing a governance structure that would satisfy any future audit carried out by Scottish Government.
- 4.5 It is recommended that the Leadership Board approve the transfer of the Council's loan portfolio to Business Loans Scotland Ltd.

5. Use of Residual European Regional Development Funding (ERDF) WSLF

- 5.1 The Board will recall from the paper presented in February 2018 that a condition of the grant awarded during the 2007-14 ERDF programme meant that any ERDF paid back through loans had to be ring-fenced and re-used for future debt finance activity.
- 5.2 As of 31st March 2019, the Council has £111,914 of ERDF within the West of Scotland Loan Fund Ltd ring-fenced for debt finance activity.
- 5.3 It is proposed that the ring-fenced ERDF money is transferred along with the existing loan portfolio and that any future debt finance programmes, using the ERDF are administered through Business Loans Scotland Ltd.
- 5.4 Should it emerge that BLS is not the most effective vehicle, the proposed changes to the BLS Articles of Association highlighted in section 8 of this report will enable the Council to withdraw these funds and manage their use internally.

6. Excess WSLF Funds

- 6.1 The paper presented to the Leadership Board on 21st February 2018 sought approval to amend the Articles of Association of the WSLF to enable member authorities to make decisions on the remaining funds within the company (in

line with the requirement that ensures it continues to be ring-fenced and utilised in a way that is aligned with the objects of the WSLF company).

- 6.2 The amendment was unanimously agreed by all 12 member authorities who form the West of Scotland Loan Fund Ltd Board, enabling funds not required to be transferred to Business Loans Scotland Ltd to be accessed and utilised by the individual councils for purposes directly related to delivering like-minded economic development activity.
- 6.3 As of 31st March 2019, Renfrewshire Council had excess funds of £525,645 in WSLF. Based on the decisions referred to above, this can be withdrawn and used to support the creation, growth and sustainability of local businesses in Renfrewshire.
- 6.4 It is proposed that Renfrewshire Council withdraws its excess funds from WSLF and, once all other debts and liabilities have been settled, a further paper will be presented to Board outlining options for how this money could be used locally to meet the WSLF objectives.
- 6.5 The funds must be used in keeping with the spirit against which the funds have been accrued – *'likeminded economic development activity'* and will be earmarked for new and existing SMEs and will form part of the mix of financial support that will be available to Renfrewshire businesses requiring assistance to realise their growth and development ambitions. The funding will help to contribute to the following key outcomes:
 - Increased economic output/GVA
 - Increased business start-up and sustainability
 - Increased business growth and employment
 - Improved economic outcomes for local people through jobs created
- 6.6 A further report will be brought back to Board in this regard.

7. Required Amendments to the Articles of Association Business Loans Scotland

- 7.1 From January 2019 Business Loans Scotland is being fully funded by the Scottish Government and the European Regional Development Fund and therefore does not require any match funding contribution from the Member Authorities.
- 7.2 As the match funding, contributed by the Member Authorities prior to 2019 is not required to be used there are several Member Authorities seeking to withdraw their match funding from BLS.
- 7.3 The Articles of Association for BLS, as they are currently written, prevent the Company returning funds to a Member Local Authority due to the “asset lock” provisions written into the Articles.

- 7.4 In order to move forward and enable member authorities to consider using funds for additional business development activities, it is proposed by the BLS Board of Directors, in discussion with the loan fund's solicitors, Wright, Johnston and Mackenzie LLP (WJM) to issue a Special Resolution to the Members.
- 7.5 The current Objects of the company which in legal terms lay out the overall objectives of BLS are relatively broad and wide ranging, and in particular state that the Fund must be used:
"to promote commerce by giving financial assistance by way of loans, donations or subscriptions or otherwise to any firm, company, individual, association or other body (whether incorporated or unincorporated) carrying on a commercial enterprise whose business is or is to be carried on in whole or in part" within the BLS area (Section 4.1 of Articles of Association).
- 7.6 It is proposed that any future use of the funds would still require being in line with the original Objects of the Company.
- 7.7 However, **Section 4.2** of the Articles of Association, states that
"the income and property of the Company, howsoever derived, shall be applied solely towards the promotion of the objects of the company as set forth in Article 4.1 and no portion thereof shall be paid or transferred directly or indirectly, by way of dividend, bonus or otherwise howsoever by way of income or profit, to the Members..."
- 7.7 Taking the above into account and on the advice of the WJM solicitors it is proposed to amend Articles 4.2 and 20 as follows:
- **Article 4.2** "*the income and property of the Company, howsoever derived, shall be applied solely towards the promotion of the objects of the company as set forth in Article 4.1, save that the Company may distribute funds it holds to the Members in the proportions agreed among them*".
 - **Article 20** "*If, upon a winding up or dissolution of the Company, there remains, after the satisfaction of all its debts and liabilities, any property whatsoever, the same may be paid to or distributed among the Members in the proportions agreed among them*".
- 7.8 For the Special Resolution to be passed by the Company, it requires the approval of 75% of the Full Members of the Company. That is, 21 Full Members are required to agree to amend the Articles of Association as prescribed in the Special Resolution.
- 7.9 The timescale to amend the Articles of Association is wholly dependent on each Full Member agreeing and returning the Special Resolution, once issued by WJM. If the Special Resolution has not been passed within 28 days of its circulation, the resolution process will need to start again.
- 7.10 It is recommended that Leadership Board approve the proposal to amend the BLS Articles of Association which will enable member authorities to make decisions on the remaining funding within BLS. This will allow Renfrewshire Council to use the loan repayments at a future date.

Implications of the Report

1. **Financial** –

No additional resources are requested, the proposal will enable the Council to access and utilise additional financial resources to support local businesses.

2. **HR & Organisational Development** – All staff employed by WSLF have undergone TUPE transfer to Business Loans Scotland Ltd.

3. **Community Planning**

Jobs and the Economy –

Provides funding for local business to enable them to grow and provide employment opportunities.

4. **Legal** – Legal guidance on the wind-up will continue to be provided by the company lawyers Wright Johnston & Mackenzie.

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.

8. **Health & Safety** – None.

9. **Procurement** – None

10. **Risk** – None

11. **Privacy Impact** - None

List of Background Papers

(a) None

AM/RC/CS
23 May 2019

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To: Leadership Board

On: 19 June 2019

Report by: Director of Development and Housing and Director of Finance and Resources

Heading: The Regeneration of Paisley Town Centre – Paisley Museum Project

1. Summary

- 1.1 The redevelopment of Paisley Museum and Art Gallery is the signature project of the Paisley Heritage Asset Strategy, approved by the Council in January 2014. This paper provides an update on project progress including scope and funding developments.
 - 1.2 The Leadership Board approved an application to National Lottery Heritage Fund (NLHF) in June 2017 for a £4.9m grant as part of a £42m redevelopment proposal for the Museum.
 - 1.3 In September 2017 the project received a Round 1 award from NLHF and the Council authorised the Chief Executive to accept the grant and the associated terms and conditions on behalf of the Council
 - 1.4 This report seeks the Board's authority to submit the Round 2 application to NLHF
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2 Recommendations

- 2.1 It is recommended that the Board:
 - i. Note that following a two-year development phase the Project is required to submit its Round 2 application to NLHF on 22 August 2019
 - ii. Note that the Council has continued to work to develop the project proposals with resources as approved by the Leadership Board in June 2016 in order to meet programming and funding deadlines
 - iii. Note the progress achieved in progressing the project development and funding strategy as detailed in the main body of the report and agree to the

- Council assurances in relation to the deliverability of the funding streams to support the ongoing HLF application process as outlined in section 6.
- iv.
 - v. Authorises the Director of Development and Housing Services and Director of Finance and Resources to submit the Round 2 application to NLHF to support the delivery phase of the project
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3 Background

Renfrewshire Council has committed a capital investment of £24.1m to the Paisley Museum project. Following Leadership Board approval in June 2017 a submission was made to National Lottery Heritage Fund (NLHF) for a Round 1 application towards a total NLHF contribution of £4.9m towards the total project costs of £42 million.

The vision is to create a visitor experience of international quality, the signature project of Paisley's regeneration strategy, telling the inspirational stories of Paisley, its heritage and its pattern.

The planned outcomes for the project are:

- Cultural tourism developed as a result of the internationally recognised Paisley pattern being reconnected with its place
- Increased economic activity and investment in the town centre
- Perceptions transformed and civic pride restored
- Paisley's profile re-established as a creative, innovative, radical place, prepared to think differently, with the museum at its heart
- Local participation in sustained growth and development of the content and activity of the museum, building community confidence and ownership

- 3.2 The Outline Business Case (submitted as part of the Round 1 NLHF application) projects a minimum of 125,000 visits each year, a significant increase from the current low base of 36,500. The overall economic impact of the preferred option on Renfrewshire over 30 years is £72 million and will support 138 jobs through capital spending and 42 jobs per annum through revenue and visitor spending

The Museum scheme will include:

- Repair and re-interpretation of all 4 buildings on the site (the Museum, the Observatory, Transit House and the Philosophical Society Building)
- Full upgrade to all existing galleries
- Space that can be used to host temporary exhibitions and programmable events
- A new build extension housing a reception area, and a destination café
- Revitalised and relocated shop
- Physical access issues and circulation will be resolved ensuring the visitor experience is enjoyed by all visitors and meets their needs
- Installation of new efficient mechanical and electrical plant systems
- Landscaped area to the west and rear of the Museum
- Satisfactory level of interactivity and interpretation of collections for visitors
- Collections completely redisplayed and reinterpreted throughout the museum, resulting in a 100% increase in the collections on display.

4. Project Scope

4.1 Vision and outcomes:

The vision and outcomes were refined and agreed in 2016 and remain unchanged in the new scheme. The vision and outcomes have therefore informed the development of the revised scheme.

The vision is to create a visitor experience of international quality, the signature project of Paisley's regeneration strategy, telling the inspirational stories of Paisley, its heritage and its pattern.

The planned outcomes for the project remain as:

- i. Cultural tourism developed as a result of the internationally recognised Paisley pattern being reconnected with its place
- ii. Increased economic activity and investment in the town centre
- iii. Perceptions transformed and civic pride restored
- iv. Paisley's profile re-established as a creative, innovative, radical place, prepared to think differently, with the museum at its heart
- v. Local participation in sustained growth and development of the content and activity of the museum, building community confidence and ownership

4.2 Development of architectural solutions

The Contract to appoint an architect-led Multi-Disciplinary Design Team (MDDT) was tendered as an above EU Threshold Services Contract in accordance with the Restricted Procedure under the Public Contracts (Scotland) Regulations 2015 and the Councils Standing Orders Relating to Contracts. On 8 May 2018 Amanda Levete Architects (AL_A) were appointed. Concept design was concluded in February 2019 and RIBA Stage 3 (Developed Design) is currently in development.

Two Equality Impact Assessments (EQIA) have been undertaken in May and August 2018 and positively assessed the plans for the Museum. Further assessments will be undertaken in line with programme development.

A number of advisory panels (Community, Access, Education, and Junior) panels have been constituted in 2018 and regular dialogue and consultation has taken place to review design development. Consultation will continue throughout the project development.

4.3 Outline Business Case

The Outline Business Case (OBC) for the 2017 scheme stated an aim is to attract a minimum of 125,000 visits each year, a significant increase from the current low base of 36,500. The overall economic impact of the preferred option on Renfrewshire over 30 years is £72 million and will support 138 jobs through capital spending and 42 jobs per annum through revenue and visitor spending. As referred to above, the revised proposals have been developed with the intention of protecting the delivery of the anticipated benefits outlined in the business case. A business case consultant has been appointed to work on the Full Business Case which will form part of the NLHF application in August 2022.

5. Programme and Relationship to Other Heritage and Regeneration Projects

5.1. Programme

Following the receipt of the NLHF Round 1 award 20 additional project staff have been recruited to work alongside existing Museum staff. In May 2018 a number of consultant teams were appointed including architects AL_A and in November 2018 exhibition designers, Opera Amsterdam, were appointed.

The Museum closed to the public in September 2018 and the decant of the collections in the museum and library was completed on 21 January 2019. A programme of advance enabling works began in early March and is due for completion in July 2019.

In August 2019 the two-year development process will come to completion. This phase has involved local community participation in the project. Four local advisory panels have been established (Community, Access, Education and Junior) and the project has worked with over 776 individuals over 100 events as part of the co-production process. NLHF have described this as 'sector-leading'.

Construction work is scheduled to begin in 2020.

5.2 Relationship of Museum to other projects

The Museum redevelopment project sits within a context of development which allows the Council to present a strong case to NLHF for investment. Relationships to other key projects are outlined below.

Museum store

Designed by Collective Architecture the new publicly accessible museum store opened on Paisley High Street in November 2017 and has subsequently been shortlisted for architectural awards. This £3.7m development has been entirely funded by the Council. The museum store is understood will be the only facility of its kind in the UK with a High Street entrance. Conditions for collections have been greatly improved, with environmentally appropriate conditions in stores. Groups are able to book store tours, and a learning area supports the investigation of collections and associated creative and learning activity.

This facility greatly supports the ability to develop content for the museum, by providing improved storage, organisation and documentation of collections, as well as much improved environment for staff and collaborators to investigate the collections and conduct related research. It also supports public interest being generated into the depth and quality of our collections.

Learning and Cultural Hub

As part of Paisley's town centre regeneration, the Central Library, currently housed in the museum building complex, will be relocated to the pedestrianised section of the High Street, freeing up space in the existing museum complex to be repurposed for the museum. The current Library suffers from similar issues as the museum, in that it is physically difficult to access for a number of users, and the building does not meet the needs of a contemporary library. By relocating the Central Library and developing a new Learning and Cultural Hub, the Council continues to support the regeneration plans for the town centre by bringing additional footfall to the heart of the High Street, and develop a fit-for-purpose contemporary learning and cultural hub which meets the needs of existing and potential audiences. Work to date to develop this project has included a public survey conducted in January 2016 to establish levels of support for the relocation, a creative visioning. This project was successful in a Regeneration Capital Grant Fund bid for £1.5m with the balance of funding approved by the Council. The project is expected to be delivered by Spring 2021.

6. Funding Strategy

- 6.1 As previously outlined to the Board, the proposed funding strategy continues to focus on developing and demonstrating the robustness and deliverability of the overall funding approach.
- 6.3 Outlined below is an update on the positive progress achieved in securing the delivery of the full funding package since the last report to the board.
- NLHF: In September 2017 a Round 1 award of £1.06m was received towards a total grant application of £4.9m. The Round 2 award (subject to Board approval) will be made on 22 August 2019.
 - Scottish Government Capital Grant Fund: An application to SGCGRF for £4 million was successfully secured after confirmation of the award in 2018.
 - Historic Environment Scotland: Positive ongoing engagement has been progressed culminating in an application to the Building Repair Grant for £2 million, which was submitted on 30 April 2019 with an outcome to be announced in late June 2019.
 - Fundraising: In January 2019 a Capital Appeals Team was established. The team consists of Campaign Director, Fundraising Manager and a Fundraising Executive. The Paisley Museum Reimagined Ltd has now been registered as a charity and trustees appointed. A fundraising strategy has been drafted for approval by the Trustees. As previously reported to members, the campaign will seek to secure £5 million of the overall funding requirement. The delivery of such campaigns has proved to be a successful element in delivering overall funding arrangements in many similar heritage projects of this nature. Further due diligence completed by the newly established team has further confirmed that the £5 million target remains realistic level and the strategy would look to secure this over a 2 to 3 year period. As previously reported to members, it is recognised that campaigns of this nature will operate in a competitive fundraising environment and will not therefore be risk free. As previously approved, the Council has ultimately agreed to stand behind this fundraising target should the full net £5 million not be achieved.
 - Active dialogue has been progressed with the Scottish Government in relation to a direct funding contribution to the project. Such direct contributions of this nature have been made to a number of other similar projects and a total of £2 million continues to be targeted from this source. In order to protect the successful deliverability of the full NLHF application process, providing comfort to the NLHF on this aspect of the overall funding package requires the Council to provide an assurance at this stage to stand behind this funding in the interim whilst discussions with the Scottish Government are concluded.
 - Renfrewshire Council has committed a capital investment of £24.1 million to the Museum Redevelopment project.

Implications of this report

1. Financial Implications

The proposed financial commitment from the Council towards the total project costs of £42 million proposals is £24.1 million which is deliverable from resources already committed by the Council to heritage regeneration projects within Paisley town centre. Should other elements of the funding strategy fail to fully deliver the targeted contributions, in particular the fundraising strategy, there would be a requirement for the Council to build into its financial planning arrangements the impact of meeting the outstanding funding requirement in order to maintain delivery of the full project proposal.

2. HR and Organisational Development Implications

There are significant recruitment requirements for the delivery of the project. The majority of project development and delivery posts have now been recruited following a successful Round 1 NLHF award in September 2017. Current recruited project staff will be met by resource already committed by the Leadership Board of June 2016 for the period June-September 2017.

3. Community Plan/Council Plan Implications

- | | |
|---------------------------------------|--|
| Children and Young People | - the project aims to deliver one of the most accessible Museums in the country and run significant programmes to reach audiences irrespective of age or physical, health or financial position |
| Community Care, Health and Well-being | - the project aims to deliver one of the most accessible Museums in the country and run significant programmes to reach audiences irrespective of age or physical, health or financial position |
| Empowering Communities | - there will be new roles and opportunities for Museum Volunteers in the completed Museum and content will be developed in partnership with communities, ensuring that the museum has a strong community identity. |
| Greener | - the capital works will provide a significant opportunity to improve the efficiency of the buildings. A carbon management plan will be produced at a more detailed design stage. |
| Jobs and the Economy | - the project will significantly support the objectives to develop Renfrewshire a thriving place, supporting local places, businesses and communities. |
| Safer and Stronger | - the project aims to deliver one of the most accessible Museums in the country and run significant programmes to reach audiences irrespective of age or physical, health or financial position |

4. Legal Implications

A Memorandum of Understanding is being developed with the Paisley Arts Institute to research fully the ownership of parts of the Museum's collection where clarity is still required. This will also seek to establish clear management arrangements for the Institute's operational needs.

5. Property/Assets Implications

The project significantly extends and refurbishes Paisley Museum. Future running and maintenance costs have been estimated in the OBC and will be refreshed during the Full Business Case planning, supported by the Council's continued role as the owner of the building and from new revenue streams that will support the future Museum and service.

6. Information Technology Implications

Provision of ICT infrastructure in the new Museum will require specialist and sophisticated skills and will evolve during the future design phases. The Museum will need to be supported by a robust Collections Management system and web site.

7. Equality and Human Rights Implications

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. (Report author to arrange this).

8. Health and Safety Implications - None at this stage of project development
None.

9. Procurement Implications

All commissions will be procured through the appropriate procedures set out in the Council's Standing Orders Relating to Contracts. The Services of the Central Procurement Unit have been engaged to develop a Procurement Strategy for the coming phases of the project if approved

10. Risk Implications

The programme actively monitors key risks and issues associated with delivery in accordance with the Council's Project Management Framework. There are inherently significant risks in a project of this scale and nature, around financial assumptions, funding availability and return on investment. The top rated risks are currently as follows and mitigating actions and allowances have been made and will be continually monitored. The work on reviewing and advancing the project over the next year will give particular attention to reducing these risks prior to a resubmission of an HLF application.

11. Privacy Impact

None.

List of Background Papers

- (a) *Report to Economy and Jobs Policy Board, 29 January 2014, Paisley Heritage Asset Strategy*
- (b) *Report to Economy and Jobs Policy Board, 11 November 2015, Regeneration of Paisley Town Centre - Paisley Museum*
- (c) *Report to Leadership Board, 8 June 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
- (d) *The Paisley Museum : Vision and Masterplan, and Outline Business Case prepared by Metaphor and BOP Consulting.*

- (e) *Report to Leadership Board, 30 November 2016, The Regeneration of Paisley Town Centre – Paisley Museum Project*
 - (f) *Report to Leadership Board, 20 June 2017, The Regeneration of Paisley Town Centre – Paisley Museum Project*
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Author: Kirsty Devine, Project Director, Paisley Re-Imagined Project (Ext 4003)

Report to: **Leadership Board**
 On: **June 19, 2019**
 By: **Louisa Mahon, Head of Marketing and Communications**
 Heading: **Paisley Museum Reimagined Ltd - Update**

1. Consultation Checklist

Implications	None	Minor	Significant	Officer/Partner Organisation Consulted
Financial	✓			
HR & Organisational Dev*	✓			
Community Planning	✓			
(a)				
(b)				
(c)				
(d)	✓			
Legal	✓			
Property	✓			
Information Technology	✓			
Equality & Human Rights	✓			
Health and Safety	✓			
Procurement	✓			
Risk	✓			
Privacy Impact	✓			
Cosla Policy Position	✓			

(*consideration should be given to implications for business support staff)

**The appropriate officers within relevant Council services and community planning partners have been consulted and have approved the contents of the report for their own interest.

2. This report has been authorised for inclusion in the agenda of the above meeting by

Sandra Black, Chief Executive and **Councillor Iain Nicholson**

Signed



**Renfrewshire
Council**

To: Leadership Board

On: June 19, 2019

Report by: Chief Executive

Heading: Paisley Museum Reimagined Ltd - Update

1. Summary

This report outlines the progress made since January 2019 by Paisley Museum Reimagined Ltd – an independent company (Charitable Trust), established by the Council to drive the Capital Appeal for Paisley Museum, namely securing charitable trust status and the appointment of two independent Trustees to the Board.

2. Recommendations

Members are asked to note:

- 1) The appointment of two independent Trustees James Lang, Scottish Leather Group and Jack McVitie, LEBC Group to the board of Paisley Museum Reimagined Ltd, following consultation with the Chief Executive and Council Leader
 - 2) A successful application to OSCR for charitable status for Paisley Museum Reimagined Ltd
 - 3) The progress made by the fundraising team since January 2019.
-

3. Background

- 3.1 A report was brought to Council on December 13, 2018 to seek approval for the appointment of a Council Director on the Board of Paisley Museum Reimagined Ltd – an independent company established to deliver the Capital Appeal for Paisley Museum with a major gift fundraising target of £5 million. The report confirmed the appointment of Marion White MBE as a Company Director and secured Council approval to appoint Council Leader Iain Nicolson to the independent board.
- 3.2 Council further agreed that the terms of reference of the Leadership Board would include providing oversight of and determining matters concerning Paisley Museum Reimagined Ltd, and that authority be granted to the Chief Executive in consultation with the Leader of the Council to make any decision on the Council's behalf in relation to the operation of the company where a decision or action is required urgently. It was agreed that when such decisions are taken, a report would be submitted to the next available meeting of the Leadership Board providing details of the decision taken.
- 3.3 Under the agreed delegated authority, the Chief Executive and Council Leader have approved the appointment of two independent trustees to the Board in advance of the Trust's first Board meeting which took place on May 29, 2019 – James Lang, Scottish Leather Group and Jack McVitie, LEBC Group.

4. Fundraising Progress Update

- 4.1 A dedicated Fundraising Team has been in post since late January 2019. The team are conducting a Major Gift Appeal focusing on high-net-worth-individuals (HNWI) followed by major Trusts and Foundations which will secure a £5 million fundraising target by 2022.
- 4.2 A total of four Trustees for the charity have now been confirmed – Councillor Iain Nicolson, Marion White MBE, James Lang and Jack McVitie. A Trust Chair will be identified at the next Board meeting of the Trust, following appointment to the remaining 3 Trustee positions.
- 4.3 An application was lodged with OSCR in January 2019 to obtain charitable status for Paisley Museum Reimagined and this was granted and confirmed by award letter in April 2019 – registered charity number SC049225.

- 4.4 The Fundraising Strategy and Case for Support have been developed to support the Major Gift Appeal and approved by the Charity Board. The strategy provides detailed information on delivery and timeline of the Major Gift Appeal. This has been supplemented by in-depth funder research, with over 600 prospective funders identified. A Trusts and Foundation pipeline has also been established – with a prospect list of over 160 names. A Charity website and identity is in development to help build campaign profile and maintain UK-wide interest in the Appeal and museum development.
- 4.5 The immediate priorities for the Charity include:
- Appointment of 3 further independent Trustees
 - Recruitment of up to eight highly influential people who will form the Campaign Board to help make connections with key prospects
 - Meetings with the top 20 high-net-worth-individuals to introduce them to the project
 - Establishing a programme of meetings with the top five Trusts and Foundations with a view to submitting applications early 2020.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** - none
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none
12. **Cosla Policy Position** –not applicable

List of Background Papers

- (a) **Council Report – December 13, 2018:** Paisley Museum Reimagined Limited – Appointment of the Council Director and Delegations to the Chief Executive, Council
-

Author: **Louisa Mahon, Head of Marketing and Communications**
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**Renfrewshire
Council**

To: **Leadership Board**

On: **19 June 2019**

Report by: **Director of Children's Services**

Heading: **Park Mains High School Fitness Suite**

1. Summary

- 1.1. Since October 2018, Renfrewshire Leisure (RLL) have had shared use of the fitness suite at Park Mains High School. Part of the area is partitioned off for exclusive use by the school, and members of the public using RLL facilities use a separate entrance and have no access to the school (including the school's section of the fitness suite).
- 1.2. Following concern raised by some stakeholders it was agreed at the Leadership Board on 5 December 2018 that access arrangements to the fitness suite would be reviewed.
- 1.3. A review of the access to the provision has now been completed.
- 1.4. In partnership with Renfrewshire Leisure this review included focus groups of pupils, Park Mains High School staff and Renfrewshire Leisure staff. In addition, an open evening for parents and others provided an opportunity for all other stakeholders to express their views and concerns.

2. Recommendations

- 2.1. The Leadership Board is asked to:

- note the findings of the review of access arrangements to the fitness suite at Park Mains High School;
- agree that the access and safeguarding arrangements are working as intended and that no further modifications are therefore required at this time; and
- note that the agreed set of operating procedures will be issued to all staff and that both the school and Renfrewshire Leisure will continue to monitor arrangements as part of their normal duties.

3. Background

- 3.1. Prior to the move of the fitness suite to Park Mains High School, a full risk assessment was completed. Access arrangements were also established in order to ensure the safe running of the facility as part of the normal school day.
- 3.2. A review of the access arrangements to the community sports hub at Park Mains High School was agreed at the Leadership Board at its meeting on 5 December 2018. The review was in response to some concerns raised. These included parental concerns about public access to pupil areas, pupils using the public entrance, pupils passing public changing areas and the general safety of their children.
- 3.3. Renfrewshire Leisure members access the sports complex via a dedicated entrance. School pupils are not allowed to use this entrance at any time. All fitness suite users are required to be members of Renfrewshire Leisure and present their photo ID membership card upon arrival. Member access and egress during the school day (0850 – 1800) is managed by a team of RLL staff. Members enjoy sole use of dedicated changing rooms and only have access to a partitioned section of the fitness suite (approximately 33% of the total floor area). Members cannot access areas zoned for exclusive use by the school. This is managed by RLL and school staff, and doors are secured with a magnetic locking system. CCTV is also in place throughout the sports complex to provide further security and safety for all users. Windows and glazing that would permit public viewing of areas zoned for exclusive use by the school have been frosted.
- 3.4. Renfrewshire Leisure's Head of Leisure and Community Services meets with the Head Teacher and School Education Support Manager on a regular basis to review arrangements and to ensure that agreed protocols are in place. To date, there have been no incidents causing any concern about the arrangement.
- 3.5. The review included focus groups of pupils, staff and an open evening for parents.
- 3.6. The focus groups found that school pupils had no concerns about the fitness suite. They understood and followed the arrangements that had been put in place and now see it as part of the school. Pupils fully understood that they were not able to use the public entrance and have not witnessed any incidents of the public being in areas designated for school pupils. Some also commented that they now found it easier to access the gym outside of school hours. The pupils advised that everyone was aware of the procedures for using the fitness suite and knew who to speak to if they did have concerns.
- 3.7. An open evening for parents was attended by six parents and carers of Park Mains High School pupils. The parents who attended still had concerns about the current arrangements. While they accepted that the pupils consulted had not raised any concerns, they commented that the sample size of pupils in the focus groups was small and perhaps not representative of all pupils. The parents' main areas of continued concern focussed on ensuring doors are

magnetically locked at appropriate times, continued supervision and the use of an accessible toilet. Suggestions on how they believe arrangements could be further enhanced were put forward and these will be considered as part of the ongoing monitoring of the arrangements in place. However, the parents reflected that they were happy to see the safeguarding procedures that had been put in place.

- 3.8. The Park Mains High School PE staff commented that they have no issues or concerns and indeed feel the transition to the new arrangements have been smoother than they first thought it might be. They stated that there have been no incidents where members of the public have accessed the school areas at all. They also commented on a range of benefits including the use of better equipment being available for pupils. The Senior Management team in the school also report no issues and are very comfortable with the arrangements in place.
- 3.9. RLL staff highlighted some teething problems but also commented that these were resolved once new arrangements bedded in. Most staff consulted and those spoken to reflect an understanding of the concerns that were around ahead of the move but that since October 2018, there have been no incidents, or any major concerns expressed. However, not all Renfrewshire Leisure staff were fully confident in their knowledge of the operating procedures.
- 3.10. The feedback from the sample of pupils, PE Staff and Renfrewshire Leisure staff is that the safeguarding systems they have in place are working effectively. Although a relatively small sample of pupils were used in focus groups, their experiences echo that of the PE staff and the Renfrewshire Leisure staff that took part.
- 3.11. To ensure that parents can share this confidence, a formal Standard Operating Procedure will be developed and shared with all stakeholders, including parents. This will outline exactly how things work, where to go if you are concerned and who you should contact.
- 3.12. In light of the findings of the review, it is proposed that the existing arrangements at Park Mains High School be continued. There is no recommendation for a requirement for any further modifications at this time.
- 3.13. All staff will continue to review and monitor the arrangements in place and will communicate periodically to parents through the normal school communication channels.

Implications of this report

- 1. Financial**
None.
- 2. HR and Organisational Development**
None.

3. Community/Council Planning

- | | |
|---|---|
| Our Renfrewshire is safe | - Appropriate risk assessments have been undertaken. |
| Reshaping our place, our economy and our future | - The fitness suite provides inclusive access for communities in Erskine. |

4. Legal

None.

5. Property/Assets

None.

6. Information Technology

None.

7. Equality and 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 no changes are proposed.

8. Health and Safety

None.

9. Procurement

None.

10. Risk

None.

11. Privacy Impact

None.

12. Cosla Policy Position

None.

List of Background Papers

None.

Children's Services
GMcK/LG
6 June 2019

Author: Steven Quinn, Director, Children's Services. 0141 618 7194
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Renfrewshire Council

To: Leadership Board

On: 19 June 2019

Report by: Chief Executive

Heading: Six Monthly Monitoring Report – Renfrewshire Leisure Limited

1. Summary

- 1.1 On 1st May 2019, the Leadership Board approved Renfrewshire Leisure's annual business plan priorities and the arrangements to monitor the delivery of the plan. An integral part of the monitoring arrangements includes quarterly meetings with Renfrewshire Leisure and submission of half yearly progress reports to the Leadership Board.
- 1.2 This report provides the board with an update on Renfrewshire Leisure performance by: highlighting key achievements over the last six months; outlining the environment in which the organisation is operating within; and reporting pre-audit cultural and leisure national performance indicator data.
- 1.3 The Head of Policy and Commissioning is the Council officer nominated to monitor Renfrewshire Leisure. The Head of Policy and Commissioning has met with senior officers from Renfrewshire Leisure to review performance and approve the service payment to Renfrewshire Leisure on a quarterly basis.
- 1.4 Renfrewshire Leisure's key achievements over the last six months include:
- **Progressing the cultural infrastructure investment programme** with the Council and partners. The projects form part of the ambitious £100 million investment programme in cultural and infrastructure initiatives and will support delivery of the cultural regeneration aspirations for the area:
 - *Paisley Museum Reimagined* – this project has reached an exciting phase of development: a programme of advance enabling works has now begun which is revealing the building's original grandeur. Our award winning architects, Amanda Levete Architects (AL_A), and our

- exhibition designers, Opera Amsterdam, have now embarked on RIBA Stage 3 Developed Design. The project team is continuing to develop the displays and visitor facilities for the new museum and the National Lottery Heritage Fund recently called our audience engagement 'sector leading';
- Paisley Central Library Learning and Cultural Hub – in January 2019, Paisley Central Library moved to temporary modular units beside the Lagoon Leisure Centre whilst premises on the High Street are being refurbished for the new Paisley Central Library Learning and Cultural Hub. From this temporary site, the library service is continuing to provide key services including access and support for people accessing Universal Credit;
 - The Heritage Centre – located in the Mile End Mill during the construction period at the museum, the heritage service is enabling access to the extensive collection of local and family history records and wealth of information about Renfrewshire, its people and places from the earliest times to the present day;
 - Paisley Town Hall – The Cultural Services team has been working closely with the Council project team and partners to develop the concept design for this facility to create a vibrant performance space and civic venue for the area;
 - Paisley Art Centre – proposals are being developed to refurbish Paisley Arts Centre, as part of the investment programme to optimise venue space and maximise usage across all the cultural venues;
- **Community Hall investment programme** – updated condition surveys are being carried out for the McKillop Institute, South End Action Centre, Elderslie Village Hall and Steeple Hall to establish the technical requirements and priorities for the Council's £2.3 million refurbishment investment programme;
 - **Implementing the service redesign** – staff appointment to the new structure is progressing on a tier by tier basis. The second phase of the service redesign, the job evaluation process, has now commenced, with support from the Council's HR job evaluation team;
 - **Employee roadshows** – four employee roadshows took place in May, attended by 220 employees. The sessions gave employees an overview of the 2019/20 Business Plan priorities, updates on service activities and an opportunity to participate in an interactive workshop on organisational values;
 - **Delivering enhanced arts and cultural activities** - a temporary pop up site was recently launched by the Arts team in the former Post Office site in the Piazza. The site gives local artists, makers and performers the opportunity to showcase their talents in a new location in the centre of Paisley;
 - **Reeling Through the Years film screening series** - 35 events took place over 21 locations across Renfrewshire, attracting 1404 audience members. The films offered a unique glimpse into life in the 1950's and 1960's and covered daily life in Paisley, Johnstone and Renfrew. The films were very popular with audiences and particularly with older residents;

- **Supporting Renfrewshire's Attainment Challenge** through investment in the school library service in primary and secondary schools. The library service has been successfully encouraging children to read for pleasure, to participate in national Reading Challenges and to join our popular Bookbug sessions that also encourage parents to read to children at home;
- **Service provision for people living with dementia** – Renfrewshire Leisure offers a wide range of services to people living with dementia, their friends, family and carers. The services include: outreach in care homes and day centres using our film archive; sporting memories – a national programme funded by Life Changes Trust and National Lottery Heritage Funding at KGV in Renfrew; library services provided in day and residential care settings and provision of library services using Virtual Reality kits with older, vulnerable adults; monthly reminiscence sessions at the Heritage Centre using handling kits and archival photographs to engage with older people. A strategic plan is now being drafted by Renfrewshire Leisure to develop a cohesive service offering for people living with dementia;
- **Sports Services, Active Schools Programme** – this successful programme is exceeding targets and is making a positive contribution to the strategic objectives of Renfrewshire Sport Strategy – “A Way of Life” by increasing the number and range of opportunities for all children and young people to participate in sport and physical activity. At the start of the new school year in August 2018, Sports Services issued a survey to all Renfrewshire primary school pupils to identify children’s physical activity levels. 19,000 responses were received and, using this data, the team have worked closely with schools and other partners to identify ways to increase access to sport, focusing particularly on children with less than seven hours physical activity each week. The results and approach have attracted national interest and have been identified by Sportscotland as sector leading;
- **Effective partnership working with MacMillan Cancer Support** – to offer MacMillan Cancer Support information services in our libraries and to provide the Move More programme in our leisure centres. The teams are linking in with the MacMillan Community Connectors to offer a range of services and support to people living with cancer and their families;
- **Delivering NHS programmes in the community** – to improve health and well-being by keeping the local community healthy and active through the Vitality, Community Rehabilitation Programme and Live Active programmes;
- **Reducing our carbon emissions and energy usage** – through the implementation of our energy efficiency programme, with measures including usage of LED lighting and solar panels in our sports centres.

2. Recommendations

- 2.1 It is recommended that the Leadership Board:

-
- I. Notes the performance update and progress being made by Renfrewshire Leisure in the delivery of the services agreement and Business Plan.
-

3. Background

- 3.1 The Services Agreement with Renfrewshire Leisure is underpinned by the funding arrangement and sets out the terms for Renfrewshire Leisure to deliver sport, leisure and cultural services within Renfrewshire. This specification:
- relates to the management of the sports, leisure and cultural facilities operated by Renfrewshire Leisure within the council area; and
 - sets out standards, specifications, procedures and other requirements to be followed by Renfrewshire Leisure in the provision of sports, leisure and cultural services.
- 3.2 Each year Renfrewshire Leisure prepares an annual Business Plan under the terms of the service agreement. Renfrewshire Leisure's Business Plan for 2019/20 was approved by the Leadership Board in May 2019. The Business Plan is closely aligned to the strategic priorities set out in both Renfrewshire Council Plan 2017-2022 and Renfrewshire Community Plan 2017-2027.
- 3.3 Over the last year, the quarterly monitoring reports submitted to the Council have been developed to provide a mix of financial, operational and customer related performance information which demonstrates Renfrewshire Leisure's delivery of the service specification set out in the services agreement and contribution to Council Plan priorities.
- 3.4 Renfrewshire Leisure operates in a complex and challenging financial environment where it must carefully balance the provision of services for the good of the community, with the delivery of some services in a commercial setting, to ensure that it remains financially sustainable and meets its non-profit making charitable objectives. Managing financial pressures and having capacity at the right times to ensure the delivery of the business plan are the main challenges facing the organisation and are likely to remain so for the foreseeable future.

4 Performance monitoring

- 4.1 Renfrewshire Leisure currently reports on approximately seventy operational performance indicators, five of which are reported nationally on behalf of the Council through the Local Government Benchmarking Framework. An annual report on the Council's performance relating to the Framework is reported to the Audit, Risk and Scrutiny Board. Performance reports are provided quarterly to the Renfrewshire Leisure Monitoring Officer, and Renfrewshire Leisure also participates in the Chief Executive's six monthly performance review process.
- 4.2 The main cultural and leisure performance indicators for Renfrewshire Leisure are summarised in the table below:

Indicator	Actual 2017/18	Actual 2018/19
Number of attendances at indoor sports and leisure facilities excluding pools	1,516,973	1,673,794
Number of attendances at pools	443,841	477,558
Number of attendances outdoor facilities	124,269	126,082
Number of visits to museums	89,378	63,688 *
Number of visits to libraries	584,693	515,156 *
% of adults satisfied with libraries	77%	77%
% of adults satisfied with museums and galleries	77%	77%
% of adults satisfied with leisure facilities	83%	83%

* Paisley museum and library closed in 2018/19 for major capital investment works.

Performance Context:

The table above shows the performance data for 2017/18 and the pre-audit data for 2018/19. The closure of Paisley Museum and Central library on 20th September 2018 to enable the decant and pre-construction work to commence will have an impact on our relative performance to other Councils and trusts in 2018/19.

Implications of the Report

1. **Financial** – not applicable
2. **HR & Organisational Development** – not applicable
3. **Community/Council Planning –**
 - *Our Renfrewshire is thriving* – Our services recruits and trains volunteers and creates a pathway into employment;
 - *Our Renfrewshire is well* – Our cultural, leisure and sport services and programmes help to maintain positive physical and mental health and well-being;
 - *Our Renfrewshire is fair* – our services and programmes are accessible to all our citizens;
 - *Reshaping our place, our economy and our future* – development and delivery of the cultural infrastructure investment programme supports the regeneration aspirations for the area;
 - *Building strong, safe and resilient communities – Tackling inequality, ensuring opportunities for all* – our services and activities are accessible to all our citizens;
 - *Creating a sustainable Renfrewshire for all to enjoy – our programmes build sustainability through volunteer and community development;*
 - *Working together to improve outcomes* – partnership working to deliver shared outcomes remains a key priority in our company strategy.
4. **Legal** – not applicable

5. **Property/Assets** – not applicable
 6. **Information Technology** – not applicable
 7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – not applicable
 9. **Procurement** – not applicable
 10. **Risk** – not applicable.
 11. **Privacy Impact** – not applicable.
 12. **Cosla Policy Position** –not applicable.
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List of Background Papers

- (a) n/a
-

Author: **Laura McIntyre, Head of Policy and Commissioning, telephone 0141 618 6807**



To: Leadership Board

On: 19 June 2019

Report by: Chief Officer, Renfrewshire Health and Social Care Partnership

Heading: Adult Social Work Services – Annual Monitoring Report 2018/19

1. Summary

- 1.1 Adult Social Work Services were delegated to Renfrewshire Integration Joint Board (IJB) on 1 April 2016. These services are managed through the Health and Social Care Partnership (HSCP).
 - 1.2 This report and the performance Scorecard appended provide a review of activity and performance using the most up to date information available.
-

2. Recommendations

- 2.1 It is recommended that members note:
 - the contents of this report updating activity and performance of adult social work services delegated to the IJB; and
 - that the six-monthly performance report will be presented to the Board on 4 December 2019.
-

3. Background

- 3.1 The list of functions that must be delegated by the Local Authority to the IJB is set out in the Public Bodies (Joint Working) (Prescribed Local Authority Functions, etc) (Scotland) Regulations 2014, and is noted in Annex 2, part 1 of Renfrewshire's Integration Scheme. These include:

- Social work services for adults and older people
 - Services and support for adults with physical disabilities and learning disabilities
 - Mental health services
 - Drug and alcohol services
 - Adult protection and domestic abuse
 - Carers' support services
 - Community care assessment teams
 - Support services
 - Care home services
 - Adult placement services
 - Health improvement services
 - Aspects of housing support, including aids and adaptations
 - Day services
 - Respite provision
 - Occupational therapy services
 - Reablement services, equipment and telecare
- 3.2 Whilst regular reporting in relation to these services is reported in detail to the Integration Joint Board (IJB), it was previously agreed that regular updates would be provided to the Leadership Board in relation to the delegated services. This ensures oversight of the key achievements, challenges and wider context relating to the delivery of these services.
- 4. National Direction**
- 4.1 In May 2018, the then Cabinet Secretary for Health and Sport made a commitment to Parliament to undertake, with COSLA, a 'Review of Progress Under Integration Authorities'. Through the Ministerial Strategic Group for Health and Social Care, a small leadership group was commissioned to undertake this Review of Progress which has now concluded its deliberations and on the 4 of February 2019 produced a set of 26 proposals for driving forward health and social care integration.
- 4.2 The Ministerial Strategic Group recognised that the Audit Scotland report 'Health and Social Care Integration – update on progress', published in November 2018 provided important evidence for changes needed to progress integration and agreed that the recommendations of this report must be acted upon. The group also recognised that this report provided a helpful framework and therefore set out its proposals under each of the six features below:



- 4.3 The Ministerial Strategic Group expects that every Health Board, Local Authority and IJB will evaluate their current position in relation to this report and the Audit Scotland report, and take action to make progress using the support on offer. Renfrewshire's evaluation is currently underway and is being led by the Health and Social Care Partnership. In addition, Partnerships are required to initiate or continue the necessary "tough conversations" to make integration work and to be clear about the risks being taken and ensure mitigation of these is in place; and should be innovative in progressing integration.

This is a priority for Renfrewshire Health and Social Care Partnership, and an update will be provided to this Board on 4 December 2019 as part of the six-monthly progress report.

5. Strategic Context

- 5.1 Renfrewshire Health and Social Care Partnership's new three-year Strategic Plan 2019-2022 was approved by the Integration Joint Board in March 2019 and is based on the resources available at that time. It sets out how the HSCP intends to achieve its organisational vision: "Renfrewshire is a caring place where people are treated as individuals and supported to live well". The Plan contains a range of key actions and performance measures which form the basis of the HSCP's performance reporting to both the Integration Joint Board and parent organisations Renfrewshire Council and NHS Greater Glasgow and Clyde.
- 5.2 The strategic context in which the HSCP is operating continues to evolve. A range of challenges lie ahead in terms of an ageing population, increasing numbers of people living longer with more complex health and care requirements, as well as the changing needs of local people which require modern, flexible care and support to be available in local communities.
- 5.3 The development of the Strategic Plan has been an accessible and inclusive process, which has been enabled and supported by the Partnership's Strategic Planning Group (SPG). It was co-produced with service users, carers and families across all care groups as well as staff, providers, communities, third sector organisations and partners.

The three strategic priorities identified in our previous Strategic Plan remain the principles which direct our work in Renfrewshire HSCP:

1. Improving Health and Wellbeing
2. Providing the right service, at the right time, in the right place.
3. Working in partnership to support the person as well as the condition

- 5.4 The development of the Strategic Plan was informed by Renfrewshire HSCP's Draft Market Facilitation Plan which was approved by the Integration Joint Board (IJB) in June 2018. The Market Facilitation Plan is a live document, updated regularly, that translates the profile of need and demand into a plan which can shape and influence health and care services in Renfrewshire. It aims to inform, influence and adapt service delivery to offer a diverse range of sustainable, effective and quality care so people can access the right services for themselves and their families at the right time and in the right place.

It is also envisaged that the Market Facilitation Plan will give service providers an insight into the changes in the health and care needs of the population of Renfrewshire and the future shape of services that need to be developed and delivered to meet those changing needs.

- 5.5 In addition, the results from the NHS Greater Glasgow and Clyde 2017/18 Adult Health & Wellbeing Survey for Renfrewshire informed the development of the Strategic Plan. The results of the survey were presented to the IJB in January 2019 and highlighted the following improvements over time:
- Percentage of people smoking has reduced from 35% in 2008 to 15% in 2018;
 - Percentage of people exposed to second hand smoke has reduced from 43% in 2008 to 28% in 2018; and
 - Percentage of people consuming five or more portions of fruit/vegetables per day has increased to 46% from 41% in 2014.

The survey also shows that:

- Only 47% of people in Renfrewshire met the physical activity target to be active for at least 150 minutes per week. This is lower than the Greater Glasgow and Clyde average of 58%; and
- One in five (20%) respondents said they had a long-term condition or illness that substantially interfered with their day to day activities. Those aged 65 and over were the most likely to have a limiting condition or illness and those in the most deprived areas were twice as likely than those in other areas to have a limiting long-term condition or illness.

6. Service Development Activities

Modernising Services

- 6.1 Renfrewshire HSCP has a Change and Improvement Programme which is focused on proactively developing our health and social care services in line with national direction and statutory requirements; optimising the opportunities joint and integrated working offers; and ensuring any service redesign is

informed by a strategic planning and commissioning approach. This underpins our work to ensure we provide the best possible services and care to our service users and to enable our service and resource planning to focus on and deliver the right outcomes for all.

- 6.2 The Change and Improvement Programme is delivered by a range of workstreams seeking to drive the integration of services and shift the balance of care, whilst also responding to the changing needs and demographics of the local population. The current change and improvement work programme includes: the GP Contract; the requirement to upgrade telecare equipment from analogue to digital; embedding Self-Directed Support (SDS); delivery of the new Dementia Strategy; the introduction of Free Personal Care for Under 65s; the replacement of the Council's Social Care Case Management system and the Supported Living Framework.

In addition, a review of the Addictions Services in Renfrewshire was commissioned in January 2018 by the Alcohol & Drug Partnership (ADP). Based on key findings from the review several recommendations have been developed and are now being taken forward as follows:

1. Introduction of a clear and visible single service model for Renfrewshire..
2. Establishment of a single access or receiving team for all alcohol and drug referrals to eliminate duplication of assessment between the alcohol and drug services. This will deliver a barrier-free point of contact that will be easily navigated by individuals wishing to self-refer and those coming via professional referral.
3. Review the model of care within Renfrewshire Drug Service and consider the adoption of a Community based provision that would actively engage with clients/patients with community/home settings
4. Extend the model of care provided by the Integrated Alcohol Team to include actively offering Alcohol Home Detoxification
5. Development of an Integrated Community Rehabilitation facility within the Torley Unit to enhance the model of provision presently on offer.
6. Review the Renfrewshire GP Local Enhanced Service with the aim of establishing a designed Renfrewshire Shared Care Model that provides a clear pathway of care between specialist core services and shared care as part of a recovery and service discharge process.
7. Explore establishing a dedicated specialist Shared Care Team to manage the New Renfrewshire Shared Care provision.
8. Explore the commissioning of Recovery/Aftercare Hub service.

In addition, there are also ongoing service reviews for older people and learning disability services.

New Partnership Activities

- 6.3 Improving the Cancer Journey

During 2018/19, Renfrewshire Council and Renfrewshire Health and Social Care Partnership successfully secured £500,000 from Macmillan Cancer Support to develop the Macmillan Renfrewshire Improving the Cancer

Journey (ICJ) project. The aim of the ICJ project is to support people affected by cancer in Renfrewshire by:

- Supporting health and third sector partners to strategically assess and meet the non-clinical needs of people affected by cancer by supporting the development of a community based cancer impact assessment for the wider partnership and a joint strategic needs assessment on cancer
- Enabling high quality and integrated models of person centred assessment, care and support to deliver the greatest impact for the communities they serve
- Creating clear pathways for people affected by cancer, designed around the user and streamlined for convenience, efficiency and accessibility. Centred around the individual's Holistic Needs Assessment, transitions will be anticipated, planned, fully supported, co-ordinated and integrated from the point of diagnosis
- Create access points for information and other support services that will provide advice on support, health and wellbeing and self-management. This will build on existing links in local communities and make the best use of available resources and partnerships including maximising use of third sector resources including Macmillan services
- Providing access to financial and welfare benefits advice.

The ICJ Project Board and Working Group have now been established and the Health and Social Care Partnership will full participate in both groups and will continue to support the development and delivery of the project in Renfrewshire.

6.4 Alcohol and Drugs Commission

During 2018/19, Renfrewshire Community Planning Partnership agreed to establish an independent commission to establish a true picture of drug and alcohol use in Renfrewshire, and to make recommendations on what partners can do together to support local people and communities adversely affected by drug and alcohol use. The first meeting of Renfrewshire's Alcohol and Drugs Commission took place on 19 March 2019 and is supported by the HSCP Chief Officer and members of the Senior Management Team.

7. Adult Social Work Performance Overview

7.1 Adult Social Work services are managed and monitored via regular internal HSCP professional governance and operational management arrangements, including meetings, case management, and regular service and case reviews. These meetings involving Heads of Service and Service Managers take place on a four to six-weekly basis, covering a variety of local and national strategic and operational indicators. They allow Managers to scrutinise and discuss performance data, agree remedial action, timescales for improvement, and consider future challenges which may affect services to allow planned actions and mitigation where appropriate.

- 7.2 In addition to internal scrutiny, performance is reported at every Integration Joint Board meeting, with the Scorecard presented twice yearly. The report charts data for the last three years, and where possible, associated targets, the 'performance direction of travel' and whether the indicator is currently on track to meet target. The reports provide a detailed picture of what is working well, current challenges and intended remedial action where necessary.

The Renfrewshire IJB Scorecard reports on Adult Social Work indicators alongside a variety of both local and national health service indicators. All indicators are reported under the nine national health and wellbeing outcomes. The most recently reported performance data recorded for Adult Social Work Services is appended to this report.

8. Current Adult Social Work Services Performance

- 8.1 Current performance for the 20 Adult Social Work Services' indicators is as follows:

Performance Indicator Status		No.
	Target achieved	2
	Warning	1
	Alert	1
	Data only	16

8.2 Areas of Strength – Green Indicators

The following two indicators are rated green and are achieving target.

Status	Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel
	Percentage of clients accessing out of hours home care services (65+)	89%	89%	89%	85%	
	Average number of clients on the Occupational Therapy waiting list	340	302	349	350	

8.3 Warning – Amber Indicator

The following indicator is an amber warning given that it is 2% below target.

Status	Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel
	Percentage of long term care clients receiving intensive home care (national target: 30%)	27%	28%	28%	30%	

8.4 Areas for Improvement

The performance indicator included within the table below is the only indicator rated as red or behind target. However, it should be recognised that the 2018/19 data is not currently available and throughout this time HSCP senior managers are working with NHS and Renfrewshire Council services to support staff and improve attendance.

Status	Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel
	Sickness absence rate for HSCP Adult Social Work staff (work days lost per FTE)	3.65	4.34	Not available due to change in recording systems	1.79 days	

9. Next Steps

- 8.1 The next performance report on delegated Adult Social Work functions will be reported to the Leadership Board on 4 December 2019.

Implications of the Report

1. **Financial - none.**
2. **HR & Organisational Development - none**
3. **Community/Council Planning – none**
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**

12. **Cosla Policy Position – none**

List of Background Papers

None

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Adult Social Work Services Scorecard 2018/19

Performance Indicator Status		Direction of Travel	
	Target achieved		Improvement
	Warning		Deterioration
	Alert		Same as previous reporting period
	Data only		

National Outcome 2: People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community						
Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Percentage of clients accessing out of hours home care services (65+)	89%	89%	89%	85%		
Average number of clients on the Occupational Therapy waiting list	340	302	349	350		
Percentage of long term care clients receiving intensive home care (national target: 30%)	27%	28%	28%	30%		
Homecare hours provided - rate per 1,000 population aged 65+	460	459	444	-	-	
Percentage of homecare clients aged 65+ receiving personal care	99%	99%	99%	-	-	
Population of clients receiving telecare (75+) - Rate per 1,000	29.13	39.47	40.17	-	-	
Percentage of routine OT referrals allocated within 9 weeks	-	-	Baseline 52%	-	-	

National Outcome 6: People who provide unpaid care are supported to reduce the potential impact of their caring role on their own health and wellbeing						
Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Number of adult carer support plans completed for carers (age 18+)	-	-	93 completed (Provisional)	-	-	
Number of adult carer support plans refused by carers (age 18+)	-	-	79 (Provisional)	-	-	
Number of young carers' statements completed	-	-	76 completed (Provisional)	-	-	

The performance indicators identified in the table above are designed to support carers' health and wellbeing and help make caring more sustainable. These measures were introduced on 1 April 2018, as a result of the implementation of the Carers (Scotland) Act 2016.

National Outcome 7: Health and social care services contribute to reducing health inequalities						
Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Number of Adult Protection contacts received	2,578	2,830	2,723	-	-	
Total Mental Health Officer service activity	200	200	723	-	-	
Number of Chief Social Worker Guardianships (as at position)	107	117	Year End Average 113	-	-	
Percentage of children registered in this period who have previously been on the Child Protection Register	12%	23%	24%	-	-	

National Outcome 8: People who work in health and social care services are supported to continuously improve the information, support, care and treatment they provide and feel engaged in the work they do

Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Sickness absence rate for HSCP Adult Social Work staff (work days lost per FTE)	3.65	4.34	Not available due to change in recording systems	1.79 days		
No. of SW employees, in the MTIPD process, with a completed IDP	543	909	1,000	-	-	

National Outcome 9: Resources are used effectively in the provision of health and social care services, without waste

Performance Indicator	16/17 Value	17/18 Value	18/19 Value	Target	Direction of Travel	Status
Care at Home costs per hour (65 and over)	£23.56	£22.40	2018/19 information available early 2020	-	-	
Direct Payment spend on adults 18+ as a % of total social work spend on adults 18+	3.7%	4.25%	2018/19 information available early 2020	-	-	
Net residential costs per week for older persons (over 65)	£360	£414	2018/19 information available early 2020	-	-	



To: Leadership Board

On: June 19, 2019

Report by: Chief Executive

Heading: Renfrewshire visitor and event marketing – midyear update

1. Summary

- 1.1 This report provides a mid-year update on the council's programme of visitor and event marketing and an outline of a new partnership with VisitScotland to drive the profile of the 2019 events programme and Renfrewshire as a visitor destination.
-

2. Recommendation

- 2.1 Members are asked to note progress at Appendix 1 (year 1 visitor marketing) and support the ongoing activity to market Renfrewshire's visitor attractions and the council's events programme for 2019.
-

3. Background

- 3.1 The Renfrewshire Visitor Plan to 2021 was developed with national tourism partners and local business and was approved by Leadership Board in 2017. Delivery of the plan is driven through seven strategic portfolios, led by officers through the council's internal tourism

development group. The Plan is monitored quarterly by the tourism sub-group of the Renfrewshire Economic Leadership Panel.

- 3.2 The council's marketing and communications service has four objectives in relation to the plan:
- Lead the ongoing development of the plan and manage the delivery model
 - Lead the implementation of the destination brand and manage destination marketing
 - Lead the delivery of the council's major events
 - Lead the development of an active tourism industry network
-

4. Progress update - destination marketing and 2019 event programme

- 4.1 The council launched Renfrewshire's first ever digital visitor guide – www.Paisley.is (with dedicated social channels), in March 2018. The website includes dedicated marketing content for each town and village across Renfrewshire, each with their own attractions and what's on information.
- 4.2 An accompanying programme of destination marketing has promoted the new brand and website to a UK audience and has exceeded year 1 targets. An overview of Year 1 visitor marketing can be found at **Appendix 1**.
- 4.3 Year 2 activity is well underway and is focused on 4 themes – developing partnerships, building the brand, raising the UK and international profile of Paisley and Renfrewshire and developing engaging visitor campaigns. A key initiative has been activation of a national partnership with VisitScotland and alignment of our 5 key target markets with national audience profiling. This included:
- An integrated marketing campaign to promote the Food and Drink Festival, endorsed by Visit Scotland. The campaign targeted an audience from a 2 to 4-hour drive time of Renfrewshire and included four key audiences - day trippers, engaged sightseers, natural advocates and food-loving culturalists
 - A spring/summer visitor campaign endorsed by Visit Scotland comprising of 5 targeted digital campaigns. The campaigns are targeting a day tripper audience (1 to 2-hour drive time) – adventure seekers and natural advocates, and individuals with a propensity to stay overnight within a 2 to 4-hour drive time - engaged sightseers, food-loving culturists, curious travellers.
 - Continued activity to position Renfrewshire alongside VisitScotland consumer and trade messaging – advertising in iCentres and Visit

Scotland Regional guide, plus new and refreshed content on VisitScotland website.

- 4.4 The VisitScotland partnership will drive increased brand awareness and generate Renfrewshire-specific visitor data and insights. Marketing campaigns have been activated to align with the distribution of new destination marketing materials Scotland-wide, including new Renfrewshire trails – Paisley Pattern and Wallace and Bruce heritage. This further reinforced Renfrewshire's presence at VisitScotland Expo in April.
- 4.5 Success of the partnership is being measured through VisitScotland analytics, independent event evaluations and data from attractions. A full evaluation will be included in the year end Visitor Plan progress report to Leadership Board. Analysis of event performance and the marketing campaign to promote the Food Festival is listed below at 4.7.
- 4.6 The 2019 events programme and supporting marketing campaign has been developed in response to the learnings of the 2018 programme evaluation. We estimate that over 160,000 people will attend the 2019 events programme generating a minimum economic impact for Renfrewshire of £4.5 million.
- 4.7 The Paisley Food and Drink festival took place on April 26 and 27 and included partnerships with Platform, Gin71 and Zero Waste Scotland and featured over 40 of Scotland's best street food producers, live music, children's workshops and live celebrity-chef cookery demonstrations. Activity included sustainable food education workshops delivered in Ferguslie Park, Erskine, Renfrew and Johnstone. Independent event evaluation and marketing campaign analysis confirmed:
 - Attendees to the event were up 32% on 2018 to 19,750 with over 5,000 day visitors to Renfrewshire
 - Average spectator spend was £58.81, up 39% on 2018
 - The event generated a direct economic impact of £328,000 and a combined economic impact of £1.1 million
 - 34% of attendees were aged between 25-34 years old with the number of children attending increasing to 42%
 - Most attendees identified themselves as 'Adventure Seekers' – influenced by the age of attenders and their enjoyment of outdoors and cultural activities
 - 66% of all respondents were aware of the Paisley is destination brand.
 - Marketing and PR activity generated 118 media articles with 4.7million opportunities to see or hear something positive about Paisley and Renfrewshire

- Total social media reach/impressions: 779,268
 - Paisley.is page views: 42,441
 - UK coverage included:
 - The coolest food festivals for 2019 (Country & Townhouse)
 - 30 best UK food and drink festivals and trips 2019 (iNews)
 - The UK's Best Foodie Weekends (The Independent)
 - The Times and The Telegraph – print and online
- 4.8 The British Pipe Band Championships took place at St James Park on May 18 and attracted 123 bands and competitors from across the world including USA, Belgium, Denmark and Ireland, and over 10,000 attendees. An external evaluation of the event is currently being prepared. Marketing and PR activity generated:
- 206 media articles with 13.1 million opportunities to see or hear something positive about Paisley and Renfrewshire
 - Total social media reach/impressions: 582,000
 - Paisley.is page views: 17,615
 - Media coverage included:
 - Press Association (PA)
 - BBC (Online and TV)
 - Daily Record
 - The National (Print and Online)
 - The Herald (Print and Online)
 - Mail Online
- 4.9 The 2019 Sma' Shot festival will take place on July 6 and will be held at a new location - Paisley Arts Centre, Browns Lane and Shuttle Street. The new location will enable greater integration with Sma' Shot Cottages and local businesses and accommodate future town centre infrastructure developments. The confirmed programme includes:
- Traditional parade with large scale floats and 'burning of The Cork'
 - Live music, Dooslan Stane stage and Poetry Slam
 - Exhibitions from THCARs2 and weaving demonstrations
 - Family entertainment programme
 - Great Places creative trail - creative workshops delivered by local artists in cafes and shops across the town centre.
- 4.10 The remaining *spring/summer* programme for 2019 will deliver Renfrew Gala Day (2 June), Barshaw Gala Day (22 June), and Johnstone Fire Engine Rally (10 August). The *autumn/winter* programme for 2019 will launch from June, with major events – The Spree Festival and Halloween, supported by national

marketing and VisitScotland partnership. To help expand local festive programming, additional support and marketing is being made available to communities across Renfrewshire to develop their own Christmas events. The roll out of a new events toolkit to assist local groups will take place in July, supported by a series of local planning surgeries with the council's events team. The 2019 calendar is listed below:

Dates	Event
26-27 April	Paisley Food Festival – UK profile and media
18 May	British Pipe Band Championships – UK/International profile and media
2 June	Renfrew Gala Day – local profile
22 June	Barshaw Gala Day – local profile
6 July	Sma' Shot Day – local profile
10 August	Fire Engine Rally – local profile
7-8 September	Doors Open Days – regional and national profile
11 – 19 October	The Spree – UK profile and media
25 - 26 October	Halloween event – UK profile and media
10 November	Remembrance Service – local profile
16 November	Paisley Christmas Lights Switch On – City Region profile and media
23 November	Renfrew Christmas Lights Switch On – local profile
30 November	Johnstone Christmas Lights Switch On – local profile
7 December	Glen Cinema Torchlight Procession & Abbey Service – local profile/national significance

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning –**
 - *Our Renfrewshire is thriving* – promoting a positive image and reputation of Paisley, and Renfrewshire as a whole, in Scotland, the UK and internationally

- *Reshaping our place, our economy and our future* – implement our destination marketing plans | deliver a range of exciting and diverse events to increase visitor numbers and grow local event attendances
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
 8. **Health & Safety** – none
 9. **Procurement** – none
 10. **Risk** – none
 11. **Privacy Impact** – none
 12. **Cosla Policy Position** –not applicable

List of Background Papers

N/A

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Paisley.is launched on 8 March 2018. Here are our highlights and achievements in year one....

Event highlights

160,873

Attendees

57,556

Unique visitors

£1.5m

Economic impact

£3.2m

Local spend

Event Scotland, Year of Young People
Signature Fund for Halloween Festival

£180k

Additional funding generated

770+

Young people
participated in
Halloween Festival

Youth events panel
continues as legacy
of Halloween

→ To ensure a strong youth
voice at future events

66% 34%

Local Visitors

Shortlisted at the Sunday Herald awards
for best live event for The Spree and Best
Cultural Event or Festival at Scottish
Thistle Awards for Halloween

Opportunities to see and hear something
positive about Paisley and Renfrewshire

335,774,133

Media coverage (2020 target achieved in year 1)

£4.62m

Combined PR value

1929

Number of articles

AM+A

London PR agency appointed

Seven media familiarisation trips

- Scottish Business Insider
- BBC Radio Scotland
- Scots Magazine
- We are the Millers (bloggers)
- 3 top music bloggers reviewed and attended The Spree

Coverage highlights include:

- Paisley Food and Drink Festival 2018—Olive Magazine, Delicious, The Skinny, The Metro, Scots Magazine, Daily Mail Online, Sunday Times, BBC Radio Scotland—Out for the Weekend
- British Pipe Band Championships 2018—STV2
- Weave/Sma' Shot Day—Big Issue
- SAY Award—Guardian, NME, Glasgow Live, Scotsman, ET, National, Skinny, The List, STV Online, Herald, Scottish Field, Clash Music, The List, Metro, BBC Online, AOL
- Doors Open Days—BBC Radio Scotland
- Spree—BBC Radio Scotland, Scottish Field, Daily Record, Sunday Mail, The List, The Skinny, Sunday Times
- Halloween Festival 2018—The List, The Herald, The Metro, The National, Daily Mail, STV Online, BBC Online
- Hermes Paisley on Paisley—BBC Radio Scotland, BBC Reporting Scotland, BBC Scotland—The Nine, STV, The Times

Our digital footprint

New website launched

www.paisley.is

245,000

Unique page views

→ Year 2 target of 175,000 unique visits
has already been exceeded

>60%

Visits via mobile

Most-visited page

Paisley Halloween Festival

27,000 views

Google adword
campaign activated

8466   

Total social media followers

→ Facebook is our fastest growing
social media channel

3,493,456

Total social media reach
and impressions

203,733

Total social media
engagement

National media partnerships
with The Herald, The List,
The Skinny and Capital FM

Partnerships activated

- Visit Scotland
- Event Scotland
- Renfrewshire Chamber of Commerce
- Digital Tourism Scotland
- Glasgow City Region
- St Mirren

Brand in action

- New visitor marketing materials created:
 - Paisley Walking Trail
 - Discover Paisley and Renfrewshire—bedroom magazine
 - Four Paisley Architects
 - Great things to see and do—in and around Scotland's largest town
- Local and national distribution network set up displaying our visitor leaflets
- Paisley.is taxi
- Paisley Town Centre banners
- Piazza signage
- Trademark filed for Paisley.is

Campaigns

- Attended Visit Scotland Expo
- Spring/summer visitor campaign
 - Generated more than 2.5million opportunities to see and hear something positive about Paisley and Renfrewshire
- Autumn/winter visitor campaign promoting the winter events programme
 - Attracted 38% of attendees from outwith Renfrewshire
- Delivered integrated marketing campaigns for all events
- Headline sponsor of the Roccos

