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**To: Leadership Board**

**On: 22 February 2023**

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**Report by: Chief Executive**

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**Heading: OneRen Annual Report**

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**1. Summary**

- 1.1 OneRen, the trading name of Renfrewshire Leisure Limited, recently published its annual review of 2021/22 which highlights the contribution that the organisation makes to the achievement of Council Plan, Community Plan and wider shared objectives through the wide range of projects, events and activities that it provides in the local community. Despite the impacts of Covid, OneRen recorded some 2.9 million attendances at venues and for online activities.
- 1.2 OneRen is the local charitable trust established by the Council to provide culture, leisure and sporting opportunities to help people enjoy active and healthy lives. OneRen works to improve life-long physical and mental health in every one of our communities. The charitable trust provides a range of affordable, accessible and ambitious services that are open to all and designed to improve personal, social and economic outcomes. OneRen's vision is to ensure that everyone locally can live lives that are healthy, happy and fulfilled.
- 1.3 The annual review, included within appendix one, also outlines the organisation's main achievements and community impacts, business performance and summary financial statements and forms part of the Council's performance monitoring arrangements. The review of 2021/22 is substantially influenced by the continuation of the Covid pandemic and work to recover from the health emergency.
- 1.4 OneRen's objectives are closely aligned to those of Renfrewshire Council. Progress is reported to the OneRen Board of Directors and the Council's Leadership Board. OneRen's Board is Chaired by Councillor Lisa-Marie Hughes, with partner directors including Councillor Gillian

Graham and Councillor Anne Hannigan. Quarterly performance reports to the Council's Chief Executive Office are made through the Council's monitoring officer for OneRen. We measure and report on progress through performance indicators.

- 1.4 OneRen is currently preparing its annual business plan, which will be submitted to the next Leadership Board cycle. The business plan will outline how the organisation will continue to recover its business as we continue to emerge from the pandemic and support communities impacted by economic challenges. The plan will also highlight the next steps in progressing the organisation's transformation programme.

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## **2. Recommendations**

- 2.1 It is recommended that the Leadership Board:
- I. Notes OneRen's annual review of 2021/22.

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## **3. Background**

- 3.1 The Services Agreement with OneRen sets out the terms for it to deliver cultural, leisure and sport services within Renfrewshire. This specification:
- relates to the management of the cultural, leisure and sport facilities operated by OneRen within the council area;
  - sets out standards, specifications, procedures and other requirements to be followed by OneRen in the provision of cultural, leisure and sports services.
- 3.2 One of the terms in the Services Agreement is the development of an annual Business Plan. The plan sets out OneRen's priorities to deliver its strategic objectives and demonstrates its commitment to deliver the related strategic priorities set out in the Council and Community Plans. Last year, the business plan for 2022-23 was approved by OneRen's Board in March 2022. It was presented to and approved by Leadership Board in April 2022.
- 3.3 Over the last year, quarterly monitoring meetings have taken place with Council/OneRen colleagues to review delivery of the service specification and contribution to Council Plan priorities. The annual review included as appendix one forms part of the Council's monitoring arrangements and is included with this report for noting.
- 3.4 During the pandemic, OneRen's charitable and company status meant that OneRen was able to access the Government's Job Retention Scheme to support over 800 full-time, part-time and casual staff. Employees received 100% of their salaries, including those on furlough, as part of the trust's ongoing commitment to its staff.

- 3.5 OneRen staff have also played an important role in terms of the wider public health response to the pandemic by continuing to provide staffing for four mass vaccination centres.
- 3.6 As a result of the Covid pandemic, service provision continued to adapt in line with Government restrictions. OneRen moved swiftly to ensure continued provision of services through each stage of lockdown, restrictions easing and recovery, utilising a combination of digital channels and other delivery mechanisms to ensure that people, particularly those with underlying health conditions, or at risk from loneliness and isolation, remained supported throughout the pandemic. Staff innovation has been central to this role, where new solutions and services have been required to meet community needs in these new circumstances.
- 3.7 However, with the easing of restrictions, OneRen re-opened its venue at the earliest opportunity to support communities to recover. Staff and volunteers across the charity worked to aid recovery, bringing people back together through valued public programming across Renfrewshire's community assets. While numbers attending have not reached pre-pandemic levels, the Annual Report highlights the breadth and depth of the work undertaken to support Renfrewshire's recovery.
- 3.8 OneRen has progressed ambitious plans, including a brand refresh and improvements in customer journey, and close participation in the Council's investment in the Cultural Infrastructure Programme, as we look forward to re-opening these significant venues in 2023/24 as part of the region's regeneration plans.
- 3.9 In recognition of the continuing recovery from Covid, OneRen has worked closely with the Council, in addition to the usual monitoring arrangements, in recognition of the exceptional circumstances impacting on service delivery throughout 2021/22 and 2022/23.

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## 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** – N/A

5. **Property/Assets** – N/A

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.

13. **Climate Change**- not applicable.

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## List of Background Papers

(a) n/a

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ONE  
REN

# Annual Report

2021/2022



[oneren.org](https://oneren.org)





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@weareoneren







Parent and Toddler swim programme Renfrew Victory Baths – 46 toddlers attended with their parents in week one and block classes were fully booked within two days of launch.



# Chairperson's Introduction



Councillor Lisa-Marie Hughes  
Chairperson of the Board  
OneRen

OneRen has been part of the glue which has helped hold our communities together throughout the pandemic and as we move towards recovery. We have one aim – to ensure that everyone across Renfrewshire can enjoy lives that are healthy, happy, and fulfilled. Our teams work hard to fulfil that mission each and every day.

As we look back at the last financial year, we're reminded of the challenges we continued to face, with COVID restrictions and the incredible work of our teams in bringing people back together after a time of crisis. This has not been easy. People and communities have been deeply affected, and we'll continue to play our part in helping in their recovery. We are OneRen and we are passionate about improving life-long physical and mental health and wellbeing in every one of our communities.

Working with our incredible teams, we have re-opened our venues, bringing people back together. Working with our partners, not least Renfrewshire Council, we have provided lifeline interventions during the health emergency. From

using our venues as NHS vaccination centres to delivering books and toys to those shielding at home and re-opening our facilities at the earliest opportunity, we have delivered not only support, but comfort to our communities.

Despite the challenges I'm thrilled to say that we recorded almost 2.9 million attendances at OneRen services, both in-person and online. It's been a huge achievement and I want to thank our teams who have gone above and beyond to deliver for the communities we serve.

However, as we emerge from the pandemic, it's clear we now face another huge challenge. The cost-of-living crisis is impacting us all. We will do everything we can to support the people of Renfrewshire. We are working closely with our key partners, from Renfrewshire Council to our third and voluntary sector colleagues to ensure our venues and services can support our communities, when people need them most.

At a time of crisis, we have endeavoured to be a constant support for Renfrewshire's citizens. We champion our communities and will continue to do so in the weeks and months ahead.



# Highlights of the year

**Despite the impact of COVID restrictions, there were 624 referrals to our Live Active team and 2,291 consultations were delivered – all improving the health and wellbeing of patients referred to us by NHS partners.**

Library e-resource usage increased by 70%, from 257,559 in 2020-21 to 437,955 in 2021-22.

**Library teams supported almost 10,000 people to help them navigate the digital world, improving digital literacy and opening up online access to navigate welfare and health applications, or simply to connect with friends and family.**

Around 40 young care experienced young people become an ArtBoss each month – with weekly creative workshops improving their health and wellbeing and boosting individual confidence.

**1,941 people attended 96 events for this year's Paisley Book Festival events which returned following COVID disruption. The successful event included 74 authors and organisations on an exciting programme of events. More than 1,300 school pupils attended our schools' programme.**

Our army of incredible volunteers gave 3,238 hours of their time to support Renfrewshire communities.

Lunar Eclipse: 332 pupils from Primary Schools across Renfrewshire were given the chance to participate in a special Lunar Stream event in June 2021.

**Our Active Schools programme adapted to COVID and recorded an amazing 71,000 attendances at physical activity sessions, with 18,500 participants in the final quarter of the financial year.**

Vitality Classes – which help people living with medical conditions to get more active – saw 4,332 attendances, with 3,754 in-person and 578 online attendances.

**Our Women's Unpaid Work Group uses art and crafting sessions to support those with community payback orders to achieve new goals and gain a sense of achievement, as well as learning new skills.**

Despite COVID closures and disruption swim memberships recorded a 91% increase to 1,200 swim only members, as people looked to make a splash once again.

**And finally... we highlighted a story about a book returned to Paisley's Central Library – more than 50 years late along with a £20 note and an anonymous letter apologising for the book being so overdue. This story was picked up by 20 UK-wide print media and 34 worldwide online media outlets.**







# Our shared ambition

OneRen is the local charitable trust established by the Council to provide culture, leisure and sporting opportunities to help people enjoy active and healthy lives. We are passionate about the part we play in improving life-long physical and mental health in every one of our communities.

Our trust provides a range of affordable, accessible and ambitious services that are open to all and designed to improve personal, social and economic outcomes.

We are committed to our vision to ensure that everyone locally can live that is healthy, happy and fulfilled. Our mission is to improve our community's health and wellbeing by working in partnership to design and deliver a range of life-enhancing and accessible cultural, leisure and sporting opportunities that meet local needs and improve life chances across the population, and is framed around our four strategic objectives:

- **A Sustainable Economy**
- **A Healthy Community**
- **A Great Place to Live, Play and Visit**
- **A Sustainable, High-Performing Charity**

Our objectives are closely aligned to those of Renfrewshire Council. Our progress is reported to the OneRen Board of Directors and the Council's Leadership Board. Quarterly performance reports to the Council's chief executive office are made through the Council's monitoring officer for OneRen. We measure and report on progress through performance indicators.

During the pandemic, our charitable and company status meant that OneRen was able to access the Government's Job Retention Scheme to support over 800 full-time, part-time and casual staff. Employees received 100% of their salaries, even those on furlough, as part of our ongoing commitment to our people.



# 1 A Healthy Community

Our aim is to help everyone lead healthier, happier and more fulfilled lives. We play an active role in improving health and well-being outcomes, addressing inequalities and improving life chances amongst the people of Renfrewshire. For those in our community looking to learn and develop skills to help improve their day-to-day life, we offer access and support wherever we can. We work collaboratively to deploy a range of interventions to tackle poor mental and physical health in our community.

## Mass Vaccination Centres

A key part of that has been our continuing support for the NHS COVID and flu vaccination programmes. Our teams supported NHS GGC colleagues to deliver mass vaccination centres at The Lagoon, Renfrew Sports Centre, Tweedie Hall and Johnstone Town Hall, with a return to 7-day-per-week operations in December 2021.

## Health Walks

Last year, OneRen received funding from Renfrewshire HSCP to create two local walking routes around Paisley. The permanent signage for these routes has been put in place and is paired with an interactive map and points of interest to encourage people to take in the history of the area, whilst getting out and about to improve their general wellbeing.

In March 2022, the number of people attending health walks increased to almost 5,600, with a similar number of attendances at both physical and digital health and wellbeing classes including Easy Exercise, Move More and Vitality classes which encourage gentle and accessible physical activity.







In the last financial year, despite the impact of the COVID restrictions, there were 624 referrals to the Live Active team and

**2,291**  
consultations were delivered.

## Renfrew Victory Baths turns 100

However, as restrictions slowly eased, we were able to re-open our venues and welcome people back. In September 2021, Renfrew Victory Baths celebrated its 100th anniversary with a week-long exhibition, curated by Renfrewshire Leisure Arts and the Indoor Leisure team, telling the stories and history of the much-loved venue.



## Swimming Groups Return

The following month, we launched the Parent and Toddler swim programme Renfrew Victory Baths – 46 toddlers attended with their parents in week one and block classes were fully booked within two days of launch.

## Live Active Referral Scheme

The Live Active Referral Scheme is a well-established, and a well-utilised service, part funded by NHSGGC. The programme is ideal for those who are keen to make better lifestyle choices and who would benefit from being physically active but need help to do so. Through the support of specialist Live Active Advisors, those referred receive bespoke advice and encouragement to set realistic goals on how to make changes to their activity levels. In the last financial year, despite the impact of the COVID restrictions, there were 624 referrals to the Live Active team and 2,291 consultations were delivered.

Following heart failure, and a nine-week stay in hospital, John, was referred to the Live Active team. He said:



**This was the road to recovery, an excellent service. The class was a great incentive to get back to what I once took for granted.**



Vitality Classes

Vitality is a series of physical activity classes which have been specifically designed for people living with medical conditions such as Parkinson’s disease, MS, Stroke, Cardiac Conditions, Cancer, Osteoporosis, Cognitive impairments and COPD. They are also ideal for those who have a fear of falling or find their strength and balance is starting to impact on their daily lives. In 2021-22, there were 4,332 attendances, with 3,754 in-person and 578 online attendances.

Kathleen was referred to outdoor Vitality classes after a decline in her physical health. She found the instructor so encouraging and as a result, has been attending Vitality classes at Linwood ON-X ever since. She said:

“I’ve hip and back problems and find the Vitality classes so helpful. Before I started, I couldn’t really bend without pain but now I can walk a bit better and even manage a little bit of gardening. I really appreciate the help from the instructors. The classes have all been so helpful to my mental health.



In 2021-22, there were

**4,332**

attendances, with 3,754 in-person and 578 online attendances.





MacMillan Cancer Support

**269**

We delivered 269 Move More consultations

MacMillan Cancer Support

Our partnership with Macmillan Cancer Support has continued to help people, particularly helping those affected to become more physically active through our Move More classes. We delivered 269 Move More consultations. One user said:

“I was initially frightened of injuring myself when exercising after surgery. This class gave me confidence to stretch and move more feely without the worry of injury.





Cultural Social Prescribing Service

Referrals to our new Cultural Social Prescribing service started toward the end of the financial year as restrictions further eased. An example was the referral of a man who was experiencing loneliness and social isolation. Supported by our team, he attended a group session at Glenburn Library, where we learned that he could no longer read due to macular degeneration. Our team member suggested accessing ‘talking books’ which was arranged, along with his library membership and home delivery service. The social contact and ability to read again brought new life to someone who thought his life was in decline.

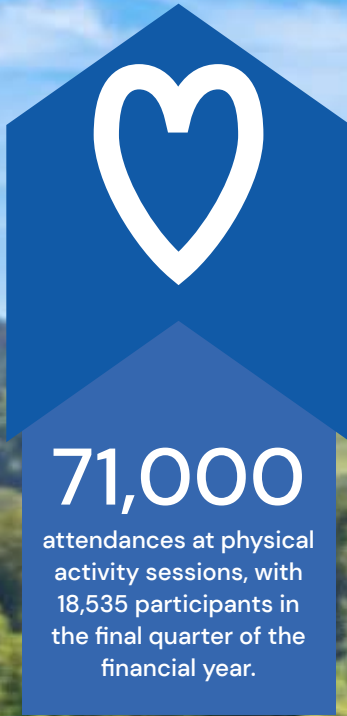
Active Schools

Our Active Schools team continues to provide opportunities for children and young people to become more physically fit and active. Although there was significant disruption as a result of COVID, the team recorded 71,000 attendances at physical activity sessions, with 18,535 participants in the final quarter of the financial year.

The Active Schools team continues to pioneer with an in-depth survey across all Renfrewshire Schools, which assesses the physical activity of children and flags those who require further support. Our team is the only one in Scotland to produce a regional pupil survey, which provides invaluable insight and date to allow OneRen staff to work with children, their families and carers and schools to improve community health and wellbeing.

Our six-week Summer Holiday Programme returned, providing a programme of leisure and arts activities for schoolchildren over the summer holidays. Taking place across several Renfrewshire Leisure venues, 1761 children took part in these holiday camps.

In September 2021, we launched a new Active Families Disability Sport and Activity Club, providing young people with disabilities the opportunity to take part in a weekly club with fun activities as well as the opportunity to take part in sports/activities led by qualified coaches.





# 2 A Sustainable Local Economy

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We aim to provide a positive role in developing the local Renfrewshire economy. We want to create opportunities for high quality and sustainable jobs as well as build wider local employability through providing positive development pathways. We will contribute to the local partnership effort to build inclusive economic growth that benefits everyone.

Growing our economy, means growing our community wealth.





Library Services

During the pandemic, our libraries continued to work hard to enable everyone in the community to have access to books by providing a new, free delivery service in Renfrewshire to anyone over 70 years of age and anyone with a disability or medical condition which limits their ability to leave their home. The free Libraries Direct Home Delivery Service continues to be popular with 321 people now signed up to use the service.

We deliver Bookbug bags to every child in Scotland at four key stages between birth and age 5. The bags are distributed via health centres, nurseries and schools and is co-ordinated by the library service, alongside library visits and story-reading sessions. Each bag contains picture books and other fun items for families to enjoy together and help children develop a love of stories, songs and rhymes. In-person Bookbug events were reintroduced in September 2021. Children were able to enjoy the reading programme in-person for the first time in almost 18 months, with pre-booked slots available on a first come, first serve basis.

Renfrewshire Libraries took part in the Summer Reading Challenge 2021 in partnership with the Reading Agency. The theme was ‘Wild World Heroes’ and included a programme of free activities and events taking place across the summer involving all Renfrewshire Libraries. 768 children participated in libraries and 251 completed the challenge. 136 participated in the

digital summer reading challenge with 42 completing the challenge.

With COVID restrictions, it is perhaps no surprise that e-resource usage increased by 70%, from 257,559 in 2020-21 to 437,955 in 2021-22. This figure includes usage of all the libraries online resources, Britannica, Oxford reference, Comics PPlus, e-books, e-magazines, Press Reader and more. Over the course of the financial year, our Digital Assistance almost tripled from Q1 to Q4, with almost 10,000 people assisted over 2021/22. Digital Assistance is key to improving digital literacy in our communities. The library service supports anyone in the library to learn digital skills and improve their online access.

Renfrew Library staff made a lot of visits to nurseries and schools for National Storytelling Week. They read no fewer than 40 stories to 172 children and got some wonderful feedback.

One parent said:

“ Our children have had no interaction with other professional people within our local community in the past two years due to the pandemic. Having James visit and read stories was refreshing and ignites their interest in books and in turn promotes their communication and language.



768

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Over the course of the financial year, our Digital Assistance almost tripled from Q1 to Q4, with almost 10,000 people assisted over 2021/22.





80

children attend  
autistic with a parent  
or carer at Johnstone  
Community Sports Hub

## Autastic

A new partnership has been built between OneRen and Autastic. Autastic club offers opportunities to children with ASN to explore their interests and be themselves. The sessions bring families together in a safe and relaxed environment, facing challenges and celebrating differences together. 80 autistic children each week attend with a parent or carer at Johnstone Community Sports Hub.

One parent said:

“It's been absolutely incredible meeting new families and old ones in our new home at Johnstone Community Sports Hub. Our kids have settled amazingly and we are loving getting to know every single one of them. We are so lucky.”

## Pen Pals Project

The Scottish Government Funded Project, Pen Pals Project, connects children from Renfrewshire's School of African Cultures and children from ethnic and refugee communities from across Renfrewshire and the West of Scotland. Children aged 8 – 11 years had the opportunity to attend a workshop with an artist and creative writer, then compose and exchange letters/drawings of connection between each other.

The project culminated in the launch of the Pen Pals project book in March 2022, with children meeting in person for the first time and taking part in creative sewing workshops facilitated by Sewing2gether All Nations at Mossvale church. The children received a book which collected all their work and documented the project as a whole. One participant, aged nine, from Paisley, said:

“The best thing about having a pen pal is that I made a new friend and being able to tell them about the things I like to do. It was good that I could find out what Gabriella likes to do as well.”

When we met, we just started talking like we were old friends, and we'll keep on writing to each other.





23

grants valued at more than £60,000 were given to artists to deliver new projects and support them during COVID

### Artist Development Grants

Artist Development Grants were established to support freelance artists in the area at a time when livelihoods are threatened by the impacts of COVID. 23 grants have been awarded with a total value of £60,566. Projects were completed in summer 2021.

### Kick Start Apprentices

Over 30 young people applied for the Social Media Assistant Position with Heritage Services as part of the governments Kickstart Programme. The successful candidate took up their post on the 10th of May, and will support heritage services in developing their online presence through social media channels.

### Volunteers

Across OneRen our army of volunteers have given 3238 hours of service to their local communities.

Deirdre Williamson is just one of our fabulous volunteers who delivers Macmillan Information and Support Sessions in Renfrewshire libraries. She said:

“

I chose to volunteer for two reasons. Firstly, the emotional and practical support I received when I was ill was immeasurable and, although I had an amazing family around me, sometimes it helps to have someone a bit removed. The other reason is that I genuinely wanted an opportunity to not only help others but to try and give a little back. Sometimes volunteering can be challenging and it's difficult not to get emotionally involved but it's also hugely rewarding.



Across OneRen our army of volunteers have given 3238 hours of service to their local communities.



# 3 A Great Place to Live, Play and Visit

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We aim to keep building a positive reputation for Renfrewshire as a place for a wide range of exceptional leisure and cultural experiences. We want a growing recognition for our regional leisure opportunities, rich local history and diverse heritage. We provide a high-profile platform for local economic and civic opportunities.







UWS | PAISLEY



The programme was a huge success with

**1334**

children attending events.

## Paisley Book Festival

1941 people attended 96 events for this years Paisley Book Festival events which took place in February.

The successful event included 74 authors and organisations in an exciting programme of events which included welcoming the First Minister to chair the closing event.



I have to say, I did a talk today with @BookPaisley for some p6 students from @ThornPriSch and they were one of the best groups of readers I've met. So engaged & so open for discussions. An excellent visit. Meeting them was a pleasure. Hope you enjoy the rest of #ShowUsWhoYouAre

Shout out to every festival or event in the last few months who have gathered people safely to celebrate the joy of art. I was at @BookPaisley for a wee event and it was a delight!

## Schools Programme

This year alongside Paisley Book Festival, Renfrewshire Libraries produced the biggest schools programme yet, with 13 authors and illustrators delivering 30 events in school and public libraries. We aimed to give as many young people in Renfrewshire as possible a chance to be part of the Book Festival and to meet and be inspired by one of our engaging and motivational team of contributors. Events for primary schools took place in public libraries, and schools were provided with books by the visiting author prior to the event. Secondary school sessions were hosted in the school libraries, with the school librarians working in collaboration with teaching colleagues to select classes for the visit. We also held a sensory storytelling workshop on Teams for teachers at the two additional support needs schools, Riverbrae and Mary Russell. Pre-recorded videos for this can be viewed on the Paisley Book Festival youtube page along with other sessions for younger children from Ross Collins, Debi Gliori and Catherine Rayner.





We welcomed back our sporting events, with school disability sport events delivering for more than **300** participants.



## Return of Sporting Events

The reduction of COVID restrictions has seen indoor events again at our leisure facilities. These include Muay Thai events at the On-x with more than 800 spectators and participants. We also hosted school disability sport events with 300 participants and school badminton events with 250 young people taking part, among others.

## Return of The Arts

With COVID disruptions, the ability to create, produce and show programme was hugely disrupted. In 2020/21, OneRen has worked tirelessly to keep creativity alive within our communities.

*Roxana* was originally written to be a live, site-responsive theatre performance, presented in The Secret Collection, but then due to COVID-19, it was adapted to be digital performance. This version of *Roxana* was a unique digital experience filmed exclusively for the Paisley Book Festival.

The arts team continued to move from digital to in-person productions, and the performance programme launched its first season of live performances, following the easing of COVID restrictions and since the closure of Paisley Arts Centre for refurbishment.

The performance programme has taken place at Renfrew Town Hall, the Tannahill Centre and includes a new partnership with the Bungalow as a venue for live performance.

Our Film Meet Ups returned to provide a place for filmmakers to meet and to network, with a programme of masterclasses, artist talks and networking opportunities.

Our Easter programme featured a sell-out digital workshop for babies and their carers, and intergenerational digital performances called Up and Down, where children and their parents/carers could attend a digital performance with grandparents living in other parts of the area/country during COVID restrictions.

The Cycle Arts Festival delivered a new programme in Renfrewshire that highlighted cycling, walking and wellbeing in the context of arts activities of all kinds. It was part of Renfrewshire's Place Partnership, a programme of place and people based cultural interventions supported by Future Paisley and Creative Scotland and supported by Clyde Muirshiel and Sustrans.



# 4 A High Performing Sustainable Charity

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We aim to build a sustainable business founded on fairness, providing flexible services which enable everyone locally to live lives which are healthy, happy and fulfilled. We want to build on our charitable credentials, allowing diverse funding streams to be used to challenge inequality. We will provide modern services based on deep rooted values.



Membership income showed some recovery following COVID disruptions, as customers returned to leisure venues.





Loving the new website and joined up approach, having a platform that shows all the Renfrewshire amenities in 'one place' will be great for the community to find what they are looking for quickly and also allow you to better promote your services and venues – well done.

## Introducing OneRen

In January 2022, we introduced our new brand and name. Since it was introduced feedback has been hugely positive, with staff and service users embracing the fact that We Are OneRen. We were able to match the timing of the rebrand to an existing piece of work to improve our website, and by taking forward a complete refresh of our digital assets, we have created significantly increased engagement in the months since launching.

We embarked on our rebrand following extensive stakeholder research which showed that Renfrewshire Leisure was a brand that was perceived as outdated and didn't reflect the breadth and depth of our work, for customers or staff.

Our staff teams helped to develop the new brand, creating an identity that unifies and expresses our shared ambition to deliver for the communities we serve. As we entered 2022, and with the hope that the health emergency would soon be behind us, we launched our new brand, with new staff uniforms and marketing campaigns to bring our audiences together following the pandemic.

Staff were involved in the journey to the new brand from the beginning and they were impressed by the results. Colleagues were surveyed within 8 weeks of the brand launch:

- Over 70% of staff felt OneRen better represents the organisation.
- 84% of staff have used the website and were positive about the site.
- Staff felt united with a consistent uniform.
- They felt the new brand helped raise awareness of our services and organisation.

The rebrand was also deemed a success with customers and stakeholders. We recorded over 130,000 visits to our new website in the first 8 weeks following launch. In comparison – 2021 saw 38k visits in the same period.

## Why the rebrand?

The decision to rebrand and market the organisation as a new identity came following extensive stakeholder research which included:

- The Renfrewshire Leisure brand was outdated and didn't reflect the organisation as a whole.
- Customers and members of the public were unaware of some of the cultural, sport and health services which we operated.
- Only 12% of customers and 2% of the public understood that we were a charity.



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This is fantastic, love this. Really does bring the organisation and its purpose together.



Wow, the new website and branding looks brilliant. It's good to see all the services and teams coming together as OneRen.

# ONE REN



How was it received?

Staff were involved in the journey to the new brand from the very beginning. A staff survey showed it was received really well.

Over 70% of staff felt OneRen better represents the organisation.

70%

Staff felt united with a consistent uniform.

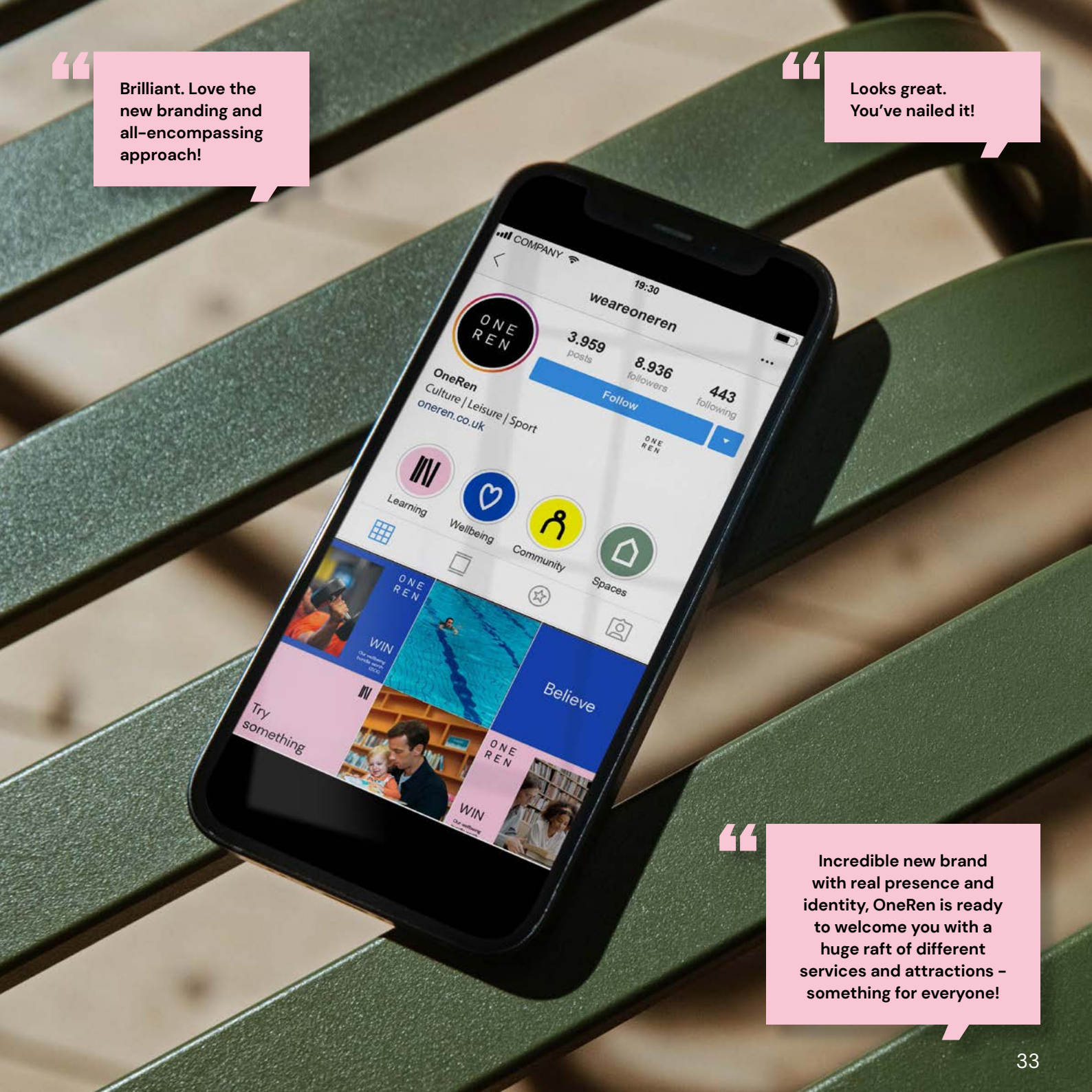
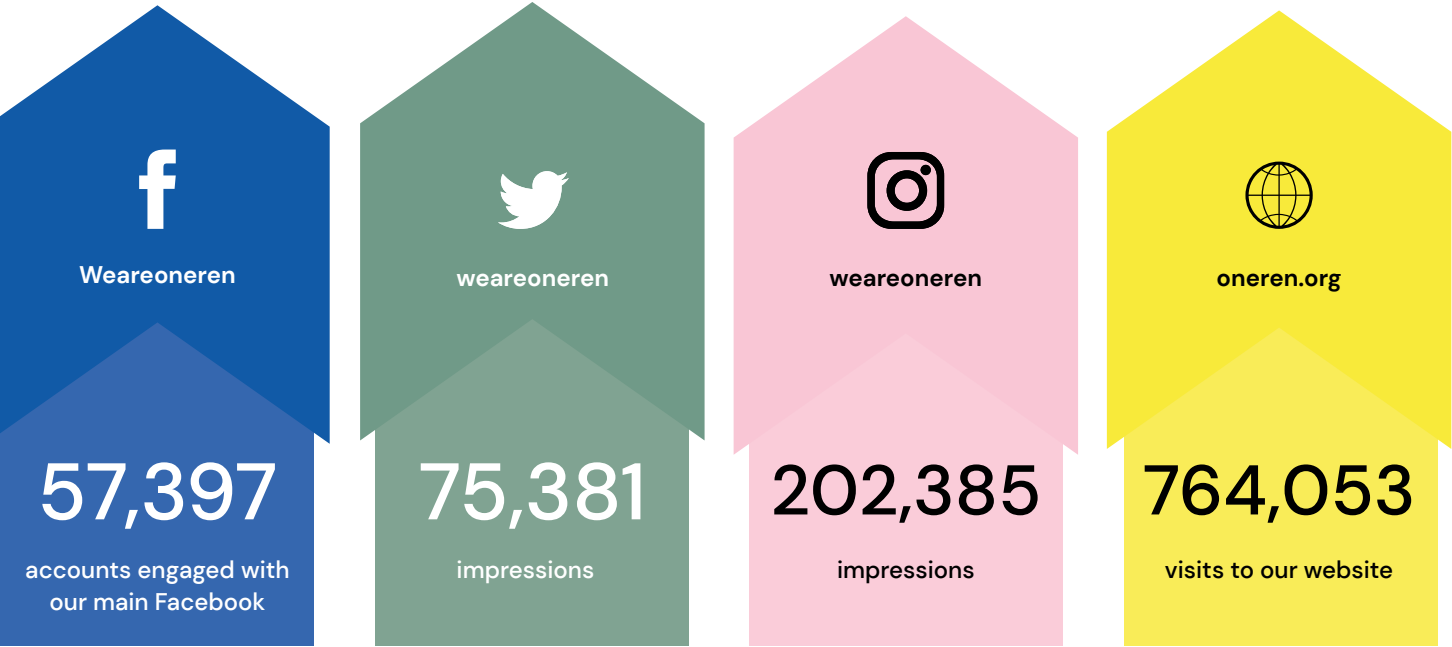


The majority felt the new brand helped raise awareness of our services and organisation.





Social & Website



“ Brilliant. Love the new branding and all-encompassing approach!

“ Looks great. You’ve nailed it!

“ Incredible new brand with real presence and identity, OneRen is ready to welcome you with a huge raft of different services and attractions – something for everyone!



### Leisure Centre Memberships

As COVID restrictions eased in 2021/22 our gym attendance doubled from Q1 to Q4. This coincided with an increase in operating hours and new membership options coming on stream. Despite periods of closure, membership income showed signs of recovery.

Swim memberships recorded a 91% increase. We now have over 1200 swim only members, almost 100% increase in pre pandemic numbers.

### Fitness for Ferguslie

Fitness for Ferguslie is a volunteer-led community fitness gym based in Ferguslie Park and supported by OneRen. Working with the team, we encourage people to become more active, not only to improve their physical activity, but build self-esteem and reduce isolation and loneliness.

### ArtBoss

ArtBoss is a Creative Young Producers’ project developed and delivered as part of Future Paisley. It is a partnership between OneRen, Renfrewshire Council Youth Services, Children’s Services and charity, Who Cares Scotland. The aim of the project is to develop skills in a group of care experienced young people, young carers and young people needing support to improve their mental health and wellbeing to programme cultural events, works and happenings for their peers.

Through participating in weekly workshops, Art Boss young producers have had a multitude of cultural opportunities and experiences. Around 40 young people participate each month. The young people who attended reported an increased understanding of Renfrewshire’s cultural landscape, as well as developing new skills, which in turn, has led to an increased sense of wellbeing and purpose within the group. During sessions, young people reiterate their enjoyment of the group, and consistent high attendance rates demonstrate their dedication and passion for Art Boss.



### The Women’s Unpaid Work Group

The Women’s Unpaid Work group provides art and crafting sessions to women who have community payback orders to serve. This project provides a space where the women can regularly attend to learn new skills as well as create something to feel pride in. These new skills often work with textiles, working through processes and sometimes working collaboratively to create something. These sessions are ran by a qualified artist and are supported by the Health and Social Care Criminal Justice Team. The aim is to allow the women to feel a sense of achievement during their payback and learn a skill that might be transferable to employment.

### Celebrating Success

Craig Dalziel, Renfrewshire Leisure Bikeability coordinator was Highly Commended by Cycling Scotland and has received an award in recognition of his ongoing dedication to the Bikeability programme in Renfrewshire, which resulted in record delivery figures for Level 2 on-road cycle training in Renfrewshire Schools.

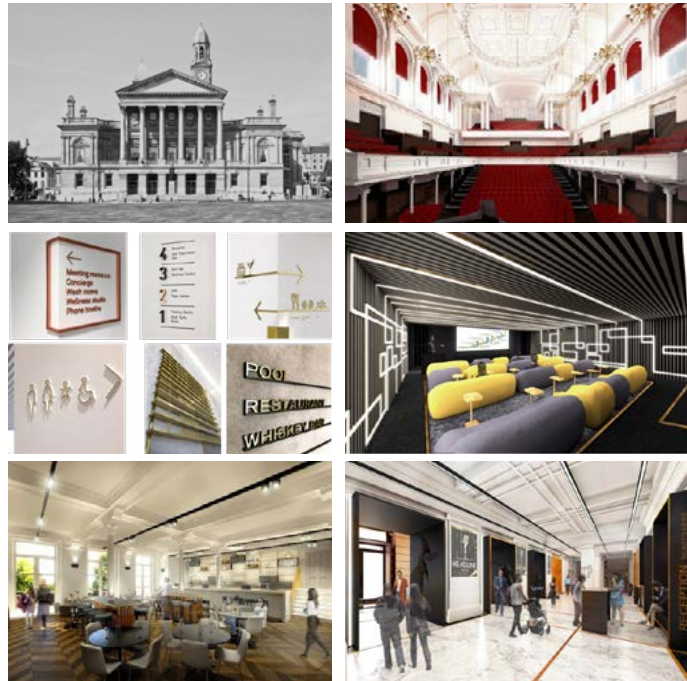




# Looking Ahead

2023 is going to be a huge year for Paisley and Renfrewshire and we want everyone to join us as some of our much-loved venues return.

Renfrewshire Council is investing around £100 million in the culture-led regeneration of Paisley town centre. That means that in 2023 and 2024, we will begin to welcome back some new and improved community assets that we operate on behalf of the Council. We look forward to welcoming everyone to our new and refurbished venues.



## Paisley Town Hall

Re-opening later in 2023, Paisley Town Hall will once again be the striking centrepiece at the heart of the town's life. Building on its 140-year history, the new and improved town hall will attract more and bigger performances, bringing with it more people to Paisley.

The transformation of the venue will be a sight to behold. The inside of the 19th century architectural gem will have been turned into a 21st-century entertainment venue for the West of Scotland.

It will be a new home for headline acts and intends to establish itself as a go-to venue for top musicians, bands and performers in the country. Our wish is that performers will aspire to play here and once experiencing it, like our customers, will want to return again and again. More than that, it will be a place which the people of Paisley and beyond take to their hearts – a place where memories are made that last a lifetime.

## Paisley Museum

Opening in 2024, the world-class museum refurbishment is the flagship project in the regeneration of Paisley and Scotland's biggest cultural heritage capital development. Home to galleries, an observatory, heritage centre, public gardens, events, and more, the reimagined museum will be at the heart of the local community – and open for everyone to learn, discover, create and connect.

The new museum will be a vibrant and accessible cultural hub providing welcoming facilities to the community whilst attracting visitors to Paisley from across Scotland and beyond.

The stories behind the museum and the treasures it holds have been extensively and collaboratively researched and will be shared more widely in the months ahead – building excitement as we look forward to revealing the jewel in our cultural crown.



## Paisley Learning and Cultural Hub

Work is ongoing on the creation of a new, modern community and educational facility housing library services in a formerly vacant High Street unit. Paisley Central Library used to be located within Paisley Museum, but in its new home it will stand as an icon on the high street, with the aim of attracting more people into the town centre and the venue.

The new central learning and cultural hub complements other investment by the Council in the town centre, such as the nearby Secret Collection museum store, improved transport links and outdoor spaces, and ongoing work to help property owners restore historic buildings



## Paisley Arts Centre

The refurbished Paisley Arts Centre, will also see its refurbishment completed in 2023, improving both performance facilities and visitor experience at the popular venue.

Paisley Arts Centre stage has hosted some of Scotland's biggest names in the three decades since the 250-year-old former church building was converted into one of the country's most vibrant small entertainment venues.

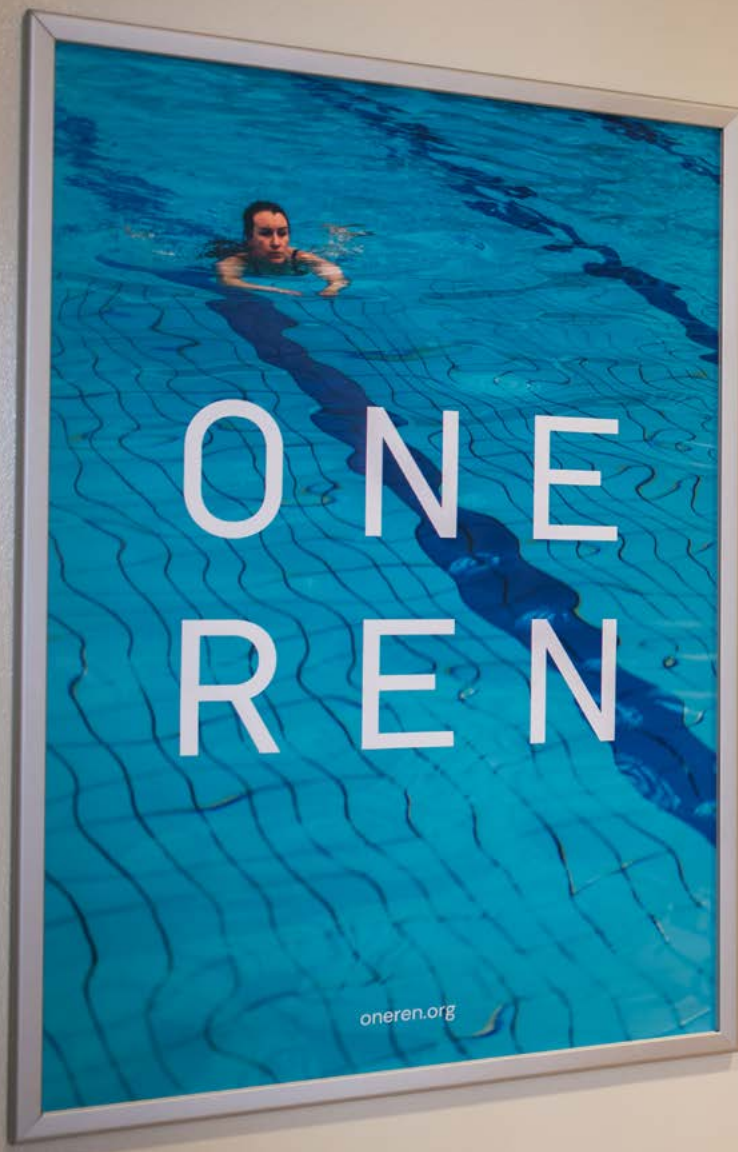
PAC has an excellent reputation within the theatre community for programming a wide and varied range of performances. The centre will offer a platform for emerging artists and performers which will reinforce Paisley and Renfrewshire's place in Scotland's cultural scene.

The facility will be modern and welcoming, while retaining the incredible character of the historic building. The refreshed venue will be flexible enough for small, intimate performances as well as the capacity for larger gigs that we know will attract a range of performers and audiences.

You can keep up to date on all of the projects and every OneRen venue and service by visiting our website and following us at

oneren.org  
@weareoneren  
  





Dr Victoria Hollows  
Chief Executive  
OneRen

# Chief Executive's Statement

**I am immensely proud of how our OneRen team have reacted to the unprecedented challenges we have all faced in recent times. Our teams have worked with passion, care and commitment throughout the health emergency to provide services which are life-changing and life-affirming, at a time which has been limiting for so many.**

Although the external environment in which our services are operating continues to change, our teams are working tirelessly to adjust, promote and offer new activities and services for our communities. We have worked in every part of Renfrewshire, adapting services to meet community needs and innovating where necessary to deliver services in a different way.

OneRen's mission is to improve our community's health and wellbeing by working in partnership to design and deliver a range of life-enhancing and accessible cultural, leisure and sporting opportunities that meet local needs and improve life chances across the population.

Across our teams, we are delivering on that mission, and I am proud of how we can share our work and evidence the difference we make throughout this annual report. I want to

thank our incredible staff, volunteers, our Board, partners and stakeholders. By working together, collaboratively and in partnership, we know that our services make a real difference to people's lives.

The months ahead may prove just as challenging to navigate as the pandemic and so our teams are doubling down in our efforts to support people and communities most impacted by the harsh economic outlook through the opportunities we can provide through culture, leisure and sport. This level of commitment and care for others is central to our core values. As well as designing exceptional programmes, we are always focused on how we break down barriers to access and allow everyone in our communities to flourish. From supporting care experienced young people to build their confidence through art and culture, to helping women going through the justice system to rebuild their lives, we make a real difference. We work incredibly hard to deliver for those who need our help most, such as helping young Ukrainian people who have just arrived in Renfrewshire with the basics they need to be able to take part in sport in our schools,

We began 2022 by changing our name to OneRen. Our new name reflects our belief that through working together, as one, we will build a stronger Renfrewshire through the benefits that culture, leisure and sport can bring to people socially, creatively, economically and to their physical and mental wellbeing.





# Financial Report

The charity is funded through a service payment from Renfrewshire Council, grant income and admission fees generated at its leisure and sports facilities and cultural venues.

The charity does not trade for profit. Any surplus generated by the charity is applied solely to the continuation and development of the charity for the benefit of the local community.

The statement of financial activities for the year ended 31 March 2022 shows net expenditure of £3,498,000 (2021 £1,438,747) before other recognised gains and losses.

In line with recommended accounting practice, the reported figures include a notional entry for future pension costs which are based on an actuarial review of future pension liabilities for current and previous OneRen employees. Employer superannuation contributions (pension payments) are paid over to Strathclyde Pension Fund for current employees to meet future pension liabilities.



# RENFREWSHIRE LEISURE LIMITED

## Trading as ONEREN

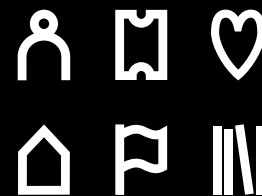
The Statement of Financial Activities includes all gains and losses recognised in the period.  
All incoming resources and resources expended derive from continuing activities.

| Consolidated statement of financial activities including income and expenditure account for the year ended 31 March 2022 | Note | UNRESTRICTED Funds 2022<br>£ | RESTRICTED Funds 2022<br>£ | TOTAL Funds 2022<br>£ | TOTAL Funds 2021<br>£ |
|--|------|------------------------------|----------------------------|-----------------------|-----------------------|
| <b>INCOME</b>  |      |                              |                            |                       |                       |
| <b>Operation of leisure and cultural activities</b>  |      |                              |                            |                       |                       |
| Income from charitable activities  | 3    | 18,519,165                   | –                          | 18,519,165            | 17,280,878            |
| Commercial trading operations  | 5    | 901                          | –                          | 901                   | (280)                 |
|  |      | 18,520,066                   | –                          | 18,520,066            | 17,280,598            |
| Other incoming resources   | 4    | –                            | –                          | –                     | –                     |
| <b>Total income</b>  |      | 18,520,066                   | –                          | 18,520,066            | 17,280,598            |
| <b>EXPENDITURE</b>   |      |                              |                            |                       |                       |
| Expenditure on charitable activities   | 6    | 21,990,671                   | –                          | 21,990,671            | 18,715,826            |
| Commercial trading operations  | 5    | 27,395                       | –                          | 27,395                | 3,519                 |
| <b>Total expenditure</b>   |      | 22,018,066                   | –                          | 22,018,066            | 18,719,345            |
| <b>Net expenditure before other recognised gains and losses</b>  | 10   | (3,498,000)                  | –                          | (3,498,000)           | (1,438,747)           |
| <b>OTHER RECOGNISED GAINS AND LOSSES</b>   |      |                              |                            |                       |                       |
| Actuarial gains/(losses) on defined benefit pension schemes  | 11   | 12,230,000                   | –                          | 12,230,000            | (7,642,000)           |
| <b>Net movement in funds</b>   |      | 8,732,000                    | –                          | 8,732,000             | (9,080,747)           |
| Total funds brought forward  |      | (10,871,816)                 | –                          | (10,871,816)          | (1,791,069)           |
| <b>Total funds carried forward</b>   |      | (2,139,816)                  | –                          | (2,139,816)           | (10,871,816)          |
|  |      | =====                        |                            | =====                 | =====                 |

|   | Notes | Group<br>31 March 2022<br>£ | Charity<br>31 March 2022<br>£ | Group<br>31 March 2021<br>£ | Charity<br>31 March 2021<br>£ |
|---|-------|-----------------------------|-------------------------------|-----------------------------|-------------------------------|
| <b>FIXED ASSETS</b>                             |       |                             |                               |                             |                               |
| Tangible assets                                 | 12    | 512,799                     | 512,799                       | 722,155                     | 722,155                       |
| Investments                                     | 5     | -                           | 1                             | -                           | 1                             |
|   |       | 512,799                     | 512,800                       | 722,155                     | 722,156                       |
| <b>CURRENT ASSETS</b>                           |       |                             |                               |                             |                               |
| Stocks  | 13    | 74,421                      | 68,073                        | 74,421                      | 67,356                        |
| Debtors   | 14    | 4,900,269                   | 4,900,289                     | 4,403,239                   | 4,385,988                     |
| Cash at bank and in hand                        |       | 346,269                     | 346,149                       | 221,196                     | 221,076                       |
|   |       | 5,320,959                   | 5,314,511                     | 4,698,856                   | 4,674,420                     |
| <b>CREDITORS:</b>                               |       |                             |                               |                             |                               |
| Amounts falling due within one year             | 15    | 5,465,574                   | 5,428,833                     | 5,052,827                   | 5,024,593                     |
| <b>NET CURRENT LIABILITIES</b>                  |       | (144,615)                   | (114,322)                     | (353,971)                   | (350,173)                     |
| <b>NET ASSETS EXCLUDING PENSION LIABILITY</b>   |       | 368,184                     | 398,478                       | 368,184                     | 371,983                       |
| <b>DEFINED BENEFIT PENSION SCHEME LIABILITY</b> | 16    | (2,508,000)                 | (2,508,000)                   | (11,240,000)                | (11,240,000)                  |
| <b>NET ASSETS INCLUDING PENSION LIABILITY</b>   |       | (2,139,816)                 | (2,109,522)                   | (10,871,816)                | (10,868,017)                  |
| <b>INCOME FUNDS:</b>                            |       |                             |                               |                             |                               |
| Unrestricted income funds                       |       | (2,139,816)                 | (2,109,522)                   | (10,871,816)                | (10,868,017)                  |
| Restricted income funds                         |       | -                           | -                             | -                           | -                             |
|   | 17    | (2,139,816)                 | (2,109,522)                   | (10,871,816)                | (10,868,017)                  |
| <b>INCOME FUNDS INCLUDING PENSION LIABILITY</b> |       | (2,139,816)                 | (2,109,522)                   | (10,871,816)                | (10,868,017)                  |
|   |       | =====                       | =====                         | =====                       | =====                         |
| <b>PENSION RESERVE LIABILITY</b>                | 22    | 2,508,000                   | 2,508,000                     | 11,240,000                  | 11,240,000                    |
| <b>INCOME FUNDS EXCLUDING PENSION LIABILITY</b> |       | 368,184                     | 398,478                       | 368,184                     | 371,983                       |
|   |       | =====                       | =====                         | =====                       | =====                         |



# ONE REN



## OneRen Board

|                        |                      |
|------------------------|----------------------|
| Cllr Lisa-Marie Hughes | Chair                |
| Cllr Anne Hannigan     | Director             |
| Cllr Gillian Graham    | Director             |
| Alan Cunningham        | Staff Director       |
| Kieron Achara          | Independent Director |
| George Clark           | Independent Director |
| Bob Darracott          | Independent Director |
| Mary-Frances Felletti  | Independent Director |
| Elaine Robertson       | Independent Director |
| Anne Mcmillan          | Independent Director |

## Senior Leadership Team

|                     |   |
|---------------------|---|
| Dr Victoria Hollows | Chief Executive                                       |
| Fiona Naylor        | Finance, Governance and Business Improvement Director |
| Mark Tokeley        | Operations and Estates Director                       |
| Sylvia Smith        | Business Development Director                         |
| Kirsty Devine       | Paisley Museum Reimagined Project Director            |

## Further Information

For further information about  
OneRen, please visit our  
website at: [oneren.org](http://oneren.org)

## You can contact us:

Lagoon Leisure Centre  
11 Christie Street Paisley PA1 1NB  
Telephone: 0141 618 6351

OneRen, a trading name of Renfrewshire Leisure Limited  
Company limited by guarantee no: 490998  
Registered Charity in Scotland: SCO33898

OneRen, a trading name of Renfrewshire Leisure Trading Limited  
Company limited by guarantee no: 241310  
VAT Registered Company: 210 0336 83

[oneren.org](http://oneren.org)  
[#WeAreOneRen](https://twitter.com/WeAreOneRen)

