



**To:** Leadership Board

**On:** 4 December 2019

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**Report by:** Chief Executive

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**Heading:** Strategic Partnership Agreement - Paisley 2021 Community Trust

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**1. Summary**

- 1.1 "Our Renfrewshire" – Renfrewshire's Community Plan for 2017-2027 sets out a vision for Renfrewshire of "Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive".
- 1.2 Partnership working is key to the delivery of this Community Plan and also to our Council Plan, recognising that the Council alone will not be able to improve the outcomes targeted alone. A range of activities are underway across the Council to support greater collaboration and engagement with local community groups and organisations, by redefining the relationships that have developed over time and working more closely together on shared priorities.
- 1.3 In support of specific work being undertaken in partnership, a Strategic Partnership Agreement has been developed with Paisley 2021 Community Trust.
- 1.4 The concept of a Strategic Partnership Agreement between the Council and community organisations was originally piloted with Linwood Community Development Trust (LCDT), the purpose being to demonstrate commitment to partnership working and to strengthen communication and engagement through regular dialogue, particularly

in support of LCDT as it progressed and completed its development at Mossedge in Linwood.

1.5 Strategic Partnership Agreements are not legally binding in nature, instead reinforcing the commitment of both parties to the agreement to working in close collaboration and to learn from each other. The lead officer for Strategic Partnership Agreements within the Council is the Head of Policy and Commissioning. Subject to approval of the agreement with Paisley 2021 Community Trust appended to this report, regular partnership meetings will then be established, with the Strategic Partnership Agreement being jointly reviewed after one year's operation.

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## **2. Recommendations**

2.1 It is recommended that members approve the Strategic Partnership Agreement in relation to Paisley 2021 Community Trust.

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## **3. Background**

3.1 "Our Renfrewshire" – Renfrewshire's Community Plan for 2017-2027 sets out a vision for Renfrewshire of "Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive".

3.2 Partnership working is key to the delivery of the community plan, and to achieving the outcomes which all partners have agreed to target in Renfrewshire. Renfrewshire has a strong and resilient community sector, with a range of organisations delivering services and supports with public sector agencies.

3.3 Work is continuing to build on the principles and requirements of the Community Empowerment (2015) Act and to extend this further to redefine the relationships services and officers have with local community groups and organisations. New funds were introduced in 2018 to further support community empowerment and wider community development through the Community Empowerment Fund, Green Spaces Fund and Villages Investment Fund. These funds built on the success of the Cultural Heritage and Events fund, with a focus on

working in partnership with community groups and organisations to support creative and innovative ideas.

3.4 Following on from the establishment of the funds, a single point of contact was established through the Chief Executive's Service, with a view to working closely with community groups and organisations and to link these organisations to relevant Council services and officers as projects and proposals develop.

3.5 A Strategic Partnership Agreement was originally piloted with Linwood Community Development Trust, in recognition of the partnership working taking place in relation to the development of a new community facility at Mossedge, which received Council and Scottish Government Funding through the Regeneration Capital Grant Fund.

3.6 A further Strategic Partnership Agreements has now been developed between the Council and Paisley 2021 Community Trust (PCT). The purpose of this agreement is to set out how both the Council and PCT will work closely together to strengthen collaborative and partnership working, supporting mutual learning and identifying opportunities for further collaboration where appropriate.

3.7 Strategic Partnership Agreements reinforce the commitment to partnership working – they are not legally binding in nature and are non-exclusive in nature, allowing both parties to step back from the agreement if appropriate.

3.8 Section 4 of this report provides an overview of the Strategic Partnership Agreement in relation to PCT. Subject to approval this will be formally enacted and subject to regular review, with the lead officer within the Council being the Head of Policy and Commissioning. The initial period for each Strategic Partnership Agreement is one year.

**4 Strategic Partnership Agreement – Paisley 2021 Community Trust**

4.1 Paisley 2021 Community Trust (PCT) and Renfrewshire Council (the Council) share a common objective of driving cultural, social and economic regeneration in Paisley and each is committed to working collaboratively and co-productively with each other to support the achievement of their respective agreed strategic objectives.

4.2 This Strategic Partnership Agreement (SPA/ Agreement) sets out how PCT and the Council will engage and strengthen collaborative and partnership working, support mutual learning, and focus efforts on

supporting the high priority areas that are common to both organisations' strategic objectives.

- 4.3 This agreement is a statement of intent, which provides a framework for further engagement on a range of specific initiatives which have been identified by PCT, as well as those that may arise going forward.
- 4.4. Elected members will be aware that Paisley 2021 Community Trust have received support and funding historically in relation to proposals to bring community cinema to Paisley. Proposals have evolved over time and PCT are now exploring options for the development of their community cinema project in Paisley High Street. The Communities, Housing and Planning Board recently approved a recommendation to award funding in principle to PCT, to support the feasibility assessment for the revised High Street proposals.

## **Implications of the Report**

1. **Financial** – applications for Council funding are independent to the Strategic Partnership Agreement and subject to board approval.
2. **HR & Organisational Development** – none.
3. **Community Planning** – Strategic Partnership Agreements with community organisations support a drive to redefine the Council's relationships with community groups and organisations, in order to achieve shared outcomes and objectives.
4. **Legal** - none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
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** - none.
11. **Privacy Impact** – none.
12. **COSLA** - none.
13. **Climate Risk** - none

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



## A Strategic Partnership Agreement

between

**Paisley 2021 Community Trust**

and

**Renfrewshire Council**

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## 1. PURPOSE OF THE AGREEMENT

**Paisley 2021 Community Trust (PCT) and Renfrewshire Council (the Council) share a common objective of driving cultural, social and economic regeneration in Paisley and each is committed to working collaboratively and co-productively with each other to support the achievement of their respective agreed strategic objectives.**

This Strategic Partnership Agreement (SPA/ Agreement) sets out how PCT and the Council will engage and strengthen collaborative and partnership working, support mutual learning, and focus efforts on supporting the high priority areas that are common to both organisations' strategic objectives.

This agreement is a statement of intent, which provides a framework for further engagement on a range of specific initiatives which have been identified by PCT, as well as those that may arise going forward.

This Agreement defines a partnering approach and the broad governance arrangements required to support an effective and supportive relationship. This agreement, along with any subsequent versions of it and any appendices added to it, do not create obligations on either party, and separate, formal, written contracts will be required for any binding agreements between both parties. The agreement is non exclusive in nature, with both parties being free to enter into agreements with other organisations as required.

Although it does not contractually or legally commit either party to the allocation or investment of resource, it is entered into in the spirit of working together in collaboration and partnership, in pursuit of common purpose objectives. As such, this agreement sets in place and states intentions by both parties, to move forward in delivery of specific joint initiatives and collaborative partnership working.

Appendix 1 highlights planned engagement and joint working in relation to a specific proposal being progressed by PCT to develop cinema provision in Paisley's High Street Regeneration Zone. Additional appendices to this Agreement may be added, as required, to reflect any new arrangements agreed between the parties in support of this Agreement.

## 2. BACKGROUND

This Agreement is made between The Paisley 2021 Community Trust (PCT) and Renfrewshire Council (the Council).

PCT is a registered Scottish Charitable Incorporated organisation founded in 2014. It is managed by its board of voluntary trustees.

PCT is focused on community driven economic regeneration of Paisley. In collaboration and partnership with local communities, PCT aims to gather views, issues and ideas for the future of the town and to work in collaboration with the Council and other key stakeholders in Paisley. The overall objective is to deliver long-term social and economic benefits to Paisley which will be a catalyst for economic and cultural regeneration within the town.

As a Charitable Trust, the Trustees of PCT or any connected associations or companies will not receive any financial gain. 100% of all surplus generated will be reinvested into Community projects.

The key priorities of the Council are set out in its Council Plan "Thriving People, Connected Communities". The plan sets out the Council's strategic priorities over a 5-year period to 2022, with a focus on growing the Renfrewshire economy and addressing the challenges facing the area. It is built around five key themes:

- 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
- Working together to improve outcomes

Specific priorities include the regeneration of town centres, including Paisley, and a significant programme of economic and cultural investment in Paisley Town Centre itself in terms of cultural assets, public realm and housing. Recent work has been undertaken to develop a vision for Paisley Town Centre in partnership with Scottish Government and the Scottish Towns Partnership. This will consider the possible actions which all partners can take to promote the regeneration of the Town Centre.

The UK City of Culture Bid process sparked a bold and pioneering approach to cultural regeneration that is now termed Future Paisley. Future Paisley is underpinned and driven by a partnership that brings together communities, culture and heritage in pursuit of cultural, social and economic change.

Both organisations recognise the value to be gained from effective and efficient collaboration and co-production. The Council recognises that its large scale, complex organisational structure and decision-making processes can create challenges for effective engagement with smaller organisations.

The Council is committed to improving the way in which it works with community based organisations and both organisations view this Agreement as a beneficial mechanism to support mutual learning and ongoing improvement in collaborative and partnership working.

PCT and the Council will share learning with other Community organisations and networks.

Going forward, both organisations wish to strengthen collaboration and co-production by streamlining contact arrangements and ensuring that their resources are focused on those areas of strongest common strategic interest.

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### 3. FOCUS AREAS FOR COLLABORATION AND CO-PRODUCTION

The focus areas for this SPA are outlined in the table below:

PAISLEY COMMUNITY TRUST STRATEGIC PRIORITIES	RENFREWSHIRE COUNCIL STRATEGIC PRIORITIES
<p><i>PCT is focused on community driven regeneration of Paisley Town Centre, The overall objective is to deliver long-term social, cultural and economic benefits to Paisley which will be a catalyst for regeneration within the town.</i></p>	<p><i>Driving economic and cultural regeneration Growing our working age population Driving our local economy and developing new sectors Promoting tourism and the visitor economy Regenerating our town centres.</i></p>

### 4. JOINT WORKING PRINCIPLES

PCT and the Council wish to use this Agreement to strengthen the relationship between the two organisations in support of their mutual objectives.

This will be achieved by adopting the following principles:

PRINCIPAL	BEHAVIOURS
<b>Clarity</b>	<i>Ensuring that the basis for collaboration is clearly articulated and understood by both partners</i>
<b>Mutual understanding and respect for differences</b>	<i>Seeking to understand the specific environment and constraints faced by each partner and respecting those areas of differences.</i>
<b>Supportive</b>	<i>Committing to be supportive of each partners' strategic objectives</i>
<b>Equality</b>	<i>Working together on the basis of an equal standing</i>
<b>Openness and honesty</b>	<i>Commitment to communicating in an open and honest manner and constructively seeking to resolves any issues/conflicts that emerge</i>
<b>Fairness</b>	<i>Seeking to maintain fairness in all dealings between partners</i>
<b>Informative</b>	<i>Seeking to keep each other informed of important developments and initiatives</i>
<b>Mutual Respect for Confidentiality</b>	<i>Both parties fully respect to keep all information about strategies, plans, developments, initiative or any other relevant information and documents and their contents</i>

	<i>confidential and that they are not shared with any third party without prior consent of either party.</i>
<b>Best use of time and resources</b>	<i>Ensuring that all collaborative and co-produced activities seek to make best use of partners' finite resources and expertise</i>
<b>Representation</b>	<i>PCT will be invited to attend / participate in relevant groups relevant to the regeneration of Paisley's town centre and High Street as a recognised stakeholder.</i>
<b>PCT board meetings</b>	<i>Representatives from both Council Officers and Political Leadership team will be welcome to all PCT board meetings in an observers capacity.</i>

## 5. GOVERNANCE ARRANGEMENTS

The following arrangements will be put in place to oversee the implementation and development of the Agreement.

Both organisations will appoint an Agreement Sponsor which for PCT will be the Chair of Trustees, and for the Council will be the Head of Policy and Commissioning within the Chief Executive's Service.

The sponsors will meet at least annually to review progress and agree changes to the Agreement. The Sponsors may also agree to meet as required to deal with any issues escalated from the Lead Officer discussions.

Sponsors can mutually agree to invite other representatives of their organisations to join their meetings as appropriate (e.g. other PCT Board members Officers, Advisors, Council Leader, Council Chief Executive etc)

Both organisations will appoint a Lead Officer who will be responsible for co-ordinating and reviewing their organisations' input in support of the Agreement and to discuss new collaboration opportunities relevant to the agreed priority areas.

The Lead Officers for PCT will primarily be Gary Kerr, Andy Campbell and any other of the PCT Board of Trustees as PCT see fit to assign, and for the Council it will be Laura McIntyre, Head of Policy and Commissioning. The deputy for Laura McIntyre will be Annabelle Armstrong Walter.

The Lead Officers will meet on a six weekly basis to monitor progress with any projects and collaborative initiatives underway.

Within the first six weeks from the signing date a meeting will be held to agree future agenda points and prioritise the work for the year.

Normal 'service level' requests from PCT will be directed to the Council through the appropriate channels and be dealt with fairly, transparently and in accordance with the Council's operational procedures.

Both organisations recognise that organisational changes may occur which require these governance arrangements to be adjusted including changes to the sponsor or lead officer which will be notified to the other party whereas any additional changes shall be made by mutual agreement. In addition, each party to the agreement will have the right to terminate or withdraw from the agreement upon giving a period of notice of one month.

## 6. MONITORING AND EVALUATION

Built into this Agreement is the expectation that both the process and any associated projects will be subject to regular monitoring and an evaluation on completion that both organisations will participate in, in order to maximise lessons learned and allow both organisations to apply the learning elsewhere.

## 7. PERIOD OF AGREEMENT

The Agreement will run from 1 January 2020 to 1 January 2021.

This Agreement will be reviewed annually, and agreement reached on new or emerging priorities at that time.

It is the expectation of both parties that this SPA would be reviewed and then replaced by a new agreement which would reflect any changes to the priorities of both organisations at that time.

**SIGNED:**

*Gary C Kerr* \_\_\_\_\_

(Chair/ Trustee – PCT)

**For and on behalf of Paisley 2021 Community Trust:**

*Andy Campbell* \_\_\_\_\_

(Deputy Chair/ Trustee - PCT)

**For and on behalf of Paisley 2021 Community Trust:**

*Councilor Iain Nicolson* \_\_\_\_\_

(Leader – Renfrewshire Council)

**For and on behalf of Renfrewshire Council:**

## 8. APPENDIX A - CINEMA FOR PAISLEY HIGH STREET

### Notes of Agreement:

An objective of PCT is to deliver and create a new Community Cinema within Paisley Town Centre and the High Street regeneration zone. Renfrewshire Council recognises the ambition of Paisley Community Trust to deliver on this objective, with PCT leading on all aspects of the delivery of this project.

As set out in the principles for joint working, the Council will agree not to share information in relation to PCT's proposal without its agreement to any other party.

Both parties recognise and agree the future actions of commercial providers in terms of the development of this sector in Renfrewshire cannot be predicted. Notwithstanding this, the Council will support and work with Paisley Community Trust to develop and deliver a community led cinema proposition.

PCT agree to pursue all opportunities in equal measure to the benefit of the town.

### To access and make best use of resources and knowledge available:

PCT will be able to access support, knowledge, and expertise from Council, including departmental or officer level to assist from time to time or as necessary in the pursuit of this objective.

This will be by mutual agreement, will be on a reciprocal basis and at a level deemed to be appropriate by both parties.

All information shared between PCT and the Council through these officer relationships, will not be shared with third parties without prior agreement.

This is likely to be required in relation to:

- Partnership and network development
- Regeneration
- Funding – Council officers will continue to offer support for external funding applications, using internal expertise to support any funding bids made by PCT.
- Marketing and Communications – PCT and the Council will endeavor to ensure that all press announcements mentioning either party are shared in advance and agreed jointly as appropriate.