

Notice of Meeting and Agenda Leadership Board

Date	Time	Venue
Wednesday, 08 June 2016	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Members of the Press and Public

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

Further Information

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

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
www.renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx

For further information, please either email
democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Membership

Councillor Lorraine Cameron: Councillor Eddie Devine: Councillor Andy Doig: Councillor Roy Glen: Councillor Jim Harte: Councillor Jacqueline Henry: Councillor Brian Lawson: Councillor Kenny MacLaren: Councillor Mags MacLaren: Councillor Eileen McCartin: Councillor Iain McMillan: Councillor Tommy Williams:

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

Items of business

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.

- | | | |
|----------|---|------------------|
| 1 | Report by the Accounts Commission - Overview of Local Government in 2016 | 5 - 56 |
| | Report by Chief Executive | |
| 2 | Better Council Change Programme - A Sustainable Future | 57 - 62 |
| | Report by Chief Executive | |
| 3 | Council Plan Progress Report 2016/17 | 63 - 70 |
| | Report by Chief Executive | |
| 4 | Tackling Poverty Programme - Progress Update | 71 - 94 |
| | Report by Chief Executive | |
| 5 | Tackling Poverty Programme - Project Update on Street Stuff and Special Wardens | 95 - 98 |
| | Joint report by Chief Executive and Director of Community Resources | |
| 6 | Renfrewshire Economic Framework 2016-2018 | 99 - 138 |
| | Report by Director of Development and Housing Services | |
| 7 | Paisley Town Centre Heritage Asset Strategy - The Paisley Pattern | 139 - 144 |
| | Joint Report by Directors of Finance and Resources and Development and Housing Services | |
| 8 | The Regeneration of Paisley Town Centre - Paisley Museum Project | 145 - 150 |
| | Report by Director of Development and Housing Services | |

9	Cultural Strategy for Renfrewshire	151 - 174
	Report by Chief Executive	
10	Charter for Household Recycling in Scotland and Associated Code of Practice	175 - 186
	Report by Director of Community Resources	
11	Resettlement of Syrian Refugees and Support to Unaccompanied Asylum-seeking Children	187 - 192
	Report by Director of Children's Services	
12	Community Empowerment (Scotland) Act 2015: Consultation on Guidance	193 - 218
	Report by Chief Executive	

To: Leadership Board

On: 8th June

Report by: Chief Executive

Heading: **Report by the Accounts Commission - 'An overview of local government in Scotland 2016'**

1. Summary

- 1.1 Audit Scotland prepares an annual report on behalf of the Accounts Commission which provides a high level, independent view on the management and performance of all councils across Scotland. The 2016 overview report was published in March 2016, and a full copy of the report is attached as Appendix 1 to this report.
- 1.2 The 2016 report reflects a number of key messages for local authorities across Scotland and represents a call for local authorities to significantly change the way in which they work to deliver services, in order to effectively manage the significant financial challenges ahead.
- 1.3 The report specifically considers:-the financial context in which councils are operating; the impact of the Local Government Budget settlements; public accountability; the preparedness of Councils to deliver on the requirements of the Community Empowerment (Scotland) Act 2015 and the extent to which governance arrangements within councils are fit for purpose.
- 1.4 In relation to the financial challenges facing local authorities, the report recognises the impact of reductions in public sector budgets coupled with increasing demand pressures on the provision of services. It also notes the tough decisions faced by councils in balancing their budgets. The report considers the need for comprehensive and accessible financial information and long term financial planning to help members understand the financial position of the council, support the decision making process and enhance performance scrutiny.

- 1.5 Section 3 and onwards of this report provides an overview of the key messages contained within the Audit Scotland review, and notes the current position of Renfrewshire Council in terms of addressing these challenges at a local level. As detailed in the sections below, the Council has made positive progress in taking forward an ambitious and positive programme of change through the Better Council Change programme, which has played a significant role in terms of managing the impact of budget deficits on services over successive years.
- 1.6 A report by the Chief Executive relating to the next phase of the Better Council programme is also included on the Leadership Board agenda. The report recognises the significant progress made by the Council to date in terms of implementing this programme which has played a major role in managing the impact of budget deficits on services over successive years. The programme has aimed to introduce change to the organisation and the delivery of services to facilitate the release of the necessary budget savings, and where possible minimise or mitigate the impact of the budget reduction on the public and on our workforce. The constant review and update of the change programme, so far, has helped us avoid, in the main, short-term savings decisions which need to be implemented quickly and which can be damaging to the service and those who use it. It also however articulates the very significant medium term financial challenge that the Council is expected to face and that in order to continue to be an ambitious, and high performing Council, there will be a need to take strategic decisions about how the Council will deliver services that can be sustained into the future, balancing the needs of our communities with the resources in light of the anticipated financial position of the Council over the year through to 2020.

2. Recommendations

- 2.1 It is recommended that members are requested to note:
- i. Audit Scotland's key messages in their 'overview of local government in Scotland 2016 report.

3. Background

- 3.1 The Audit Scotland report contains a number of key messages in relation to the pressures facing councils, the need for clear financial and performance information, opportunities arising through the Community Empowerment Act and better succession planning. The report draws on the findings from their local government audit work in 2015 including audits of financial statements, Best Value, community planning partnerships and performance information.

3.2 An extract of the key messages contained within the Audit Scotland report are summarised below in bold text along with further supporting summary information from the detail of the report. In addition, the Renfrewshire Council position in relation to each key message is provided in relation to each of these areas.

4. **Key Message - Financial Management**

4.1 **The report outlines Councils' revenue funding from the Scottish Government will reduce by five per cent in 2016/17, bringing the real terms reduction in revenue funding since 2010/11 to 11 per cent. At the same time, they face additional financial pressures and greater demands on services. Councils have been effective in balancing their annual budgets until now but councillors face increasingly difficult decisions about how best to spend their reducing budgets. This requires clear priorities and better long-term planning.**

4.2 The report highlights the financial challenges local government will have to address in the following years:

- there has been a 5% real terms average reduction in revenue funding for councils in 2016/17 from 2015/16;
- planned capital funding reductions with Councils requiring to reduce their capital programmes or increase borrowing;
- continued overspend for a third of councils on their social work and social care budgets;
- almost half of Councils are using their reserves to bridge the gap between their income and spending in 2015/16, which Audit Scotland noted as "unsustainable";
- rising pension costs for councils and the requirement to curb the pension fund deficit; and
- the increase in the living wage. This will benefit low paid workers but there will be an increase in employee and contractor costs meaning additional financial pressure on councils' finances.

4.3 In the report, Audit Scotland also notes that these financial challenges have been compounded by the local government financial settlement, increasing service demands flowing from a growing ageing population, the need to respond to the requirements of the Community Empowerment (Scotland) Act 2015 and the political pressures of two elections in 2016.

4.4 Audit Scotland strongly advises in its report that good financial planning and management is required to ensure future financial sustainability for councils. Long and medium financial plans should be clearly linked to the council's objectives, include scenarios/options to address the above future financial challenges, forecasted service change programmes savings, asset management programmes and workforce plans.

Renfrewshire Council's Position

- 4.5 *The Council agreed it's 2016/17 budget on 3 March 2016. The budget reflected a 3.4% cut in Scottish Government funding from 2015/16. The level of grant received was conditional on the Council committing to certain conditions relating to teacher numbers, payment of the living wage and maintaining the council tax freeze. The settlement received was for one year only, with an expectation that greater clarity with regards to future settlements would emerge later in 2016.*
- 4.6 *The Council has through the Better Council programme achieved considerable savings and cost and demand mitigation measures have also been put in place for key services. These actions have ensured the Council's financial position remains stable, and the level of reserves being held remains appropriate.*
- 4.7 *The Council agreed a medium term financial strategy in 2012 which will be reviewed over the course of 2016 as the medium term position with regards to the Council's grant settlement becomes clearer. In addition the Council's longer term (10 year) financial planning model will be updated in order to provide additional context and understanding of key financial risks facing the Council.*

5. Key Message – Budget Reductions

- 5.1 **Councils' responses to budget reductions have mainly focused on incremental savings to existing services. In the face of further funding reductions, councils should be evaluating options for more significant changes to delivering key services, beyond health and social care integration.**
- 5.2 In recent Best Value audits, and again in this report, Audit Scotland has criticised councils for their lack of ambition when trying to address the funding gap and so far only small-scale savings have been delivered. In their opinion this is because councils have relied too much on voluntary redundancies/retirements, only slightly increasing fees for services and the lack of urgency on delivering their identified savings in their transformation programmes. In the report, examples are provided on how councils can achieve savings and community benefits, such as through increasing online access to services, sharing services, collaborating on procurement and using arm's-length external organisations (ALEOs). The transfer of additional services to Renfrewshire Leisure by the Council is cited as a good practice case study in the report.

Renfrewshire Council's Position

- 5.3 *The Council has a clear improvement plan as outlined in the Council Plan and the Better Council programme; which includes transformation and modernising projects aimed at realising efficiencies.*

Measures such as:

- consolidating customer and business services;
- implementing a Customer portal;
- improved website to enable increased digital activity;
- integrating hard and soft facilities management services;
- the Councils involvement in the Clyde Valley residual waste project; and
- the ongoing review of how the Council best uses its properties and works with its partners in ensuring best value e.g. the shared use of Johnstone Town Hall

5.4 *A report from the Chief Executive in relation to the next phase of the Better Council change programme is included under the next item on this Board agenda. The report reflects the success of the change programme to date and notes that the constant review and updating of the change programme has helped the Council to avoid in the main, short term savings decisions which require quick implementation.*

5.5 *The report notes that in order to address the significant future challenges faced by the Council, a number of which are outlined by Audit Scotland in its report for the Accounts Commission, whilst continuing to strive for modern, high quality service; the council will require to take significant strategic decisions about the future delivery of services within the resources that are likely to be available.*

6 Key Message – Customer Satisfaction and Performance Information

6.1 **Despite reducing their spending, performance measures show that councils improved in areas such as educational attainment, the quality of council housing and waste recycling, in 2014/15. However, customer satisfaction with some services declined and there are more significant funding reductions to come in 2016/17 and beyond.**

6.2 Audit Scotland highlights that some councils use performance information more effectively than others, using comparator data and self-evaluation as intelligence and the standard of public performance reports needs to be improved for a number of councils.

Renfrewshire Council's Position

6.3 *Contrary to national trend of declining customer satisfaction, the Council has maintained satisfaction levels for the majority of service areas. In particular satisfaction levels for schools and social care services significantly increased from the previous year. School satisfaction was reported at 91%, an improvement from 83% and the Council is now ranked in the top quartile of adults satisfied with social care or social work services at 7th highest in Scotland.*

- 6.4 *On an annual basis the Council ask members of our public services panel their views on our approach to public performance reporting (PPR) and what information they want to read about. This feedback is used to improve our approach, format and content of PPR, to ensure that our citizens are reading information that matters most to them. Part of this has included introducing an infographic magazine 'It's All About You', which includes a series of graphics, key performance indicators and case studies, which is structured around the Council's key priorities.*
- 6.5 *As the Council continues to implement its future model of change, there will be a requirement to enhance the analytical capabilities of the organisation in order to allow elected members to make informed, evidence based decisions about issues relating to the projected demand and needs of the local population in order to develop new models of service delivery. The Policy and Commissioning division, within Chief Executive's Service, is realigning existing resources to develop a Data Analytics resource, which will support service transformation and wider strategic initiatives.*

7. Key message - Workforce

- 7.1 **Most councils have reduced their workforces to save money, and many are planning further staff reductions. In doing so, they need to ensure they have people with the knowledge, skills and time to design, develop and deliver effective services in the future.**
- 7.2 The report states that despite this workforce reduction, without changing the ways councils deliver services this approach to achieving efficiencies is not sustainable.
- 7.3 Audit Scotland note that the requirement for a workforce plan, which is clearly linked with the priorities of the organisation and good succession planning is key to ensure the workforce have the skills to deliver on future service models.

Renfrewshire Council's Position

- 7.4 *The Council's Organisational Development (OD) strategy 2016-19 focuses on three key priorities to ensure that the workforce is equipped in terms of capacity and capability to meet the Council's priorities and deliver on future service models. Plans are underway to implement a programme of development focussed on building workforce capability in the areas of: 1. Workforce planning, 2. People development and 3. Performance appraisal. The Council is investing in an HR, OD and Workforce Strategy service model, which places workforce planning at the core of HR activity. This will allow for more robust management of resources aligned to the Council's Better Change Programme.*

8. Key Message - Community Empowerment (Scotland) Act 2015

8.1 **Councils and their partners also need to respond to the Community Empowerment (Scotland) Act 2015, by involving local people more in making decisions about services, and empowering local communities to deliver services that are sustainable and meet local needs.**

8.2 Audit Scotland advise that when looking at possible options for delivering services, councils and their partners need to consider the opportunities presented by the Community Empowerment (Scotland) Act 2015. The Act aims to empower community bodies through ownership or control of land and buildings, and by giving communities more say in decisions about public services.

Renfrewshire Council's Position

8.3 *Renfrewshire Council supports the principles of public participation in the delivery of services and ownership of assets promoted by the Community Empowerment (Scotland) Act 2015. The Council already operates an Asset Transfer policy and has undertaken positive discussions with community organisations who have been through this process in order to identify possible adjustments needed to respond to the provisions of the Act. The Council has a track record of co-producing services with the third sector, such as Reaching Older Adults In Renfrewshire (ROAR) and the Street Stuff youth activity programme and facilitating asset and land transfers.*

8.4 *Renfrewshire Community Planning Partnership established the third-sector led Renfrewshire Forum For Empowering Communities in 2013 as one of its six community planning boards in 2013. The Forum has four outcomes for communities in Renfrewshire, including:*

- Have the capacity and resources to lead projects and be involved in service delivery and*
- Have the capacity, enthusiasm and "right to try" the management of local assets.*

8.5 *Renfrewshire Council and its community planning partners, particularly the Third Sector Interface, Engage Renfrewshire, are actively working together to provide advice and support to community groups interested in the participation request or asset transfer elements of the Community Empowerment (Scotland) Act. This has included early engagement with communities on the draft guidance in relation to the Act and the potential development of a toolkit to assist community groups on their journey towards asset transfer or participation in service delivery.*

9. Key Message – Governance and Training for Councillors

9.1 **Councillors need to keep updating their skills and knowledge to fulfil their complex and demanding role. In particular, it is increasingly important that they are able to challenge and scrutinise decisions and performance, and fully assess options for new and different ways of delivering services within their reducing budgets.**

9.2 The report commented that councillors should have clear, understandable and manageable information to make decisions, that council business should be conducted in an open manner and that scrutiny training is delivered more widely, rather than at the start of a political term.

9.3 As councils are adapting to the challenges highlighted above, by implementing new ways of working, revising staff and management structures and working more in partnership with private, public and third sectors Audit Scotland advise that “it is therefore even more important for councils to review and update governance arrangements to ensure they are fit for purpose”.

Renfrewshire Council's Position

9.4 *The Council has developed an extensive training package for Councillors to access. The training resources for Councillors include access to:*

- *the Improvement Service National Portal for Elected Members where Councillors can assess their individual training requirements online, participate in peer assessment, develop personal training plans and access, at a convenient time, a range of learning modules developed specifically to address the unique role of an elected member regardless of experience;*
- *the Improvement Service annual programme of Masterclasses in the format of workshops/presentations designed to examine specific local government topics in depth;*
- *a Convenership Skills course;*
- *an annual programme of briefings on a range of sector-specific topics delivered in-house by Council officers and invited guest speakers;*
- *an annual programme of training for members of the Audit, Scrutiny & Petitions Board; and*
- *access to the resources of the Council's online i-learning platform for staff.*

9.5 *The annual programme of training for members of the Audit, Scrutiny & Petitions Board includes specific courses and briefings on scrutiny matters. For 2016, this includes Fraud Risk, Risk Management, Regulation of the Third Sector and Policy Development and Measuring Success.*

9.6 *In addition to the provision of appropriate and adequate training on scrutiny matters, Audit Scotland have made specific comments on the Council's current approach on having a member of the Administration Group chairing the Audit, Scrutiny and Petitions Board. Audit Scotland observes that this*

does not accord with best practice and their recommendation is that the scrutiny board should be chaired by a member of the main opposition group. Audit Scotland have made specific recommendations that the Council review this position following the local government elections in 2017.

Implications of the Report

1. **Financial** - The report outlines the financial pressures facing Scottish local authorities over the medium term, the progress of the Council in terms of addressing these and requirement for a more significant programme of change to be taken forward by the authority to meet projected budget deficits.
 2. **HR & Organisational Development** - The report outlines the workforce pressures facing Scottish local authorities over the medium term.
 3. **Community Planning** – *none*
 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 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** - *none*
 9. **Procurement** – *none*
 10. **Risk** – Audit Scotland's report outlines the risks if Scottish councils do not adapt and change the way in which they work to deliver services to address future financial challenges.
 11. **Privacy Impact** - *none*
-

List of Background Papers

- (a) Background Paper 1 – An overview of local government in Scotland 2016, Audit Scotland
- (b) Background Paper 2 – ‘Local government overview 2016 - Self-assessment tool for councillors’ Audit Scotland

The foregoing background papers will be retained within Chief Executive’s Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is *Nicola Irvine-Brown, Policy Lead*, Nicola.irvine@renfrewshire.gov.uk, 0141 618 7414

Author *Nicola Irvine-Brown, Policy Lead, 0141 618 7414*

An overview of local government in Scotland 2016



ACCOUNTS COMMISSION 

Prepared by Audit Scotland
March 2016


The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about/ac 

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

Contents



Chair’s introduction	4
Summary	6
Part 1. Managing financial performance	10
Part 2. Delivering services	25
Endnotes	40



These pound sign icons appear throughout this report and represent key facts.



These question mark icons appear throughout this report and represent questions for councillors.



Exhibit data

When viewing this report online, you can access background data by clicking on the graph icon. The data file will open in a new window.

Chair's introduction



In our 2015 overview report we said, 'Councils tell us that they should manage budgetary pressures in 2015/16 but the years beyond pose a level of challenge not previously experienced.' The Commission recognises the achievement of councils – both councillors and officers – in meeting these challenges to date.

But the scale of the challenge in 2016/17 and beyond has significantly increased because of the local government funding settlement. The settlement has substantial implications for services to the public, councillors and the local government workforce.

Next year councils and health boards, through health and social care partnerships, jointly have the responsibility to make a significant start in the shift from hospital care to care at home and care in the community. This is the most far-reaching public service reform since the establishment of the Scottish Parliament.

And these challenges are compounded by: a one-year financial settlement, cost pressures, increasing demands on services from an ageing and growing population, the ambitions of the Community Empowerment (Scotland) Act 2015, and the political pressures created by elections in both 2016 and 2017.

The majority of our recent Best Value audits have highlighted a dependency on incremental changes to services, increasing charges and reducing employee numbers in order to make savings. But these are neither sufficient nor sustainable solutions set against the scale of the challenge facing councils. Cuts can only be part of the solution. What is required is a more strategic approach, longer-term planning and a greater openness to alternative forms of service delivery.

It is challenging for councillors and officers to fundamentally change the way a council has provided a service over a lengthy period of time. But there are significant consequences to not conducting comprehensive option appraisals: services may not be as efficient or effective as they could be and may not be achieving value for money, resources may not be directed to priority areas such as preventative services, and councils may not be able to demonstrate that they are achieving best value.

In considering all viable options, it will be essential that councillors are provided with comprehensive and objective information on the cost, benefits and risks of each option. This will help them make considered decisions in partnership with service users and communities.

**the scale
of the
challenge has
significantly
increased –
cuts can only
be part of the
solution**

As the landscape of service delivery becomes ever more complex, councils will need to ensure they have people with the necessary knowledge and skills to manage that complexity. This is important for councillors and council officers, as both must have, for example, skills in options appraisal, programme management, commissioning, finance and scrutiny.

And in a climate of reducing resources the importance of scrutiny has never been greater. Scrutiny arrangements must add demonstrable value in monitoring the planning, execution and follow-up of key decisions. The public needs to have confidence that their council's arrangements are transparent, independent and effective. If they are not, the public interest is not being met.

The Commission hopes that this overview report will be a helpful tool for councillors and officers to stand back and assess their progress in the journey of improving outcomes for service users and communities. As always, the Commission welcomes feedback on its overview report.

Douglas Sinclair

Chair of the Accounts Commission

Summary



Key messages

- 1** Councils' revenue funding from the Scottish Government will reduce by five per cent in 2016/17, bringing the real terms reduction in revenue funding since 2010/11 to 11 per cent. At the same time, they face additional financial pressures and greater demands on services. Councils have been effective in balancing their annual budgets until now but councillors face increasingly difficult decisions about how best to spend their reducing budgets. This requires clear priorities and better long-term planning.
 - 2** Councils' responses to budget reductions have mainly focused on incremental savings to existing services. In the face of further funding reductions, councils should be evaluating options for more significant changes to delivering key services, beyond health and social care integration.
 - 3** Despite reducing their spending, performance measures show that councils improved in areas such as educational attainment, the quality of council housing and waste recycling, in 2014/15. However, customer satisfaction with some services declined and there are more significant funding reductions to come in 2016/17 and beyond.
 - 4** Most councils have reduced their workforces to save money, and many are planning further staff reductions. In doing so, they need to ensure they have people with the knowledge, skills and time to design, develop and deliver effective services in the future.
 - 5** Councils and their partners also need to respond to the Community Empowerment (Scotland) Act 2015, by involving local people more in making decisions about services, and empowering local communities to deliver services that are sustainable and meet local needs.
 - 6** Councillors need to keep updating their skills and knowledge to fulfil their complex and demanding role. In particular, it is increasingly important that they are able to challenge and scrutinise decisions and performance, and fully assess options for new and different ways of delivering services within their reducing budgets.
-

Recommendations

Councillors are now leading complex organisations in increasingly challenging circumstances. There are a range of sources to help them understand and manage their council's financial and service performance, for example the Improvement Service. Our recommendations are intended to complement other sources of support and help councillors in carrying out their role effectively.

Councillors should:

- satisfy themselves that their council has a longer-term financial strategy (five or more years) supported by an effective medium-term financial plan (three to five years). These should show how the council will prioritise spending to achieve its objectives, make any necessary savings and remain financially sustainable
 - appraise all practical options for how to deliver the services their communities need within the resources available. This includes examining opportunities to work with and empower communities to deliver services in different ways, and learning lessons from others and from wider public service reform. They should ensure they get all necessary information and support from officers to help them fully assess the benefits and risks of each option
 - ensure their council continues to develop workforce strategies and plans that clarify the numbers and skills of staff needed in future. In assessing their council's workforce, councillors should consider whether they have people with the knowledge, skills and time to support them effectively in making the difficult decisions that lie ahead, and to design and implement new ways of delivering services
 - make sure that decision-making processes and scrutiny arrangements remain appropriate for different ways of delivering services. This includes:
 - having clearly written and manageable information to help them make decisions and scrutinise performance
 - carrying out business openly and improving public reporting
 - regularly review their personal training and development needs. They should work with council staff and others to create opportunities to update their knowledge and skills in increasingly important areas, such as financial planning and management, options appraisal, commissioning services, partnership working and scrutiny. These opportunities should also be available to any new members after the local elections in 2017
 - use the questions in this report and the separate self-assessment tool to help them assess their council's position.
-

About this report

1. This report provides a high-level, independent view of councils' management and performance. It draws on the findings from local government audit work in 2015, including audits of 2014/15 financial statements, Best Value, Community Planning and performance. All reports are available on Audit Scotland's website.

2. The report is primarily for councillors and senior council officers as a source of information and to support them in their complex and demanding roles:

- **Part 1** reviews the financial context in which councils are operating and gives a national overview of councils' financial performance. Information that compares one year with another is shown in real terms (taking inflation into account, based on 2014/15 prices) unless otherwise stated.
- **Part 2** considers how councils are performing in delivering services and how they are changing the way they operate in the context of increasing pressures. It looks at the implications for councils' workforces and highlights key aspects of governance.

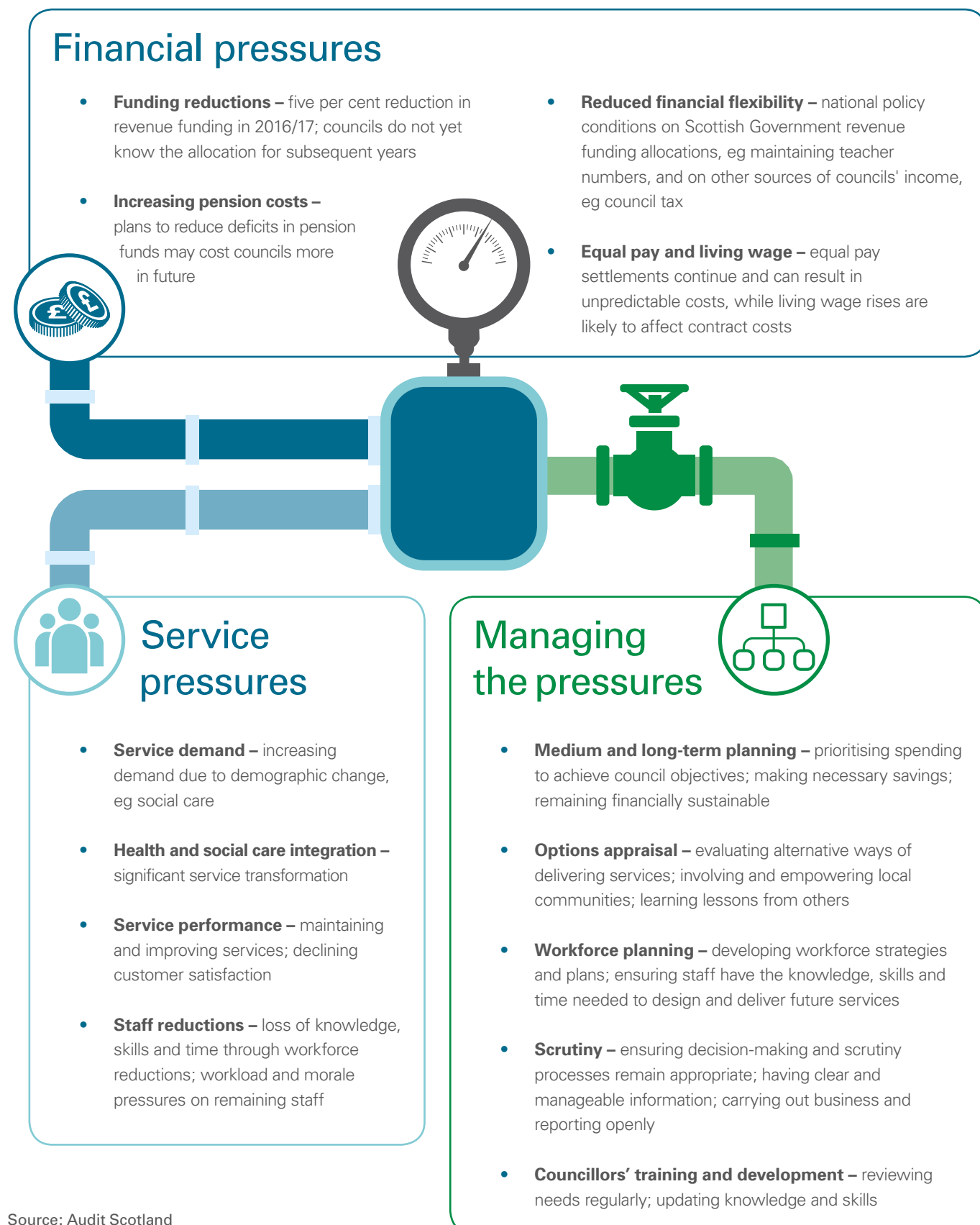
3. [Exhibit 1 \(page 9\)](#) provides a summary of the main pressures that councils face.

4. Throughout the report we identify questions that councillors could ask to help them understand their council's financial position, scrutinise performance and make good decisions. Councillors should satisfy themselves that they understand, and are comfortable with, the answers to the questions most relevant to them in their role within the council. These questions are also in a [separate self-assessment tool](#) on [Audit Scotland's website](#), where we have also provided selected financial facts about each council to help comparisons and benchmarking.

Exhibit 1

Local government pressures

In the face of financial and service pressures, councils should be planning for the longer term and evaluating options for more significant service redesign.



Source: Audit Scotland

Part 1

Managing financial performance

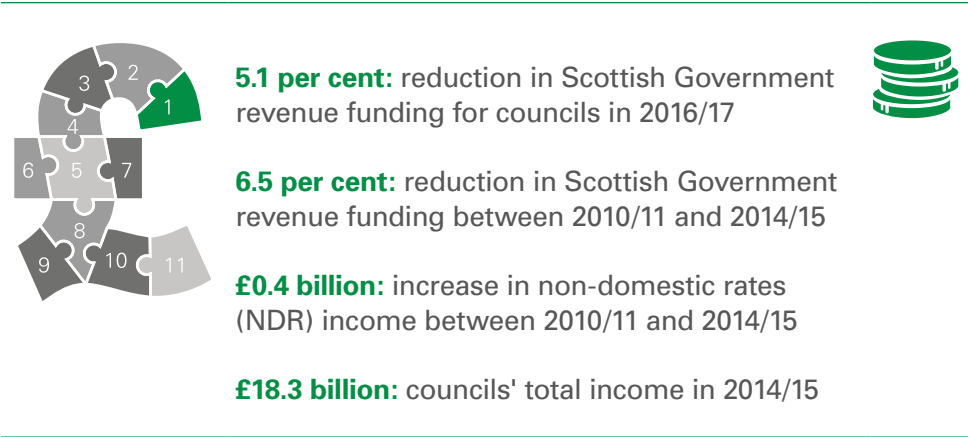


Key messages

- 1** Councils received £10.76 billion of funding from the Scottish Government in 2014/15. This included £9.92 billion for revenue funding, which helps pay for day-to-day running costs, including staff. This was almost the same as the previous year and 6.5 per cent less in real terms than in 2010/11. While revenue funding in 2015/16 also remained largely unchanged in real terms, major challenges lie ahead for councils. The Scottish Government has reduced revenue funding in 2016/17 by five per cent in real terms. This equates to an 11 per cent reduction in revenue funding between 2010/11 and 2016/17. Councils also received capital funding in 2014/15 of £0.84 billion.
- 2** Councils have continued to balance their budgets each year by reducing their spending. The majority underspent their 2014/15 budgets and increased their reserves in anticipation of future funding reductions.
- 3** Local Government Pension Scheme (LGPS) funds report shortfalls between the value of funds and the future pension commitments to be paid. This does not create immediate problems. Pension funds have plans in place to reduce any deficits within a 20-year period.
- 4** Councils' debt has been increasing since 2011/12, although it decreased slightly in 2014/15. In addition, many councils predict gaps between their income and spending in future years. This may threaten their financial sustainability if risks are not well managed.
- 5** The challenging financial environment, together with changing demographics and rising demands on services, means that effective medium-term (three to five years) and longer-term (five or more years) financial planning is critical for councils. This is more challenging for councils when they do not know what their future funding and income will be, meaning that they need to plan for a range of possibilities.

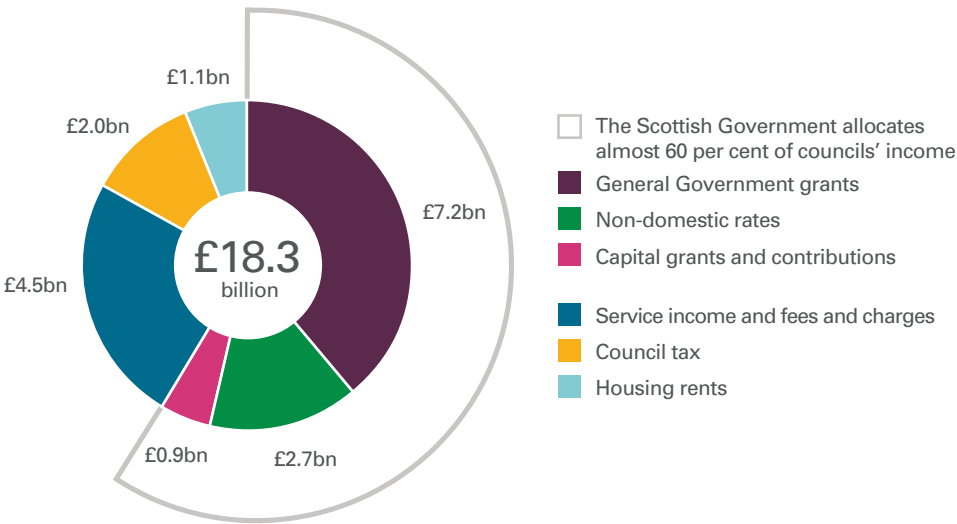
councils have effectively balanced their budgets but long-term planning is critical in this challenging financial environment

In 2016/17, Scottish Government revenue funding for councils is 11 per cent lower (in real terms) than in 2010/11



5. Councils' 2014/15 accounts showed that their total income was £18.3 billion. In line with previous years, the Scottish Government allocated almost 60 per cent of this (£10.76 billion) (Exhibit 2). This included revenue funding of £9.92 billion for day-to-day running costs, including staff; and capital funding of £0.84 billion to invest in buildings, roads and equipment. In real terms, the £10.76 billion is six per cent lower than in 2010/11, when total funding was at its highest.

Exhibit 2
Sources of councils' £18.3 billion of income in 2014/15
Almost 60 per cent of councils' income is allocated by the Scottish Government.



Notes:

1. Service income, fees and charges may include specific, service-related grants and income such as payments from the Scottish Government, NHS or other councils. They exclude housing rents which are shown separately as housing income.

2. Capital grants and contributions include income from the Scottish Government and others such as central government bodies, National Lottery and the European Union.

3. Figures sum to £18.4bn due to rounding.

Source: Councils' annual accounts, 2014/15

6. Scottish Government revenue funding remained almost unchanged (in real terms) in 2014/15 and 2015/16. In 2016/17, it will be five per cent lower than in 2015/16. This represents a reduction of 11 per cent in real terms since 2010/11.

7. In 2014/15, Scottish Government revenue funding included £343 million as part of the council tax reduction scheme, replacing council tax benefit that until 2013/14 came from the UK Government. It also included £490 million for freezing council tax at 2007/08 levels. The Scottish Government has added £70 million each year since 2008/09 to make up for income councils would have received if they had increased council tax in line with inflation each year. As part of the funding agreement for 2014/15, councils committed to implementing national policies to freeze council tax, and maintain teacher numbers and pupil to teacher ratios.

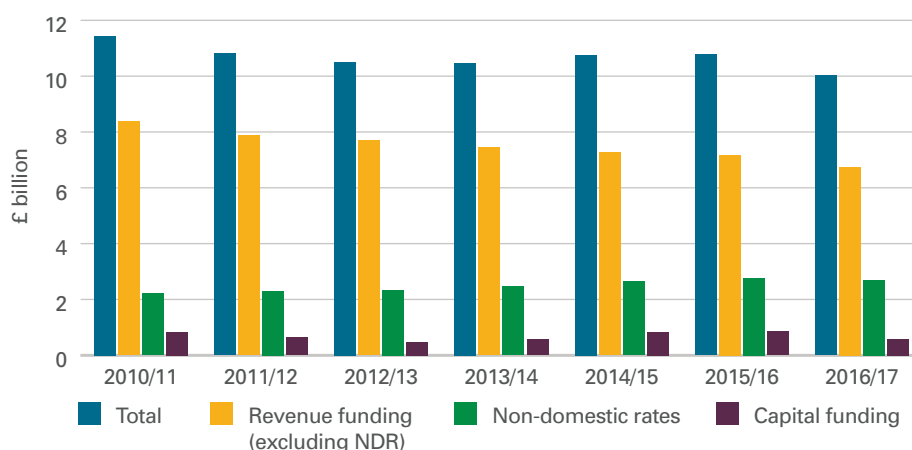
NDR makes up an increasing share of the revenue funding allocated by the Scottish Government

8. Non-domestic rates (NDR) are a tax on business property to help pay for local services. The Scottish Government sets the rate of tax, councils collect the money, and the Scottish Government redistributes it as part of its funding allocation to councils. NDR income has risen in recent years due to annual increases in the rate of tax and rises in the number of business properties on which the tax is paid ([Exhibit 3](#)). This increase, alongside total revenue funding decreases, has led to NDR making up 25 per cent of allocated revenue funding in 2014/15 compared with 19 per cent in 2010/11.

Exhibit 3

Scottish Government funding to councils from 2010/11 to 2016/17, at 2014/15 prices

NDR income has been rising while total revenue funding has reduced.

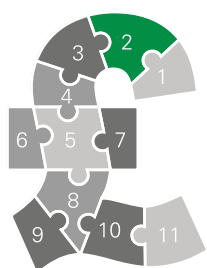


Notes:

1. Funding allocations up to 2012/13 have been adjusted to remove funding for police and fire. Responsibility for these services transferred from local to central government in April 2013.
2. The Scottish Government has not yet set out its plans for local government funding beyond 2016/17.
3. From 2013/14, revenue funding includes payments for council tax reduction, replacing council tax benefit which previously came from the UK Government. This was £356 million in 2013/14 and £343 million in 2014/15, at 2014/15 prices.
4. The 2016/17 figures do not include £250 million that the Scottish Government allocated to health and social care integration authorities. This is an allocation from the Scottish Government health budget to NHS boards, rather than councils. The NHS boards will direct the funding to the integration authorities.

Source: Local Government Finance Circulars, Scottish Government, 2011-2016

Capital funding from the Scottish Government increased significantly in 2014/15 as part of a phased plan



£37.1 billion: value of physical assets owned by councils, for example buildings, schools, roads and equipment



£2.2 billion: amount councils invested in capital projects in 2014/15

£498 million: revenue and capital payments for Private Finance Initiatives (PFI) and Non-Profit Distributing (NPD) contracts in 2014/15

9. As part of its 2011/12 Spending Review, the Scottish Government rescheduled payments of some planned capital grant funding for councils for 2012/13 and 2013/14 by two years. This was to provide more capital funding for government bodies that are not allowed to borrow money. The Scottish Government then increased capital allocations to councils by £120 million in 2014/15 and £94.2 million in 2015/16. Similar shifts in capital funding are planned between 2016/17 and 2019/20, with lower funding in the first two years and higher in the last two years.

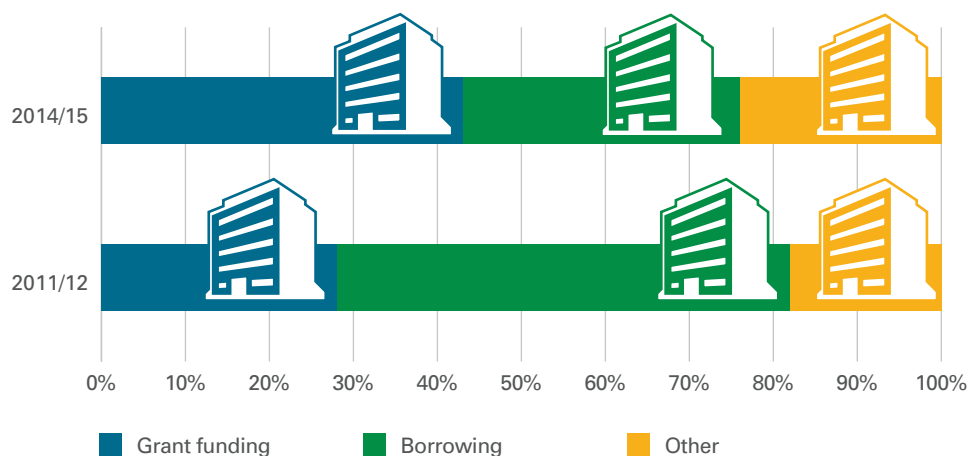
10. Between 2011/12 and 2014/15, capital grant funding increased from £720 million to £925 million (at 2014/15 prices). The Scottish Government provided about 80 per cent of grants in this period. Councils' total capital spending has decreased over the same period, from £2.5 billion to £2.2 billion (at 2014/15 prices). Councils are now using more capital grants than borrowing to fund their capital programmes ([Exhibit 4, page 14](#)). In 2016/17, councils face a decision about whether to increase their borrowing or decrease their capital programmes due to planned capital funding reductions by the Scottish Government.

11. Twenty-eight councils underspent their capital budgets in 2014/15. Capital underspends can have significant effects on a council's financial position, including cash flows from year to year, and how well it achieves its objectives. They may also have an effect on current and future borrowing. It is therefore important that capital spending plans are realistic. Councils should closely monitor capital spending and make sure there is effective communication between their capital investment and treasury management functions (the latter of which manages cash flow, borrowing and investments). Councils' treasury management strategies should set out for councillors how the borrowing strategy is informed by corporate priorities and capital investment needs ([Borrowing and treasury management in councils \[PDF\]](#)).¹ Councils should also demonstrate to elected members and service users how planned capital investment will help achieve their long-term strategic priorities ([Major capital investment in councils: follow-up \[PDF\]](#)).²

Exhibit 4

Sources of funding for capital spending

From 2011/12 to 2014/15, funding from capital grants increased and funding through borrowing decreased.



Note: Other sources of capital finance include money from the sale of assets, revenue funding used for capital spending and contributions from specific capital funds.

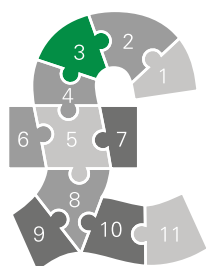
Source: Audit Scotland

12. As councils make decisions on how to manage reducing budgets, they must consider both the short and long-term implications of capital financing. This includes considering innovative funding options available for capital programmes, such as City Deals which attract additional funding from both the UK and Scottish Governments, as well as borrowing in traditional ways.

13. Councils are making significant revenue payments for Private Finance Initiatives (PFI) and Non-Profit Distributing (NPD) contracts, mostly for new and refurbished schools. In future, they will also face revenue charges associated with new projects financed through similar contracts or through newer funding models. It is important that both capital investment plans and treasury management strategies take into account the future revenue costs of capital financing options. Being aware of these costs allows councillors to fully scrutinise the long-term implications and affordability of funding decisions and to assess the sustainability of capital investment plans.

14. Councils have long-term assets worth nearly £40 billion, including physical assets, such as buildings, roads, vehicles and equipment, and long-term investments. The value increased by 1.7 per cent during 2014/15. The reported value of existing assets, shown in councils' annual accounts, is expected to increase greatly from 1 April 2016 when council-owned roads are to be valued on a different basis.

Councils have balanced their budgets by reducing their spending but face additional pressures on top of funding reductions



£18.7 billion: spending on day-to-day running of services (including interest costs and accounting adjustments)



23 councils spent less than their income on providing services in 2014/15

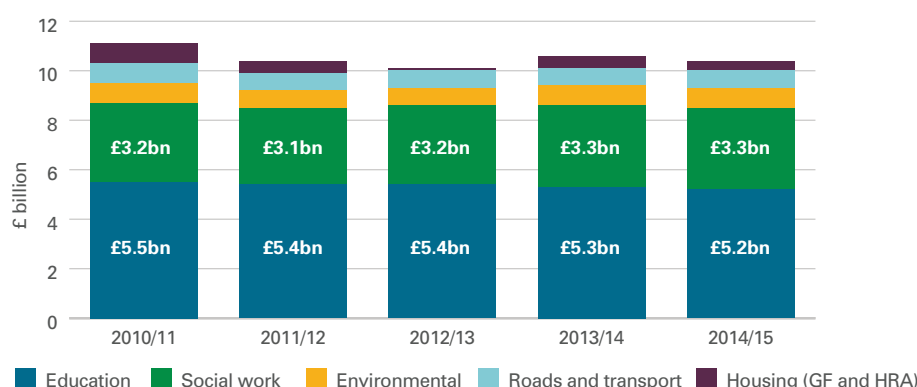
15. Councils have managed financial pressures by reducing spending across many of their main services and activities, except in social work ([Exhibit 5](#)). Councils' 2014/15 accounts showed expenditure of £18.7 billion. This looks like councils overspent by £0.4 billion but is actually due to adjustments that councils must make in their annual accounts, under local government accounting rules, for things like the accounting treatment of fixed assets and pension costs. In fact, the majority of councils underspent against their overall budgets in 2014/15. The one notable exception to this was Falkirk Council, which overspent by £2.9 million (0.8 per cent of its General Fund revenue budget). The most significant overspend of £3.3 million occurred in social work services and was partially offset by underspends in other areas.

16. The large number of underspends suggests that councils have successfully controlled their spending on services in preparation for the anticipated further funding reductions from 2016/17 onwards. Preparations for planned reductions in future years can also contribute to underspends if opportunities arise to

Exhibit 5

Council spending on main services 2010/11 to 2014/15, at 2014/15 prices

Councils have reduced their real terms net spending in service areas except in social work.



Notes:

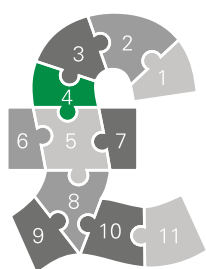
1. The figures show net spending, which is the total amount spent less any income from fees, charges or other service-related income.
2. Housing figures include spending from the General Fund (GF) and Housing Revenue Account (HRA).

Source: Councils' annual accounts, 2010/11-2014/15

make savings ahead of schedule. Councils will find it increasingly challenging to underspend or balance their budgets from 2016/17 onwards because many incremental savings have already been made.

17. Even where councils underspent against their overall budgets, about a third of councils reported overspending their social work or social care budgets. The highest overspend in 2014/15 was in City of Edinburgh Council's health and social care service, which overspent its budget by £5.9 million due to demand pressures. The council has commissioned an external review to identify the main reasons for this and to help manage the budget in future. With demand rising because people are living longer, combined with further funding reductions, social care budgets will come under increasing pressure for many councils and for the new health and social care integration authorities. In 2016, we will publish a report, *Social work in Scotland*, which will look at the scale and impact of the financial and demand pressures facing social work and how councils and their partners are addressing these challenges.

Councils increased their usable reserves during 2014/15 in anticipation of further funding reductions



£1.9 billion: councils' usable reserves (excluding Orkney and Shetland Islands councils)

£375 million: unallocated General Funds (excluding Orkney and Shetland Islands councils)

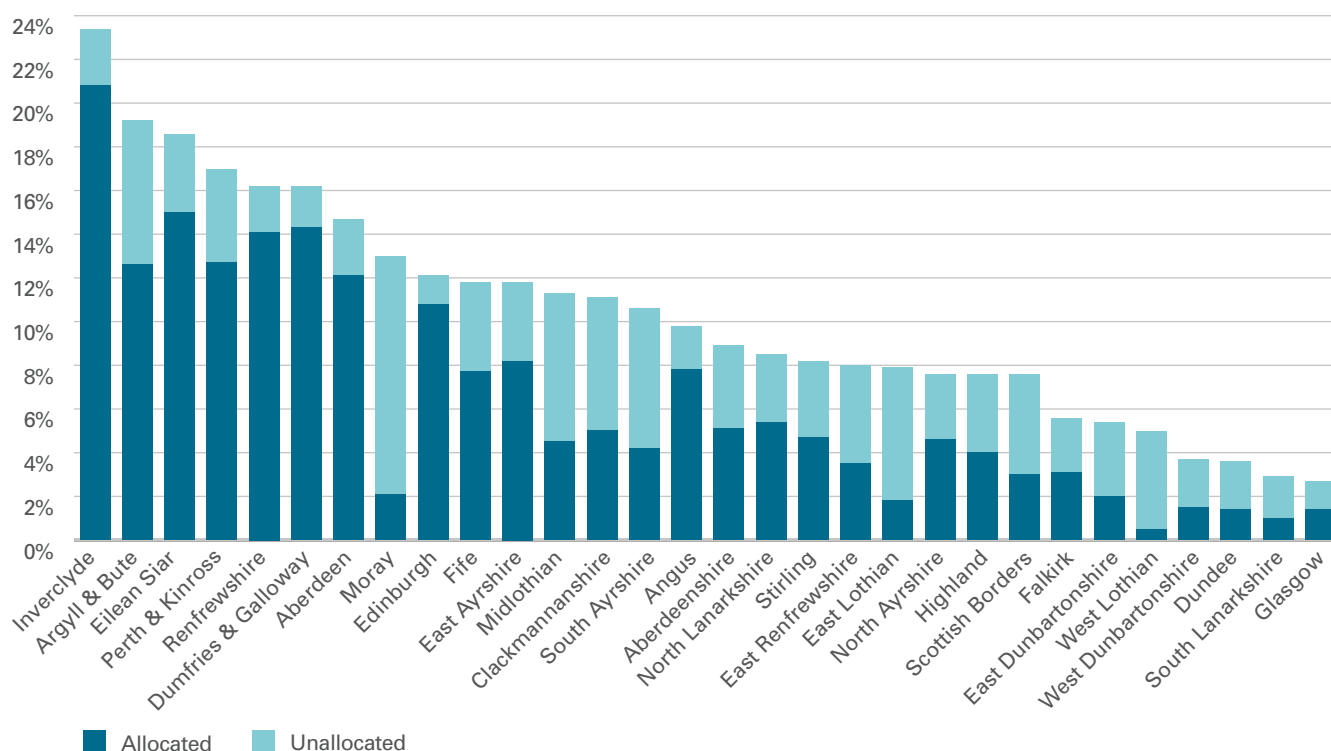
13 councils planned to use reserves for day-to-day spending in 2015/16

18. By the end of 2014/15, councils (excluding Orkney and Shetland Islands councils) had usable reserves of £1.9 billion, which is £31.4 million more than at the beginning of the year. £1.1 billion of this was in General Funds, available for councils to spend as required. £375 million of the £1.1 billion of General Funds were unallocated, meaning they were not earmarked for a specific purpose and therefore available as a contingency for unforeseen spending, such as making up shortfalls in income or savings, or for possible future commitments. Unallocated General Funds rose by 18.5 per cent during 2014/15. They are now 39 per cent higher than they were in 2010/11. Council finance directors tell us this is largely because they are being careful to save whenever opportunities arise, in anticipation of further funding reductions. Across Scotland, there is wide variation in the level of reserves councils hold and the levels of unallocated General Funds, with eighteen of the 30 councils having allocated more than half of their General Funds ([Exhibit 6, page 17](#)).

Exhibit 6

General Fund reserves held as a percentage of service costs, 2014/15

There is wide variation in the amount of General Fund reserves that councils hold compared to the cost of providing services.



Notes:

- Figures exclude Orkney and Shetland Islands councils, which hold large reserves and balances arising mainly from harbour and oil-related activities, which affect what is included in their General Funds.
- Service costs in this context are taken as the General Fund net cost of services, as reported in councils' annual accounts.

Source: Councils' annual accounts and data returns from auditors, 2014/15

19. Eighteen out of the 30 councils allocated more than half of their General Fund. Thirteen of Scotland's 32 councils planned to use reserves to bridge a gap between their income and spending in 2015/16 or beyond. Using reserves to support day-to-day spending on services is unsustainable. Financial plans and reserves policies must strike a balance between the planned use of reserves and being prepared for any unforeseen changes in circumstances to ensure councils can manage external pressures. For example, there have recently been multi-million pound compensation payments for multiple equal pay claims. Such events can significantly affect councils' reserves and their plans for using them.

20. The level of reserves that a council holds is a local decision, but should be clearly informed by an annually reviewed reserves policy. Thirty-one councils had a reserves policy in 2014/15, the exception being The Moray Council which plans to finalise a policy in March 2016. It is important that officers advise councillors of the rationale for holding specific levels of reserves. Councillors need to be satisfied that their council's reserve level is both appropriate and necessary. Reserves policies set a minimum or target level of reserves to be held but half of councils ended 2014/15 with unplanned increases or decreases in their General Fund ([Exhibit 7, page 18](#)). This underlines the importance of ensuring reserve levels are adequate and policies are regularly reviewed.



What level of reserves do we need, both allocated and unallocated?

How effectively are we using the reserves we hold?

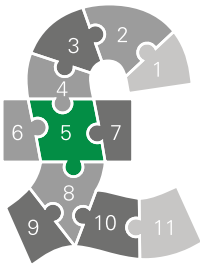
Exhibit 7

Increases and decreases in General Fund reserves

Total General Fund reserves increased overall but half of councils did not increase or decrease their reserves as planned.



Source: Councils' annual accounts and data returns from auditors, 2014/15



£39.9 billion: value of councils' long-term assets including their physical assets (£37.1 billion) and other assets such as long-term investments and money they are owed



£13.8 billion: councils' net debt – the difference between what is borrowed and owed (£15.2 billion) and the value of short-term investments (£1.4 billion)

£12.5 billion: councils' total short and long-term borrowing, which is the majority of their debt

£0.5 billion: increase in borrowing during 2014/15

Councils' net debt has increased since 2010/11, but decreased slightly in 2014/15.

21. Councils' debt includes money they have borrowed as well as commitments made under PFI, NPD and finance leases. Councils paid interest and repayment charges of about £1.5 billion in 2014/15, similar to the amount they paid in 2013/14. Most of councils' borrowing is for capital projects and helps them spread the cost of building, refurbishing and replacing their assets over a number of years.

22. Councils' net debt (total debt minus investments and cash) decreased by £44 million during 2014/15. At £13.8 billion (excluding Orkney and Shetland Islands councils), it remains £1.3 billion more than in 2010/11 ([Exhibit 8](#)).

23. Councils need to assess the affordability of borrowing and other forms of debt. In the short term, they do this using a number of 'prudential indicators', which show the effects on revenue budgets, in compliance with The Prudential Code.³ We recommended in [Borrowing and treasury management in councils](#) [\[PDF\]](#) that councils should do more to assess the long-term affordability of borrowing and other forms of debt.

Exhibit 8

Councils' net debt, 2010/11 to 2014/15

Councils' net debt has increased since 2010/11, but decreased slightly in the last year.



Notes:

1. Net debt is calculated as total debt (long-term borrowing, short-term borrowing, bank overdrafts and other long-term liabilities) minus external investments (short-term investments and cash, and cash equivalents).
2. Figures exclude Orkney and Shetland Islands councils, which have large investments associated with harbour and oil activities.

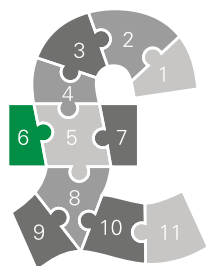
Source: Councils' audited accounts, 2010/11-2014/15

24. Borrowing levels are not an indication of financial problems or that a council may not be financially sustainable. As long as repayments are affordable and the council can finance its debts, then borrowing is a valuable means of financing longer-term capital costs. It is up to individual councils, taking into account their existing commitments, to determine how much they can afford to pay in annual repayments. Councils have reduced their borrowing in recent years, at the same time as there were changes in capital funding allocations from the Scottish Government and reductions in the overall size of capital programmes. Their overall level of outstanding borrowing has increased to £12.5 billion.



What implications do different borrowing and financing options have for our future revenue budgets?

Local Government Pension Scheme fund deficits can vary from year to year and long-term plans are in place to finance them



£33.8 billion: assets managed by the 11 separate LGPS funds in Scotland

£44.5 billion: total liabilities of the 11 LGPS funds

£10 billion: councils' share of the £10.7 billion long-term LGPS fund deficits



25. Pension contributions are a significant cost for councils. Most council staff pay into either the Scottish Teachers' Superannuation Scheme (STSS) or the Local Government Pension Scheme (LGPS). The Scottish Government is responsible for the STSS while councils are responsible for the LGPS. Staff in other related organisations, such as colleges, can also be members of these schemes.

26. The LGPS has 11 separate investment funds. These vary in size from Strathclyde Pension Fund, which manages about £16 billion (over 45 per cent) of the £33.8 billion LGPS assets, to a number of smaller funds each managing less than five per cent of total assets.

27. The value of the pension funds is fully assessed every three years to set contribution rates, most recently in 2014. Annual estimates are also made in between assessments. A range of factors are taken into account each time, for example inflation and life expectancy, and so annual estimates of fund values and future pension payments can vary from year to year.

28. At the end of 2014/15, there was an estimated £10 billion shortfall, or deficit, between the value of councils' pension funds and the future pension payments that will be made. This has increased by around £2.5 billion since 2011. During 2014/15, there were significant deficit increases in Glasgow City (£234m, 18 per cent), City of Edinburgh (£191m, 36 per cent), South Lanarkshire (£140m, 28 per cent), Falkirk (£128m, 51 per cent) and North Lanarkshire (£111m, 26 per cent) councils.

29. Pension deficits do not create immediate problems because staff and employer contributions and future payments will be made over a long period. There are long-term plans in place for funds to address current estimated deficits within 20 years.

The LGPS costs for councils are increasing

30. There are three main factors that determine variation in costs associated with the LGPS, and may result in increased pension costs for councils:

- Employer contribution rates: these range from around 17 to 22 per cent of employees' pay in 2014/15. They are not directly comparable between funds, or between councils within the same fund, because some councils make separate payments specifically to reduce deficits. But rates are set to increase. For example, by 2017/18 contribution rates will increase for five of the 11 councils that manage and administer the funds.

- Administration costs: these include the investment management fees for each fund, and other administration costs, and have been increasing. These are not comparable between funds, but the way the fees are reported has been changed to improve transparency and comparability between funds.
- Investment performance: the investment strategy for a fund takes into account the size of the fund's assets compared to its future liabilities, as well as other external market factors, when setting performance targets. Expected returns on investments are used to set employer contribution rates. In 2014/15, eight of the 11 LGPS funds reported above-expected returns and three reported returns below the targets they set for themselves (Highland, North East and Shetland).

31. Most LGPS funds have a growing number of pensioners within their schemes. The number of contributing members has also been increasing, despite staff reductions. Auto-enrolment into pension schemes is expected to result in more people joining. However, increases in the number of contributing members alone are not expected to offset the growing number of pensioners.

32. Councils face rising pension costs due to increases in pension scheme membership, raising the number of employees for whom they must contribute. Voluntary severance agreements can also increase the costs of paying pensions early and adding years to relevant employees' pensions. These agreements also result in councils having to make separate redundancy payments, although these are not pension costs.

33. Future employer contributions are part of a cost-sharing arrangement which may limit future increases. Employee contributions may however increase. Also, from 2016/17, employees and employers will no longer benefit from a reduction in National Insurance contributions, leading to increased costs for both.

34. There have been several recent developments to strengthen the governance and reporting of LGPS funds. In compliance with The Public Sector Pensions Act 2013, a local pension board was established for each LGPS fund before 1 April 2015. The board's role is to assist the fund manager to comply with rules relating to governance and administration of the fund.

35. A new Scottish Local Government Pension Scheme Advisory Board has also been set up as part of these reforms. Its role includes advising ministers on how the LGPS is operating and on any changes that may be desirable. It is likely to consider whether the structure of the LGPS in Scotland, with 11 separately administered funds, is efficient. That might include considering the value of the approach taken in England, of combining LGPS fund assets to allow collective investments to be made. The Accounts Commission welcomes this review of the LGPS.

Equal pay remains a significant cost pressure

36. By March 2015, councils had paid out £605 million to employees in equal pay compensation. During 2014/15, 24 councils settled nearly 4,000 equal pay claims, worth a total of £24.9 million. Councils currently estimate that about 30,000 cases remain outstanding. Councils had put aside £117 million in anticipation of further payments in 2015/16 and beyond. This includes £78 million by North Lanarkshire Council to compensate employees whose claims were brought to tribunal and agreed in 2014/15.



What are the implications of workforce reductions on our pension costs?

How will these affect our pension liabilities and pension administration costs?

37. Some councils do not expect many more significant equal pay claims and have reduced the money set aside for this purpose. However, recent cases highlight that councils' provisions can be significantly lower than the final costs. For example, Fife Council made a provision for equal pay claims of about £7 million in its 2014/15 accounts, based on the number of existing cases it had. However, in 2015/16 the council agreed to settle a large number of claims brought against it on the basis that the council's application of its job evaluation, pay protection and job assimilation arrangements under single status were unfair. The council's previous estimates of equal pay liability did not anticipate the application of its job evaluation scheme as being at risk. Therefore, the cost to the council of settling these cases is predicted to be many times greater than the financial provision it had made. This will significantly affect the council's financial position, including its planned spending on services and other projects or programmes. It is unclear how many other councils could potentially be in a similar position to Fife. The Accounts Commission plans to look at equal pay issues across local government in more detail during 2016/17.

Minimum and living wage rises have cost implications for councils

38. The living wage in Scotland is £8.25 per hour.⁴ Councils have a collective agreement with Scottish Joint Council trade unions on pay for the period 2015/16 to 2016/17. As part of this agreement, councils committed to a pay settlement which set the living wage at a level of £8.33 per hour. In addition, the UK Government is aiming for a minimum wage of £9 per hour by 2020, which would mean significant pay rises for those currently on or near the current minimum wage (£7.20 per hour for those aged 25 and over from April 2016). While there are clearly benefits to low-paid workers through the living wage commitment, the increases in employee costs and contract costs – when contractors pay their staff the living wage – will put additional pressure on councils' finances. It will also require councils to review their grading structures where the living wage moves jobs out of existing pay scales.

Good financial planning and management is required to manage future pressures and ensure financial sustainability

39. At March 2015, all councils had balanced their budgets and were not planning to spend more in 2015/16 than they could afford. External auditors reported that councils had adequate reserves and could afford to repay their current debts. However, audit work has highlighted concerns about some aspects of financial planning, management and sustainability in a small number of councils.

40. Auditors are most concerned about those councils that have been spending, or plan to spend, a significant amount of their reserves but still face a large gap between their expected income and spending. At March 2015, more than half of councils that had prepared indicative budgets for both 2016/17 and 2017/18 were reporting a funding gap between income and expenditure, even after they had identified savings and planned whether to use some of their reserves. At that point, five councils were predicting cumulative funding gaps of more than five per cent of their service costs by 2017/18. These were Clackmannanshire (14 per cent), Argyll and Bute (ten per cent), and Aberdeenshire, Orkney and Fife (five to six per cent) ([Exhibit 9, page 23](#)).

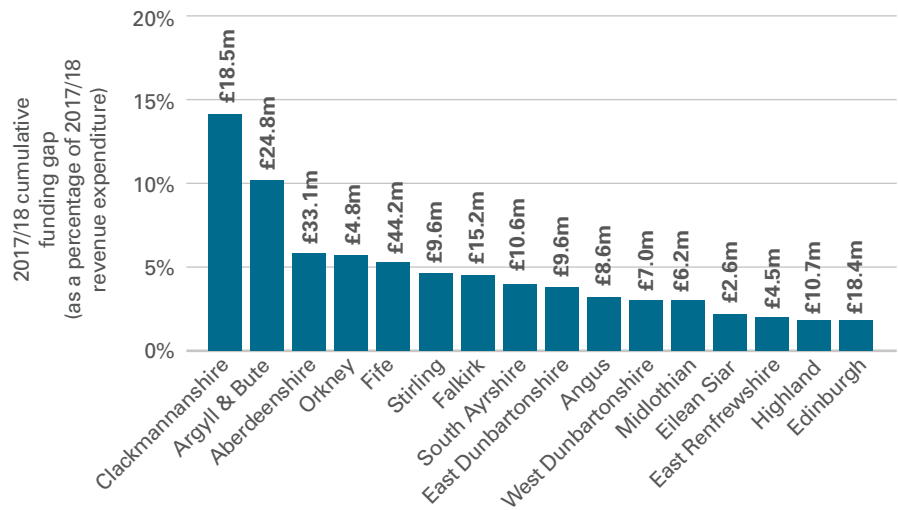


How fully do our financial plans identify estimated differences between income and expenditure (budget shortfall)?

Exhibit 9

Predicted funding gaps at March 2015

At March 2015, five councils were predicting cumulative funding gaps of more than five per cent in 2017/18.



Notes:

1. Figures are the 2017/18 cumulative funding gaps. Ten councils predict a balanced budget in 2017/18. Six councils had not prepared a budget for 2017/18 by March 2015.
2. Many councils have updated their estimates of funding gaps since this data was collected in March 2015 but we have not collected this updated information.

Source: Audit Scotland

41. The extent of the Scottish Government’s funding reduction for 2016/17 is likely to result in councils identifying even larger funding gaps between the cost of delivering current services and their income, after taking account of planned savings or additional sources of income. Addressing this will require councils to go beyond incremental cost-saving measures to existing services and to fundamentally rethink their models of service delivery.

42. Councils’ financial sustainability continues to be at risk as they face the combined challenges of reduced funding, increasing cost pressures (such as pensions, the living wage and equal pay) and rising demand for services from an ageing and growing population. Auditors will continue to assess councils’ financial health and how well they are planning and managing their finances. Councils with good medium and longer-term financial plans and strategies are better equipped to manage these risks effectively.

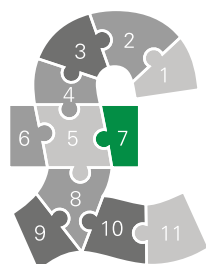


What options do we have to address this budget shortfall for example, redesign services, use reserves?

How big is the remaining funding gap after we implement our selected options?

What actions are we taking to close any remaining funding gap?

Financial planning is crucial as councils face significant pressures in 2016/17 and beyond



15 councils have long-term financial strategies covering five or more years

29 councils have medium-term financial plans covering three to five years



43. A good financial strategy sets out a council's financial objectives and how it will achieve them. It shows clearly how the council will use the money it has to help achieve its Single Outcome Agreement (SOA) and strategic objectives. A financial strategy should cover at least five years and should set out the risks and liabilities, any assumptions made about income and the implications for affordability. Councils should also have in place detailed financial plans that set out fully-costed annual spending plans over at least the medium term (three to five years). When future Scottish Government funding is not known, councils should plan for a range of possible scenarios so they are prepared for different levels of funding and income.

44. Almost all councils have financial strategies that are accompanied by detailed financial plans covering at least three years. About a third of councils have financial plans covering five or more years. In a small number of councils, auditors reported that plans and strategies were still being developed.

45. Effective financial strategies and plans must take into account future financial pressures and how the council intends to respond to these. For example, councils need to assess how affordable the different options are for changing the way they deliver services. It is therefore important that financial plans support councils' priorities, savings and service change programmes, and asset management and workforce plans.

46. Shetland Islands Council, for example, has a five-year financial plan based on forecasts of future income, cost pressures, managing spending within the budget and financial risks. The council also intends to develop a 35-year asset investment plan to help it maintain the assets needed to deliver its priorities without reducing the money left for day-to-day running of services.



Do we have a long-term financial strategy covering at least five years that accounts for future pressures?

Is our five-year strategy supported by detailed financial plans covering a minimum period of three years?

How well do our financial plans set out the implications of different levels of income spending and activity?

How does our financial strategy link to our vision for the future?

Part 2

Delivering services



Key messages

- 1** Councils' performance in 2014/15 continued to improve across many of the performance measures in the Local Government Benchmarking Framework (LGBF). Councils have well-established systems to manage their performance and are improving how they report to the public.
- 2** Health and social care integration is the most significant aspect of public sector reform for councils. New integration authorities may not be in a position to make an impact in 2016/17. Significant risks need to be addressed if integration is to fundamentally improve the way health and care services are delivered.
- 3** The Accounts Commission continues to be concerned about councils' slow progress in delivering services differently, rather than relying on incremental savings to existing models of service delivery. There are some examples of councils achieving savings and community benefits through increasing online access to services, sharing services, collaborating on procurement and using arm's-length external organisations (ALEOs). Councils, however, need to be more ambitious in their plans, better at longer-term planning, and willing to appraise all practical options for delivering services more efficiently and effectively. This includes empowering and supporting local communities in delivering local services.
- 4** Most councils continue to reduce staff numbers. It is essential that they have comprehensive workforce strategies and plans, which must take into account not only workforce-related cost pressures, but the staff knowledge, skills and time they will need to plan and deliver services differently in future.
- 5** There is a need for councillors to continuously review and develop their skills and knowledge to help them carry out their increasingly complex and challenging role effectively. They need to have the skills and the necessary information to allow them to carry out effective scrutiny of performance. This becomes ever more important as councils develop new and different ways of delivering services within their reducing budgets.

councils need to be more ambitious and consider all the practical options for delivering services differently in future

Councils' performance improved in many service areas in 2014/15





47. Within the resources they had available in 2014/15 (for example money, people and buildings), councils continued to improve several key service performance measures, such as secondary school educational attainment, the balance between care at home and in care homes, the quality of council housing and waste recycling ([Exhibit 10](#)). Whatever their performance, the LGBF provides the starting point for councils to compare themselves with others to understand differences and learn lessons that will help them to improve performance.

48. The LGBF shows that public satisfaction with services has generally declined in recent years. This suggests a need for councils to work more closely with their communities and service users to establish service priorities.

Exhibit 10






Councils' service performance at a national level






There have been improvements across many of the performance indicators in the LGBF.

LGBF indicator		2010/11	2011/12	2012/13	2013/14	2014/15
 Education and Children's service	% of pupils gaining 5+ awards at Higher (Level 6)	23.0	25.0	25.7	28.1	29.3
	% pupils from deprived areas gaining 5+ awards at Higher (Level 6) ¹	8.0	9.0	10.1	12.6	12.8
	% of children being looked after in the community ²	91.0	91.2	91.0	91.0	–
	% of adults satisfied with local schools	83.1	–	83.0	81.0	79.0
	% of pupils entering positive destinations	88.9	89.9	91.4	92.3	92.9
 Corporate services	% of the highest paid 5% of employees who are women	46.3	48.5	48.7	50.7	51.7
	Domestic noise – average time (hours) to respond	47.8	31.6	43.2	80.7	58.9
	Sickness absence days per teacher	6.6	6.2	6.6	6.1	6.3
	Sickness absence days per employee (non-teacher)	10.8	10.4	10.9	10.3	10.8
	% of income due from council tax received by the end of the year	94.7	95.1	95.2	95.2	95.5
 Adult social care	% of invoices sampled that were paid within 30 days	89.5	90.2	90.5	91.9	92.5
	SDS ³ spend on adults 18+ as a % of total social work spend on adults 18+	1.6	3.1	5.9	6.4	6.9
	% of people aged 65+ with intensive needs receiving care at home	32.2	33.0	34.1	34.3	35.6
	% of adults satisfied with social care or social work services	62.1	–	57.0	55.0	51.0
 Culture and leisure	% of adults satisfied with libraries	83.5	–	83.0	81.0	77.0
	% of adults satisfied with parks and open spaces	83.1	–	86.0	86.0	86.0
	% of adults satisfied with museums and galleries	75.5	–	78.0	76.0	75.0
	% of adults satisfied with leisure facilities	74.6	–	80.0	78.0	76.0

Cont

Exhibit 10 continued

LGBF indicator		2010/11	2011/12	2012/13	2013/14	2014/15
 Environmental services	Street cleanliness score (% acceptable)	95.4	96.1	95.8	96.1	93.9
	% of total household waste that is recycled	38.7	41.0	41.7	42.2	42.8
	% of adults satisfied with refuse collection	80.9	–	83.0	83.0	84.0
	% of adults satisfied with street cleaning	73.3	–	75.0	74.0	74.0
 Housing	Gross rent arrears (all tenants) as a % of rent due for the reporting year	–	–	–	5.6	5.9
	% of rent due in the year that was lost due to empty properties	1.3	1.3	1.2	1.3	1.2
	% of dwellings meeting Scottish Housing Quality Standards	53.6	66.1	76.6	83.7	90.4
	Average time taken to complete non-emergency repairs (days)	–	–	–	10.2	9.9
	% of council dwellings that are energy efficient	74.9	81.2	88.8	94.0	96.5
 Corporate assets	% of operational buildings that are suitable for their current use	73.7	74.8	75.9	78.2	79.0
	% of internal floor area of operational buildings in satisfactory condition	81.3	82.7	82.6	80.9	82.9
 Economic development	% unemployed people assisted into work from council operated / funded employability programmes	–	–	9.6	12.5	14.2
		2009/11	2010/12	2011/13	2012/14	2013/15
 Roads maintenance	% of A class roads that should be considered for maintenance treatment	30.3	30.5	29.4	28.7	29.0
	% of B class roads that should be considered for maintenance treatment	35.8	36.3	35.0	35.2	36.1
	% of C class roads that should be considered for maintenance treatment	35.0	36.0	34.8	36.6	37.3

	Decline in performance from previous year		Improvement from previous year		No change in performance
	Baseline year		No data available		

Notes:

1. This data is calculated from the Scottish Index of Multiple Deprivation (SIMD).
2. Balance of care for looked after children: percentage of children being looked after in the community.
3. Self-directed support.
4. We have not included unit cost measures in this exhibit. Additional performance information is available at www.improvementservice.org.uk

Source: Local Government Benchmarking Framework, Improvement Service, 2016

Councils have well-established systems to help manage their performance and are improving how they report to the public

49. Councils have well-established systems for monitoring performance and continue to develop them. For example, in conjunction with the Scottish Public Services Ombudsman's (SPSO's) Complaints Standards Authority, councils are improving complaints monitoring as a means of better understanding public satisfaction with their services. Local government scrutiny bodies (Audit Scotland, the Care Inspectorate, Education Scotland, Scottish Housing Regulator and Healthcare Improvement Scotland), working collectively through the annual Shared Risk Assessment (SRA) process, have highlighted scope in some councils to use information more effectively in order to manage performance. This includes comparing performance with other councils and using self-evaluation.

50. Public performance reporting (PPR) is an important way for councils to demonstrate their performance to the public. Many councils have improved how they report their performance in public but there is a significant gap between top-performing councils and those that still need to improve their PPR.

51. The Accounts Commission will use LGBF data, complaints information and public performance reports as important sources of intelligence to inform future audits of Best Value.




**How clearly
do we report
our plans and
performance to
the public?**

Health and social care integration is intended to transform services across Scotland, but councils and their partners still need to address significant risks


52. The most significant transformation to council services taking place is the integration of health and social care services. The Public Bodies (Joint Working) (Scotland) Act 2014 sets out an ambitious programme of reform for the Scottish public sector to improve support for people who need health and social care services. It creates a number of new public organisations and aims to encourage more effective joint working between NHS boards and councils.

53. Councils and NHS boards are required to establish integration authorities by 1 April 2016. There are now 31 integration authorities, including a joint arrangement in Stirling and Clackmannanshire. All integration authorities are required to integrate adult health and social care services, but they can also choose to integrate other services. The scope of services being integrated varies widely across Scotland. Most notably, in Argyll and Bute, and Dumfries and Galloway, the integrated services will include all NHS acute services, including planned and unplanned hospital services. The integration authorities are now establishing management and governance arrangements, including organisational structures and internal processes.

54. Our [Health and social care integration \[PDF\]](#)  report found that integration authorities may not be in a position to make an impact in 2016/17.⁵ We reported on the significant risks that need to be addressed if integration is to fundamentally change the delivery of health and care services. These include:

- difficulties in agreeing budgets and finalising comprehensive strategic plans, due to councils having to set their budgets before NHS boards, and uncertainty about longer-term funding

- uncertainty about how complex governance arrangements will work in practice
- significant long-term workforce issues, such as different terms and conditions for NHS and council staff, and difficulties in recruiting and retaining GPs and care staff.


55. The issues around budgeting, strategic planning and governance need to be addressed quickly in order to improve local health and social care services in the next few years. In the longer term, joint action by councils and NHS boards will be needed to address workforce issues. Our [Changing models of health and social care \[PDF\]](#)  report highlighted that, to transform services and successfully deliver better outcomes for users, NHS boards, councils and integration authorities will have to adopt innovative models of care and ways of working that are quite different from traditional services.⁶

The quality and ambition of councils' savings and service change programmes vary greatly

56. Most of the savings councils have made over the last four years have relied on incremental reductions to a wide range of services and relatively small increases in income from fees and charges. Many savings have come from staff voluntary redundancies. There is a limit to how many staff can be lost before there is a major impact on the quality or quantity of services. Councils need to consider options for more fundamental changes to the way they deliver services.

57. Councils have been developing savings plans and service change programmes in response to current and future reductions in their income. However, auditors have highlighted variation in the ability of councils' programmes to make the savings required. Some are making good progress towards tangible savings and improvements to services for communities. For example, East Ayrshire Council's transformation strategy is designed to achieve sustainable savings of £34.7 million over the five-year period up to 2016/17. Planned savings in the first three years have already been achieved and, at the time of approving its 2015/16 budget, the council reported no funding gap up to 2016/17. The council reviews its transformation strategy annually and consults local communities and stakeholders on its priorities as part of the review.

58. Auditors have expressed concerns about the extent to which planned changes in some councils are enough to make required savings, whether these changes are being implemented quickly enough, and how any changes reflect a council's priorities. For example, in Aberdeenshire Council, the auditor has reported that there is little evidence of robust plans with clear links to outcomes.

59. The Accounts Commission is concerned about councils' slow progress in delivering services differently, rather than relying on incremental savings and staff reductions. Recent Best Value audits on East Dunbartonshire, Falkirk, and Argyll and Bute councils highlight that, regardless of the ambition of savings plans and service change programmes, only relatively small-scale changes have been delivered so far.^{7,8,9} Larger-scale changes that make a bigger impact on budget shortfalls have proved more difficult to achieve. Our [East Dunbartonshire Council: the Audit of Best Value and Community Planning – a follow-up report \[PDF\]](#)  found a clear commitment to improvement but expressed concerns about the pace of delivering the improvements in practice. We recommended the council take urgent action to identify clearer priorities for its transformation programme.



How will our savings plans help us achieve our corporate objectives and commitments made to our Single Outcome Agreement?



How open are we to considering all possible options to reduce the cost, and improve the quality and effectiveness of the services we provide?

60. One area where councils are changing the way they work is in providing services online. This allows councils to provide services that better meet the needs of users, as set out in the Scottish Government's and COSLA's 2012 vision *Scotland's Digital Future – Delivery of Public Services*.¹⁰ It also allows councils to deliver greater efficiency, reducing the number of staff required to deliver these services ([Case study 1](#)). However, it is important that councils continue to provide services for those who do not have access to, or simply do not want to use, online services.

Case study 1

Examples of online services in councils



City of Edinburgh Council

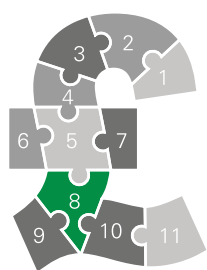
The council is currently redesigning many of its customer care services and moving services online where possible. The council plans to deliver annual savings of £5.9 million, through reducing the number of support staff. There are early signs that this initiative is making an impact: 40 transactions, such as school placing requests, are already available online and savings of £355,000 over the past year have been made. The council now aims to roll out a further 153 new types of online transaction in 2016/17.

The Highland Council

The council aims to reduce the equivalent of 54.2 full-time employees and save £1.3 million by 2018/19 through its Digital First programme. In 2014, 82,000 transactions took place online with a corresponding ten per cent decrease in face-to-face transactions. The council currently offers 87 services online, such as paying rent online, and is aiming to have 40 per cent of customer transactions online by April 2017. The council has implemented the Improvement Service's customer portal 'myaccount'. This reduces the requirement for customers to prove their identity every time they apply, and gives customers the ability to upload scanned and photographed evidence.

Source: Audit Scotland


There is limited evidence of councils collaborating or sharing services




£43 million: saved by councils in 2012/13 by using collaborative procurement contracts



61. Collaborating or sharing services can help meet financial challenges. For example, East Ayrshire and South Ayrshire councils have a shared roads maintenance service, which has been operating since April 2014. It aims to maintain and improve the service while saving £8.6 million over the next ten years. Stirling and Clackmannanshire councils are jointly delivering social work and education services. However, they decided in late 2015 to withdraw from this arrangement, and they will revert to single-council services by April 2017. These shared services involved a lot of preparatory work. They highlight the need for sustained commitment if councils are to deliver shared services successfully and realise any planned longer-term benefits.

62. Our [Procurement in councils \[PDF\]](#)  report found that councils had saved £43 million in 2012/13 through using Scotland Excel or Scottish Government collaborative procurement contracts, and councils' use of collaborative contracts has been increasing since then.¹¹ Savings were not the only benefit to this collaborative working. Councils had been systematically using procurement spending to support local economic development, and they had begun to achieve community benefits, such as apprenticeships and environmental improvements, into procurement contracts.

63. Whatever the means of delivering services, a crucial element of achieving best value is using options appraisal effectively to evaluate current and alternative ways to deliver services. Our [How councils work: Options appraisal – are you getting it right? \[PDF\]](#)  report recommends rigorous and challenging appraisal of all the options.¹² It is important that councils consider a wide range of alternatives, including fundamentally different approaches, to help find the most effective and efficient way to achieve the council's priorities for its local communities ([Exhibit 11, page 32](#)).

64. In looking at possible options for delivering services, councils and their partners need to consider the opportunities presented by the Community Empowerment (Scotland) Act 2015. The Act aims to empower community bodies through ownership or control of land and buildings, and by giving them more say in decisions about public services.



How fully have we appraised the options for sharing services with similar or neighbouring authorities or other public sector bodies?

What options do we have for collaborating or sharing services?



How are we involving and empowering local communities to design and deliver services to suit local needs?

Exhibit 11

Options for delivering services

Councils should use options appraisal to consider alternative ways of delivering services.



Source: Audit Scotland

Councils are planning to increase the number of ALEOs to deliver services

65. Councils use ALEOs to deliver services differently and more efficiently, as they offer different opportunities for generating income and making tax savings. ALEOs are typically used to provide more commercial activities, including leisure, property development, car parking, energy generation, and conference facilities such as the Edinburgh International Conference Centre. They are also used across a diverse range of services including social care and waste recycling. Auditors have identified approximately 140 ALEOs operated by Scotland's councils, with around three-quarters of these providing cultural, leisure, housing or economic development services. Councils are planning to deliver more services through ALEOs by establishing new ALEOs or expanding the remit of existing ALEOs ([Case study 2](#)).



How do we learn from other changes we have made and the experiences of other organisations when identifying and considering all the options?

Case study 2

Examples of new and expanded ALEOs



SB Cares

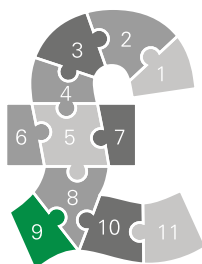
Scottish Borders Council established SB Cares to deliver most of the council's adult social care provision. Around 800 staff transferred to SB Cares on 1 April 2015. The new ALEO aims to make more efficient and flexible use of staff and generate additional income. The council expects to deliver £0.5 million savings in the first year.

Renfrewshire Leisure Limited

Renfrewshire Council expanded Renfrewshire Leisure Limited by transferring the management and staffing of cultural and leisure services, such as town halls, libraries and playing fields. It estimates £0.6 million of annual savings from the transferred services being eligible to pay reduced NDR.

Source: Audit Scotland

As councils continue to reduce staff numbers, it is essential that they plan to have the staff knowledge, skills and time to deliver services differently in future



24 councils, in September 2015, were planning to further reduce staff numbers during 2015/16 and beyond

31 councils have reduced and/or restructured their senior management in recent years, and 11 councils, in September 2015, were planning to make further changes




66. The majority of councils have reduced their workforces over the last few years to save money and establish more efficient ways of working. At 31 March 2015, there were approximately 200,800 people (full-time equivalent or FTE) employed by councils. This was around 800 fewer people (FTE) working in councils compared with the previous year. The net reduction in employment may be lower than 800 as it includes jobs transferring into ALEOs, although we do not have data on this. We have highlighted in previous reports that relying on reducing staff numbers to save money without changing the way councils deliver services is not sustainable.

67. With their income falling further, and as they identify funding gaps in the next two years or longer term, councils are planning further staff reductions. Some councils are now making compulsory redundancies to reduce costs and better manage their workforces. For example, over half of councils have policies that allow them to make compulsory redundancies if necessary, and seven have already made a very small number of compulsory redundancies in 2014/15. At the same time, councils feel that their ability to fully manage their workforce in line with local priorities is affected by other factors outwith their control, such as the Scottish Government's requirement for councils to maintain teacher numbers.

68. A key area of savings has been in reducing and restructuring senior management. Councils need to ensure that they manage the risks of relying on smaller numbers of individual officers with an increasingly wide range of responsibilities. There is also the risk that they may not have the management skills and time they need to plan and implement new ways of delivering services. In contrast, some councils have difficulties in recruiting and retaining people in some key roles. For example, Aberdeen City Council had difficulty filling the position of Director of Corporate Governance. More widely, there is a recognised shortage of qualified procurement professionals. Councils may therefore have to develop the skills of their existing staff or find new ways to attract people with the specialist skills they need. This highlights the importance of succession plans as part of workforce planning to avoid losing essential skills and knowledge, particularly when considering further staff reductions.

Further workforce reductions must reflect councils' priorities

69. A number of councils have been developing their workforce strategies and plans. An effective workforce strategy takes account of the skills needed for the future, not just the numbers and grades of staff. This means tying it in with the council's identified priorities and its plans for changing how services are delivered. For example, with councils expected to involve local communities more in planning, managing and delivering services, in response to the Community Empowerment (Scotland) Act 2015, they may need to retain or develop further their skills in this area.

70. Some councils have still to fully, or further, develop their workforce planning. We have raised concerns about workforce planning in recent Best Value reports. For example, East Dunbartonshire Council has a workforce strategy in place but it does not contain clear targets or timescales for meeting objectives, and so it is difficult to assess its impact. Our [Health and social care integration \[PDF\]](#)  report also identifies the need for long-term workforce strategies in the new integration authorities. Developing a suitably skilled workforce is particularly challenging in health and social care integration, given the wide range of people involved and the size of the workforce.



How do we ensure our senior officers have the knowledge, skills and time to support us in making difficult decisions?

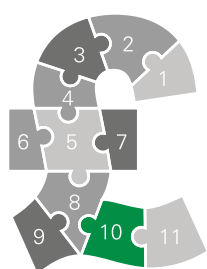


What do we need the workforce to look like in terms of numbers, skills and knowledge?

How do we ensure the council's future pay structures do not discriminate against any groups of staff?

71. We have also identified a risk that staff in some support services may be under severe pressure after significant staff reductions. For example, information collected by auditors shows that most councils have reduced finance staff. This has not had a negative impact on service delivery to date, with all councils submitting their unaudited accounts on time and all council audits being completed by the due date of 30 September 2015. Some councils are planning to reduce finance staffing further. This can pose risks for councils in being able to carry out good long-term financial planning, effective monitoring of budgets and savings, and responding to the additional work involved in budgeting for the new health and social care arrangements. However, it can also indicate better use of technology and therefore a need for fewer finance staff.

There is potential to reduce staff time lost due to sickness absence



10.8 days: the average number of sickness days per employee (excluding teachers) in 2014/15

6.3 days: the average number of sickness days per teacher in 2014/15



72. In 2014/15, sickness absence across councils increased by almost half a day per employee, excluding teachers. Sickness absence per employee varied across councils from an average of 8.8 days per year in Orkney to 14.5 days per year in West Dunbartonshire ([Exhibit 12, page 36](#)). If councils with high absence levels could lower this to match the top eight performing councils (lower than 9.9 days), that would gain the equivalent staff time of close to 700 full-time employees (excluding teachers) across Scotland.

73. Sickness absence also varied in 2014/15 among teachers from an average of 3.6 days per year in North Ayrshire to 10.1 days per year in Clackmannanshire. Similarly, if councils with high teacher absences could match the top eight performing councils (lower than 5.7 days), that would gain the equivalent staff time of close to 200 full-time teachers across Scotland.

74. With councils' workforces reducing, this potentially increases the workload for remaining staff, which in turn can negatively affect morale and sickness absence. It can also impact on the ability of managers to deal with absence issues.

75. Reasons for sickness absence are complex and varied and therefore reducing absence is not easy. East Dunbartonshire Council has taken steps to reduce sickness absence, for example, by introducing better monitoring of short and long-term absences, identifying departments with high absence rates, and providing further support and guidance for managers. This has led to a decrease in staff absence levels, although they are still above the Scottish average. To try to reduce the cost of absence, the Improvement Service is helping councils to learn from each other, using the LGBF as a starting point.

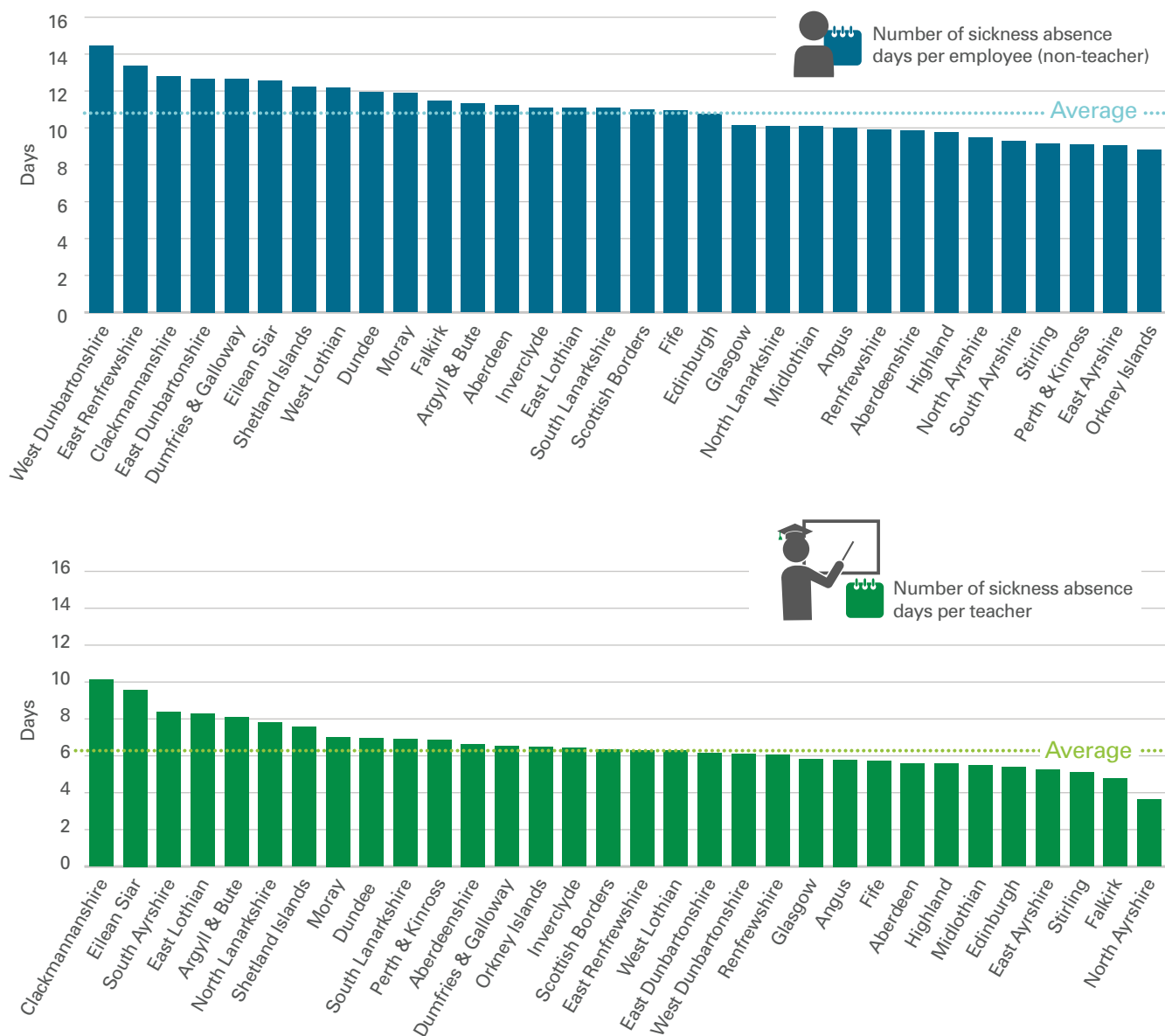


How effectively is the council working to improve sickness absence among employees?

Exhibit 12

Sickness absence for council employees in 2014/15

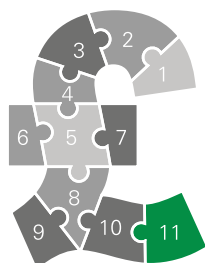
Clackmannanshire and West Dunbartonshire councils have the highest average number of sickness days for teachers and other employees respectively.



Note: Sickness absence varies from year to year. When councils use this LGBF information, they will want to consider the data for more than one year.

Source: Local Government Benchmarking Framework, Improvement Service, 2016

Councillors need good quality information to make decisions and the appropriate skills to carry out their scrutiny role




1,223: the number of councillors in Scotland

32: all councils' audited accounts were unqualified in 2014/15



76. It is important that councillors have clear, understandable and manageable information to help them make decisions and scrutinise effectively. We have seen meeting papers where councillors were expected to read over 700 pages of information. Committee reports can be long, complex and written in very bureaucratic language, making them difficult to understand. This places significant demands on councillors and makes it difficult for them to focus on the most important issues, such as the council's underlying financial position.

77. Councils were required to add a management commentary to their annual financial reports for the first time in 2014/15. It replaces the previous explanatory foreword, as part of the move to make the accounts more accessible to readers. This should enable councillors and others to scrutinise the annual financial reports more effectively. We have prepared guidance for councils about financial reporting and scrutiny, with suggested questions for councillors to ask. This is available on our [website](#). We will review these in more detail next year.

78. As well as making the accounts more understandable, officers need to provide councillors with information, support and advice to help them scrutinise the accounts and other financial and service performance information. For example, there are gaps between the technical information, such as prudential indicators, and the straightforward explanations that many councillors need to fully understand the consequences of their decisions. Our [Borrowing and treasury management in councils \[PDF\]](#)  report found that councils need to improve their scrutiny in this area.

Councils need to conduct their business openly in the interests of local accountability

79. Good governance requires councils to conduct their business in a transparent manner. In some of the Best Value audits we carried out in 2015, for example in East Dunbartonshire and Argyll and Bute councils, we highlighted that they are carrying out a relatively high proportion of business in private. A wider analysis of the number of reports that councils consider in private, rather than in public, has highlighted variation in approach. For example, around a quarter of councils discuss less than two per cent of reports in private at meetings of the full council or at a policy and resources committee (or equivalent). In contrast, a few councils consider over 15 per cent of items in private.



How do we ensure that the information we receive is clearly written, jargon-free and manageable?




How can we consider more of our business in public?

80. Decisions on considering items publicly or privately are influenced by a range of factors. In particular, they may be affected by local schemes of delegation to senior officers, allowing them to make certain operational decisions. They may also be influenced by the local culture developed over time in councils. In our recent Best Value report on Argyll and Bute Council, we recommended that the council establishes a more open and transparent culture and style of working, which includes minimising the amount of business it carries out in private. Councils should be looking to identify and adopt best practice to strengthen local accountability.

81. Every year, the Accounts Commission emphasises in its overview report the importance of good governance. This includes procedures for authorising spending decisions, systems for managing risks, processes for reporting and scrutinising financial and service performance, and the way councillors and staff behave. All of these are increasingly important as councils continue to adapt to changing circumstances and develop more creative and ambitious ways of achieving positive outcomes for communities. In doing this, they are working more with partners in the public, private and third sectors, and in partnership with their communities. It is therefore even more important for councils to review and update governance arrangements to ensure that they are fit for purpose. The principles of good governance are:

- creating and implementing a vision and focusing on outcomes
- councillors and officers working together to achieve a common purpose, with clearly defined functions and roles
- promoting the council's values and upholding high standards of conduct and behaviour
- taking informed and transparent decisions which are subject to effective scrutiny and managing risk
- developing the capacity and capabilities of councillors and officers
- engaging with local people and other stakeholders to ensure robust public accountability.¹³

82. Councils should have appropriate arrangements in place to approve, monitor and hold ALEOs to account for the public funding that is provided to them. This includes complying with the Following the Public Pound Code. The Code is designed to ensure that openness, integrity and accountability are applied to all council decisions when public money is being spent, for example when establishing funding relationships with ALEOs. The importance of good governance was highlighted in Audit Scotland's [*Conclusions on issues relating to the Lennoxtown Initiative* \[PDF\]](#)  in November 2015.¹⁴ The report found that more robust processes should have been put in place to demonstrate that the public funds provided were used for the charitable purposes intended, and that using resources in this way represented best value.

83. In 2015, the chair of the Accounts Commission wrote to all chief executives and council leaders highlighting the importance of good governance and to encourage councils to apply good practice more consistently across all ALEOs. Local Area Networks will continue to monitor how effectively councils are overseeing ALEOs, with audit work looking at the role of ALEOs in service delivery being considered for 2017/18.




How can we involve our communities more in local decisions?

Councillors must develop their skills and knowledge as their role becomes more complex and demanding

84. Councillors face taking increasingly difficult decisions, often needing to consider new and more complex ways of delivering services. They need to be confident in their ability to appraise new ways of working and to scrutinise operational and financial performance. This will help them carry out their role effectively in the current demanding environment. Their continuing professional development should identify the skills and knowledge they need to develop.

85. Training on scrutiny tends to be provided at the start of a political term, as part of the induction scheme for new councillors, or targeted towards councillors who sit on scrutiny committees. However, scrutiny training needs to be provided more widely. Perth and Kinross Council, for example, developed an action plan after identifying a risk in councillors appointed to ALEOs not having the appropriate skills and training.

86. Our [Borrowing and treasury management in councils \[PDF\]](#)  report found that councillors said it was often difficult to attend training due to other commitments. This was said to be particularly difficult where training courses were scheduled to last for a full day. To keep knowledge and skills up to date, councils could consider providing more training in a variety of ways to suit councillors' needs, including short briefings and online training.

87. Following local elections in 2017, the induction and training for new and re-elected councillors will be very important in helping them fulfil their role and responsibilities in an increasingly complex and challenging environment. To contribute to this, the Accounts Commission is doing more work on roles and responsibilities in 2016/17.













How well do we scrutinise decisions on financial and service performance?

How do we ensure we have the knowledge and expertise we need to scrutinise effectively?


Endnotes



- ◀ 1 [Borrowing and treasury management in councils \[PDF\]](#) , Audit Scotland, March 2015.
- ◀ 2 [Major capital investment in councils: follow-up \[PDF\]](#) , Audit Scotland, January 2015.
- ◀ 3 *The Prudential Code for Capital Finance in Local Authorities*, CIPFA.
- ◀ 4 Living Wage Foundation.
- ◀ 5 [Health and social care integration \[PDF\]](#) , Audit Scotland, December 2015.
- ◀ 6 [Changing models of health and social care \[PDF\]](#) , Audit Scotland, March 2016.
- ◀ 7 [East Dunbartonshire Council: the Audit of Best Value and Community Planning – a follow-up report \[PDF\]](#) , Audit Scotland, June 2015.
- ◀ 8 [Falkirk Council: the Audit of Best Value and Community Planning \[PDF\]](#) , Audit Scotland, August 2015.
- ◀ 9 [Argyll and Bute Council: Best Value audit 2015 \[PDF\]](#) , Audit Scotland, December 2015.
- ◀ 10 *Scotland's Digital Future – Delivery of Public Services*, November 2012.
- ◀ 11 [Procurement in councils \[PDF\]](#) , Audit Scotland, April 2014.
- ◀ 12 [How councils work: Options appraisal – are you getting it right? \[PDF\]](#) , Audit Scotland, March 2014.
- ◀ 13 *Delivering good governance in local government, Guidance note for Scottish authorities*, SOLACE/CIPFA, 2008.
- ◀ 14 [Conclusions on issues relating to the Lennoxtown initiative \[PDF\]](#) , Audit Scotland, November 2015.



An overview of local government in Scotland 2016

This report is available in PDF and RTF formats, along with a podcast summary at:
www.audit-scotland.gov.uk 

If you require this publication in an alternative format and/or language, please contact us to discuss your needs: 0131 625 1500 or info@audit-scotland.gov.uk 

For the latest news, reports and updates, follow us on:



Audit Scotland, 4th Floor, 102 West Port, Edinburgh EH3 9DN
T: 0131 625 1500 E: info@audit-scotland.gov.uk 
www.audit-scotland.gov.uk 

ISBN 978 1 909705 85 2

This publication is printed on 100% recycled, uncoated paper

To: Leadership Board

On: 8 June 2016

Report by: Chief Executive

Heading: Better Council Change Programme – A Sustainable Future

1. Summary

- 1.1 The report provides members with an update on the proposed next stages of the Better Council Change programme and highlights the potential implication of the current year financial settlement for local government and for the long term prospects for Council services.
-

2. Recommendations

- 2.1 Members are asked to:
- i. Consider and note the contents of the report
 - ii. Note that officers are available to advise on the 2017/18 budget, as required by members.
 - iii. Note that the themes for the next phase of the Better Council Change programme will be reported to members later in the year.
-

3. Background

- 3.1.1 The Council recently set its revenue and capital budgets following the publication of the Scottish Government Budget 2016/17 and the Local Government Finance Settlement. Members will be aware that the settlement details were later than anticipated and that the Council, and the local government sector generally, received a larger cut to grant than had been expected or forecast. As was widely reported at the time, the combination of these two factors created difficulties for a number of Scottish Councils in the setting of their own budgets for 2016/17. As reported by the Director of Finance and Resources on 3 March, this Council's grant settlement decreased by 3.4% from 2015/16 and was subject to a wide-ranging package of conditions, which the Council has committed to in the setting of its own budget. Members will be aware that as a result of the ongoing work of the Council's Better Council Change programme over recent years that this Council was in the fortunate position of being able to set its budget for 2016/17 without the need for short-term decision-making., which can be damaging to services and lead to poor workforce planning.
- 3.1.2 Members will also be aware that the Director of Finance and Resources has highlighted an anticipated budget deficit of up to £6 million for 2017/18, principally dependent on this year's grant settlement and pay awards. Due to the outlook beyond 2017/18, it is important that this deficit is dealt with fully in setting the Council's budget early next year. Of greater concern to the Council is the forecast financial position outlined by the Director beyond 2017/18 and the potential implications for our current structures and services.
- 3.1.3 The Better Council Change programme has played a significant role in helping to manage the impact of budget deficits on services over successive years, in a planned way throughout the financial year. The programme has aimed to introduce change to the organisation and the delivery of services to facilitate the release of the necessary budget savings, and where possible minimise or mitigate the impact of the budget reduction on the public and on our workforce. The constant review and update of the change programme, so far, has helped us avoid, in the main, short-term savings decisions which need to be implemented quickly and which can be damaging to the service and those who use it.
- 3.1.4 Clearly, the decisions required by members on the Better Council Change programme have presented members with difficult choices, and have needed clear prioritisation of some service areas over others. Whilst there have been a variety of savings projects, the focus of the

Better Council Change Programme has centred on four key areas in recent years – the Council's debt smoothing strategy; the reconfiguration of 'back office' services and the introduction of a new consolidated support service model for the Council; a review of environmental and waste management services and ways of working; and investment in the prevention agenda for children and adults to reduce cost pressures for the Council. Since 2011/12, the first financial year which was impacted by the recession, the Council has managed a total of £117 million of savings and otherwise unavoidable cost pressures, and this, along with effective programme implementation and good budget monitoring has kept the Council financially stable and continuing to deliver on its performance targets, and strategic objectives. Members will also be aware that the change in the Council's budget has also resulted in approximately 1,500 FTE leaving the Council through voluntary release over the same period.

3.1.5 The Council has a strong track record in its external audit and inspection reports and the latest report from regulators highlights no current significant risk issues of concern at this stage. Maintaining this position over the medium term in the context of the anticipated financial environment outlined to members in the Director of Finance and Resources' report of 3 March will be a challenge. Whilst a degree of uncertainty persists around the absolute scale of the budget challenge facing the Council from 2018 onwards, it is clear that the measures adopted by the Council in its change programme in recent years, such as debt smoothing, to dampen the impact of the budget deficit on Council services will significantly diminish, and the restructure and reconfiguration of the 'back office' will be largely complete. Clearly whilst there will be an ongoing drive for improvement and efficiency in the delivery of these services, it is unlikely that there will be the same scale of opportunity for savings again from this part of the Council without a radical change in delivery model.

3.1.6 This step change in the resourcing of the Council, taken together with the need to continuously modernise and improve services in order to demonstrate best value to our communities, creates a further watershed for the Council. In order to continue to be an ambitious and high performing Council, we must continue to take strategic decisions about how we will deliver services for the future, balancing the needs of our communities with the resources available to us, creating a model of delivery which the Council can sustain over the medium term. By taking the decision to redesign services, we take the opportunity to define our future model for Renfrewshire, and avoid, wherever possible, unnecessary cuts to vital public services.

- 3.1.7 As reported under item 1 of this agenda, the Accounts Commission have recently reported that “the scale of the challenge in 2016/17 and beyond has significantly increased because of the local government funding settlement”. The Commission also note that a single year financial settlement, growing demands and cost pressures from our ageing population, and the ambitions of the Community Empowerment (Scotland) Act 2015 compound the challenges. The Chair of the Commission, in his introduction, notes that incremental changes to services in order to make savings are ‘neither sufficient nor sustainable solutions set against the scale of the challenge facing Councils’ and recommends a ‘more strategic approach’ which involves options for service delivery being considered in partnership with service users and communities.
- 3.1.8 Moving on from the implementation and delivery of the 2016/17 budget therefore, there is already the possibility of further savings of up to £6 million identified for 2017/18, and members and political groups should begin to consider the options for dealing with a further short-term budget deficit as soon as possible. Officers will be available to assist and advise on this as required. However, the medium term financial prospects for the Council also require attention now, given the scale of the challenge facing the Council from 2018, and it is proposed that officers begin preparatory work on some of the themes for the next phase of the Council’s change programme, and report back to the Board later in the year. It is anticipated this work will allow the Council, and the next Administration, to make positive decisions about future ambitions, and to provide the workforce, our partners, and our communities with the confidence that everything is being done to protect vital public services, and that the Council is responding responsibly and effectively to its future financial environment.
- 3.1.9 It is further proposed that, in light of this next phase of the Better Council Change Programme, that the longer term sustainability of the Council’s voluntary severance package is reviewed and reported back to members for their consideration. This will also consider the eligible conditions for the future application of the scheme, in line with the themes of the future Change Programme.

Implications of the Report

1. **Financial** – The report details the financial challenges facing the Council and sets out a programme of work that is being progressed to assist the Council in positively addressing these challenges going forward.

2. **HR & Organisational Development** – The report details the impact the current change programme has had on voluntary release from the Council, and the intention to review the long term sustainability of the current scheme.
3. **Community Planning** – The report outlines plans to review the future change programme for the Council, and identify ‘themes’ which it is anticipated will impact on the design and cost of future service delivery. Implementation of any plans for future change will be fully consulted on with community planning partners.
4. **Legal** – The Council has statutory duties to both demonstrate best value and set a balanced budget in each year. This report outlines plans to support the council in meeting these duties in future years.
5. **Property/Assets** – No specific implications at this state.
6. **Information Technology** – No specific implications at this stage.
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 – None**
9. **Procurement – None.**
10. **Risk** - The ability of the Council to plan for and manage the significant cost pressures and reducing available financial resources which are currently faced has been identified as one of the Council’s top 5 risks in the Corporate Register
11. **Privacy Impact – None**

Author: *Sandra Black, Chief Executive, 0141 618 7354*

To: Leadership Board

On: 8th June 2016

Report by: Chief Executive

Heading: Council Plan progress report 2016/17

1. Summary

- 1.1 In December 2015, full Council approved a refreshed Council Plan which set out the key priorities for the organisation for the period to March 2017. The council plan sets out for residents, elected members, employees and our partners what the Council will work to achieve and how this will be taken forward. It is the Council's 'plan for action' and all of other plans, including the annual service plans produced by each service in the council, derive from it.
- 1.2 The Council's vision is linked to that for Renfrewshire overall through the Renfrewshire Community Plan: -
- Renfrewshire is a 'fair, inclusive place where all our people, businesses and communities thrive'.
- 1.3 The plan sets out 10 key priority areas which the Council will progress to invest in a **better future** for Renfrewshire and create a **better council** that will work with customers and partners to make it happen.
- 1.4 This progress report is structured around the three themes: Better Future: Place, Better Future: People and Better Council. Performance and the progress against the specific actions and measures contained in the Council Plan is provided below.
- 1.5 Real progress is being made by the Council in partnership with other organisations at a local and national level to drive an ambitious programme

of change and regeneration for Renfrewshire. This programme of change and improvement is being progressed within the context of an increasingly challenging financial environment with a range of pressures being managed by Services in parallel. Key priorities set out in the Council Plan include the focus on tackling poverty and mitigating the impact of welfare reform, driving economic and cultural regeneration, providing care and support to those most vulnerable, and modernising the way in which the Council does business, including the way in which services engage with service users, citizens and businesses.

2. Recommendations

- 2.1 It is recommended that members are requested to note:
- i. Note the progress that has been made to date by services in terms of delivering the Council Plan; and
 - ii. Agree that a further progress update should be prepared and submitted to the Board in December 2016.
-

3. Background

- 3.1 The Council Plan was approved by Council on 17th December 2015, it sets out the overarching strategic vision and objectives of the Council.

- 3.2 The Council Plan's ten priorities are structured around three themes:

Better Future: Place

Priority 1: Driving Physical and Economic Regeneration

Priority 2: Building on our Culture and Heritage

Priority 3: Protecting the Public

Priority 4: Creating a Sustainable Renfrewshire

Better Future: People

Priority 5: Reducing the Level and Impact of Poverty

Priority 6: Raising Attainment and Closing the Attainment Gap

Priority 7: Supporting and Sustaining People into Employment

Priority 8: Improving Care, Health and Wellbeing

Better Council

Priority 9: Supporting our Employees

Priority 10: Continuing to be a Well Run Council

- 3.3 The progress against these priorities is actively monitored by services, with the underpinning actions and success measures part of the service improvement planning process. Progress and performance is monitored quarterly by the Corporate Management Team and progress is reported to the Leadership Board every 6 months.

4. Better Future: Place

4.1 The Council Plan articulates ambition for Renfrewshire to be a location where people and families choose to live because of the great quality of life, the work opportunities available, that its safe, and visit because of the fantastic events and cultural sights the area has to offer. This theme is underpinned by four priorities and a number of high profile work programmes, including Paisley UK City of Culture 2021, City Deal and the Street Stuff programme.

4.2 A note of the progress and the key achievements since December 2015 has been provided below:

Priority 1 Driving Physical and Economic Regeneration:

- Glasgow City Region City Deal investment programme is being actively progressed with the strategic business cases for the Renfrew Riverside & Clyde Waterfront Project, the Glasgow Airport Investment Area Project and the Airport Access Project approved by the Council and the City Region Cabinet in December 2015.
- Hillington Park Simplified Planning Zone (SPZ) Scheme has been operational for more than a year and has helped to support development proposals which will deliver over £17 million of investment in the Park.
- Paisley Town Centre Heritage Asset Strategy picked up two titles at the Placemaking Awards in London in 2015.

Priority 2 Building on our Culture and Heritage:

- In late 2015 the Council launched its bid for UK City of Culture 2021 with work in the early part of this year focusing on raising public and stakeholder support for the bid.
- Aligned to the City of Culture Bid, a new £500,000 Culture, Heritage and Events fund was approved, with a positive response for the first funding round in March 2016.
- The £3.3million heritage led regeneration scheme has delivered the restoration of 4 historic buildings, 9 traditional shopfronts and public realm improvements in Causeyside St/Johnston Street.
- A number of high profile and successful events have been held across Renfrewshire, such as the Monte Carlo Classic car rally, British Pipe band championship.
- InCube, the Council's retail incubator to support the growth and development of creative retail businesses was launched in 2015 and has supported 13 businesses so far.

Priority 3: Protecting the Public:

- We received a positive report from inspectors on our Children's Services across the Renfrewshire partnership.
- An expanded Street Stuff diversionary programme is now being delivered with the new breakfast club model, supported by Tackling Poverty funding.
- Over 2015/16 there were more than 37,000 attendances at Street Stuff activities across Renfrewshire.

- Phase 1 of the Renfrewshire Community Safety Partnership Hub and integrated CCTV control room is now fully operational.
- With partners, we delivered a new public awareness campaign in relation to child protection.
- Our child protection training was updated to include internet safety and child sexual exploitation.

Priority 4: Creating a Sustainable Renfrewshire:

- We have significantly progressed the delivery of the Clyde Valley shared services work stream of a residual waste treatment and disposal solution.
- The North Renfrew Flood Prevention Scheme became operational.
- We increased the number of electric cars in the Council's fleet to 22 and 5.5% of the vehicle fleet uses alternative fuel up from 1% in 2012.

5. Better Future: People

5.1 Improving the lives of the people of Renfrewshire is the next theme in the Council Plan 2016/17. This theme sets out four priorities for the Council relating to tackling poverty, for children to have the best start in life, closing the gap in educational attainment between children from higher income families and those from lower income families and vulnerable background, developing employment opportunities and ensure vulnerable children, families and adults can access support when it is required.

5.2 A note of the progress and the key achievements since December 2015 has been provided below:

Priority 5 Reducing the Level and Impact of Poverty:

- New Breakfast clubs were launched in early 2016 in four schools: St Catherine's, Gallowhill Primary, St David's and Cochrane Castle. Since the launch we have provided over 5,661 healthy breakfasts over 135 sessions, and take-up of the clubs across all schools are high.
- Over 60 local employers attended an event hosted by Invest in Renfrewshire and the Chamber of Commerce to hear about Living Wage Accreditation, and the number has now risen to 23 accredited Living Wage organisations in Renfrewshire.
- A further £180,000 from the programmes Credit Union Development Fund to support credit unions in Renfrewshire. Over 600 people have signed up for memberships in Renfrewshire's Credit Unions in the last 6 months, and credit unions have issued 108 'FastCash' loans as an alternative to using payday lenders.
- A new Advice Partnership Renfrewshire was formed, which brings together key advice-giving agencies in Renfrewshire in order to maintain a strategic view of advice services.

Priority 6 Raising Attainment and Closing the Attainment Gap:

- Training for head teachers and class teachers has been developed in partnership with the University of Strathclyde to support literacy development, and the delivery of the programme is well advanced.
- The Pizza Reading Family Learning Groups was introduced to seven primary schools. These groups work in partnership with schools to promote families of Primary 1 children to read together.
- Plans are being developed to roll-out the use of How Good Is Our School (HGIOS) (4) from August 2016 and implement the National Improvement Framework.

Priority 7 Supporting and Sustaining People into Employment:

- Invest in Renfrewshire continue to work with partners to address youth unemployment which is now below the Scottish average for the first time at 1.9%, falling from 10.9% in June 2012 when the programme started.
- 170 paid employment opportunities have been offered through the Council through traineeships and graduate internship amongst others.

Priority 8 Improving Care, Health and Wellbeing:

- The Integrated Joint Board was formally established and the Council delegated adult social care services and budgets to the partnership on 1 April 2016.
- We established Families First teams into Foxbar, Gallowhill and Johnstone.
- We supported young people in our schools to use a peer education approach to promote health and wellbeing.
- We delivered Ten Lessons for Life and Steps to Excellence programmes to adult learners in Renfrewshire

6. Better Council

6.1 For the final theme, Better Council, the plan sets out how the Council will continue to support employees and to be a well run Council. By ensuring the organisation has the right appraisal system, training programmes, an effective communication approach and providing employees with opportunities to suggest new ideas and ways of working; the Council will have a supported, encouraged and motivated workforce.

6.2 A note of the progress and the key achievements since December 2015 has been provided below:

Priority 9 Supporting our Employees:

- Developed an Organisational Development Strategy which was approved by the Leadership Board in December 2015. The strategy focuses on 3 immediate priority areas to support the development of the workforce and deliver on key outcomes.

- An internal communications strategy was approved by the corporate management team in January and will be actively implemented in 2016/17.
- Options are being considered to develop a corporate staff recognition programme that celebrates success and recognises great individual and team contributions to the delivery of the Council, Community and Service Plans.

Priority 10 Continuing to be a Well Run Council:

- We launched a customer Portal in March 2016, offering local people the opportunity to securely view council tax information and carry out some transactions online.
- We delivered a range of community planning events on issues such as regeneration and the Paisley 2021 bid.

7. Next reporting stage

- 7.1 The next progress report to the Leadership Board in relation to the Council Plan will be submitted to Board in December 2016.

Implications of the Report

1. **Financial** - *none*
2. **HR & Organisational Development** – A Better Council, Priority 9 of the Council Plan sets out how we will support Council employees
3. **Community Planning** – - *none*
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 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** - *none*
9. **Procurement** – *none*
10. **Risk** – A number of the projects or actions set out in the Council Plan also feature within the Corporate and Services risk registers.
11. **Privacy Impact** - *none*

List of Background Papers

- (a) Background Paper 1 – Council Plan Refresh 2016/17

The foregoing background papers will be retained within Chief Executive's Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is *Nicola Irvine-Brown, Policy Lead*, Nicola.irvine@renfrewshire.gov.uk, 0141 618 7414

Author *Nicola Irvine-Brown, Policy Lead, 0141 618 7414*

To: Leadership Board

On: 8th June 2015

Report by: Chief Executive

Heading: Tackling Poverty Programme – Progress Update

1. Summary

- 1.1 The report details progress against the Tackling Poverty Action Plan approved by Council on 25 June 2015. The report is attached at Appendix A.
- 1.2 The report outlines key progress highlights against the priority areas within Renfrewshire Council's Tackling Poverty strategy, covering the last 12 months since the Tackling Poverty Action Plan was approved.
-

2. Recommendations

- 2.1 It is recommended that the Board
- Note progress on the delivery of the Tackling Poverty Action Plan
-

3. Background

- 3.1 The Renfrewshire Tackling Poverty Commission, the first of its kind to be established in Scotland, was set up by the Council in February 2014. The Commission was asked by the Council to consider the nature, causes and impact of poverty in Renfrewshire and to make

recommendations to mitigate and minimise the impact of child poverty in Renfrewshire. The Commission published its report on Friday 13 March 2015, submitting the report to the Council and Community Planning Partners for consideration.

- 3.2 In June 2015, Council approved an action plan to tackle poverty developed by the Community Planning Partnership. This action plan fully committed the total of £6M set aside in the 2015/16 budget to enable an early response to the work of the Tackling Poverty Commission.
- 3.3 In September 2015, Council approved a Tackling Poverty Strategy for Renfrewshire, which sets the £6 million Council investment within the context of the current opportunities and challenges that Renfrewshire will face in coming years.
- 3.4 In December 2015, Leadership Board noted progress against the Tackling Poverty Action Plan, covering the first six months of delivery against the action plan.

4. Overview of progress

- 4.1 Since the Commission's recommendations were published, the Council has made significant progress in the delivery of the Tackling Poverty Programme. The Council has now produced a Tackling Poverty Action Plan and Strategy, and developed projects to deliver the recommendations of the Commission.
- 4.2 The Tackling Poverty Programme is a big, fast and ambitious programme which shows a real commitment to delivering change for people in Renfrewshire. The programme comprises approximately 50 projects which vary in scale and scope, but represent a significant programme of work being undertaken within all services across the Council and a number of our partners.
- 4.3 In less than a year, real benefits are already being delivered on the ground, and are providing immediate and practical support for families. Projects within the Tackling Poverty Programme have been moving into delivery since the approval of the action plan, and the vast majority of projects are now in delivery. Projects which provide direct support to citizens on the ground have been prioritised within the programme.
- 4.4 The programme also continues to build a longer term and sustainable plan, based on the evidence of what really works in Renfrewshire. There are a number of projects which seek to deliver long-term change in the way that the Council and our partners work. As learning from projects is gathered, and evaluations are completed, an evidence-based approach to tackling poverty in Renfrewshire can be

developed.

5 Pockets – Maximising household resources of families on low incomes

- 5.1 Renfrewshire Council continues to make progress in addressing youth unemployment and achieving its goals of full youth employment. Following the continued work of Invest in Renfrewshire in providing job creation opportunities and employability support, the youth unemployment rate in Renfrewshire has dropped from 10.5 per cent to 1.9 per cent, and the overall unemployment rate has fallen from 4.9 per cent down to 1.9 per cent.
- 5.2 The Commission highlighted transport and childcare as two key barriers to finding and sustaining work. Two funds have been launched to support people with the costs of childcare and transport in their first month of work, through Invest in Renfrewshire and the Department for Work and Pensions.
- 5.3 Building on the Council's existing commitments around Living Wage in Renfrewshire, over 60 local employers attended an event hosted by Invest in Renfrewshire and the Chamber of Commerce to hear about Living Wage Accreditation, and the number of accredited Living Wage organisations in Renfrewshire has now risen to 23. Renfrewshire Council will apply for Living Wage accreditation this summer as part of its commitment to Living Wage. This will form the basis of a campaign to further increase the number of living wage employers across Renfrewshire, as well as the number who are accredited by the Living Wage Foundation. This will build on work already undertaken this year to weight fair working practices (such as family friendly policies) in procurement exercises.
- 5.4 The Energy Advice team has continued to tackle fuel poverty by helping local families to reduce their energy costs, getting them a fairer deal, offering fuel debt support, and making sure they receive any help they're entitled to, like the Warm Home Discount. This project was extended in July 2015, following a successful pilot as part of the Welfare Reform Resilience Fund. Since July, the team have secured £185,904 of energy savings for households.
- 5.5 Affordable credit remains one of the key ways that low income households can manage limited finances and tackle the poverty premium, and work has continued to strengthen credit union membership in Renfrewshire. In 2015, a further £180,000 was allocated from the Credit Union Development Fund to support credit unions in Renfrewshire. Over 600 people have signed up for memberships in Renfrewshire's Credit Unions in the last 6 months, and credit unions have issued 217 'FastCash' loans as an alternative to using payday lenders. Credit Unions are also now offering ethical funeral loans and plans in order to tackle funeral poverty.

- 5.6 A new Advice Partnership Renfrewshire has been formed, which brings together key advice-giving agencies in Renfrewshire in order to maintain a strategic view of advice services. The partnership is currently developing an 'Advice Renfrewshire' website and phone line which will act as a simple 'one-stop-shop' for accessing all advice services in Renfrewshire, making it as easy as possible for citizens to access the right advice at a suitable time, and in a convenient location. Advice agencies are also piloting an advice referral and tracking system which will mean smoother referrals between advice agencies.
- 5.7 There has been good progress in increasing the uptake of the Young Scot card in Renfrewshire, and with the help of our new Modern Apprentice, we now have a new 'Young Renfrewshire' social media channel and new content on Renfrewshire's Young Scot pages. The take-up of Young Scot cards has significantly increased to 11,000 card holders, and approximately 2,000 young people are using the new rewards scheme which offers experiences and activities in exchange for activities such as volunteering. Work is underway to explore using the Young Scot card in other ways, to allow the targeting of benefits and rewards at young people living in poverty.

6 Prospects – Improving life chances of children living in poverty

- 6.1 Seven young people are being trained within the 'Sports Coach Academy' with Renfrewshire Leisure, and will have the opportunity for employment with Renfrewshire Leisure at the end of their traineeship. The seven young people started in October and all have looked after or accommodated backgrounds. The trainees have already taken a wide range of courses and qualifications. The trainees also provide support to a range of community based initiatives such as Breakfast Clubs, Families First holiday clubs and schools events. They have participated in intergenerational walking programmes bridging the gap between young people and older adults, and at the same time helping to break down barriers working with clients with mental health issues.
- 6.2 New Breakfast clubs were launched in early 2016 in four schools: St Catherine's, Gallowhill Primary, St David's and Cochrane Castle. Since the launch we have provided over 5,661 healthy breakfasts over 135 sessions, and take-up of the clubs across all schools are high. Breakfasts are offered universally with no age or income limit, and include activity and information days where pupils participate in fun activities and learn about topics such as healthy eating. The Breakfast Clubs contribute to a number of the tackling poverty priorities by supporting health and wellbeing through activities and healthy eating, and attainment by supporting children to be ready to learn at the beginning of the school day.

- 6.3 The Cost of the School Day fund was launched in September 2015 and addresses the cost of the school day by giving schools a budget to support the costs of trips, uniform, equipment etc for pupils from low income households. All schools in Renfrewshire have a budget and are spending against their budget, with more funding allocated to primary and Additional Support Needs schools, and schools with the highest number of pupils living in areas with the highest levels of deprivation.
- 6.4 The Families First programme continues to be successful, and has been extended to another three new localities as part of the Tackling Poverty Programme. Community consultation was carried out in 2015, followed by works to establish new locality bases and recruiting the staff team and third sector partner that will support the new localities. New Families First teams were launched to the public in Foxbar, Gallowhill and Johnstone in early 2016 and are now receiving referrals.
- 6.5 Our Literacy Development Programme is an innovative new programme which will transform the teaching of reading in Renfrewshire schools. We are working in partnership with Strathclyde University to deliver a range of training programmes involving head teachers and class teachers across primary and secondary schools in Renfrewshire to support the teaching of literacy.

7 Places – Children from low income households live in well-designed sustainable places

- 7.1 The Street Stuff activities programme for young people has been expanded, with two new Street Stuff buses now in use and an extended programme of activities in new locations. Between April 2015 and March 2016, there have been 2,073 Street Stuff sessions, with a total of 37,269 attendances. In particular, Street Stuff has been able to offer an enhanced programme of activities in the holiday periods, including providing hot food for young people participating in the activities. 3,538 young people have attended holiday provision in October, festive and spring camps.
- 7.2 An additional enforcement officer has been recruited to work within the private rented housing sector making sure that private landlords are registered, and undertaken a full review of how the council works with the private rented sector.
- 7.3 We have offered a number of employability opportunities within community safety, with seven young people working as Special Wardens and four young people working as Streetstuff Coaches. The training programme for this initiative was developed and delivered with the assistance of Police Scotland with the intention of also supporting volunteering and trainee applications. This element of

the programme has not proceeded and alternatives are being considered.

- 7.4 Invest in Renfrewshire has refocused one of its teams to look more closely at supporting community based organisations with funding support. The team has provided advice to 32 organisations on the social enterprise small grants fund, and 6 with developing new community projects.

Principles – How organisations should work

- 8 The programme continues to engage with people living in poverty throughout the life of the project, and in particular working with local third sector organisations to facilitate discussions with citizens. The latest discussions asked citizens whether they could see the impacts of some of our projects on the ground, and asked how citizens want the Council to report progress back to the individuals and communities that are most affected by the programme. Our aim is to create an ongoing conversation with citizens, rather than do traditional consultation exercises with a start and end date.
- 8.1

- 8.2 Addressing the stigma experienced by people living in poverty was a key finding of the Commission. In February 2015, the Council signed up to the 'Stick Your Labels' campaign to tackle poverty related stigma, run by the Poverty Alliance. We are currently undertaking a stigma project with the Customer Service Centre, which will look at how we can support staff to provide the best customer service that doesn't stigmatise.

- 8.3 A Digital Participation Plan has been developed, which will be the centre of our new Digital Strategy for Renfrewshire. A Digital Participation Officer and Digital Volunteer Co-ordinator are currently working with local third sector organisations (Reaching Older Adults in Renfrewshire and the Disability Resource Centre) to provide targeted digital support to the most digitally excluded groups. In addition to this, a Digital Skills Trainer is working with libraries staff across Renfrewshire so they can better support citizens looking to develop digital skills in the library.

Next steps - Public Performance Reporting

- 9 The report of Renfrewshire's Tackling Poverty Commission states that progress reporting should be 'done in a way which is transparent, accessible and meaningful across the community as a whole.'
- 9.1 Over the summer months, there will be engagement and consultation with citizens focused on the content of the attached progress report. This will focus on capturing voices and perceptions of people living in poverty in Renfrewshire, capturing key successes of projects to date
- 9.2

and identifying areas for development over the coming year.

There will also be work to produce information around the programme in formats which are more transparent and accessible to citizens.

9.3

Implications of the Report

1. **Financial** - There are no financial implications for this report. The Tackling Poverty Action Plan is funded by the £6 million allocation by the Council in June 2015.
2. **HR & Organisational Development** – There are no HR/OD implications for this report. There are a number of recruitment exercises that are taking place as part of the wider programme, but this report does not propose any decision or changes to work that is currently underway.
3. **Community Planning** – The Tackling Poverty Action Plan is owned by the Community Planning Partnership, As such, progress updates are also delivered to the CPP Board six-monthly. All Thematic Boards have been updated with the progress of the Strategy in September 2015.
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - The Tackling Poverty Action Plan is key to social justice and wider equality and human rights considerations. This report does not propose any changes to provision or service that would require specific consideration of equality and human rights issues.
8. **Health & Safety** – None
9. **Procurement** – The Tackling Poverty Action Plan has a number of procurement exercises within its projects, but this paper does not recommend any changes or raise any concerns relating to procurement elements of the plan.
10. **Risk** – The impact of not addressing poverty and inequality in Renfrewshire is flagged as a key risk to the organisation within the Corporate Risk Register. There are no major risks to the delivery of

this programme that require the Leadership Board's consideration at this time.

11. **Privacy Impact** - None

Author: Annabelle Armstrong-Walter, Strategic Lead Officer
(Tackling Poverty and Welfare Reform), 0141 618 5968

Tackling Poverty in Renfrewshire: One Year On

Progress Report on Renfrewshire's Tackling Poverty Action Plan

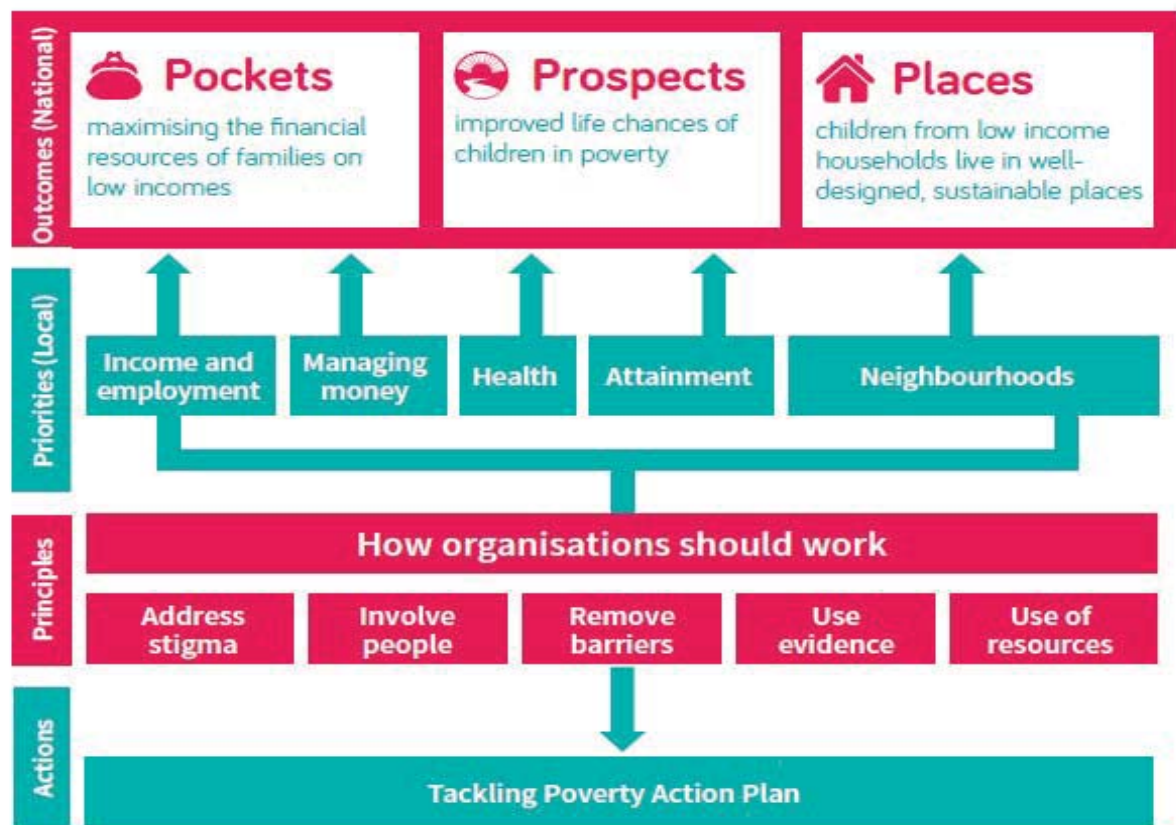


Background

This report gives an overview of the progress against the Tackling Poverty Action Plan. The report looks at what projects have been delivering on the ground since report of Renfrewshire's Tackling Poverty Commission and the approval of the Tackling Poverty Action Plan, and key milestones for the next year.

Since the Commission's recommendations were published, the Council has made significant progress in the delivery of the Tackling Poverty Action Plan.

- In March 2015, Renfrewshire's Tackling Poverty Commission published its findings and recommendations for a strategic and coordinated response to tackling poverty in Renfrewshire
- In April 2015, Renfrewshire's Community Planning Partnership accepted the recommendations, and the Council made an investment of £6 million to kick start the Commission's recommendations
- In June 2015, Renfrewshire Council and Community Planning Partnership approved the Tackling Poverty Action Plan to deliver to the Commission's recommendations
- In September 2015, Council approved a Tackling Poverty Strategy which put the action plan in the strategic context of the Council and its partners for 2015-2017



Renfrewshire Council has developed a Tackling Poverty Programme to deliver the Tackling Poverty Strategy and Action Plan. The programme is a big, fast and ambitious programme which shows a real commitment to delivering change for people in Renfrewshire. There are approximately 50 projects within the programme, which are varied in size and scope.

- The Tackling Poverty Programme stretches across all the services within Renfrewshire Council, including a wide range of our partners. We structure the programme in line with the three strategic outcomes and 6 local priorities outlined within the Tackling Poverty Strategy.
- Some projects have large budgets, such as our £1million project to expand Families First to three new local areas. Other projects have no budget, as they are met by existing resources or are more focussed on making a change to the way we work.
- Some projects are complex, for example our Joint Employability Programme which is comprised of 14 separate projects. Other projects are simple, for example, providing financial support to the Foodbank.
- Some projects extend services that already existed that we believe are key to tackling poverty, for example our Energy Advice project. Others are testing and trialling innovative new approaches, such as our Literacy Development project.

Next Steps

The report of Renfrewshire's Tackling Poverty Commission states that progress reporting should be 'done in a way which is transparent, accessible and meaningful across the community as a whole.'

Over the summer months, there will be engagement and consultation with citizens focused on the content of the attached progress report. This will focus on capturing voices and perceptions of people living in poverty in Renfrewshire, capturing key successes of projects to date and identifying areas for development over the coming year.

There will also be work to produce information around the programme in formats which are more transparent and accessible to citizens.

Pockets – Maximising household resources of families on low incomes

Priority 1: Increase the number of people who can access employment that provides an acceptable standard of living

Renfrewshire Council continues to make progress in addressing youth unemployment and achieving its goals of full youth employment. Following the continued work of Invest in Renfrewshire in providing job creation opportunities and employability support, the youth unemployment rate in Renfrewshire has dropped from 10.5 per cent to 1.9 per cent, and the overall unemployment rate has fallen from 4.9 per cent down to 1.9 per cent.

The Commission highlighted **transport** and **childcare** as two key barriers to finding and sustaining work. We have launched two funds to support people with the costs of childcare and transport in their first month of work, through Invest in Renfrewshire and the Department for Work and Pensions.

We've been building on our existing commitments around **Living Wage** in Renfrewshire. Over 60 local employers attended an event hosted by Invest in Renfrewshire and the Chamber of Commerce to hear about Living Wage Accreditation, and the number of accredited Living Wage organisations in Renfrewshire has now risen to 23.

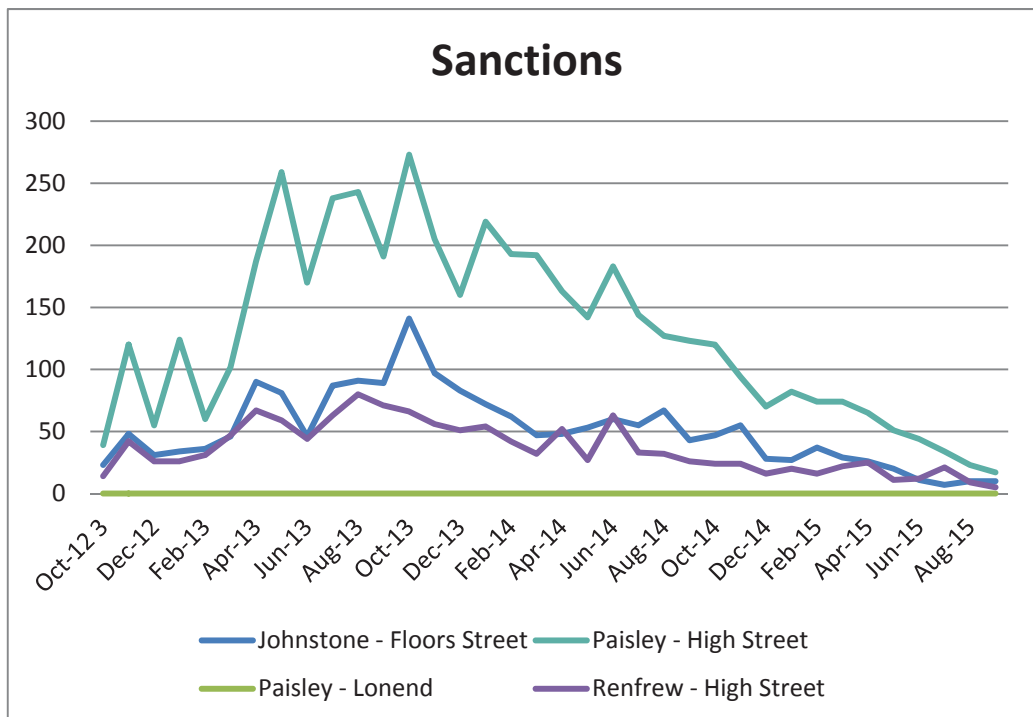
Renfrewshire Council will apply for Living Wage accreditation as part of its commitment to Living Wage in summer 2016. This will form the basis of a campaign to further increase the number of living wage employers across Renfrewshire, as well as the number who are accredited by the Living Wage Foundation. This will build on work we have already done this year to weight **fair working practices** (such as family friendly policies) in our procurement exercises.

We have commissioned a piece of research which will look more closely at the provision of **childcare** in Renfrewshire – and will focus on speaking to low-income families in Renfrewshire to more clearly understand how we can improve the way we provide childcare to meet their needs. We anticipate that the interim results of this study will be ready in September 2016 and the final report in November 2016.

We are also developing our response to the next welfare reforms which will be introduced between 2016 and 2018. We've produced a guide to the first changes for citizens, and we're training our staff so they understand the potential impacts of the changes too.

One of the Tackling Poverty Commission's biggest concerns was the rate of sanctions in Renfrewshire, and it's encouraging to see that sanctions rates have fallen significantly. We will however be placing Claimant Support Officers in each of the JobCentres in Renfrewshire to strengthen the partnership working with the Department for Work and Pensions, and to provide direct support to claimants to meet their claimant commitments and avoid sanctions.

The graph below shows the number of Jobseekers Allowance sanctions across the JobCentres in Renfrewshire:



Priority 2: Prevent financial crisis and support low income families to make the most of their money

Our **Energy Advice** team has continued to tackle fuel poverty by helping local families to reduce their energy costs, getting them a fairer deal, offering fuel debt support, and making sure they receive any help they're entitled to, like the Warm Home Discount. This project was extended in July 2015, following a successful pilot as part of the Welfare Reform Resilience Fund.

Since July, Energy Advice Renfrewshire has achieved:

711 referrals

£185,904 total savings for households

£81,989 of one-off savings

£103,915 of ongoing savings

Average saving of £253 per household

One of our key priorities is addressing the '**poverty premium**' – where poorer people pay more for the same basic products or services. Affordable credit remains one of the key ways that low income households can manage limited finances and tackle the poverty premium, and we've been building on previous work to strengthen **credit union** membership in Renfrewshire. In 2015, we allocated a further £180,000 from our Credit Union Development Fund to support credit unions in Renfrewshire. Over 600 people have signed up for memberships in Renfrewshire's Credit Unions in the last 6 months, and credit unions have issued 217 'FastCash' loans as an alternative to using payday lenders. Credit Unions are also now offering ethical funeral loans and plans in order to tackle funeral poverty.

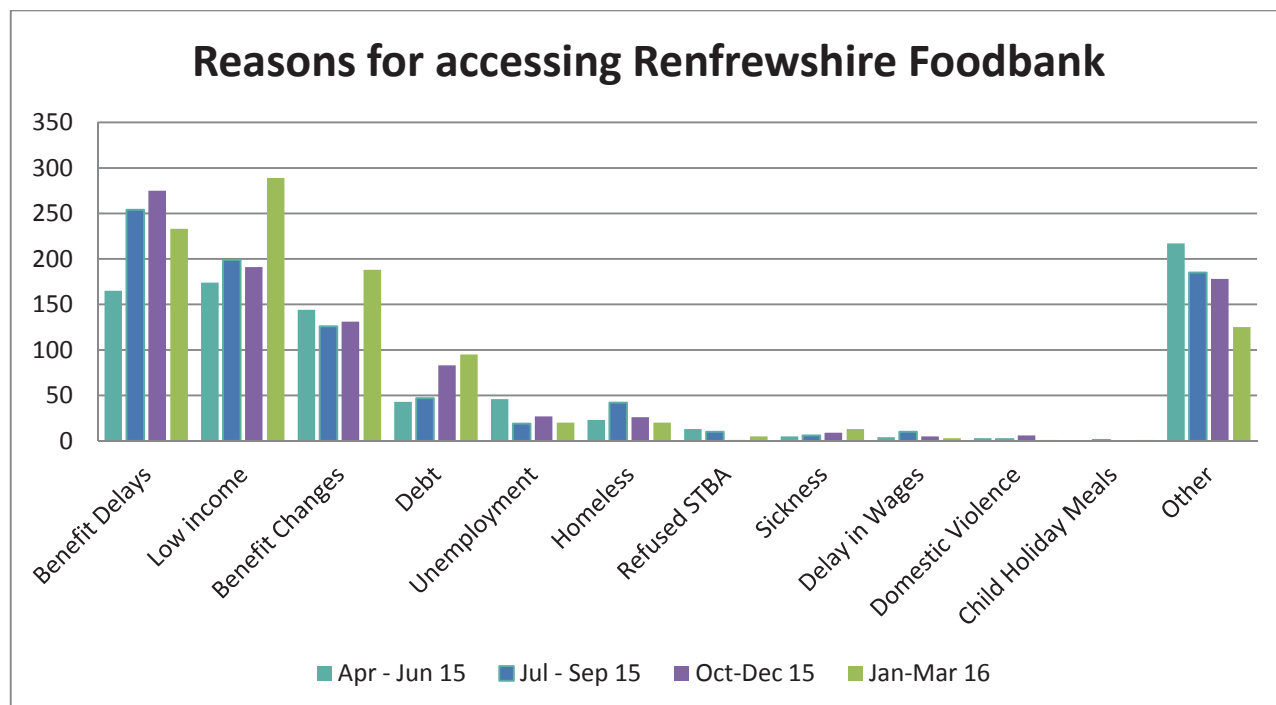
A new **Advice Partnership Renfrewshire** has been formed, which brings together key advice-giving agencies in Renfrewshire in order to maintain a strategic view of advice services. The partnership is

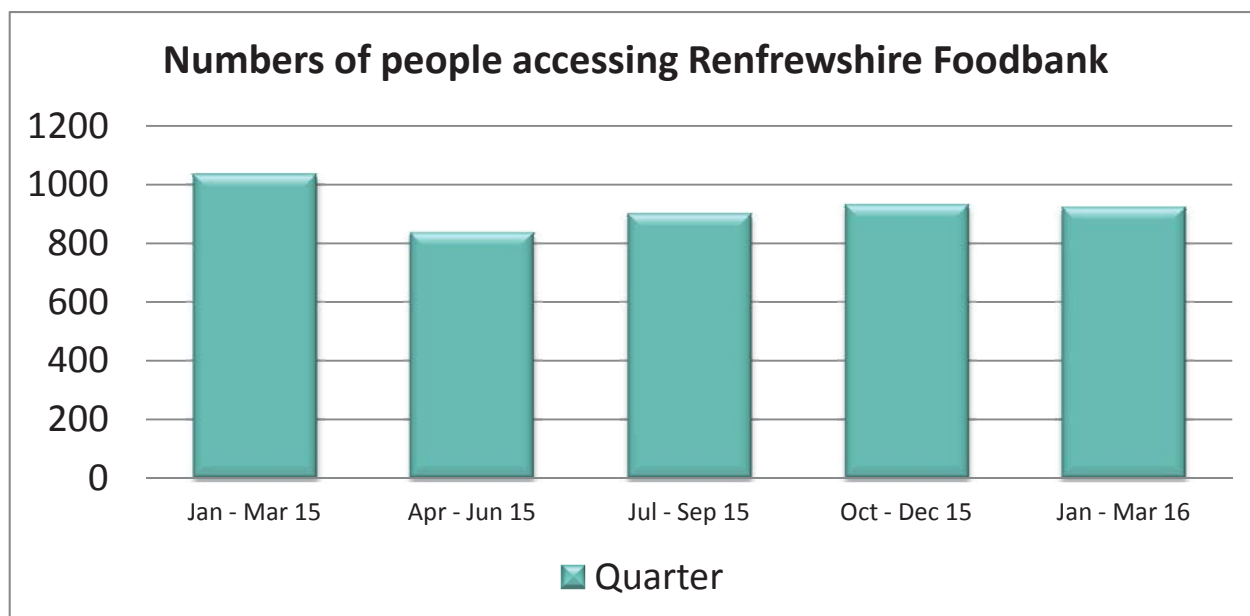
currently developing an 'Advice Renfrewshire' website and phone line which will act as a simple 'one-stop-shop' for accessing all advice services in Renfrewshire, making it as easy as possible for citizens to access the right advice at a suitable time, and in a convenient location. Advice agencies are also piloting an advice referral and tracking system which will mean smoother referrals between advice agencies.

We have made good progress in increasing the uptake of the **Young Scot** card in Renfrewshire, and with the help of our new Modern Apprentice, we now have a new 'Young Renfrewshire' social media channel and new content on Renfrewshire's Young Scot pages. The take-up of Young Scot cards has significantly increased to 11,000 card holders, and approximately 2,000 young people are using the new rewards scheme which offers experiences and activities in exchange for activities such as volunteering. We are currently exploring using the Young Scot card in other ways, so that we can target benefits and rewards at young people living in poverty.

We are piloting a project with partners in the third sector to build the **financial capability** of young adults who are at higher risk of living in poverty, such as young people who have been looked-after or accommodated or young carers. This project will be peer led and co-produced with young people and will run through 2016. It will be part of a national evaluation of peer-led projects run by the Money Advice Service.

We have provided financial support to **Renfrewshire Foodbank** to ensure that we sustain an important safety net for many people in Renfrewshire. The numbers of people using foodbanks in Renfrewshire is at a steady rate, with benefit delays, low income and benefit changes remaining the top 3 reasons why people access the foodbank in Renfrewshire.





Prospects – Improving life chances of children living in poverty

Priority 3: Improve levels of physical and mental health of children in low income families

We have set up a **Sports Coach Academy** traineeship programme, where seven young people are being trained as sports coaches with Renfrewshire Leisure, and will have the opportunity for employment with Renfrewshire Leisure at the end of their traineeship. The seven young people started in October and all have looked after or accommodated backgrounds. The trainees have already taken a wide range of courses and qualifications. The trainees also provide support to a range of community based initiatives such as Breakfast Clubs, Families First holiday clubs and schools events. They have participated in intergenerational walking programmes bridging the gap between young people and older adults, and at the same time helping to break down barriers working with clients with mental health issues.

New **Breakfast clubs** were launched in early 2016 in four schools: St Catherine's, Gallowhill Primary, St David's and Cochrane Castle. Since the launch we have provided over 5,661 healthy breakfasts over 135 sessions, and take-up of the clubs across all schools are high. Breakfasts are offered universally with no age or income limit, and include activity and information days where pupils participate in fun activities and learn about topics such as healthy eating. The Breakfast Clubs contribute to a number of our tackling poverty priorities by supporting health and wellbeing through activities and healthy eating, and attainment by supporting children to be ready to learn at the beginning of the school day.

“The Breakfast Club is already making an amazing difference to our pupils. Several of the teachers have commented on seeing a positive difference in particular children who had previously arrived in school lethargic and disengaged from their learning and who now arrive in class motivated, enthused and engaged with their learning. We have also had a few mums telling us that the provision of a breakfast club will enable them to attend college or university.” Headteacher

The objective of the **Making Futures** programme is to empower young people at key transition points in their lives, using arts, cultural and participation work. The programme has three strands: Junior Makers (young people up to the age of 8), Makerversity (for young people aged 14-25) and Make.Do! (which offers a range of 'try-out' activities open to all.) Since the Making Future programme launched, it has achieved:

101 sessions in
programme to
date

250 hours of
activity
delivered

655
participants
engaged

The programme launched in late 2015 with the 'Junior Makers' strand of the work, which includes projects such as:

Creative Cafe

- These are an informal, drop in creative session, especially created for parents and carers with their babies or toddlers. Creative Cafe are a safe space for the babies or toddlers to play and access cultural activity. Each week there is a singer or musician playing child friendly music, or baby friendly art materials to engage with - all centred round themes of health and wellbeing.

Bedtime Reading

- School based sessions for primary 1's and their parents or guardians, involving storytelling, yoga and calming creative play. Bedtime reading sessions promote family interaction, literacy development and broader health and wellbeing outcomes. Sessions utilise music, simple rhymes, songs and games and storytelling to foster a healthy attitude to reading. These sessions have been delivered in a number of learning communities as part of wider reading programmes supported by Renfrewshire Leisure's Skoobmobile

Loan to Learn

- Family learning programme designed to pilot the benefit of iPads in support of family learning in the home. This project is intended to help bridge the attainment gap between those from low income backgrounds, and those from higher income ones.

Coding Clubs

- A series of after school coding clubs delivered through Renfrewshire Leisure's Skoobmobile. Coding clubs give young people the chance to explore the basic building blocks of programming and digital design. The clubs have also made creative use of popular programmes such as Minecraft.

We have also launched two significant projects in partnership with the Health and Social Care Partnership; school counselling and a health peer education project. The projects will directly support positive mental health and wellbeing within secondary schools in Renfrewshire.

School Counselling will now be offered in all secondary schools in Renfrewshire, and was launched in Easter 2016. The service aims to improve mental wellbeing and resilience among young people, with a focus on targeting young people with behavioural problems who are at risk of being unable sustaining their place in a mainstream school. Young people formed an important part of the panel selecting the

provider for this service, following presentations given to the Children and Young People's Thematic Board at Gleniffer High School.

Following successful pilots at St Benedict's and Linwood High, Active Communities will be rolling out a **peer education programme** across secondary schools. This will support young people to set up peer education projects to address known health inequalities.

Priority 4: Close the educational attainment gap between children from low income families and their better off peers

The Commission had a significant focus on addressing the educational attainment gap, and the Tackling Poverty Action Plan reflects this as a key priority. Attainment attracts over half of the £6million investment by the Council.

The **Cost of the School Day** fund was launched in September 2015 and addresses the cost of the school day by giving schools a budget to support the costs of trips, uniform, equipment etc for pupils from low income households. All schools in Renfrewshire have a budget and are spending their budget, with more funding given to primary and Additional Support Needs schools, and schools with the highest number of pupils living in areas with the highest levels of deprivation. The map below shows the five schools with the highest spend, and the five schools with the lowest spend, mapped on the Scottish Indices of Multiple Deprivation.

“The cost of the school day funding has allowed our school to support pupils to engage with some school activities that may otherwise have been out of reach. From educational trips to art material homework support packs and home economics cooking costs, the pressure has been taken off families in a discreet and sensitive way. Furthermore, this additional funding has encouraged our staff to consider the hidden costs in coming to school, and to be mindful that poverty is a very real issue for some of our pupils and parents.” Headteacher

The **Families First** programme continues to be successful, and has been extended to another three new localities as part of the Tackling Poverty Programme. Community consultation was carried out in 2015, followed by works to establish new locality bases and recruiting the staff team and third sector partner that will support the new localities. New Families First teams are were launched to the public in Foxbar, Gallowhill and Johnstone in early 2016 and are now receiving referrals.

Our **Literacy Development Programme** is an innovative new programme which will transform the teaching of reading in Renfrewshire schools. We are working in partnership with Strathclyde University to deliver a range of training programmes involving head teachers and class teachers across primary and secondary schools in Renfrewshire to support the teaching of literacy.

The Literacy Development Programme has four main areas of work, which include:

Primary Literacy Coaching

- Focusing on P1-P3 pupils, our primary head teachers and class teachers are being trained in new approaches that support the teaching of reading.

Broad Rich Curriculum

- Two class teachers in P4-7 from 6 schools are being trained in developing teaching approaches which focus on the environment and experiences required to support the development of reading.

Fresh Start into S1

- Focusing on young people who may be at risk during the transition to S1, this project will provide support activities to promote confidence, well being and peer mentoring.

Disciplinary Literacy

- Focusing on subject specialist teachers in S1 and S2 this training programme provides opportunities to further develop skills in the teaching of literacy across learning and disciplines.

We have established a **Joint Employability Programme** with partners in order to meet the Tackling Poverty Commission’s recommendation to create better links between classroom learning and the work of work. The action plan comprises a range of different projects and will be delivered in partnership with West College Scotland, University of the West of Scotland, Skills Development Scotland, Invest in Renfrewshire, Engage and Kibble.

More details on some of the projects within the Joint Employability Programme can be found in the table below:

Making sure that looked after children and young people with additional support needs leave school with better prospects of positive destinations

- **Work Experience and Volunteering Opportunities:** young people aged 16+ with disabilities and additional support needs who will be leaving school in summer and winter 2016 will be provided with tailored volunteering and work experience opportunities with local third sector organisations
- **Work Experience for Looked After Children:** this is a tailored opportunity for young people to take part in an extended work experience with Kibble.

Providing all pupils leaving school with appropriate career management skills (writing CVs, application forms, preparing for an interview etc.)

- **Business Ambassador Programme:** young people engage with a business person to understand what employers look for, how to write a successful CV or application form, take part in mock interviews and a workplace visit.
- **Business Partner Work Experience/Training Model Project:** this is a pilot project which will offer 12 senior pupils an opportunity to take part in flexible work experience during one afternoon a week and a chance to apply for a training course with GTG training in Glasgow.

Giving young people from low income families additional and targeted support which will help them access employment

- **Pupils Exhibiting Potential:** this project is providing opportunities to pupils from secondary schools who despite being academically capable are not fulfilling their potential and this project will give them a sense of attending University through taking part in taster sessions and motivate them to continue with their study

Raise awareness of vocational pathways available to senior pupils and volunteering opportunities

- **Developing a Positive Mindset:** this is an early intervention model which provides support to young people who struggle with confidence, goals setting, self esteem and interview skills

Achieve a more representative spread of young people moving into further and higher education

- **Step Up:** a 12 week course of study designed and taught by the UWS which will introduce young people to the variety of learning styles in university setting

Engaging with our hardest to reach families to interact with schools and support their children's achievement and aspirations

- **Parents in Partnership:** a project designed specifically to support both parents and children with the transition from primary school to high school through encouraging parents to be more involved in school life and their children's learning.

We've also been working on improving our understanding and **data on poverty and attainment**, and how this data can be used to inform our practice. The testing that we will be doing in June will give us a detailed picture of the attainment gap in primary schools and will allow us to map the impact of our investments to address the attainment gap.

Places – Children from low income households live in well-designed sustainable places

Priority 5: Create neighbourhoods where people want to live and can afford to live

The **Street Stuff** activities programme for young people has been expanded, with two new Street Stuff buses now in use and an extended programme of activities in new locations. In particular, Street Stuff has been able to offer an enhanced programme of activities in the holiday periods, including providing hot food for young people participating in the activities.

Street Stuff Sessions

- Between April 2015 and March 2016, there have been 2,073 Street Stuff sessions, with a total of 37,269 attendances.
- 2 youth buses have been purchased to compliment the programme, and increase flexibility in areas that can be reached

Holiday Clubs

- Tackling Poverty funding extends the Street Stuff programme to deliver football and dance activities in Gallowhill and Glenburn through the School Holidays, with lunch provided.
- Holiday clubs run in 8 localities, with 3,538 young people attending in October, festive and spring camps

After School

- After school provision was expanded in Shortroods and Gallowhill in November 2015, with football, dance and box activities and providing hot meals.
- There have been 2,482 attendances at the after school programme

We have recruited an additional enforcement officer to work within the **private rented housing sector** making sure that private landlords are registered, and undertaken a full review of how the council works with the private rented sector. A working group is currently exploring the findings and recommendations of this review and will be working with private rented sector tenants to improve the information and support available to tenants. In particular this will look at new powers granted by the Private Housing (Tenancies) (Scotland) Act.

We have offered a number of employability opportunities within community safety, with seven young people working as Special Wardens and four young people working as Streetstuff Coaches.

Invest in Renfrewshire has refocused one of its teams to look more closely at supporting **community based organisations with funding support**. The team has provided advice to 32 organisations on the social enterprise small grants fund, and 3 with developing new community projects.

We have commissioned research into **affordability of social housing** in Renfrewshire, with a focus on the “whole housing costs” of social housing and reviewing best practice from landlords in supporting tenants to sustain tenancies.

Principles – How organisations should work

Priority 6: Narrow inequalities by working in a way which is inclusive, effective and evidence based

Renfrewshire's Tackling Poverty Commission made a series of recommendations around how organisations should work, and these are the five key principles of the Tackling Poverty Strategy and Action Plan. These principles are relevant to all of the projects within the Action Plan, and are woven through the programme. There are also a small number of projects within the programme that support these principles.

For example, we have continued to **engage** with people living in poverty throughout the life of the project, and in particular working with local third sector organisations to facilitate discussions with citizens. The latest discussions asked citizens whether they could see the impacts of some of our projects on the ground, and asked how citizens want us to report progress back to the individuals and communities that are most affected by the programme. Our aim is to create an ongoing conversation with citizens, rather than do traditional consultation exercises with a start and end date.

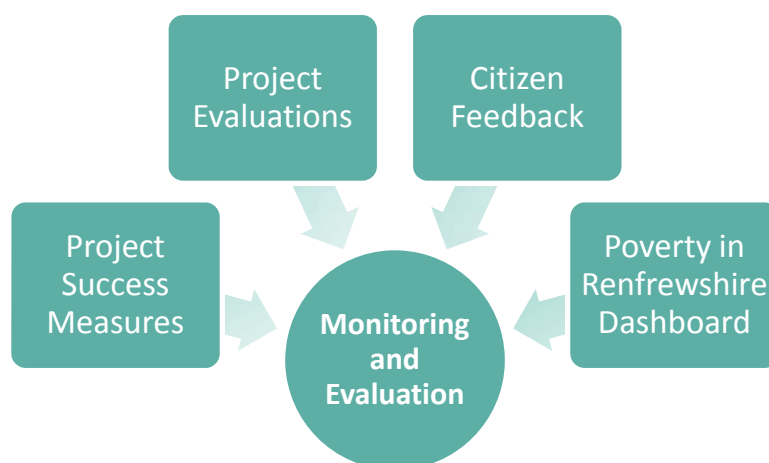
Addressing the **stigma** experienced by people living in poverty was a key finding of the Commission. In February 2015, we signed up to the 'Stick Your Labels' campaign to tackle poverty related stigma, run by the Poverty Alliance. We are currently undertaking a stigma project with the Customer Service Centre, which will look at how we can support staff to provide the best customer service that doesn't stigmatise.

We have developed a **Digital Participation** Plan, which will be the centre of our new Digital Strategy for Renfrewshire. A Digital Participation Officer and Digital Volunteer Co-ordinator are currently working with local third sector organisations (Reaching Older Adults in Renfrewshire and the Disability Resource Centre) to provide targeted digital support to the most digitally excluded groups. In addition to this, a Digital Skills Trainer is working with libraries staff across Renfrewshire so they can better support citizens looking to develop digital skills in the library.

We will be changing the way we **assess the impact of our decisions** to ensure that we take poverty into account, as well as equalities and human rights. This new process is currently being developed and will be piloted later in 2016.

Measuring Success

We are continuing to develop a robust Tackling Poverty Measurement Framework, which comprises a number of tools at project and programme level to measure the impact and effectiveness of the Strategy and Action Plan.



All of the projects within the Tackling Poverty Action Plan have identified **project success measures** and performance indicators. These are separated into key outputs and outcomes for each individual project, and the projects are aligned to the strategic outcomes of Pockets, Prospects and Places.

A number of projects within the Action Plan have **project evaluations** arranged in order to establish the effectiveness of the projects, particularly projects that test or trial new ways of working. In addition to this, a number of projects also have existing evaluation arrangements. These evaluations will be shared wherever this is possible, and made available on the Council's website.

Citizen feedback was a significant part of Renfrewshire Tackling Poverty Commission's work, and continues to be a key element of evaluating the effectiveness of the Strategy and Action Plan. In line with the Commission's engagement approach, engagement activity will provide a rich source of qualitative data that reflects on the performance of individual projects, and the programme as a whole.

A '**Poverty in Renfrewshire Dashboard**' has been developed in order to give a more responsive picture of poverty in Renfrewshire, by looking at key causes and impacts of poverty as well as poverty levels themselves. The indicators for the dashboard are a mix of both national and local indicators.

The national indicators come from the national Child Poverty Measurement Framework, and are therefore already aligned to the programmes strategic outcomes through the national logic model. In addition they come from national data sets which allow for benchmarking with other Local Authority areas and also national trends.

The local indicators will provide a more localised and responsive picture, by using local datasets to provide more regular feedback on key issues. These are still being developed with Council services, and it is anticipated that the final dashboard will be available in Summer 2016.

To: LEADERSHIP BOARD

On: 8 JUNE 2016

**Report by: JOINT REPORT BY CHIEF EXECUTIVE & DIRECTOR OF
COMMUNITY RESOURCES**

**Heading: TACKLING POVERTY PROGRAMME – PROJECT UPDATE ON
STREET STUFF AND SPECIAL WARDENS INITIATIVE**

1. Summary

- 1.1 The report includes an overview of two projects within the Tackling Poverty Programme; the expansion of the Street Stuff programme and the Special Wardens initiative.
 - 1.2 The report is accompanied by a brief presentation that allows the opportunity to hear from the young people involved in both the Street Stuff and the Special Wardens projects, and the impact that the projects have had on their lives and their contribution to both projects.
-

2. Recommendations

- 2.1 Members are asked to note the report and the accompanying presentation.
-

3. Background

- 3.1 The Tackling Poverty Action Plan approved by Council in June 2015 allocated funding to expand the provision of Street Stuff, and also to fund employability opportunities for the development of a Special Wardens initiative.

4. StreetStuff

- 4.1 Street Stuff is a community based youth engagement and diversionary programme for young people aged 8 and above. It provides activities including football, dance, clubbercise and computer games through the deployment of mobile resources including youth buses and mobile units and multi use games areas.
- 4.2 Since 2009 Street Stuff has been deployed to areas where low level offending and antisocial behaviour is taking place and has been successful in contributing to a 75% reduction in youth related antisocial behaviour. The programme has been recognised nationally and locally, including by the Joint Inspection of Children's Services and Customer Service Excellence inspectors Renfrewshire wide.
- 4.3 Since 2009 Street Stuff has:
- Improved social inclusion and provided access to services and facilities that young people might otherwise have missed out on;
 - Provided education around healthy eating and healthy lifestyles;
 - Encouraged involvement in community and neighbourhood litter picks, graffiti clean ups and environmental improvements with rewards through the Kick and Collect Scheme and Young Scot;
 - Broken down barriers between communities to create a Renfrewshire Community.
- 4.4 The Tackling Poverty Action Plan funding has enabled the expansion of the Street Stuff programme operating hours and the range of activities and services supported:
- The expanded programme works alongside the Active Schools programme to provide services from 3.30pm in key communities and at weekends (previously services operated from 6.30pm onwards);
 - Additional activities are provided, as well as a healthy meal and education around health, alcohol and drugs;
 - Transport is provided between communities and key venues and activities;

- 2 additional Street Stuff buses are already providing increased flexibility in programming and can be deployed in previously hard to reach communities;
- A further 2 buses will support additional services and activities, including cultural activities as part of the City of Culture 2021 programme;
- Specific Festive, Easter, October and summer holiday programmes work in communities, to provide activities and healthy meals to young people aged over 8. They are timetabled to compliment the Families First programmes which serve the up to 8 age group.

4.5 There were over 37,000 attendances at the Street Stuff programme in the year from April 2015 to March 2016. This is up almost 50% from the previous year. Over 6000 of these were at expanded programme sessions and holiday programmes where young people were able to enjoy a choice of hot meal or healthy snack.

5. Special Wardens Initiative

5.1 Twelve trainees completed an intensive eight week training programme delivered with the assistance of key partners including Police Scotland between December 2015 and February 2016. The training was designed to improve skills and prepare candidates for the Special Warden recruitment process. Trainees received assistance and development in competency based job applications, interview skills, personal development and confidence building as well as on the job skills in conflict resolution, interaction with the public, civil contingencies awareness and general first aid and health and safety training.

5.2 Invest in Renfrewshire identified the potential trainees and arranged the recruitment process, including holding an open event for potential candidates to learn more about the initiative.

- 7 young people gained 11 month placements as Special Wardens;
- 4 Young people gained 11 month placements as Street Stuff Coaches;
- 1 person has gone on to complete a college course in Police Studies as a route into a career in Police Scotland.

Implications of the Report

1. **Financial** - There are no financial implications for this report. The Tackling Poverty Action Plan is funded by the £6 million allocation by the Council in June 2015.

2. **HR & Organisational Development** – There are no HR/OD implications for this report. There are a number of recruitment exercises within the programme, however this report does not propose any decision or changes to work that is currently underway.
3. **Community Planning** – The Tackling Poverty Action Plan is owned by the Community Planning Partnership, As such, progress updates are delivered to the CPP Board six-monthly.
4. **Legal** - None
5. **Property/Assets** - None
6. **Information Technology** - None
7. **Equality & Human Rights** - The Tackling Poverty Action Plan is key to social justice and wider equality and human rights considerations. This report does not propose any changes to provision or service that would require specific consideration of equality and human rights issues.
8. **Health & Safety** – None
9. **Procurement** – The Tackling Poverty Action Plan has a number of procurement exercises within the programme, however, this paper does not recommend any changes or raise any concerns relating to procurement elements of the plan.
10. **Risk** – The impact of not addressing poverty and inequality in Renfrewshire is flagged as a key risk to the organisation within the Corporate Risk Register. There are no major risks to the delivery of this programme that require the Leadership Board's consideration at this time.
11. **Privacy Impact** - None

Author Annabelle Armstrong-Walter, Strategic Lead Officer (Tackling Poverty and Welfare Reform), 0141 618 5968
Oliver Reid, Head of Public Protection, 0141 618 7352

To: Leadership Board

On: 8 June 2016

Report by: Director of Development and Housing

Heading: Renfrewshire Economic Framework 2016-2018

1. Summary

- 1.1 This report presents a proposed Economic Framework for Renfrewshire. The Framework identifies the key priorities for economic development in Renfrewshire today, drawing together existing strategies and initiatives and outlining additional actions to drive the local economy forward over the next 2 years.
-

2. Recommendations

- 2.1 Board members are asked to :
- Approve the draft Economic Framework priorities and milestones (as set out in Appendix 1 to the report) as the basis for engaging a wide range of stakeholders in dialogue towards a consensus on a new Economic Framework for Renfrewshire;
 - Agree the draft Economic Framework as a basis on which to ask key stakeholders to play a direct role in moving forward on the proposed Action Plan.
-

3. Background

- 3.1. During 2015 an assessment of current economic development issues was commissioned to assist in the preparation of a future Economic Framework for

targeting key issues to help the area achieve the “step change” that is required to overcome existing challenges.

- 3.2. To date Renfrewshire has not developed an Economic Strategy that pulls together different elements of the local economy to understand what needs to be prioritised to grow the local economy and take advantage of the emerging wider economic context that currently exists.
 - 3.3. Renfrewshire does, however, have a number of related strategies eg. Community Plan, Council Plan, Local Development Plan; Tackling Poverty Strategy; Local Housing Strategy; Paisley Heritage Asset Strategy etc and these are recognised in the Framework. The Economic Framework is not intended to replace any of these current strategies but instead seeks to consolidate a set of key economic priorities for the Council, their CPP partners and the wider community.
-

4. **Economic Context**

- 4.1. In 2013 the Council produced an analysis of “Renfrewshire Today” which sets out a number of key indicators of the performance of the local economy as well as other demographic and social factors to allow a comparison “snapshot” of Renfrewshire against Scotland and other parts of the city-region. This analysis has been updated for the 2016 Economic Framework and a summary is provided at Annexe 1. A further detailed analysis is available to members as required..
- 4.2. The draft Economic Framework is set out in **Appendix 1** to this report for members’ approval.
- 4.3. It proposes 10 key actions for Renfrewshire. These are the “headlines” behind which will lie a series of more detailed actions for stakeholders to implement to drive the local economy forward. The 10 actions are not intended to be comprehensive or to cover everything that may need to happen, instead they set out key overarching actions that are considered to make the biggest difference for the people of Renfrewshire and how others perceive the area. Each of the actions is accompanied by a proposed timeframe for implementation.

5. **Overview**

- 5.1. Renfrewshire is a place with huge potential and a significant role to play in the development and growth of the wider Glasgow city region.
- 5.2. Relative to the rest of the Glasgow City Region and Scotland, Renfrewshire’s residents are well qualified and the employment rate is one of the highest in Scotland. Despite this Renfrewshire continues to have areas of significant deprivation and targeted interventions will be required going forward to address this challenge.

- 5.3. Renfrewshire is in the fortunate position of having a number of key economic assets in its boundaries, in comparison to other locations across the city region including a number of international businesses and an international airport. The opportunity of the strengthening and growth of Glasgow International Airport and the Airport Investment Area is highlighted and the framework identifies the need for closer working with Glasgow Airport as a key stakeholder in delivering the benefits anticipated through the investment in the City Deal Projects.
- 5.4. The resident population of Renfrewshire at 174,908 is static and ageing, and latest projections indicate that this will not change significantly in the next 20 years, in comparison; the population of Glasgow is set to increase by around 3,500 people per annum during the same period. A growing population and labour market pool is a key factor underpinning economic success. The important role of housing development in meeting the needs and aspirations of residents current and future is identified as one of the strategic priorities in the framework.
- 5.5. The framework also identifies the role of Paisley Town Centre and the opportunity presented by attributes such as the University of the West of Scotland, and the significant heritage and cultural assets, as well as the 4th busiest railway station in the country at Paisley, Gilmour Street. The ongoing work to deliver the Paisley Heritage Asset Strategy and the bid for UK City of Culture will continue to play a significant role in the overall regeneration of Renfrewshire and Paisley as part of the Economic Framework.
- 5.6. Promoting Renfrewshire as a place to live, work, visit and invest is highlighted as a priority and this will be supported by work that has already commenced to develop a destination brand and strategy to support regeneration activity and change the image of Renfrewshire.
- 5.7. The role of the local educational institutions and the need to ensure the work of institutions and training providers is aligned with the needs of business and the economic ambitions for Renfrewshire is also identified as an area for focus.
- 5.8. A fully accessible and integrated transport network is also highlighted as a vital part of the Economic Framework to underpin the success of other identified priorities including the growth of Paisley, the development of the Airport Investment Area and links with Glasgow and the wider city region.
- 5.9. The Framework also identifies the importance of continued collaborative working with partners across the City Region at a strategic level to ensure successful growth and delivery of economic ambitions.

6. Next Steps

- 6.1. Subject to approval by Board the Economic Framework will be the subject of a series of consultations with Renfrewshire's stakeholders from around the private, public and third sectors over the summer period.
 - 6.2. Groups to be consulted will include Engage Renfrewshire, Glasgow Airport, the Chamber of Commerce, the University and College, CPP agencies, Scottish Enterprise, and transport providers. The aim will be to make as much use as possible of existing groupings and events rather than having to set up specific consultation events to publicise the new Framework.
-

Implications of the Report

1. **Financial** – there are no direct financial implications from the proposed Economic Framework, however, a number of the initiatives being taken forward will be subject to future reports to the relevant Policy Boards.
2. **HR & Organisational Development** –None
3. **Community Planning** – CPP partner agencies will have a key role to play in the delivery of a number of the Framework elements. This will be discussed with these agencies as part of the proposed consultation.
4. **Legal** – No implications identified
5. **Property/Assets** – The Economic Framework proposes a review of Renfrewshire Council's land and property assets and also the development of an options appraisal for new build housing delivery across the authority area. Reports on these elements will be brought back to Board in due course with implications for Council property assets.
6. **Information Technology** – *No implications identified*
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** – *No implications identified*
9. **Procurement** – *Any procurement requirements arising from the different elements of the Economic Framework will be brought back to Council Boards (as appropriate) in due course*
10. **Risk** – *No implications identified*

11. **Privacy Impact** -. *No implications identified*

List of Background Papers

None

Author:

Alasdair Morrison; Head of Regeneration;

Tel - 0141 6184664

E – Alasdair.morrison@renfrewshire.gcsx.gov.uk

RENFREWSHIRE STRATEGIC ECONOMIC FRAMEWORK 2016 - 2018

June 2016

Draft for Consultation

Contents

1. Summary
2. Introduction
3. An Outline of Renfrewshire Today
4. The Framework: Near Term Strategic Priorities
5. Key Milestones

Annex 1 : Renfrewshire Today – Summary

Annex 2: Renfrewshire Today – Full Analysis

Annex 3: Jobs and the Economy Measures and Targets 2023

1. Summary

We want Renfrewshire to prosper and grow. We want to create more and better jobs through supporting growing businesses, attracting new investment and ensuring the foundations are in place to sustain the growing economy in the longer term.

We will work with our partners to ensure that opportunities and benefits from growing the economy 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 in work and improve well-being. Our approach is directly aligned to the Scottish Government's economic strategy and the two key pillars of increasing competitiveness and tackling inequality. We want to make a positive difference to the lives of all the people of Renfrewshire.

Within this Strategic Economic Framework, we have set out our 10 near term priorities following engagement and consultation with our partners and because of their potential economic and social benefit to Renfrewshire.

Our 10 near term strategic priorities are:

- 1. Creation of a Renfrewshire Economic Leadership Panel.**
- 2. Accelerating development of the Glasgow Airport Investment Area.**
- 3. Meeting housing needs and aspirations.**
- 4. Regenerating and investing in Paisley Town Centre.**
- 5. Developing and investing in our cultural and heritage assets.**
- 6. Promotion of Renfrewshire.**
- 7. Tackling disadvantage, targeting deprivation and supporting people.**
- 8. Skills escalation and development.**
- 9. Strengthening transport infrastructure.**
- 10. Outward looking – Connecting with the Glasgow City Region.**

Section 3 of this report outlines the economic and social characteristics of Renfrewshire Today. Renfrewshire's economic position is relatively strong on the one hand when compared across the Glasgow City Region and Scotland on a number of key indicators. On the other hand, the area continues to exhibit significant deprivation and disadvantage, with some local areas being the worst performing in the whole of Scotland.

Our aim for Renfrewshire is a place that creates more jobs and encourages more people to live, work and invest in the area. We have set out a number of milestone targets covering the implementation of this framework over the next two years.

2. Introduction

Our Vision for Renfrewshire is for a ***‘fairer, more inclusive place where all our people, communities and businesses thrive’***.

Our Mission is to **‘strengthen and grow our economy’**. We want to create more and better jobs through supporting growing businesses, attracting new investment and ensuring the foundations are in place to sustain the growing economy in the longer term.

Attracting more people to Renfrewshire, the place they will call home, is an important goal as is attracting more visitors and investors.

Renfrewshire is home to many world leading businesses such as Rolls Royce Plc; Hewlett Packard; Diageo; Henry Technologies; Bray Controls and it has a strong and growing indigenous base with companies such as Scottish Leather Group; Pollock and Cochrane, the Gordon Leslie Group and Worldwide Engineering Solutions. Glasgow International Airport is the gateway for the West of Scotland. Paisley is home to the University of the West of Scotland and West College Scotland, both institutions having a significant role in the economic development of Renfrewshire.

This Strategic Economic Framework 2016 - 2018 provides a clear sense of direction. As well as setting out new interventions aimed at creating a stronger and more vibrant economy, the framework aggregates a number of separate interventions already under development or that are at the early stages of implementation in order to maximise their impact on Renfrewshire and to ensure better coordination in planning and implementation. We will also align our work and structure for the framework to the structure and framework under development for the Clyde Valley area. Our purpose is to have a real sense of focus on those priority actions that we believe will have a catalytic impact, raise aspirations and increase momentum and which can make a significant contribution to the inclusive and continued growth of Renfrewshire.

We have identified our near term strategic priorities included within this framework following engagement and consultation with our partners and because of their potential economic and social benefit to Renfrewshire.

We have set a number of milestone targets and how we will measure our progress and impact resulting from the implementation of this framework over the next two years. We will achieve the targets primarily by focusing our efforts on our assets and opportunities; enabling the economic infrastructure required; strengthening our labour market by aligning education and skills to industry and by creating a unity of purpose among our partners, united behind our shared economic ambition where “the network of public, business and nongovernment sector parties work collaboratively to create better conditions for economic growth, social cohesion and employment generation” (OECD, 2010).

There is a need to unite our partners and integrate our economic development activities behind a very clear set of ambitions. For example, currently there is a range of activity taking place across Renfrewshire by the Council and others. There is an appetite for people to get more involved and to do more, however the structure does not currently exist to allow this to happen with ease. The economic potential from projects such as the Airport Investment Area and the Paisley Town Centre Heritage Asset Strategy (including the bid for UK City of Culture) is significant, potentially creating upwards of 800 jobs for Renfrewshire.

It is also evident from our work and engagement with stakeholders that the good work underway across Renfrewshire is not as fully known or understood as it might be. Refining the image of Renfrewshire will be a key priority so that any negative perceptions among residents and by those from outside are addressed as well as improving the marketing of Renfrewshire as an inward investment location.

We will continue to progress existing interventions, for example investing in the promotion of culture and heritage, investment in physical regeneration, and investing £6 million to deliver the Tackling Poverty Action Plan during 2015 – 2017. We will continue to progress those initiatives specifically targeted at getting our young people into work and we will work to maximise the value and potential for Renfrewshire from the Glasgow City Region City Deal.

3. Renfrewshire Today

Renfrewshire Today is a place with a huge amount to offer and a significant role to play in the development and growth of the wider Glasgow city region. This section highlights the economic and social characteristics of Renfrewshire at 2016. This information and analysis will also help define our baseline position in order to measure progress and impact of actions over the longer term as well as Renfrewshire's socio-economic strengths and areas of weakness to be addressed in order to sustain economic growth in the longer term.

Population

Renfrewshire has a population of 174,908¹. The 2014 mid-year population for Renfrewshire was 174,200, a slight dip from the 2011 Census. The age profile of Renfrewshire is broadly in line with the rest of Scotland with 17.6% of the population in Renfrewshire under 16 years old and 65.6% aged 16 – 64 years old.

91.3% of people in Renfrewshire identify their ethnic origin as White Scottish.

Employment

With an employment rate of 75%, Renfrewshire has the second highest in the city region (South Lanarkshire is marginally higher at 75.1%) and higher than in the rest of Scotland (72.9%). It is also the highest it has been over the past ten years. At 21%, the rate of economic inactivity is the second lowest in the city region. The most common reason for economic inactivity is long-term sickness (32.1%). Retired people accounted for 18.5% of the economically inactive population, higher than in the Glasgow city region (13%) and Scotland (15.9%).

Unemployment in Renfrewshire is 5%, reflective of the high employment rate, and lower than the average unemployment rate in both the city region (7.5%) and Scotland (6%).

Economy

Relative to the rest of the Glasgow city region and Scotland, Renfrewshire residents are well qualified. 41.4% of the working age population are qualified to NVQ4 and above, compared to 39.8% in the city region and 41% in Scotland. 9.7% have no qualifications, in line with the rest of Scotland (9.4%) and much lower than the equivalent city region figure (12.7%). In 2013/14, 68.4% of school leavers went on to higher or further education.

The largest sectors in Renfrewshire (by number of private enterprises) are financial and other businesses services (30% of private enterprises), wholesale and retail (16.9%) and construction (13.7%). In terms of employment, 28.1% of employees in Renfrewshire work in public administration, education and health; 17.6% work in financial and other businesses services, 14.2% in wholesale and retail and 11.2% in

¹ 2011 Census

manufacturing. Arts / culture and entertainment have also strengthened in recent years with employment above the regional average.

Renfrewshire has a strong manufacturing sector and transport and storage sector with above-average employment relative to the city region and Scotland suggesting a degree of specialisation in these sectors. However, GVA in manufacturing fell 5% between 2009 and 2013 and in transport and storage it fell 31% between 2009 and 2013, (although increased between 2012 and 2013), whilst total GVA in Renfrewshire increased 7.2% in this period. Nevertheless, these sectors still make a large contribution to Renfrewshire's total GVA. The manufacturing sector was the largest contributor to GVA, accounting for 26% of GVA in 2013, whilst transport and storage accounted for 13% (the third largest contributor).

Renfrewshire's economic position is relatively strong on the one hand when compared across the city region and to Scotland on a number of key indicators. On the other hand, the area continues to exhibit significant deprivation and disadvantage, with some local areas being the worst performing in the whole of Scotland.

Multiple Deprivation

Despite one of the highest employment rates in Scotland – well above the national average – Renfrewshire also has some of the highest levels of deprivation in Scotland and below average life expectancy. Addressing these issues will require specific and targeted interventions as part of a wider economic strategy going forward.

Deprivation is mostly concentrated in eastern, urban areas of Renfrewshire. 48 datazones (containing approximately 38,400 people) in Renfrewshire are in the 15% most deprived datazones in Scotland, 4.9% of all those in Scotland.

The number of people in Renfrewshire living in the 15% most deprived datazones in Scotland increased between 2009 and 2012 by 10.2%. Renfrewshire also contains three of the ten most deprived datazones in the whole of Scotland, all of which are in the Ferguslie Park area of Paisley.

14.7% of the population of Renfrewshire (25,000 people) are classed as income deprived with over 16,000 people (15%) classed as employment deprived. Only one datazone, located in Houston North, is amongst the 5% least deprived datazones in Scotland.

Annex 1 and 2 provide more detailed information and analysis on the demographic, health, education, economic and social characteristics of Renfrewshire Today.

4. The Framework: Our Near Term Strategic Priorities

We have identified a number of near term strategic priorities that we believe will contribute significantly to economic growth and delivery of a positive step change across Renfrewshire.

This framework joins together and builds on the already good work underway by the Council and partners across Renfrewshire. Integration of these actions and interventions as part of a whole system approach for the growth of Renfrewshire is fundamental, as is ensuring that actions are considered collectively so as to avoid any potential duplication of tasks or zero sum competition between projects so as to maximise their collective value and impact.

Within this framework we have identified 10 near term strategic priorities for Renfrewshire:

Our 10 near term strategic priorities are:

- 1. Creation of a Renfrewshire Economic Leadership Panel.**
- 2. Accelerating development of the Glasgow Airport Investment Area.**
- 3. Meeting housing needs and aspirations.**
- 4. Regenerating and investing in Paisley Town Centre.**
- 5. Developing and investing in our cultural and heritage assets.**
- 6. Promotion of Renfrewshire.**
- 7. Tackling disadvantage, targeting deprivation and supporting people.**
- 8. Skills escalation and development.**
- 9. Strengthening transport infrastructure.**
- 10. Outward looking – Connecting with the Glasgow City Region.**

1. A Renfrewshire Economic Leadership Panel

Recent work by the OECD² reinforces the importance of local economic leadership to make change happen and to improve the performance of a place. The OECD work reinforces the importance and necessity of working together, building effective regional alliances, engaging with central government, and their agencies; civic and business leadership as well as unifying leadership across the different sectors.

We recognize that strengthening engagement with private business and other stakeholders is important to ensuring that we have a whole system approach to improving Renfrewshire's performance as a place.

² Organisation for Economic Cooperation and Development (OECD): Local Economic Leadership, 2015

The establishment of a Renfrewshire Economic Leadership Panel a forum for collaboration, integration of ideas, actions and resources is a key recommendation of this new Framework. However, we want to subject this recommendation to further consultation with the business sector and stakeholders and having due regard to existing structures including those in place for Community Planning, and those in place at the Glasgow City Region level.

If we adopt the recommendation a Renfrewshire Economic Leadership Panel could play an important role in:

- Overseeing the implementation of this Economic Framework and its priorities;
- Facilitating collaborative working and coordination of activities among those across Government and from the private and community and voluntary sectors, and;
- Ensuring transparent and open communications and identification of opportunities, or the unblocking any obstacles to growth for Renfrewshire.
- Developing in partnership the longer term economic strategy for Renfrewshire.

2. Accelerating Development of the Glasgow Airport Investment Area

The strengthening and growth of the Airport and the development of the Glasgow Airport Investment Area is a key priority, in terms of the scale and pace of the planned works and potential economic and regenerative impacts.

The Airport is the international gateway for the West of Scotland and its economic impact and employment impact is significant, within the Airport itself and surrounding industries, with most recent estimates (2010) of c.5,000 people employed by the airport and generating around £200 million of GVA annually for the economy.

The Glasgow and Clyde Valley City Deal Programme Business Case outlines the potential significant economic impact from all 3 of the Renfrewshire specific projects including the Airport Investment Area and Airport Access Project.

It is proposed that the delivery of the Airport Investment Area project is formalised through the establishment of a Steering Group with representation proposed from Glasgow Airport, officers from Renfrewshire and Glasgow City Councils; Scottish Enterprise; the Glasgow and Renfrewshire Chambers of Commerce; and private sector partners and key companies in the area such as Westway and Inchinnan Business Park.

The Steering Group will play a key role in ensuring that anticipated economic benefits are fully realized.

3. Meeting Housing Needs and Aspirations

Renfrewshire's population has been stable for some time at approximately 175,000 residents and looking ahead for the next 20 years the forecast is for a relatively stable population.

There are a number of factors to consider in relation to this. Firstly a number of other parts of Scotland have increasing populations which tends to lead to larger working age populations and labour catchments. This is attractive to investors making decisions on where to locate businesses and build new housing. Secondly the Renfrewshire population is ageing. A stable and ageing population over an elongated period could lead to a decreasing labour pool and potentially less housing demand.

The Housing Needs and Demand Assessment (HNDA) concludes that Renfrewshire does not have a need for more social housing when numbers of stock are considered, however, there is a need for a different mix of housing and a wider range of choice to meet the aspirations of residents across the spectrum from affordable housing to housing for sale at market rates. There exists in Renfrewshire an imbalance of tenure. A focus on private homeownership particularly in Paisley will go some way to redressing this.

Property prices are lower across many parts of Renfrewshire relative to greater Glasgow and Scotland averages. In the short to medium terms this could act as an attractor to young professionals and families in new suburban and town centre housing.

Encouraging the development of more housing will be important to changing the tenure mix and attracting increasing diversity amongst residents.

As a result of the proximity and excellent transport links to Glasgow City Centre, Paisley town centre has the potential to attract young professionals, and retirees particularly if there is a strong focus on well-designed urban living style developments. Such residents will contribute to reinvigorating the town centre, through increased footfall and the development of a night time economy. Good progress has already been made with the housing led regeneration evident around the Abbey Quarter including the former Arnotts Department Store site and the Westpoint Homes development in Cotton Street.

In other parts of Renfrewshire, the focus will be on ensuring the greater provision of mixed tenure housing, meeting the needs of a wide-range of residents. Good progress is already being made toward the Council's stated ambition of 1,000 new affordable homes in Renfrewshire by 2020 working with our RSL partners, and a revised Local Development Plan is currently being developed which will bring forward proposals for new build development sites across Renfrewshire.

Over recent years parts of Renfrewshire (especially the western villages and Renfrew Riverside) have proved attractive to housing developers. Paisley and Johnstone have seen lower levels of new build private housing. The current proposals at the former BASF site at Hawkhead Road and the Paisley South housing site (Thornley Park) will

go some way to meeting future demand in and around the urban area of Paisley. Erskine and Johnstone South West both offer significant potential for future residential development and the former BAe site at Dargavel, Bishopton is making good progress in creating a new 2,000 home community.

A number of actions are proposed in order to maximise the investment potential, including:

- A review of Council property and land assets across Renfrewshire to assess suitability for new build housing;
- A review of the property and land assets of our Community Planning Partners for the same purpose; and
- Development of an options appraisal to determine the best approach for delivering new build housing in Renfrewshire.

4. Regenerating and Investing in Paisley Town Centre

Paisley is a University town. It is the focus of a bid to be UK City of Culture in 2021. It has significant heritage and cultural assets. By rail Paisley is less than 10 minutes to central Glasgow (with 10 trains per hour), less than 10 minutes to the Airport by car and as part of the City Deal will have a direct train service to the Airport as well as Paisley Gilmour Street being the first port of call for all trains from the Airport into central Glasgow.

Currently, Paisley Gilmour Street station is the 4th busiest railway station in Scotland and the busiest outside the city centres of Glasgow and Edinburgh. The enhancement of Gilmour Street Station and the surrounding area represents a significant opportunity in terms of increased and improved connectivity, employment and investment potential. All of these threads need to be joined together. Paisley town centre should and can be one of the greatest assets of Renfrewshire.

The Paisley Town Centre Asset Strategy and Action Plan sets out our cultural and heritage ambitions for Paisley over the next 10 – 15 years. This is considered under strategic priority 5: Developing Our Cultural and Heritage Asset.

Currently, no single plan for the future development and growth of Paisley exists. We will prepare a new Paisley Town Centre Action Plan during 2016 to provide a framework for the future development of Paisley backed by a series of goals over the next 20 years and will seek to:

- Increase the resident population of Paisley.
- Strengthen and grow the retail and service offer.
- Increase the employment population.
- Invest in the public realm, particularly focusing on the walking, cycling and civic space.
- Maximise the tourism potential

- Connect Paisley to the wider Glasgow City Region through the implementation of a Renfrewshire Integrated Traffic Plan.

5. Developing Our Cultural and Heritage Assets

In June 2015 we launched the Paisley Town Centre Asset Strategy and Action Plan: Paisley the Untold Story. The plan outlines our significant heritage assets, internationally recognized textiles, art and natural history collections alongside numerous performing arts and local groups across Renfrewshire. The potential economic benefits from implementing the plan are significant for Paisley and Renfrewshire creating up to 800 jobs and generating an additional £45 million per annum to the economy.

We will work with our partners to secure the appropriate resources to advance at pace key projects from the Heritage Asset Strategy including redevelopment of Paisley Museum; Paisley Abbey Visitor Centre; relocation of Paisley Library; and establishing a marketing strategy and brand identity. Integrating the implementation of the strategy with other actions and interventions will be an important feature so as to maximise the value and impact from projects.

We are also using the Strategy as the springboard for our bid for Paisley to be UK City of Culture 2021. The process for submitting a bid is well underway ahead of the April 2017 deadline.

To bid for UK City of Culture is a significant statement of intent. However, the bidding process is a competitive one and will require significant resources. The Heritage Asset Strategy identifies a number of very worthwhile projects, irrespective of the outcome of the bid the implementation of which will likely make a significant impact to the overall regeneration of Renfrewshire and particularly Paisley, as part of this wider framework.

6. Promotion of Renfrewshire

The assets, strengths and opportunities of Renfrewshire in terms of its economic base, location for world leading businesses and its role in the wider region is not widely known. Likewise, the image that people have, particularly of Paisley, is most likely a perception based on past events and not a true reflection of today or more importantly the vision, ambitions and goals for the future. We will seek to build on the excellence of our past, whilst attracting people to live and work in Renfrewshire, and highlighting the strong, positive reasons for businesses to invest in Renfrewshire.

Refining the image of Renfrewshire is a central part of the approach to building local economic development and inclusive growth and communicating this with our residents, those from outside the Council area and further afield as well as strengthening our marketing of the place to attract inward investment.

We have begun to make progress on refining the image of Renfrewshire and are developing a destination brand and brand strategy, underpinned by marketing plans that will support regeneration activity generally and the implementation of our City Deal projects. This work will deliver:

- A Place Audit and future vision for the region;
- Key messages, target audience development, visitor, investment and employability targets;
- The development of a place brand strategy, brand marque and supporting marketing and media plans;
- A new national narrative for Renfrewshire and Paisley;
- A 24-month marketing and media strategy to promote Renfrewshire and Paisley as a place to live, work, visit, learn and invest;
- A bespoke marketing strategy development to position Renfrewshire as an investment location, with focus on City Deal projects, in particular the Glasgow Airport Investment Area;
- A bespoke marketing strategy to support the Renfrewshire Tourism Framework and position Renfrewshire as a visitor destination;
- The development of a bidding approach for large-scale visitor events and business tourism; and
- An outline of how we will measure our effectiveness in achieving our objectives, including development of Key Performance Indicators.

7. Tackling Disadvantage, Targeting Deprivation & Supporting People

Although Renfrewshire has an employment rate of 75%, lower JSA claimants than the Glasgow city region averages (particularly at age 18-24) and relatively positive education attainment levels, it is important to recognise the levels of deprivation that continue to exist.

Data on multiple deprivation has shown that the most deprived datazones in Renfrewshire in 2009 continue to be the most deprived today. This is the same for more than three-quarters of the most deprived places in Scotland. An updated Index of Deprivation is due to be published by the Scottish Government later in 2016. Over 16,000 people are employment deprived i.e. residents who are unemployed or not in the labour market due to ill health or disability. Over 25,000 people are income deprived according to government statistics.

	Number of datazones in 15% most deprived by year					
Local authority	2004	2006	2009	2012		Residents (2014)
Glasgow	374	330	302	289		599,650
Dundee	51	53	54	55		148,260
Edinburgh	61	63	60	54		492,680
Renfrewshire	41	36	43	48		174,230
North Ayrshire	33	33	43	46		136,450
Aberdeen	18	27	28	22		228,990
Falkirk	14	19	17	18		157,640
Perth & Kinross	3	9	6	6		148,880

Renfrewshire Council through its innovative approach through the Tackling Poverty strategy is 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 behavior – 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.

We will continue to implement the Tackling Poverty Strategy 2015 – 2017, investing £6 million in actions to fight deprivation. The Tackling Poverty Strategy is only a first step on a long journey to eradicate poverty, particularly child poverty. We recognise the long-term nature of this work and have committed to measuring and evaluating the impacts of the action plan as a basis for future action.

Furthermore, through our governance structures such as Community Planning and the proposed Economic Leadership Panel, the Council will continue to proactively promote measures to tackle poverty through the integration of strategic actions and interventions.

8. Skills escalation and development

Paisley is the location for campuses of two major educational institutions – the University of the West of Scotland and West College Scotland.

The University has recently completed a portfolio review and is in the process of establishing two Centres of Excellence at its Paisley campus – a Centre of Excellence in Business and a Centre of Excellence in Engineering. This is a significant opportunity, particularly given the level of strength and specialisation that Renfrewshire has in advanced manufacturing and engineering.

West College Scotland has over 30,000 students, engages with over 500 businesses across the region and is in the process of putting in place a partnership agreement with the University for future collaborative working.

There is a need to knit together the role and work of the educational institutions and training providers with industry and the economic mission and goals of the Council. A strategic partnership agreement has recently been agreed with the University of West of Scotland and a similar arrangement is in the process of development with the West College Scotland during 2016.

We will work together with our partners to:

1. Identify by industry skills requirements in the short and longer terms and alignment of these to the work of the education and training providers.
2. Help people to get into work, stay in work and progress up the skills ladder.
3. Develop a Skills Action Plan for Renfrewshire focused on:

- Tackling Worklessness;
 - Developing Workforce Capacity;
 - Planning for Future Skills Needs.
4. Enhance regional collaboration around educational and R&D innovation among education providers and between educational institutions and industry;
 5. Encourage wider participation and address the skills needs of Renfrewshire through targeting social and economic inequalities.

The implementation of the Skills Action Plan should be integrated with the current Skills 4 Success Group and Invest in Renfrewshire's employability programmes. It is crucial for Renfrewshire that we, as part of a wider city region economic geography:

- Develop people with the right skills to respond to the needs of the labour market across the region now and in the future;
- Stimulate the creation of more highly skilled and high value added jobs to compete more effectively in today's global economy;
- Use our skills base to attract investment into Renfrewshire.

9. Strengthening Transport Infrastructure

A fully accessible and integrated transport network is a vitally important part of the Economic Framework and in line with wider policy, should have a focus on a behavioural shift to more sustainable forms of transport.

The economic and environmental benefits of a fully functioning and integrated transport network are well rehearsed. For example, better transport links provide a more attractive investment and tourist location; easier commuting; improving the road network can reduce journey times and provide the potential for improved public transport provision; provides access and links to key employment locations and development sites; construction jobs in the short term; increased property values; improvements to long-term competitiveness; reduced congestion. Wider benefits can include improved physical and mental health from increased walking and cycling activity and a reduction in social isolation. Put simply, the ease by which people can get to Renfrewshire and move around is fundamental to achieving our economic and social ambitions.

A quality transport network is vital for a growing and successful economy and underpins the future success of our other near term priorities including the growth of Paisley; development of the Airport Investment Area; our links with Glasgow and wider city region; tackling disadvantage and the promotion of Renfrewshire to future residents, investors and tourists.

With our local stakeholders we will prepare a new Transport Strategy for Renfrewshire. The Transport Plan will align to the wider Clydeplan and Local Development Plan and will focus on a number of areas including:

- Achieving a behavioural shift from the private car to other more sustainable modes of transport
- Improved road network, reducing journey times,
- Walking and cycling provision
- ‘Smart’ public transport and Quality Bus Corridors; Park and Ride and improved feeder services (including accessible and rural transport services)
- Developed and enhanced transport infrastructure, for example rail and station upgrades.

10. Outward Looking – Connecting with the Glasgow City Region

The location of Renfrewshire in relation to Glasgow City, particularly Paisley is a significant opportunity. Renfrewshire is home many of the key assets of the Glasgow city region and the West of Scotland more generally, including Glasgow Airport and some of the country’s leading businesses.

We will continue to work collaboratively and in co-operation with our partners from across the Glasgow city region and will join forces, sharing expertise and resource to advance important and strategically significant projects we believe are crucial to sustain the economic growth of the city region for example, delivering successfully the Airport Access and Airport Investment projects including bringing forward interventions to maximize the value of the City Deal and future collaborative projects; Paisley’s bid for UK City of Culture 2021; planning and developing our economic infrastructure; promoting the potential of the region internationally and advancing the development of long term economic policy and strategy for the city region.

Key Milestones

We have set out below the key milestones for implementing this framework over the next two years.

In addition to the key milestones we will develop a wider programme management system for integrating and reporting the progress of our strategic priorities.

We have stated throughout this framework that integration of the strategic priorities is key to maximising the value and impact from projects. Programme management is a vital component for supporting the integration of individual projects and in the delivery of change; whether the change is to infrastructure or the transformation of a place. An effective programme management system will ensure better planning and will allow us to manage the overall delivery programme within this framework, reflecting the progress, risks and interdependencies between the various strategic

priorities. It will also allow us to communicate more effectively with all our partners and support the more efficient management of financial, human and other resources required to deliver the individual projects within the overall programme of activities.

We will continue to monitor the overall impact on the economy and growth of Renfrewshire through the agreed jobs and the economy 10-year targets and measures from the Community Plan Single Outcome Agreement including population growth; housing; business growth; transport; job creation and education.

The jobs and economy impact measures and targets for Renfrewshire to 2023 are included in Annex 2.

Strategic Economic Framework: Key Milestones

- We will establish a Renfrewshire Economic Leadership Panel by December 2016.
- We will formalise existing stakeholder engagement arrangements by creating a Steering Group to drive forward the Glasgow Airport Investment Area by December 2016.
- We will develop a Paisley Town Centre Action Plan and consult on this by December 2016.
- We will undertake a review of Council and Community Planning Partners property and land assets across Renfrewshire by early 2017.
- We will develop and commence implementation of the Destination Brand and Brand Strategy by August 2016.
- We will deliver the actions from our Tackling Poverty Strategy and report on outcomes by June 2017.
- We will prepare and submit our bid for UK City of Culture 2021 by April 2017.
- Establish an industry led Education and Skills Group before the end of 2016
- Prepare a Skills Action Plan by early 2017
- With our partners we will prepare a new Transport Strategy for Renfrewshire and secure commitment to its implementation by April 2017.
- We will formally review progress of the Strategic Economic Framework in June 2017 and again in June 2018.

Annex 1: Renfrewshire Today

Summary

The following points identify some of the key issues that have influenced the content of the proposed 2016 Economic Framework presented in this report:

- The scale of the Renfrewshire economy (measured by Gross Value Added – GVA) is £2.7 billion (2013). This represents about one tenth of the Glasgow city region economy. The scale has increased by 7% since 2008.
- The resident population of Renfrewshire is static and ageing;
- In the latest projections the population will not change significantly in next 20 years;
- In comparison Glasgow City's population is forecast to increase by approx. 3,500 per annum in the same period (made up of natural ageing and in-migration);
- Renfrewshire continues to have lower proportions of ethnic minorities than Scottish average;
- Renfrewshire has the fourth highest life expectancy of the 8 Glasgow city-region local authorities (males – 76 yrs; females – 81 yrs);
- 43.5% of school leavers went onto higher education (well above the Scottish average of 38.7% and the third highest in the city-region);
- 24.9% go into further education (in line with the Scottish average) with 22.8% go directly into employment;
- Renfrewshire has recovered strongly from the recession with its employment rate now standing at 75%. This is almost a 10% increase from the low of 2011 when the rate was 66.9%. The 2015 Scottish employment rate was 72.9%;
- Renfrewshire's unemployment rate has fallen from a peak of more than 10% in 2011 to 2.6% in April 2016. Youth unemployment rate has fallen significantly in the last 4 years to 1.7%;
- Renfrewshire has the third lowest proportion of NEETs (16-19 yrs not in education, employment or training) in the city-region;
- Renfrewshire's out commuting for employment is broadly equivalent to the numbers commuting in to the district (figures from 2011 Census).
- The level of interdependence with the rest of the city-region is illustrated by the fact that 86% of those in-commuting to work in Renfrewshire originate from within the Clyde Valley area. Of every 10 workers commuting outside Renfrewshire 9 have their place of employment in other parts of the city-region;
- Renfrewshire has above average employment in manufacturing (8,300 jobs), transportation / storage (6,100), construction (4,900), and public administration (20,800).
- Renfrewshire has much higher proportions of employment than the city-region in manufacturing and transportation / storage. The latter is likely as a result of Glasgow Airport and Hillington.

- There are 4,300 private enterprises in Renfrewshire. 86% have less than 10 employees and only 30 have more than 250 employees (less than 1% of all private businesses). However, these figures mask the fact that Renfrewshire does contain some very large businesses eg. Glasgow Airport, Intu Braehead, Hewlett Packard, Pernod Ricard, Rolls Royce, etc;
- The median weekly earnings for full-time employees living in Renfrewshire is £540 (4% higher than the Scottish average);
- In terms of Scotland's deprivation index (2012) Renfrewshire features strongly. Only 7 local authorities have a greater share of the most deprived 20% of datazones with fourteen of the most concentrated pockets of deprivation (lowest 5%) in Scotland are in Renfrewshire. An update to the Government's deprivation index is due later in 2016.

Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Population	174,200 (2014) Decrease of 0.4% since 2011	Increase of 1% (2011-2014)	Increase of 0.4% (2011-2014)
Population projections	176,176 (2029) 175,282 (2037) Increase of 0.2% (2011-2037)	projected to increase by 9% (2012-2037) to 5.78 million	
Births / Death rate	Births 1,813 (2014) Deaths 1,909 (2014)	Similar rates to Renfrewshire	
Migration / Ethnicity	2.4% of residents born outside the EU With a similar birth and death rate the in-migration rate for Renfrewshire must be relatively neutral	4% born outside the EU Renfrewshire has lower proportions of most ethnic groups than Scotland as a whole	
Age profile	Matches Scotland's profile	Similar age profile	
Life Expectancy	Males – 76 yrs Females – 81 yrs	Males – 77 yrs Females – 81yrs	Renfrewshire has the fourth highest life expectancy for males of the 8 L/As and the fifth highest life expectancy for

			females. Glasgow's rate is 73 (males) and 79 (females)
Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Drug and alcohol misuse	Problem drug use in Renfrewshire is significantly worse than the national average, for both men and women but especially for men	alcohol related hospital stays (2013/14) in Renfrewshire was significantly higher than the national average, although alcohol related mortality is not significantly different	
School Leavers Qualifications	64.8% of students left education with at least one pass in SCQF levels 6 or 7 (higher or advanced higher).	Scottish average for SCQF level 6 or 7 pass is 58.7%	Renfrewshire is the third highest rate of the 8 L/As after East Renfrewshire (82.1%) and East Dunbartonshire (77.2%).
School Leavers Destination	43.5% of school leavers went onto higher education, A further 24.9% go into further education (in line with the Scottish average) 22.8% go directly into employment	Renfrewshire's figure for higher education is significantly above the Scottish average of 38.7% . Figures for further education and employment from school are broadly similar	Renfrewshire has the third highest proportion of leavers entering higher education in the region. ERC (66%) and EDC (56.9%) are significantly higher. SLC is the fourth highest at 40.1%. In Glasgow the figure was 32.8%
NEETs (16-19 yrs not in education, employment or training)	In 2014 there were 560 NEETs in Renfrewshire, (about 7% of all 16-19 year olds) This compares with	The NEET rate has been consistently higher in Renfrewshire	Renfrewshire has the third lowest proportion of NEETs in Clyde Valley (ERC and EDC have much

	more than 1,000 in 2003 (almost 12% of the same age group)	than in the rest of Scotland although rates have generally mirrored each other in last 10 yrs	lower rates). GCC, WDC, NLC and SLC all have rates of 8% or above.
Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Employment Rate	Renfrewshire has recovered strongly from the recession with its employment rate now standing at 75% . This is almost a 10% increase from the low of 2011 when the rate was 66.9%	Scotland's employment rate in 2015 is 72.9%	The Clyde Valley generally has an employment rate of 69.9% Renfrewshire is the second best performing authority after SLC (75.1%) and ahead of ERC (74.5%) and EDC (73.7%).
Unemployment Rate	Renfrewshire's unemployment rate has fallen from a peak of more than 10% in 2011 to 5% in 2015	Scotland's rate is currently 7.5%	Renfrewshire is one of the three lowest in the region alongside ERC (4.8%) and EDC (5.4%). Glasgow's rate is almost double that of Renfrewshire at 9.8%
Commuting	Renfrewshire has a commuter inflow of 31,998 people (at 2011) and a commuter outflow of 32,676 which leads to a broadly neutral position	Not applicable	86% of those commuting to work in Renf. originate from within Clyde Valley. The corresponding outflow figure is 91% These figures increase to 32% and 66% respectively for Glasgow which shows the degree of inter-dependence.

Occupations	<p>Renfrewshire has above average employment in</p> <ul style="list-style-type: none"> • manufacturing (8,300 jobs), • transportation and storage (6,100) • construction (4,900), • public administration (20,800). 	<p>Scotland is closer to Renfrewshire in terms of the proportion for public admin. employment but is significantly lower in the other sectors.</p>	<p>Renfrewshire has much higher proportions of employment than Clyde Valley as a whole in</p> <ul style="list-style-type: none"> • manufacturing • transportation and storage <p>The latter is likely as a result of Glasgow Airport and Hillington</p>
Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Gross Value Added (GVA; the scale of the economy)	<p>£2.76 billion (2013)</p> <p>Increased by 7.2% since 2008</p> <p>Manufacturing is the largest contributor to Renfrewshire's GVA at 26% (2013).</p> <p>The sectors showing the largest growth in GVA between 2009 and 2013 were</p> <ul style="list-style-type: none"> • Other Service Activities (136%), • Accommodation and Food Services (95%), • Administrative Activities (92%) and • Real Estate Activities (85%). 	<p>£94.8 billion</p> <p>Increased by 16.8% since 2008</p>	<p>£24.8 billion</p> <p>Increased by 12.2% since 2008</p> <p>Represents 26% of Scottish GVA</p>
Private Enterprises	4,300 private enterprises in Renfrewshire	Broadly equivalent proportion of	Same proportion of small enterprises (86%)

	86% have less than 10 employees Only 30 have more than 250 employees (0.7% of total enterprises)	small enterprises (less than 10 employees) at 88% Smaller proportion of large businesses (0.3%)	Smaller proportion of large businesses (0.4%)
Enterprises in Govt. identified Growth Sectors	Renfrewshire is well represented amongst some of the growth sectors in Scotland eg. <ul style="list-style-type: none"> Financial and Business Services (3,500 jobs), Sustainable Tourism (5,100), Creative Industries (including Digital) (2,200)		
Indicator	Renfrewshire	Comparison with Scotland	Comparison with Glasgow city region
Earnings	The median weekly earnings for full-time employees living in Renfrewshire is £540	median weekly earnings for full-time employees is £518 (4% below Renfrewshire levels)	median weekly earnings for full-time employees is £513 (5% below Renfrewshire levels). Only ERC (£652) and EDC (£610) have higher median weekly earnings than Renfrewshire.
Deprivation The Scottish Index of Multiple Deprivation (SIMD) is completed every 3 yrs and assesses small	Number of people living in most 20% deprived areas in Scotland = 48,000 (28% of total population) Only 7 council areas have a greater share of datazones in the 20%	<i>See analysis below</i>	<i>See analysis below</i>

<p>areas (datazones; average 800 people) against a range of factors</p> <p>In Renfrewshire there are 214 datazones. In Scotland there are 6,500 datazones</p>	<p>most deprived datazones overall.</p> <p>14 of the 5% most deprived datazones in Scotland are in Renfrewshire</p> <p>3 of the 10 most deprived datazones in Scotland are in Ferguslie Park, including the most deprived zone.</p> <p>Only one datazone in Renfrewshire (Houston North) is amongst the 5% <u>least deprived</u> in Scotland</p>		
---	--	--	--

Annex 2: Jobs and the Economy Measures and Targets 2023

Impact Measure	Performance Baseline Data	Year 1 Target	Year 3 Target	10 Year Target (2023)
Outcome 1: Renfrewshire will be one of the best locations in Scotland to invest, in terms of its people, businesses and local communities				
Reduction in the level of vacant and derelict land	956 hectares (2013)	Replace existing similar measure	4.5%	15%
Increase the survival of businesses in Renfrewshire	Baseline 2011 475 Births 425 deaths Net: 50 businesses	New measure	Net: 100 businesses	Net: 150 businesses
Reduce levels of digital exclusion in Renfrewshire	Baseline to be established during 2016	New measure	To be established	To be established
Number of passengers using Paisley Gilmour Street per weekday	13,000 (source: Office of Rail Regulator; 2014)	New Measure	14,000	17,000
Number of scheduled train services stopping at Paisley Gilmour Street station per weekday	250 (source: weekday timetable Oct 2015)	New Measure	260	350
Number of scheduled flights from Glasgow Airport per day	200	New measure	220	260

Impact Measure	Performance Baseline Data	Year 1 Target	Year 3 Target	10 Year Target (2023)
Outcome 2: Renfrewshire will have a growing local economy creating employment for a well trained, qualified and motivated workforce — where unemployment is reduced and employment opportunities are growing				
Increase the rate of VAT/PAYE registered businesses in Renfrewshire	4,445 — 2011	2% 4,533	6%	20%
Reduction in the number of long term unemployed	Currently 1520 people (1.4%) JSA Figures March 2013	5%	60% (608 JSA claimants)	75% (380 JSA claimant)
Reduction in the number of unemployed young people (18–24 year olds)	Currently 1475 (9.6%) JSA Figures March 2013	9% (03/14)	60%	80%
Reduction the number of 16–19 year olds who are unemployed seeking work	201 - February 2013	10%	20%	50%
Reduction in the number of unemployed people 50+	745 people (2.1%) JSA figures March 2015	New measure	15% JSA figures March 2016	50% JSA figures March 2023
Reduction of the number of claimants in receipt of Out of Work Benefits (16-64 years)	Currently 18,600 (16.5%) DWP Benefit claimants at Feb 15 - working age client group	New measure	17,500 people (6% reduction) Feb 2016	14,000 people (24.7% reduction) Feb 2023
Increase the number of people in employment/self employed	85,300 or 73.8% at March 2015	New measure	1% (853)	8% (6824)
Increase the number of Living Wage Accredited employers	5 formally registered March 2015	New measure	100 (October 2016)	500 (October 2023)

Impact Measure	Performance Baseline Data	Year 1 Target	Year 3 Target	10 Year Target (2023)
Increase the median gross weekly earnings in Renfrewshire	£415.50 (All) Renfrewshire £415.60 (All) Scotland (ASHE 2014)	New measure	Maintain	Grow to 105% of the Scottish average
<i>Outcome 3 : Renfrewshire will have attractive environments and successful town centres created through successful area regeneration that contributes positively to local economic growth</i>				
Reduction in vacant retail space in Paisley Town Centre	2012 — 24,571 sqm	10%	20%	50%
Increase the number of affordable house completions	2014/15 — 56 homes	Replace existing similar measure	200 annually from 2016	1000 (by 31 March 2021)
Increase the number of private house completions	2014/15 — 477 homes	Replace existing similar measure	500 annually from 2016	2500 (by 31 March 2021)
Increase Renfrewshire's resident population	174,900 Census 2011	No change	2%	5%
Increase in visitor expenditure in Renfrewshire	£155 million — calendar year 2011	5% £162.75m	25%	35%
To arrest decline and then increase visitor expenditure in Paisley.	Baseline and targets to be established during 2016	New measure	To be established	To be established
Increase the footfall in Paisley Town Centre	Investigate the feasibility of this impact measure during 2016	Potential new measure	To be established	To be established

Source: Renfrewshire Council

To: Leadership Board

On: 8 June 2016

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

Heading: Paisley Town Centre Heritage Asset Strategy – The Paisley Pattern

1 Summary

- 1.1 The Paisley Pattern remains the most historically significant component of the rich textile heritage associated with Paisley and continues today as globally recognised design.
- 1.2 As part of the Council's heritage led regeneration strategy, preliminary work has been completed which has examined the potential opportunities for the Council to firmly re-establish the global link between the Paisley Pattern and the town of Paisley. Despite the Pattern remaining a globally recognised design that continues to be used in contemporary textile and fashion industries, over the course of history the level of awareness of the direct link with the town of Paisley has been gradually eroded. Consequently, and despite the Paisley Museum retaining the most comprehensive collection of pattern designs and shawl of national and international significance, Paisley and Renfrewshire secures only limited benefit from this unique historical link to the pattern.
- 1.3 It has been recognised that the plans currently being progressed by the Council for Paisley 2021 and the redevelopment of the Museum, present a natural platform and catalyst to re-establish the national and global awareness of this link and unlock the opportunity to secure both heritage and economic benefits for Paisley and Renfrewshire.
- 1.4 The purpose of this report is to outline for the Board the outcome of the preliminary work undertaken to date and to set out recommendations to further develop the most promising elements in the context of the Council's heritage led regeneration strategy and specifically Paisley 2021 and Museum development.
-

2 Recommendations

2.1 It is recommended that the Board

- i. Note the content of the report and the intention to undertake a further stage of work to develop a detailed business case, which will be presented to a future cycle of the Board.
 - ii. To delegate authority to the Directors to engage suitably skilled and experienced external support to progress the development of the detailed business case.
-

3 Heritage Led Regeneration

3.1 In developing and positioning a long term economic regeneration strategy for Paisley Town Centre, the Council has recognised that culture and heritage is one of the most important elements of Scotland's tourism offering and the single most important motivator for city trips. Britain's unique culture and heritage attracts £4.5bn worth of spending by inbound visitors annually, equivalent to more than one quarter of all spending by international visitors.

3.2 The purpose of the Paisley Town Centre Asset Strategy (PTCAS) – Paisley the Untold Story – which was launched in January 2014, is to understand and value the town's unique heritage offer that remains largely undiscovered. Heritage, character and story draw people together, strengthen community capacity and play an important role in the economic regeneration. The strategy is based on an understanding of the significance of the town's historic assets as well as more contemporary cultural activities, such as sculpture and performance arts, which together hold the potential to improve the visitor economy. The focus of the strategy is to harness this potential and deliver an integrated asset strategy that regenerates the town centre. The strategy recognises the unique collection of cultural and heritage assets within Paisley, in terms of not just physical buildings but also the extensive and internationally significant museum collection, the rich history and heritage linked to the town's industrial textile past and also the globally recognised Paisley Pattern.

3.3 In seeking to deliver the aims and objectives of the strategy, the Council has been progressing a number of significant projects including amongst others the signature project to redevelop Paisley Museum, the redevelopment of the Russell Institute, the development of the former Arnotts site, the development and delivery of a pipeline of townscape heritage projects and the development of Paisley 2021, the bid for Paisley to become UK City of Culture 2021.

3.4 At the same time as these major projects have been progressed, preliminary work has been undertaken to explore and understand the potential opportunities that may be offered by the Paisley Pattern asset in the context of the regeneration strategy. In this context, the work undertaken has sought to explore the asset in its widest sense, extending beyond just the physical designs, patterns and shawls housed in the Museum, but also encompassing the value inherent in the unique link to the town of Paisley.

4 The Paisley Pattern

- 4.1 Historians have traced back the origins of the Paisley Pattern shape many thousands of years ago, but it is acknowledged that in terms of textile production, the origins are linked directly to the production of shawls in Kashmir, India, examples of which were brought back to Britain by the East India Company in the mid 18th century.
- 4.2 The Kashmir shawls quickly gained popularity and as demand and associated value grew they were copied by British textile producers and reinterpreted to better meet European taste. As history records the impact on weaving in Paisley was significant, ultimately leading to most historically significant industry in the history of the town and the term 'paisley' became inextricably linked to the pattern and renowned throughout the world.
- 4.3 Again history records the associated decline in the weaving and textile industry within Paisley with the very final production mill closing in the early 1990s. The Paisley Pattern however has endured as a design and today continues to be utilised and reinterpreted across the world in the production of contemporary products within textile, design and fashion industries.
- 4.4 However, despite the enduring longevity of the use of the design across a number of global industries, the fact that the design is globally recognised as being the "Paisley Pattern", the understanding and awareness of the direct link to the town of Paisley and the associated historical context has been to a large extent eroded over time.
- 4.5 Consequently, despite the town being so strongly and directly linked to an iconic globally recognised design and despite the museum retaining an associated collection of international significance, Paisley and more widely Renfrewshire, currently gains little direct benefit.
- 4.6 However, such is the strength and richness of this history and heritage coupled with the enduring global significance of the Paisley Pattern, it is recognised that there exists potential to re-establish the global awareness of the link between the pattern design and Paisley the town. Additionally, it is also acknowledged that if such a strategy was successfully progressed by the Council, it would open up access to a wide range of potential opportunities to support and secure economic related benefits for Paisley and Renfrewshire as part of the Council's wider regeneration strategy. Further, in terms of timing, the launch of the Paisley 2021 City of Culture Bid, provides an ideal platform and indeed the integration of a strategy to re-connect Paisley with the heritage of the Paisley Pattern with the City of Culture bid, provides the opportunity to present a distinctly unique City of Culture bid that differentiates itself from others.

5 Exploratory Work Completed to Date

- 5.1 As referred to earlier in the report, initial exploratory work has been undertaken to develop a better understanding of the potential scope and scale of the opportunity that may exist from re-establishing the global awareness of the historical link between Paisley and the Paisley Pattern.
- 5.2 This work has sought to complement and build on activity ongoing in other major projects including the Museum redevelopment and the Paisley 2021 bid preparations. Additionally, at the outset the objective has been clearly focused

on understanding the broad potential and range of heritage and commercial avenues that may offer credible opportunities for future development. It is recognised at that the output from this work represents initial scoping and opportunity assessment that requires further refinement detailed business case development.

5.3 Detailed below is a summary of the key areas of potential opportunity that have been identified for further development.

- Aligned to both the redevelopment proposals for the Museum and the Paisley 2021 bid, there exists a natural platform from which to develop and deliver a marketing strategy to build and re-establish the global awareness of the heritage link between the Paisley Pattern and Paisley as part of supporting the City of Culture bid, developing the business case to deliver the ambitions for the museum and also developing Paisley and Renfrewshire as a destination for visitors.
- As part of re-establishing the link between Paisley and the Paisley Pattern and developing new opportunities outlined below, there is a need to explore the potential value and benefits deliverable from establishing a formal body or authority to establish, promote and protect a new brand identity for the Paisley Pattern from Paisley. Parallels to a degree can be drawn with the Harris Tweed Authority and the role that it has and continues to play in the promotion and protection of the Harris Tweed brand across the world.
- In the context of protectable rights, copyright protections associated with the original pattern designs which form part of the museum's extensive collections have long since expired with the passage of time. They remain historically significant and valuable physical assets owned by the Council but from an intellectual property perspective their value in isolation has since passed. However, the Council retains ownership rights of the "Paisley Originals" trademark. This trademark right coupled with the depth of heritage and scale of original designs held in the museum collection provides the foundations to support the re-marketing of the historical links between the pattern design and Paisley. In addition, this would also open up the potential opportunity to create in a contemporary setting commercial brand value from the provenance of Paisley Pattern from Paisley aligned with the protectable Paisley Originals trademark.
- Aligned to this are a wide range of potential commercial opportunities to develop 'Paisley Originals' either as an exclusive brand and/or in partnership with established brands. Such opportunities potentially exist across a range of markets, both geographically but also in terms of products and the quality of markets targeted. There are potential early wins achievable through digital technology which if deliverable could dovetail well into both the City of Culture bid and development of the offering provided through the museum redevelopment.
- Unlike the recent success achieved in re-developing and growing the Harris Tweed industry, Paisley no longer has a local weaving industry on which to build. However, if a number of the commercial opportunities referred to above were actively progressed, there is the potential to

incorporate the development and growth of directly associated local productivity, skills and jobs.

- There are a number of potential opportunities to develop at a local level links with fashion, design and textile faculties of educational partners, young designers and fashion entrepreneurs based around the heritage of the Paisley Pattern. The objective being to create a local and sustainable incubation environment to support the development and reputation of contemporary fashion and design in Paisley. Similar approaches have garnered success in other UK locations and locally the success of the In Cube initiative provides a valuable foundation from which to develop such an initiative.

6 Next Steps

- 6.1 The initial exploratory work completed to date has established that in addition to the undoubted opportunities and benefits that the extensive Paisley Pattern designs and shawls collections offers to the museum redevelopment project, there is a much wider range of potentially additional opportunities aligned to the global recognition of the Paisley Pattern and the value of its provenance to Paisley.
- 6.2 Equally however, it is recognised that although wide ranging, each of the potential avenues of opportunities referred to above are individually complex and the difficulty and approach to achieve a deliverable proposal is likely to vary. In this context further work is required to develop out a clearer business case assessment which is anticipated will provide a clear set of recommendations on which elements and opportunities the Council could focus on progressing first and how best this should be achieved, in particular in the context of the Council's wider regeneration strategy, the progress achieved on the museum redevelopment proposals and the Paisley 2021 bid.
- 6.3 To assist in the development of this next stage, there will be a requirement to engage suitably experienced support, in particular expertise focusing on both production and commercial development within the textile industry. It is intended that a further report will be brought to a future cycle of the leadership board following the conclusion of this next stage.

Implications of the Report

1. **Financial** -. The
2. **HR & Organisational Development** – Th
3. **Community Planning** – The
4. **Legal** – There
5. **Property/Assets** – The
6. **Information Technology** - There
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. Equality and Human Right's impact assessments will continue to be carried throughout the programme at the appropriate development stage of each individual project. 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** – The
9. **Procurement** – There
10. **Risk** - there are
11. **Privacy Impact** - There

Author: David Amos, Head of Policy and Commissioning, 0141 618 4702

To: Leadership Board

On: 8 June 2016

Report by: Director of Development and Housing

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

1 Summary

- 1.1. The redevelopment of Paisley Museum and Art Galleries is a key project of the Paisley Heritage Asset Strategy, approved by the Council in January 2014. This paper provides an update on the outcome of the funding bid made to the Heritage Lottery Fund (HLF) for a major grant to support the delivery of the project with match funding from the Council's established regeneration budgets.
- 1.2. The application has now been determined by the UK Board of HLF and they decided not to award the grant. HLF staff have fed back in detail the reasons for the Boards decision and these are set out in section 4 below. The feedback received has confirmed that the project, the regeneration ambitions of the project, and the application were of an exemplary nature. However, from a national fund of only £50m there were 18 applications all of which were seeking grants of more than £5m. Only 5 projects were awarded funding. The national committee were mainly concerned about the level of unsecured funding for the Paisley Museum project and this together with the scale of the grant sought were reported as the principal reasons for not approving the project.
- 1.3. HLF staff have outlined to the Council what it might now consider as a way forward for the project should the Council wish to apply again for funding, the detail of this is discussed in the report below. The key advice received is around the development of a funding strategy which includes a greater degree of secured funding commitments towards the overall project budget. They have also recommended that it would be advisable to keep costs and the business case under review and to confirm the business case assumptions via a third party reviewer.
- 1.4. HLF have advised that they would welcome the resubmission of an application in December 2016 but can however offer no guarantee of success. Given the strategic

importance of the Paisley Museum project to the realisation of the Council's overall regeneration ambitions this report seeks the Board's authority to continue to develop the project. It should be noted that the cost of taking forward this further work would not be recoverable by any subsequent grant award from the HLF, however, this is necessary to ensure that development timescales continue to enable the delivery of the project and the regeneration outcomes within a reasonable timescale.

2 Recommendations

2.1 It is recommended that the Board:

- i. Notes the decision of the Heritage Lottery Fund (HLF) not to award a £15 million grant to develop and deliver this project.
 - ii. Agrees that the Council will progress the development of a new application to HLF in December 2016 and agrees to continue development and design work on the project both to maintain progress towards delivery and to demonstrate progress to HLF.
 - iii. Authorises the Director of Development and Housing Services and Director of Finance and Resources to assemble the project design team and funding team referred to in section 5 of the report and agrees that required costs also indicated in section 5 will be met from the established project budget.
 - iv. To note that the revised application for grant funding will be brought to the Leadership Board of 30 November 2016 for approval, prior to submission.
-

3 Background

- 3.1 The Paisley Heritage Asset Strategy, approved by the Council in January 2014, set out an ambitious vision for the social and economic regeneration of Paisley. The flagship project is the redevelopment of Paisley Museum to create a visitor destination of national status. The Museum has significant potential to drive the economic and cultural vitality of the town.
- 3.2 The vision is to create a truly accessible visitor experience that celebrates Paisley's story and the internationally recognised icons – the Paisley shawls and looms. The aim is to attract 150,000 visits each year, a significant increase from the current low base of 36,500.
- 3.3 An Outline Business Case (OBC) for the project was prepared to provide comprehensive costing, risk analysis and assessment of 'optimism bias' which informed a gross capital cost of £56.7 million. New revenue streams were identified, such as a new shop and cafe/restaurant to enable the Museum to become more self-sustaining. The economic impact of the project was estimated by the OBC at £89 million to the local economy and in total support 238 jobs.
- 3.4 The museum project is programmed for construction through to 2021 with a series of phased openings to maximise excitement and impact through the anticipated UK City of Culture year.

- 3.5 The museum project, also took an opportunity to re-locate the central library to a new High Street location. The Heritage Centre Library would remain as a critical part of the Museum. Costs for its relocations are being met separately and from within existing Regeneration Fund resources.
-

4 Funding and application to HLF

- 4.1. The Council committed £15 million towards the project and a funding strategy for the remaining funds was developed. This targeted a matching commitment, at an early stage, from the Heritage Lottery Fund (HLF). An application to Heritage Environment Scotland has also been made for a £2 million grant and dialogue opened with Scottish Government to seek additional support.
- 4.2. The level of HLF applied for requires the decision of its UK Board but as is the process in these applications it was first considered by the Scottish Committee. Following a site visit the Scottish Committee approved the application on 8th March 2016, allowing it to progress to the UK Board of Trustees for consideration as a priority project. The UK Board of Trustees met on 19th April.
- 4.3. The UK Board of Trustees have now determined the application, deciding not to award the grant. The feedback received has described how well the project was received and the exemplary nature of the application itself. The Board concluded however, that the scale of the grant requested and the scale of funding that remained to be secured, placed the project at this stage to be too great a risk. This was against a context of the Board having to determine 18 project applications that cumulatively were seeking more than double the funds it had available to award.
- 4.4. HLF staff have therefore outlined to the Council what it might now consider as a way forward for the project:
1. Advancing the funding strategy and closing the scale of the unsecured funding gap; and
 2. Keeping costs and the business case up to date and a review of the proposals including the design solution and the business case assumptions.
- 4.5. HLF have advised that they would welcome the resubmission of an application in December 2016 but can however offer no guarantee of success as the level of budget available for awards and the competing applications are unknown at this stage
-

5 Next Steps

- 5.1. The feedback received from HLF has confirmed that the project and the application are of the highest quality. It displayed the right level of ambition, was based on important and credible heritage and played an essential role in the regeneration of the town. The issues that the Board raised are financial and in order to advance the project further additional work is now required in these areas.

- 5.2. Furthermore we are conscious of our ambition to have the museum in a position to play a full role in our UK City of Culture 2021 bid. In order to do so project development and design work cannot stop. This formed part of our HLF application which estimated a further two years of development and design work involving a team of staff to be specifically employed to work on the project as well as specialist museum designers, architects and surveyors. The total cost of this work was put at £4 million, split equally by the Council and HLF.
- 5.3. The tasks that need to progress this year have been identified and costed. This will maintain momentum on the project and prepare for new funding requests. This includes the appointment of a Project Director, Project Manager and project specific curatorial staff. It is also proposed that the OBC team is reassembled to examine, test and refresh the business case in preparation for a new application to HLF in December and other funding requests over the year. Project development staff costs are estimated at £515,000 with a further £700,000 on OBC and design development.
- 5.4. The further development of the project's funding strategy is now essential. Given the advice of the HLF team the HLF Trustees are unlikely to view the project in a different light if no additional funding, from sources other than the Council, can be evidenced. Key to this will be securing a funding commitment from the Scottish Government and meetings are being arranged at a senior political and executive level to take forward dialogue on this. Similar to other major museum projects of this nature the funding strategy included a wider fundraising element outwith council, national government and lottery funding sources. It is proposed to review and strengthen the deliverability of the fundraising element and for this process to be supported through engagement of suitably experienced external support.
- 5.5. In total therefore the costs associated with advancing the museum project for the year are £1,215,000. These will have to be met entirely from existing Council resources. They are however essential to enable us to evidence to HLF and other major funders that the project has been further refined and developed and that the funding gap is reduced and the cost base of the project is fully understood, and thus the perceived risks relating to the project are being mitigated.

Implications of the Report

1. **Financial** – The costs associated with advancing the museum project for the year are £1,215,000 these will be ineligible for any future grant claims. These costs can be met from resources already committed to the delivery of heritage regeneration projects within Paisley town centre.
2. **HR & Organisational Development** – There are significant recruitment requirements for the delivery of the project. These are referred to in section 5.3 of the report.
3. **Community Planning** –
Jobs and the Economy – the project will significantly support the objectives to develop Renfrewshire a thriving place, supporting local places, businesses and communities.

Community Care, Health and Wellbeing; Children and young People; and 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

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.

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.

4. **Legal** – 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** – The project significantly extends and refurbishes Paisley Museum. Future running and maintenance costs have been estimated in the OBC and will be refreshed over the course of the next year, 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** – 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 & 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. 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 at this stage of project development
9. **Procurement** – 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** - 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.

- The building structures may be in very poor condition and condition surveys may uncover the need for further investigative works, which may lead to a requirement for more refurbishment and impact on budget.
- Costs associated with the project development phase are not yet established and liable to be significant, which could lead to uncertainty around final funding figures required.
- Analysis indicates that in order to achieve the best possible return on investment in terms of economic and social impact, significant levels of investment will be required. The full range of anticipated benefits can only be realised if the full investment amount is secured, although this will be challenging to achieve.
- It is anticipated that the redeveloped museum, through significant targeted investment, will achieve a step-change in museum experience and usage, resulting in a significant uplift in visitor numbers, with the associated benefits for the town and surrounding communities. It is imperative that the overall vision and design is of sufficient quality and maturity, otherwise the full return on investment may not be achieved.

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) *The Paisley Museum Draft Report and Outline Business Case, prepared by Metaphor, BOP Consulting and Page\Park Architects*
-

Author: Stuart McMillan, Policy and Regeneration Manager (Ext: 7850)

Date: 03/06/2016

Report To: Leadership Board
On: 8 June 2016

Report by: Chief Executive

Heading: Cultural Strategy for Renfrewshire

1. Summary

- 1.1. The previous Renfrewshire Cultural Strategy was developed in 2010. The Sport, Leisure and Culture Policy Board approved a review of the strategy, including a consultation exercise.
 - 1.2. Following the transfer of Cultural Services to Renfrewshire Leisure and the establishment of the UK 2021 City of Culture team, a draft strategy was presented to Leadership Board on 16 February 2016
 - 1.3. Further consultation took place on the draft during February-April 2016 to ensure stakeholder feedback was incorporated, resulting in the final version of the Cultural Strategy.
-

2. Recommendations

- 2.1. It is recommended that the Leadership Board notes the contents of this report and endorse the Cultural Strategy titled *Creative Renfrewshire*, subject to individual projects and actions which may have resource implications for the Council being subject to the Council's usual governance and due diligence process.
-

3. Background

- 3.1. The previous Renfrewshire Cultural strategy was in place between 2010-2014. The cultural strategy evolved into the Creative Renfrewshire strategy and a partnership of key cultural partners was formed to support the strategy implementation.
- 3.2. The draft strategy presented to leadership Board in February 2016 was derived from consultation which took place in 2015, involving 339 people. This exercise established the priority objectives for the strategy.

- 3.3. The further consultation on the draft had the following aims:
- to ensure delivery partner organisations have an opportunity to review and feedback on the draft document;
 - to seek the support of national agencies for the strategy, and to incorporate relevant advice, and
 - to seek general review and feedback from individuals, cultural bodies, public, private and third sectors in Renfrewshire, ensuring that the strategy is as relevant as possible to all.
- 3.4. The further consultation period was regarded as essential to ensure that we have a strong strategic direction with the buy-in of all involved, particularly as the strategy sets the scene for the UK 2021 City of Culture bid.
- 3.5. The consultation on the draft was conducted at the City of Culture forum event on 20th February at Paisley Town Hall, and through an online questionnaire, live on Renfrewshire Leisure website from 3 to 28 March, with a link supplied on the Renfrewshire Council 'Have Your Say' page. The link was circulated to key partners including community councils and national agencies.
- 3.6. A total of 35 responses were received to the consultation.
- 3.7. The feedback was considered at a meeting of the Creative Renfrewshire Steering Board on 29 March 2016. This Board comprises partner organisations, including University West Scotland, West College Scotland, Engage Renfrewshire, MakLab, Creative Renfrewshire Network, City of Culture 2021 team, Renfrewshire Council Childrens Services, NHS, Renfrewshire Leisure Limited and an independent artist.
- 3.8. In the light of feedback received, recommendations on required changes were made by the Steering Board, and these have been incorporated into the final draft.
- 3.9. An Action Plan will be developed for autumn 2016 to set out the planned activity across the full range of partners.
- 3.10. The Action Plan will be implemented through the Creative Renfrewshire Network, and be monitored by the Creative Renfrewshire Steering Board. Regular reports on progress will be brought back to the Leadership Board.

Implications of this report

1. Financial Implications

The investment to deliver the aims of the strategy will be supported by use of existing resources within partner organisations, supplemented by external funding sought by partners to deliver specific objectives.

2. HR and Organisational Development Implications

None.

3. Community Plan/Council Plan Implications

Children and Young People	- Our children and young people feel confident and responsible – able to participate fully in learning and in their wider community and take part in opportunities which meet their needs, interests and aspirations
Community Care, Health and Well-being	- Get involved in activities that improve the health and wellbeing of their community; Enjoy good mental health
Empowering our Communities	- Have the capacity and resources to lead projects and be involved in service delivery
Greener	- Sustainable growth will be delivered by directing development to locations which create sustainable communities and high quality places
Jobs and the Economy	- Have attractive environments and successful town centres created through successful area regeneration. These contribute positively to local community and economic growth
Safer and Stronger	- Renfrewshire citizens as positive, supporting equality and valuing diversity to achieve fairness within our communities

4. Legal Implications

None.

5. Property/Assets Implications

None.

6. Information Technology Implications

None.

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.

8. **Health and Safety Implications**
None.
9. **Procurement Implications**
None.
10. **Risk Implications**
None.
11. **Privacy Impact**
None.

List of Background Papers

- (a) Cultural Strategy for Renfrewshire: “Creative Renfrewshire”

Author: David Amos, Head of Policy and Commissioning, 0141 618 4702, david.amos@renfrewshire.gov.uk

Creative Renfrewshire

Introduction

We are at a real moment of transformation in Renfrewshire. Never before have we come together with such a clear, coherent and ambitious vision for culture. This has come out of working together in partnership to define our goals. We recognise the potential for culture to bring about long lasting transformation for all our communities, and our aim is for this journey of cultural development to benefit present and future generations.

We have amazing places, talented people and great traditions to build on. With a growing self-belief in what we have to offer the world, this strategy points the way for our collective action.

Creative Renfrewshire clearly sets out the priorities and outcomes that will encourage greater participation in culture, and develop a stronger cultural sector within the area. It provides a co-ordinated approach to improving our cultural infrastructure, and strengthening our connections both within Renfrewshire and to the wider world.

Now is the time to be bold and ambitious. Our aim is for Paisley to be UK City of Culture 2021. We are all at the start of an exciting journey where Renfrewshire residents will be able to grow as we increase our capacity to take cultural activity to a higher level. Our mutual support and trust can only strengthen the outcomes.

The strategy will succeed with the input and contributions of many individuals and organisations across public, private and third sectors. With your commitment, we will create opportunity for our communities through culture, and share incredible experiences and achievements along the way.

Councillor James Harte
Chair,
Creative Renfrewshire Steering Board

Our vision:

By 2023 everyone in Renfrewshire will have the opportunity to enrich their lives through culture, and our communities will be transformed by culture and its impacts

Our aims are for Renfrewshire to be:

A place known for our distinctive culture

A place where creativity is supported by connectivity

A place where culture is created and experienced by everyone

A place where culture drives opportunity

We plan to:

Maximise the benefits and legacy of the Paisley UK 2021 City of Culture bid for all of Renfrewshire

Celebrate Renfrewshire's unique cultural and creative identity - past, present and future

Develop Renfrewshire's towns and villages as cultural and creative visitor destinations

Empower communities to establish and develop sustainable cultural activity

Build on our cultural infrastructure to develop the spaces and places we use to support creativity

Develop culture as a catalyst for positive attitudes towards health and wellbeing

Foster the development of creative professionals living and working in Renfrewshire, and champion their success

Invest in creative and cultural activity to stimulate new ideas, innovation and enterprise growth for the area

Our cultural landscape

We are known worldwide for the Paisley pattern, and the rich weaving and manufacturing traditions that Paisley and Renfrewshire was built on. Less well known is that we have the highest concentration of listed buildings in Scotland outside Edinburgh; the UK's largest youth theatre of its kind in PACE; and one of only four public observatories in the UK. We love dance – the national rate of participation for dance is 12%, in Renfrewshire it is 26%. We have other great assets – an international airport, the fourth busiest train station in Scotland, and fantastic cultural and historic venues, including the iconic Paisley Abbey.

Renfrewshire is home to a nationally recognised touring theatre venue which hosts a programme of live performance to rival venues in Scotland's cities. Our town halls attract audiences to performances and provide a home to many third sector cultural organisations. The Creative Renfrewshire Network has almost 300 members, representing communities across the area, in a wide range of creative forms including: visual arts, media, theatre, comedy, writing and music. Over recent years, a distinctive calendar of cultural events has evolved, including The Spree arts festival, Bring It All Home celebration of songwriting, and the Lochwinnoch Arts Festival.

We recognise that there are some significant gaps in our cultural landscape – Renfrewshire is one of 11 local authorities in Scotland which have no Creative Scotland Regularly Funded Organisations. We know that the environment to support creative professionals and businesses can be developed, and that we can improve how we connect and share information.

Renfrewshire, with its strong talent base and excellent transport connections, is well placed to develop a creative economy. By developing our cultural landscape, we believe this can kick-start economic regeneration, through developing skills, changing perceptions of what we have to offer, and bringing visitors and fresh investment to the area.

Working towards UK City of Culture 2021 will bring us together while building our capacity, and provide an opportunity to develop better national and international links. The next few years will see our cultural landscape transformed.

Why do we need a cultural strategy?

This strategy will support us to transform the way we work together, both within Renfrewshire and beyond.

It provides a co-ordinated and confident vision for the future that will inform our planning, programming and investment. It ensures that we use our resources wisely, by effectively targeting priority areas for development.

The strategy outlines the type of future we want to see for all our communities and the central role that culture and creativity will play in that future.

It sets the stage for the Paisley 2021 UK City of Culture bid, and identifies how our ambition for UK City of Culture will guide our journey.

The strategy provides scope for collective action around cultural and creative developments, and will be reshaped as our collective voice becomes clearer and stronger.

Central to the strategy's success is the creative energy, vision and dynamism of our people, organisations and communities who will drive social and economic regeneration for the area.

What do we mean by culture?

Culture is alive. It lives, breathes, sings, dances, performs, interacts, entertains. Culture engages the emotions, stimulates the senses, provokes the mind and fires the imagination.

By 'culture' we mean the following:

performing arts; visual arts; literature; music and sound; events and festivals; architecture; crafts; design; fashion; film; tv; radio; photography; animation; gaming; everyday participation (hobbies and pastimes); play; food; museums; galleries; libraries; archives; historic environment (buildings, monuments and historic landscape); ICH (Intangible Cultural Heritage - living traditions like games, song and stories)

and blends and mixes of any of the above.

Developing the strategy

Work on a new regeneration strategy for Paisley town centre was concluded in 2014, and sets out a 15 year strategy based on Paisley's rich history and culture. It identifies the remarkable base of assets within the town from which to drive its economic regeneration and establish itself as a 'must do' destination for Scottish culture and arts.

In 2014 the Sports, Leisure and Culture Policy Board of Renfrewshire Council agreed to review the previous 2010 Creative Renfrewshire Strategy during 2014/15 and that the review should be informed by a Renfrewshire-wide consultation programme. It was intended that the consultation be open and inclusive and aim to reach those involved in the creative sector in Renfrewshire in various capacities as well as those members of the public who may have a more general interest. 339 people took part in the consultation – 189 people attended the consultation events with a further 150 completing the online questionnaire. The consultation was conducted by Creative Services Ltd, an independent consultancy. A report on the consultation was presented to the Sport, Leisure and Culture Policy Board in May 2015 and published on Renfrewshire Council's website. The five main elements of the consultation were:

- A consultation session in each of the five local area committees in Renfrewshire
- A consultation with primary pupils
- An online consultation
- A volunteer training event for 'Paisley Ambassadors'
- A final open consultation event in Paisley Town Hall

The key issues recommended by consultation participants as priority were:

- Improve access to information locally
- Promote the area's unique identity
- Cultural regeneration of communities
- Change perceptions
- Challenge the barriers to participation
- Develop outreach work
- Empower local communities
- Address related infrastructure challenges

These priority issues have been incorporated into the development of the strategic outcomes and objectives

A draft strategy was presented to Renfrewshire Council Leadership Board in February 2016. A further consultation on the draft strategy was conducted February – April 2016, ensuring the opportunity for stakeholder feedback to be incorporated. The strategy was finalised in June 2016

This strategy supports delivery against the aims of a number of other key strategies:

Renfrewshire's Community Plan 2013-2023 identifies the key areas for intervention and prevention as: poverty and disadvantage, misuse of alcohol and drugs, low attainment and worklessness, offending and violent behaviour, and preventable ill health and injury.

Renfrewshire's Tackling Poverty Strategy 2015-17 sets as its priorities:

Increase the number of households who can access employment that provides an acceptable standard of living; Prevent financial crisis and support low income families to make the most of their money; Improve levels of physical and mental health of children in low income families; Close the educational attainment gap between children from low income families and their better off peers; Create neighbourhoods where people want to live, and can afford to live; Narrow inequalities by working in a way which is inclusive, effective and evidence-based.

The vision of **Renfrewshire Digital Participation Plan 2016** is that in a Digital Renfrewshire we will make sure that everybody has the opportunity to reach their digital potential. We are determined that everyone has the means of access, awareness, skills and confidence to participate online responsibly.

Paisley: The Untold Story (Town Centre Asset Strategy and Action Plan)

Paisley will use its outstanding architecture and its wealth of cultural assets and collections to drive its economic regeneration and establish itself as an international destination for Scottish culture and contemporary performing arts.

Creative Renfrewshire is developed within the context of some key initiatives being delivered as part of the Untold Story:

	2016	2017	2018	2019	2020	2021	2022	2023
UK City of Culture 2021	Yellow	Yellow	Orange	Orange	Orange	Green	Blue	Blue
New Paisley Central Library	Orange	Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Paisley Museum Project	Yellow	Yellow	Orange	Orange	Orange	Green	Green	Light Blue
New Paisley Museum Store	Orange	Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Cultural, Heritage and Events fund	Green	Green	Green	Green	Green	Light Blue	Light Blue	Light Blue
Creative Scotland Place Partnership	Green	Green	Green	Light Blue	Light Blue	Light Blue	Light Blue	Light Blue
Proposed theatre complex	Yellow	Yellow	Yellow	Orange	Orange	Green	Light Blue	Light Blue

Yellow = seeking funding / developing bid

Orange = development

Green = delivery

Blue = legacy

Creative Renfrewshire supports strategic Scottish Government objectives, as reflected in the following policies:

- Creative Scotland 10 Year Plan 2014-2024: Unlocking Potential Embracing Ambition
- Going Further: The National Strategy for Scotland's Museums and Galleries
- Ambition and Opportunity: A Strategy for Public Libraries in Scotland 2015-2020
- Our Place in Time: The Historic Environment Strategy for Scotland

Who's involved

This strategy will be developed and delivered by a wide range of partners working in collaboration, ranging from local voluntary groups to international touring companies. The partners noted below will be key, and will be supported by many others.

Creative Renfrewshire Network

Engage Renfrewshire

Paisley 2021 Community Development Trust

Paisley First

Paisley 2021 Partnership Board

Renfrewshire Chamber of Commerce

Renfrewshire Community Planning Partnership

Renfrewshire Council

Renfrewshire Leisure Limited

St Mirren Football Club

University of the West Scotland

West College Scotland

Community and voluntary sector organisations

Health and social care organisations

Education providers

Representative forums and networks

Creative professionals

Creative businesses

Public transport providers

International partners

National development bodies and agencies, including: Creative Scotland, Museums Galleries Scotland, Scottish Libraries and Information Council, Historic Environment Scotland, Heritage Lottery Fund, Arts & Business and Big Lottery

Our approach:

The Cultural Strategy will be underpinned by a commitment to partnership, collaboration and responding to the best creative and cultural practice. We will strive to be the most imaginative and ambitious we can be to enable meaningful cultural activity that is relevant to the people of Renfrewshire and to the wider world.

Over the next few years, our cultural and creative landscape will change significantly. We will remain open and responsive in our approach. As we make progress, and what started out as aspiration becomes real, we will review, re-imagine and reshape our direction. In the initial implementation of this strategy, we particularly welcome approaches and initiatives that focus on:

- Exceptional creative practice
- Community participation and opportunity in high quality creative experiences
- Exploring our unique cultural identity, past, present and future
- Partnership commitment to strengthening Renfrewshire's cultural landscape through a collaborative approach
- Projects and initiatives that support business creativity
- Developing networks to support creative practice across disciplines e.g. performers working with creative technologists
- Developing our creative capacity through experimentation and reflection
- Developing a strong sense of place through unique cultural development

Strategic Outcome 1: A place known for our distinctive culture

What will our communities see?

- A successfully delivered UK City of Culture 2021 programme, which has put Paisley on the international stage, inspired further cultural and creative confidence and developed the local economy
- A new museum which is a unique expression of the rich and varied cultural identity of Renfrewshire, both through its engaging content and a vibrant visitor experience
- An increase in cultural tourism to Renfrewshire, with related economic benefits for local people
- Greater civic pride in Renfrewshire, its unique assets and cultural expressions
- A more diverse representation of our communities in our cultural activity

Our key actions:

- Deliver a successful bid and programme for UK City of Culture 2021, informed by the cultural identity of Renfrewshire, past, present and future
- Develop the museum project as a major visitor destination to tell creative, exciting and diverse stories of Renfrewshire's culture, providing an international platform for our unique and significant textiles heritage
- Develop cultural tourism by promoting Renfrewshire's distinctive cultural opportunities
- Grow talent, develop skills and create strong partnerships and networks to support an enhanced distinctive cultural landscape

Indicators of success :

- Increased economic impact
- Increase in bed nights related to cultural tourism
- Increase in museum visitors
- Participation rates of local people in City of Culture events
- Numbers of people from outside Renfrewshire attending City of Culture events
- Improved perceptions of Paisley and Renfrewshire, both amongst residents and those beyond Renfrewshire

Related Objectives:

- Maximise the benefits and legacy of the Paisley 2021 UK City of Culture bid for all of Renfrewshire
- Celebrate Renfrewshire's unique cultural and creative identity - past, present and future
- Develop Renfrewshire's towns and villages as cultural and creative visitor destinations

Strategic Outcome 2: A place where creativity is supported by connectivity

What will our communities see?

- A better connected cultural infrastructure – improved spaces, transport and information flow
- Co-ordinated, clear and accessible information about cultural opportunities
- More ambitious cultural experiences, as a result of our improved connections and relationships

Our key actions

- Create and develop appropriate and accessible spaces for cultural and creative activity
- Work with transport providers to improve public transport to venues
- Develop our capacity to build partnerships and networks, nationally and internationally
- Nurture creative, social and business networks to enrich creativity and engagement across Renfrewshire and beyond
- Develop and implement effective communications mechanisms
- Develop creative use of digital technology and new media to increase connections within and beyond Renfrewshire
- Develop our capacity to optimise income through sharing skills, knowledge and resources
- Develop a Place Partnership, co-funded by Creative Scotland, to strengthen and embed our partnership approach

Indicators of success:

- Increase in awareness of cultural opportunities, and ability to access cultural opportunities
- Increase in number of partnerships between Renfrewshire organisations
- Increase in number of strategic partnerships with national agencies and networks
- Increase in number of international collaborations, including exchanges and involvement in international networks
- Increase in number of libraries, schools, community hubs etc as cultural venues

Related Objectives:

- Maximise the benefits and legacy of the Paisley 2021 UK City of Culture bid for all of Renfrewshire
- Build on our cultural infrastructure to develop the spaces and places we use to support creativity
- Empower communities to establish and develop sustainable cultural activity

Strategic Outcome 3: A place where culture is created and experienced by everyone

What will our communities see?

- Confident, successful and ambitious individuals and groups in Renfrewshire, creating and presenting quality cultural work and experiences in the community for the community
- Venues which are vibrant spaces providing a home for local, national and international work
- More opportunities for creative professionals to develop and create work
- Cultural activity which reflects the diverse interests, experiences and needs of the population, and is accessible and meaningful to all
- Communities developing and delivering their own cultural activity on a sustainable basis

Our key actions

- Ensure that the benefits of the UK City of Culture bid process and programme have a broad reach and maximise social impact.
- Develop and deliver a new theatre and cinema complex, providing a space for everyone to get involved with excellent cultural experiences in an inspiring environment
- Develop and deliver a new Paisley Central Library, providing a welcoming, accessible venue for people to learn, and to create and experience culture
- Share knowledge, skills and support to enable communities to plan their own cultural development
- Support the development of community venues to provide dynamic spaces which encourage and support creative practice
- Ensure outreach opportunities address key social issues by targeting those who are marginalised
- Develop opportunities which proactively address barriers to participation, and ensure equality

Indicators of success:

- Number of local cultural groups and individuals in Creative Renfrewshire Network
- Increase in number of people attending and participating in cultural activity
- Increase in usage of Paisley Central Library and library services
- Significant usage of theatre and cinema complex
- Businesses building partnerships with creative industries

Relevant Objectives:

- Maximise the benefits and legacy of the Paisley 2021 UK City of Culture bid
- Empower communities to establish and develop sustainable cultural activity
- Develop Renfrewshire's towns and villages as cultural and creative visitor destinations

Strategic Outcome 4: A place where culture drives opportunity

What will our communities see?

- Transformed perceptions of what Paisley and Renfrewshire have to offer, nationally and internationally
- Cultural involvement having a positive influence on health and wellbeing at population level, through increased confidence, self-esteem, realised potential and personal fulfilment
- Increased economic growth, both directly and indirectly, as a result of cultural, creative and enterprise activity and transformed perceptions
- Enhanced cultural and creative opportunities that will support individuals to overcome social isolation, and will lead to increased social cohesion, confidence and employability skills
- Increased ambition as young people consider the Creative and Cultural Industries as a viable career option in Renfrewshire
- Increased talent retention in the area from Renfrewshire's college, university and schools through the development of collaborative initiatives and support platforms

Our key actions

- Improve skills development and business development support to ensure available routes into commercialising creative and cultural sector growth
- Develop collaborative initiatives and support platforms for recent college and university graduates
- Develop programmes designed to support health and wellbeing, and overcoming social isolation
- Develop cultural volunteering opportunities to support social cohesion, skills development and personal fulfilment
- Provide careers support to young people interested in accessing creative and cultural careers Establishment of residency programmes
- Develop awareness and support for organisations to access funding streams

Indicators of success:

- An enhanced programme of cultural and creative activities, opportunities and events that support skills and business development
- Increased audience participation and opportunity (locally and internationally)
- An increased number of successful applications to Creative Scotland funding streams, ensuring a rise in the Local Authority ranking of per head levels of investment
- Increase in Creative Scotland Regularly Funded Organisations based in Renfrewshire
- An increased number of creative businesses, sole traders and creative clusters/places to create and develop skills in Renfrewshire
- Improvements in health and wellbeing attributable to cultural participation
- Increase in number of creative businesses choosing to locate in Renfrewshire

Related Objectives:

- Maximise the benefits and legacy of the Paisley 2021 UK City of Culture bid
- Invest in creative and cultural activity to stimulate new ideas, innovation and enterprise growth for the area
- Foster the development of creative professionals living and working in Renfrewshire, and champion their success
- Develop the role of culture as a catalyst for positive attitudes towards health and wellbeing

How we will put the strategy into action

An Action Plan will underpin the Strategy, gathering together information about the activity across the Creative Renfrewshire Network which delivers the aims. We will also develop a plan for extensive monitoring and evaluation of the strategy.

An annual report on the effectiveness of the strategy will be produced, with clear and accessible information on progress against targets, and presented to both Renfrewshire Leisure Limited Board and the Creative Renfrewshire Steering Board

The period 2016-2017 will see an intensive focus on developing our readiness to bid for UK City of Culture 2021. The outcome of this process will be known in late 2017. This significant milestone on our journey will represent a natural review point of the strategy. A review of the strategy will therefore be conducted in early 2018.

Address to my Brither Wabsters

Thomas Burnside

To you, dear brethren o' the shuttle
I maun address a word or twa.
The weaving trade's noo turned sae fickle,
In fact, it's wearing fast awa;
Wee bits o' wabs no wurth the looming,
A state o' things we a' deplore,
That keeps us ever constant grinning
Wi' poortith never frae oor door.

Wi' selfish agents in the kintra,
An' greedy grasping corks at hame,
The weaver's life' made cauld and wintry,
Wi' mony a scrimpit hungry wame.
Come then, arise, be up an' doing,
Let's aim at something for oorsel',
An' no our doonward course keep wooing,
An' soundin aye our funeral knell.

Come show the world we still are able,
Though as a class we're sunk sae low,
To mak the weaving trade so stable
That comforts to our hames will flow;
Come form a strong organization,
Let each and all assistance len'
To organised co-operation,
An' show the world we still are men.

For what's to hinder us, as weavers,
To manufacture for oorself?
Let's but keep clear o' fause deceivers,
There's nocht ava that I can tell.
I'm sure there's plenty heads for planning,
An' willing han's to execute,
So that wi' proper understandin',
We'll sure succeed without a doot.

Let ilka ane, wi' brave heart struggle,
Wi' diligence his lot pursue,
An' ne'er let envy gie him trouble,
But 'paddle aye his ain canoe;'
And then e'er lang oor textile fabrics
Will sure be worn by ilka frien',
Baith harness shawl an linen cambric,
Fit to adorn our British Queen.

In vain shall tyrants try to bend us,
If we the golden rule pursue,
The people's love will well befrien' us,
The many then will help the few,
Come then stand forth, be firm and truthful,
Tho mony doots the mind may fill,
An' wi' each ither aye be trustful,
An' then we'll in the end prevail.

Thomas Burnside was born in Paisley in 1822. He worked as a weaver then for two years ran a small shop with a circulating library. This foundered and he sold up and returned to weaving. He was 43 before he started writing.

Taken from the anthology of poems 'Radical Renfrew', compiled by the poet Tom Leonard when he was Writer in Residence at Paisley Central Library in the late 1980s.

To: LEADERSHIP BOARD

On: 8 JUNE 2016

Report by: DIRECTOR OF COMMUNITY RESOURCES

**Heading: CHARTER FOR HOUSEHOLD RECYCLING IN SCOTLAND
& ASSOCIATED CODE OF PRACTICE**

1. Summary

- 1.1. The purpose of this report is to inform the Leadership Board of the Charter for Household Recycling in Scotland and seek approval for the Council to sign up to the Charter
- 1.2. A 'Zero Waste Task Force' was convened in 2014, with representation from the Scottish Government, CoSLA, SOLACE, Zero Waste Scotland and the Waste Managers Network. Its main task was to nationally review waste management practices and make recommendations to transform the production, collection and disposal of household waste into a feedstock to promote the circular economy.
- 1.3. In waste terms, the circular economy relates to waste and recyclates being produced in Scotland ultimately being reprocessed in Scotland.
- 1.4. A key objective of the Task Force was that local authorities should be enabled to improve recycling performance whilst developing approaches which are consistent across Scotland. However, provision was made for Councils to have flexibility to design services reflective of local needs and issues.
- 1.5. This approach has now been set out in the Charter for Household Recycling in Scotland and associated Code of Practice.

- 1.6. Local authorities are being encouraged to sign up to the Charter for Household Recycling in Scotland as part of their respective strategic waste management planning. Formal signing demonstrates a local authority's commitment in principle to the Charter for Household Recycling in Scotland. At this stage it only commits the local authority to investigating how to adopt the associated Code of Practice locally, as part of their waste management strategy. A significant benefit through signing in principle is that funding sources within Zero Waste Scotland become accessible to assist Councils in the development of their future waste strategy.
-

2. Recommendations

- 2.1 It is recommended that the Leadership Board agrees that the Council formally signs up to the principle of the Charter for Household Recycling in Scotland.
- 2.2 As Renfrewshire Council's future waste strategy develops, further reports will be brought back to the appropriate Policy Board.
-

3. Recycling in Scotland - Background

- 3.1 In 2014, a Zero Waste Task Force consisting of representatives from the Scottish Government, CoSLA, SOLACE, Zero Waste Scotland (ZWS) and the Waste Managers Network, was set up to review the variety of waste management practices in place throughout Scotland. This was with a view to identify best practice and make recommendations which would lead to a more consistent approach for the management of public sector waste.
- 3.2 This drive for consistency is aimed at ensuring that all Scottish Councils deliver high quality and sustainable recyclate. High quality recyclates are easier and more cost effective to recycle and consequently support the 'circular economy' whereby waste which originates in Scotland is treated in Scotland.
- 3.3 The Charter for Household Recycling in Scotland and associated Code of Practice was published in December 2015 following conclusion of the work carried out by the Zero Waste Task Force.
-

4. Charter for Household Recycling in Scotland

- 4.1 The Charter for Household Recycling in Scotland identifies a number of collection strategies which are considered to best meet the overall objectives of the Task Force to improve recycling performance and develop a consistent national system. Flexibility remains for Councils to design specific waste management services around their local needs. In essence the Charter is a declaration of the Council's intent to the principles of a more consistent approach to recycling of domestic waste. An implication of the approach recommended in the Charter for Household Recycling in Scotland is that it will lead to additional employment across Scotland.
- 4.2 The supporting Code of Practice contains a more detailed set of outcomes that will deliver the principles and aspirations of the Charter for Household Recycling in Scotland. Through implementing the waste collection systems as detailed in the Code of Practice, it is considered that Councils will be able to:
- Stimulate inward investment and associated jobs in recycling and reprocessing industries;
 - Retain and enhance existing employment opportunities in waste and recycling collections;
 - Generate and retain the best value from waste streams whilst increasing recycling performance;
 - Provide Councils with a strong voice in the procurement market;
 - Enable Councils to manage market conditions to their collective advantage;
 - Empower Councils to demonstrate innovative thinking to develop solutions; and
 - Work together to communicate to the public the value in recycling, and the benefits that good recycling practice can bring to communities.
- 4.3 Signing up to the Charter does not commit the Council to a specific course of action, but will allow the Council to access support from Zero Waste Scotland to develop a future and longer term waste strategy and associated transition plan. This work will highlight any cost effective changes required to move towards a nationally consistent system, with a view to developing an implementation plan across Scottish Councils with associated timescales and financial considerations. Formally signing up to the Charter will not commit the Council to any expenditure at this stage but will allow the Council to access ZWS funding to explore the options which are anticipated to emerge from the development of a longer term waste strategy and associated transition plan.

- 4.4 Oversight and scrutiny of this process will be carried out by the Scottish Government through a high level strategic group, to ensure that the overall aims and objectives of the Charter are being met and to maintain focus on the overarching circular economy goals and objectives.
- 4.5 The Scottish Government have advised that funding will be available through Zero Waste Scotland to allow Councils to develop their respective waste strategies and associated transition plan. Access to this funding will be on a “first come, first served” basis.
-

Implications of the Report

1. **Financial** – Signing the Charter for Household Recycling in Scotland will enable the Council to access Scottish Government funds through Zero Waste Scotland to develop a local waste strategy and associated transition plan.
2. **HR & Organisational Development** – none
3. **Community Planning** –

Greener – Signing of the Household Waste Recycling Charter and engaging with Zero Waste Scotland will support the Council in the development of a waste strategy which reduces waste production and increase recycling.

Jobs and the Economy – none at this stage
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 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** – None
 9. **Procurement** – None
 10. **Risk** – None
 - .
 11. **Privacy Impact** – None
-

List of Background Papers

1. **Code of Practice – Household Recycling in Scotland**
-

Author: Karen Anderson, Amenity Services Manager(Waste Services)
E-mail: *Karen.anderson @renfrewshire.gov.uk*

Charter for Household Recycling in Scotland

This charter is a declaration of our organisation's intent to provide services that deliver local and national benefits, encouraging high-levels of citizen participation in waste prevention, recycling and reuse.

We, as leaders in local government and the main providers of services to households, acknowledge that significant progress has been made in achieving greater value from recycling and reusing household waste over the past 10 years. We also acknowledge that further progress is required to achieve better national and local outcomes.

We welcome the opportunity to make a commitment to our future waste, recycling and reuse services that will build on the progress achieved to date to ensure that waste is considered a resource and our services support sustainable employment and investment within the Scottish economy.

We recognise the opportunities of a more circular economy and better resource management to support sustainable employment and investment in the economy for the benefit of Scotland and its local communities.

We commit:

- To improve our household waste and recycling services to maximise the capture of, and improve the quality of, resources from the waste stream, recognising the variations in household types and geography to endeavour that our services meet the needs of all our citizens.
- To encourage our citizens to participate in our recycling and reuse services to ensure that they are fully utilised.
- To operate our services so that our staff are safe, competent and treated fairly with the skills required to deliver effective and efficient resource management on behalf of our communities.
- To develop, agree, implement and review a Code of Practice that enshrines the current best practice to deliver cost effective and high-performing recycling services and tell all of our citizens and community partners about both this charter and the code of practice.

Signatories

.....
Council Leader

.....
Chief Executive

Scottish Ministers welcome this declaration and will work in partnership with the signatories and their representatives to support the delivery of these commitments.

.....
Cabinet Secretary for Rural Affairs, Food and Environment

To achieve this, we will do the following:

Designing our services

1. We will design our household collection services to ***take account of the Code of Practice (CoP)*** for the variety of housing types and geography in our community. In doing so, over time, ***we will establish common collection systems, as appropriate***, for paper, card, glass, plastics, metals, food and other commonly recycled materials deemed feasible(e.g. textiles, small WEEE, nappies) across Scotland.
2. We will ensure that ***all citizens have access to services*** for recycling to include paper, card, glass, plastics, metals and food. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are provided with adequate volumes of containers in line with the Code of Practice (CoP).
2. We will ensure that our household collections give ***consistent definition of materials*** (paper,card, glass, plastics, metals and food) that can be competently recycled in line with the Code of Practice (CoP). Thus, we will eradicate discrepancies on what can and cannot be recycled in different localities across Scotland.

4. We will ***reduce the capacity provided for waste that cannot be recycled*** to give the appropriate motivation to our citizens to recycle. Thus, we will ensure that all citizens, whether at the kerbside or within their local community, are limited to non-recyclable (i.e. black bag/general waste/residual waste) waste volumes in line with the established Code of Practice (CoP).

Deliver consistent policies

5. We will ensure that our local policies, in line with the Code of Practice (CoP), encourage citizens to recycle by ***reducing the collection of waste that cannot be recycled (i.e. excess waste/side waste)***.
6. We will ensure that our local policies ***provide citizens with sufficient capacity for their waste***, recognising that some households will produce more waste than others, in line with the Code of Practice (CoP).
7. We will ensure that our local policies ***direct our collection crews to not collect containers for waste that cannot be recycled that clearly contain recyclable materials*** (including paper, card, glass, plastics, metals and food) in line with the Code of Practice (CoP).
8. Where citizens have not followed our collection advice and policies, we will ensure our ***policies for communicating and taking corrective action are delivered consistently*** in line with the Code of Practice (CoP).
9. We will ensure that policies for ***bulky or excess waste encourage citizens to recycle and reuse***, where this is practicable to do so.

Operating our services

10. We will ***collect household waste when we have said we will*** and ensure materials are managed appropriately upon collection.
11. We will manage materials so that the ***highest possible quality is attained and we seek to accumulate value*** by working with partners to encourage inward investment for our economy.
12. We will ***record complaints and alleged missed collections*** and ensure that we respond to these in line with the Code of Practice (CoP).
13. We will ***listen to special requests or challenges*** that citizens are having in relation to household waste collections and ensure that we respond to these in line with the Code of Practice (CoP).

14. We will deliver services so that they ***take account of current policies with regards to environmental crime, litter and flytipping*** in line with the Code of Practice (CoP).
15. We will deliver services so that our ***staff and citizens are not endangered or at risk from harm*** in line with the Code of Practice (CoP).

Communicating our services

16. We will ***clearly explain to all citizens*** what services we provide by providing information on a regular basis. This will take recognition of different housing types, collection routes and service availability and be as specific to each property as necessary, in line with the Code of Practice (CoP).
17. We will ***deliver service information directly*** to citizens periodically in line with established Code of Practice (CoP).
18. Where we need to ***change our services for any reason, we will communicate with citizens directly.***
19. We will ***provide clear instructions to citizens on what can and cannot be recycled***, giving clear explanations where materials cannot be competently recycled.
20. We will communicate with citizens when they have not understood our services to ***improve awareness and reduce contamination of recyclable materials.***
21. We will ***record accurate information*** on the amount of waste collected and the destinations, as far as practicable, of these materials in order to give confidence to citizens that it is being properly managed.

Citizens

To aid with the delivery of this charter and the Code of Practice, we expect our citizens to participate in the recycling, re-use and non-recyclable waste services that we deliver, using them in accordance with the policies communicated to them, and hence assisting in improving both the quality and the quantity of materials provided for recycling.

Partners

In committing to this charter we request that our partners in national and local government, the resource management industry, retailers, manufacturers,

packagers, the third sector and others provide leadership and support in helping us deliver this commitment.

This charter is a clear statement of local government's intent to encourage high-levels of citizen participation in waste prevention, recycling and reuse. All of our partners will have a part to play in utilising the influence they have on our citizens to compliment this intent.

Furthermore, our partners are requested to assist the development of the Code of Practice by providing expertise, information and evidence wherever possible.

The following commitments have been given by each of our partners:

Scottish Government

- To provide the leadership in supporting the delivery of this commitment.
- To provide the necessary policy framework to support local government in delivering the commitments in this Charter and the associated Code of Practice
- To liaise with partners to support the local government delivery of this commitment.
- To support the national behaviour change process required to deliver the foundations of a circular economy

Zero Waste Scotland

- To provide the evidence, research, benchmarking and examples required to deliver the commitments in this Charter and the associated Code of Practice
- To provide support, advice and guidance to local government that allows successful implementation of changes to services.

SEPA

- To advise local government on the regulatory impacts of the commitments in this Charter and the associated Code of Practice.
- To regulate waste and recycle processors to ensure compliance with relevant legislation, particularly with respect to achieving appropriate destinations and markets for material.

Retailers, brands and packaging manufacturers

- To provide information to inform specifications for local government that will encourage consistent collections
- To provide technical, public relations and consumer behaviour advice to local government and its partners.
- To consider what resources, 'in kind', including behaviour changing measures, or financial, they can provide to support the delivery of the Charter.
- To inform, advise and guide local government and its partners on the technical scope of this Charter and related Code of Practice

The resource management industry

- To provide information to inform specifications for local government that will encourage consistent collections which consistently achieve high quality recycling and reuse.
- To support local government by providing targeted information and data that allows them to reduce contamination and improve public participation and confidence in recycling and reuse.
- To provide leadership and public support for the Charter and the related Code of Practice.

The third sector

- To provide leadership within the Third Sector on waste prevention, recycling and reuse and work in partnership with local authorities to develop the Code of Practice and support the effective delivery of the commitments in the Charter.
- To work with the Scottish Government and local authorities to promote effective communication with communities, groups, organisations and individuals on waste prevention, recycling and reuse and facilitate engagement in the design and development of services in line with the commitments in the Charter.
- To encourage and support practical action by communities, groups, organisations and individuals at a local level on waste prevention, recycling and reuse in line with the commitments in the Charter

To: Leadership Board

On: 8 June 2016

Report by: Director of Children's Services

Heading: Resettlement of Syrian Refugees and support to Unaccompanied Asylum Seeking children (UASC)

1. Summary

- 1.1 77 Syrian people have now been resettled in Renfrewshire since 17th November 2015. Initial resettlement is progressing well, and officers are working with partners and communities to welcome and integrate the Syrian families within the local area.
- 1.2 Significant progress has been made in terms of registering children in educational placements, supporting the families to access health services and to learn English. A range of donated items have been given to the families from individuals, groups and communities across Renfrewshire. The support of Renfrewshire's communities has been welcomed by the Syrian families.
- 1.3 In relation to more recent developments, in line with all other local authorities in the UK, the Council has received requests from the UK Government to offer support to some of the 1000 unaccompanied asylum seeking children currently being cared for by Kent County Council, after arriving in this country through various routes.
- 1.4 Officers from the Council have explored potential options for supporting a small number of children in Renfrewshire which are outlined at Section 5. Officers from the Council are currently exploring legal and financial considerations with the Home Office in relation to these proposals. Funding to support each child or young person has been committed by the Home Office, with costs over and above this being met by the local authority where these are incurred.

2. Recommendations

2.1 It is recommended that members:

- note the progress made recently to resettle Syrian refugees in Renfrewshire.
- note the work undertaken by officers to explore options for supporting unaccompanied asylum seeking children in Renfrewshire.
- note that officers will seek further clarification on the legal and financial implications relating to the provision of support to this group and;
- agree that further to the above, Renfrewshire Council will offer support to unaccompanied asylum seeking children in Renfrewshire.

3. Background

- 3.1 In September 2015, the Council agreed to formally participate in the UK Government's Vulnerable Person's Relocation (VPR) Scheme which allows Syrian people affected by the humanitarian crisis to come to the UK and hold "special" refugee status. This status allows Syrian people to live in the UK for up to 5 years and entitles refugees to access benefits and employment.
- 3.2 All refugees who are registered and resettled through the scheme come from countries bordering Syria such as Turkey, Lebanon, Iraq and Jordan. Refugees or migrants dispersed throughout Europe are unable to register for resettlement through this scheme.
- 3.3 Participation in the scheme is funded by the UK Government on a unit cost basis for each person resettled. This is allocated on a tapered basis over a 5 year period. Funding is broadly allocated and payable against education, social care costs, health costs and all other local authority costs. Local authorities must agree to comply with a "Statement of Requirements" schedule which sets out the minimum level of support and service which must be provided by the host authority e.g. housing and housing support services, integration, ESOL etc. There is potential for the Home Office to audit local authorities against this Statement of Requirements.
- 3.4 The Council is required to fulfil a critical lead role in terms of co-ordinating the support required by the refugees from Council services and from other agencies e.g DWP, NHS, Jobcentre, NHS and further education placements. The Council is also charged with ensuring that refugees are supported to integrate successfully within local communities and is required to work with the refugees to agree Integration Plans covering the first year of resettlement.

4. Update on resettlement

- 4.1 Since November 2015, 77 Syrian refugees have been resettled in Renfrewshire. All are part of family groupings and have been prioritised by the Home Office for resettlement due to their vulnerable status through ill-health, disability or experiences

endured as a result of the humanitarian conflict in Syria. Over half of the refugees that have been resettled are children.

- 4.2 The Syrian families have been supported by officers to settle within the community through a satellite team of housing, social care, and health professionals. A number of key activities have been prioritised by the Council in order to meet the requirements set out by the Home Office for resettlement, with key achievements including:

- The registration of all children in appropriate school or pre-school placements
- The registration of families with local GPs and health services
- The completion of all residency processes and documentation
- Facilitation of English language learning opportunities
- Actively engaging with family members who are keen to volunteer or to work
- The completion of integration plans for the Syrian families which seek to address the barriers to integration that some may face e.g. disability, isolation, trauma, employability.

- 4.3 A volunteering scheme has been set up in partnership with Barnado's in response to a significant number of enquiries from local citizens over the past 6 months, indicating a desire to offer support to the Syrian families with the resettlement process. Over 20 people have committed to the volunteer training process, with a view to helping Syrian children and their families with school homework, involving the families in social activities, and helping them to learn English amongst others. In turn the Syrian families are keen to volunteer to make an active contribution to local communities.

- 4.4 A range of donated items have been directed to the Syrian items from local groups and individuals who wish to welcome and support the Syrian families. These offers of help have assisted officers in warmly welcoming the Syrian families into local communities.

5. Unaccompanied asylum seeking children

- 5.1 Elected members will be aware from recent press coverage that the UK Government has announced plans to introduce new arrangements by which local authorities can support unaccompanied asylum seeking children in the UK.

- 5.2 In February 2016 the Scottish Government funded Migration, Population and Diversity team, wrote to all local authority Chief Executives in relation to a request from the Home Office to resettle a number of unaccompanied asylum seeking children from Kent within the local authority area. In the region of 1000 unaccompanied children and young people are currently being supported by Kent County Council, which has been overwhelmed by the flow of lone children and young people who require support when arriving through the port entry points within the local authority boundary. All internal and external fostering and residential placements in the area are now full, as is school/further education capacity.

- 5.3 A recent letter from the Immigration Minister Rt Hon James Brokenshire advises that the UK government will introduce a national transfer scheme to disperse unaccompanied children from 1 July 2016. A transfer of this nature would require

secondary legislation in Scotland and discussions are underway on this matter between the UK and Scottish Governments.

- 5.4 Local authorities would be allocated funding in the region of £30-42k depending on the age of the child and a weekly care leavers payment post 18th birthday.
- 5.5 Officers from the Council have participated in national discussions on this matter and have engaged in a national working group to gather more information on the proposed transfer scheme and to consider potential options for offering support to a small number of children and young people in Renfrewshire. These include:
- Development of appropriate foster placements
 - Consideration of an outreach model whereby older children (17-18 years) could be supported through a shared tenancy closely located to appropriate social care and housing services.
- 5.6 These options are currently being explored jointly by officers from Children's Services and Development and Housing Services. Initial discussions are planned with Kent to explore the care requirements of some of the young people more closely and to understand the lead in time for any possible resettlement. Police Scotland have been involved in initial discussions relating to the proposals and will continue to be key to taking forward arrangements locally.
- 5.7 Whilst funding of up to £40,000 per child or young person (depending on age) will be allocated by the Home Office to local authorities, there is potential for additional costs to be incurred by the council in supporting unaccompanied children in Renfrewshire which could not be anticipated in advance. For example, the needs of the child or young person may change at any time and similar to the experience with the Syrian families, the trauma of conflict and personal experiences may not come to light through initial assessment, with needs becoming apparent several months after arrival.
- 5.8 In April 2016, the UK Government also announced plans to establish a "Child at Risk" Scheme by which the UK would provide support to children affected by the Syrian humanitarian crisis in camps and countries bordering Syria, as well as those lone children who are displaced in Europe. More detail is expected on this scheme imminently.
- 5.9 In addition to unaccompanied asylum seeking children, the UK government have also indicated plans to roll-out a national transfer scheme in relation to asylum seeking adults. At present the scheme is currently operated on a contractual basis with specific cities or regions, but is under significant pressure. The timescale and detail of the adult dispersal scheme is unknown at present, and officers continue to engage in national working groups which are being updated on this issue by the Home Office.

Implications of the Report

1. **Financial** – There are financial implications relating to the resettlement of unaccompanied asylum seeking children in Renfrewshire. This is potentially a long term financial commitment for the Council and arrangements would require to be made for any costs to the Council over and above the funding provided by the Home Office, to be adequately provided for in the relevant Council budgets.

Five year funding on a tapered basis is allocated by the Home Office to support Syrian refugees. There are no immediate longer term funding concerns to make elected members aware of at this time.

2. **HR & Organisational Development** - none

3. **Community Planning** –

There are implications and opportunities for local communities as the refugees and asylum seeking children integrate within local communities. Council officers will work with local communities to support successful integration.

4. **Legal** – Unaccompanied asylum seeking children are likely to be defined as “looked after” children, and in Scotland there are additional legal implications arising from the Children’s (Scotland) Act 1995 and the Children and Young Persons Act 2014, with possible entitlement to resources and support up to age 25. These implications require to be explored with the UK Government.

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 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** - none

9. **Procurement** – none

10. **Risk** – Officers will continue to engage with Police Scotland and with other appropriate organisations to ensure that services meet the requirements of these vulnerable groups.
11. **Privacy Impact** - none

List of Background Papers – n/a

Author *Laura McIntyre, Strategic Planning and Policy Development Manager Tel 0141 618 6807*

To: Leadership Board

On: 8th June 2016

Report by: Chief Executive

Heading: Community Empowerment (Scotland) Act 2015: Consultation On Guidance

1. Summary

- 1.1 The Scottish Government has invited consultation on a number of aspects of the Community Empowerment (Scotland) 2015 Act, with responses requested by various dates in June 2016. The guidance that emerges following the consultation will provide the framework for Community Planning Partnerships to work within when implementing the provisions of the Act.
- 1.2 The proposed response of Renfrewshire Council to the consultation questions is set out below. An additional response on behalf of Renfrewshire Community Planning Partnership will be approved by Renfrewshire Forum For Empowering Communities and submitted to the Scottish Government.

2. Recommendations

- 2.1 It is recommended that members of the Leadership Board approve the response to the consultation papers on the Community Empowerment (Scotland) Act 2015 as set out in the completed consultation questionnaires attached.

3. Background

- 3.1 The Community Empowerment (Scotland) Act 2015 provides the legal basis for participation in community planning partnerships in Scotland and sets out to empower communities to participate wherever appropriate in the planning and delivery of public services.
- 3.2 Consultation on draft guidance on different aspects of the Act was issued in March 2016, with a response sought by various dates in June 2016. The individual consultations are as follows:

Consultation	Date For Response
Community Empowerment (Scotland) Act 2015 – Community Planning Guidance and Regulation	13 June 2016
Community Empowerment (Scotland) Act 2015 – Participation Requests: Consultation on Draft Regulations	15 June 2016
Asset Transfer under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Regulations	20 June 2016
Consultation on secondary legislation proposals relating to Part 3a of the Land Reform (Scotland) Act 2003 – the community right to buy abandoned, neglected or detrimental land as introduced by the Community Empowerment (Scotland) Act 2015	20 June 2016

The full text of these consultations can be accessed at www.consult.scot.gov.uk. The response to the questions requires to be read in conjunction with the four consultations papers available through this weblink.

Implications of the Report

- Financial** – Implementation of the Guidance may have implications for Council finances regarding the asset portfolio and delivery of public services.
- HR & Organisational Development** - None
- Community Planning** – Community Empowerment (Scotland) Act Guidance has implications for community participation in Renfrewshire Community Planning Partnership.

4. **Legal** – The guidance places legal duties on public organisations in terms of community planning responsibilities and provides the legal framework for processing asset or land transfer and participation requests. This will require amendments to the duties of Council Boards.
 5. **Property/Assets** – Implications for future ownership of the Council's asset portfolio, including promotion of increased community ownership.
 6. **Information Technology** - *none*
 7. **Equality & Human Rights** - *none*
 8. **Health & Safety** - *none*
 9. **Procurement** – *none*
 10. **Risk** - *none*
 11. **Privacy Impact** - *none_*
-

List of Background Papers

1. Background Papers – Community Empowerment (Scotland) Act 2015
2. Part 2 Community Planning – Consultation on Draft Guidance and Regulation
3. Asset Transfer – Consultation On Draft Regulations
4. Participation Requests – Consultation On Draft Regulations
5. Consultation on secondary legislation proposals relating to Part 3A of the Land Reform (Scotland) Act 2003 – the community right to buy abandoned, neglected or detrimental land as introduced by the Community Empowerment (Scotland) Act 2015

The foregoing background papers will be retained within Chief Executive's Service for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is *Stuart Graham, Partnerships Planning and Development Manager* stuart.graham@renfrewshire.gov.uk, 0141 618 7408

Author *Stuart Graham, Partnerships Planning and Development Manager, 0141 618 7408*

Asset Transfer under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Regulations



Questionnaire

Q1: Do you agree that the types of land set out in the draft Community Empowerment (Registers of Land) (Scotland) Regulations 2016 need not be included in relevant authorities' registers?

Yes X ☐ No ☐

If not, please explain what you would change and why.

Land purchased by a statutory authority within a certain period prior to the Asset Transfer application (e.g. 2 years) for a specific purpose should be excluded from the register.

Q2: Are there any other types of land that relevant authorities should not have to include in their register? Please explain what should not be included and why.

Cemeteries and crematoria should be excluded from the register, to guarantee the continuity of these services.

Q3: Do you have any comments on the proposals for guidance on what information registers should contain and how they should be published?

Information registers should be online publications only. The proposals are reasonable as a starting point for communities. The guidance should state that the Unique Property Reference Number should be included for each property.

Q4: Is there any information you think a community transfer body should be able to request from a relevant authority, that it would not be able to obtain under FOISA or the EIRs?

No – all other information that is not commercially confidential would be available on request.

Q5: Do you think the proposed additional requirements for making an asset transfer request are reasonable?

Yes X ☐ No ☐

If not, please explain what you would change and why.

Q6: Is there any other information that should be required to make a valid request?

The date of any community consultation used as evidence in a request should be included, in order to ensure that the current views of the community are taken into account.

Q7: Do you have any comments on the proposals for acknowledgement of requests?

The proposals for acknowledgement of requests should include a clear statement about prohibition of the disposal of land acquired under asset transfer.

Q8: Do you have any comments on the proposed requirements for notification and publication of information about a request?

The proposed requirements are reasonable.

Q9: Do you think 6 months is a reasonable length of time for the relevant authority to make a decision on an asset transfer request? (This time may be extended if agreed with the community transfer body.)

Yes X ☐ No ☐

If not, how long should the period for making a decision be?

6 months is a reasonable benchmark, but should recognise that this might take longer if alternative uses or objections are raised within the community. The impact on timescales of Council recess should also be taken account of. There should be provision to ask Scottish Ministers to agree an appropriate timescale if the statutory authority and the applicant cannot agree on a reasonable timescale.

Q10: Do you agree with the proposals for additional information to be included in a decision notice?

Yes X ☐ No ☐

If not, please explain what you would change and why.

Q11: Do you agree that the Scottish Ministers should be required to appoint a panel of 3 people to consider reviews of Ministers' own decisions?

Yes X ☐ No ☐

If not, how do you think these reviews should be carried out?

Q12: Do you agree that a local authority should be required to make a decision on a review within 6 months?

Yes X ☐ No ☐

If not, how long should the period for making a decision be?

Q13: Do you have any other comments about the draft Asset Transfer Request (Review Procedure) (Scotland) Regulations 2016 or draft Asset Transfer Request (Appeals) (Scotland) Regulations 2016?

No further comment.

Q14: Do you agree that the Scottish Ministers should appoint a single person to consider an appeal where no contract has been concluded?

Yes X ☐ No ☐

If not, how do you think these reviews should be carried out?

Q15: Do you agree that the documents should not be published in relation to appeals where no contract has been concluded?

Yes X ☐ No ☐

Please explain your reasons.

Q16: Do you agree that no third party representations should be allowed in relation to appeals where no contract has been concluded?

Yes X ☐ No ☐

Please explain your reasons.

Q17: Do you have any comments on the proposed procedures for appeals where no contract is concluded?

No

Q18: Do you have any comments on the proposed procedures for applications to Ministers for Directions?

No

Consultation on the Draft Participation Request (Procedure)(Scotland) Regulations 2016



Participation Requests under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Regulations

Questionnaire

Q1: Should the use of a statutory form be required in the regulations?

Yes X ☐ No ☐

Please give reasons for your response.

This would promote consistency in the approach taken across all community bodies and all statutory authorities.

Q2: Should it be possible for a community body to put in a participation request without using a form?

Yes ☐ No X ☐

Please give reasons for your response.

Communities should be allowed to make their initial contact with a statutory authority in any format, then supported, if necessary, to complete the statutory form.

Q3: What else might a statutory form usefully cover beyond the example set out in Annex B?

Q3: What else might a statutory form usefully cover beyond the example set out in Annex B?

Q4: Is 14 days a reasonable amount of time for additional public service authorities to respond?

Yes ☒ No ☐

If not, please suggest an alternative timescale and explain reasons for the change.

14 days is a reasonable guide time. However, guidance may wish to reflect that some cases may require more time to respond depending on complexity.

Q5: What, if any, are the particular/specific ways that public service authorities should promote the use of participation request?

Public service authorities should promote participation through a programme of engagement including social media, online material, press coverage, events and an open invitation to enter into dialogue with community groups.

Public service authorities should also work through Community Planning Partnerships with the local Third Sector Interface to promote participation requests.

Q6: What are the ways that public service authorities should support community participation bodies to make a participation request and participate in an outcome improvement process that should be set out in the regulations?

- Discussion and support to articulate their case in the participation request form.
- Signpost to local and national agencies.
- Provide information to community groups where available through an Open Data approach.

Q7: What types of communities could the regulations specify that may need additional support? Please give reasons for your response.

- Communities of interest such as groups with protected characteristics under the Equality Act 2010.
- Communities with no current community bodies e.g. new communities or communities underrepresented by community bodies.

Q8: How long should the public service authority have to assess the participation request and give notice to the community participation body? Is 30 days a reasonable amount of time?

Yes X ☐ No ☐

If not, how long should the period for making a decision be? Please give reasons for your response.

Q9: Are there any additional information requirements that should be included in connection with a decision notice? Please give reasons for your response.

In the event of a refusal of the request, statutory authorities should state the action necessary to overcome the refusal.

Q10: What other information, if any, should the regulations specify should be published in relation to the proposed outcome improvement process? Please give reasons for your response.

- If a participation request is approved and responsibility for service delivery is to change, the new point of contact for public queries should be published and from what point of contact the new point of contact will apply.
- How the public can keep informed of the progress of the participation request should be published, in order to promote transparency.

Q11: What other information, if any, should the regulations specify should be published in relation to the modified outcome improvement process? Please give reasons for your response.

The reason for the modification should be published.

Q12: Section 31 sets out the aspects that the report of the outcome improvement process must contain. What other information, if any, should the regulations require the report include? Please give reasons for your response.

The report should include a projection of when improvements to a particular outcome can be expected, if this is not immediate.

Q13: Do you have any other comments on the draft Participation Request (Procedure)(Scotland) Regulations 2016?

Regulations should be reviewed after an agreed period (possibly two years) to confirm that the regulations work as intended or to determine any changes required to the regulations.

Community Planning under the Community Empowerment (Scotland) Act 2015: Consultation on Draft Guidance and Regulation



Questions

Q1: The guidance identifies a series of principles for effective community planning. Do you agree with them? Should there be any others?

Please explain why.

The principles for effective community planning are sufficient.

Q2: The draft guidance sets out common long-term performance expectations for all CPPs and community planning partners. Each CPP will adopt its own approach towards meeting these expectations, reflecting local conditions and priorities. Even so, do you think there are common short- or medium-term performance expectations which every CPP and partner should be expected to meet? If so, what are they?

Improvement of skills and qualifications of resident populations and reduction of health inequalities should be included as performance expectations that community planning partnerships are required to meet.

Q3: The 2015 Act requires CPPs to keep under review the question of whether it is making progress in the achievement of each local outcome in their LOIP and locality plan(s). CPPs must from time to time review their LOIP and locality plan(s) under review, and to revise them where appropriate. Even with this, do you think the statutory guidance should require CPPs to review and if necessary revise their plans after a specific period of time in every case? If so, what should that specific period be?

Yes ☒ No ☐

Please explain why.

Review after a period of three years would be appropriate, in order that the LOIP and locality plans remain current.

Q4: What should the statutory guidance state as the latest date by which CPPs must publish progress reports on their local outcomes improvement plans and locality plans?

4 months ☐ 6 months ☐ Other X ☒

If other please provide timescale. Please explain why.

One year would be a reasonable schedule for progress reports in order to allow accurate data collection.

Q5. Do you have any other comments about the draft Guidance?

The draft guidance should set out the role of the Scottish Government in terms of its partnership and governance roles.

Q6. We propose that the draft regulation for locality planning should set one criterion only, which is a maximum population permissible for a locality. Do you agree? What are your reasons?

The flexibility of only having one criteria for locality planning is welcomed.

Q7: The draft regulation sets a maximum population size for localities subject to locality planning of 30,000 residents. It also proposes an exception which allows a CPP to designate a local authority electoral ward as a locality even where its population exceeds 30,000 residents. Are there circumstances in which these criteria would prevent a CPP from applying a reasonable approach to locality planning? What difference would it make to how localities were identified for the purposes of locality planning in the CPP area(s) in which you have an interest, if the maximum population size were set at (a) 25,000 residents or (b) 20,000 residents?

Some flexibility around the proposed upper limit would be welcomed, where a natural community in a densely populated urban location is slightly above the 30,000 limit.

Q8: Do you have any other comments about the draft Regulation?

No further comment.

Q9: Are there any equality issues we should be aware of in respect of local outcomes improvement plans and locality plans?

Locality planning should be required to take account of communities of interest as well as place, particularly where these communities are disadvantaged.

Consultation on secondary legislation proposals relating to Part 3A of the Land Reform (Scotland) Act 2003 – the community right to buy abandoned, neglected or detrimental land as introduced by the Community Empowerment (Scotland) Act 2015



1. Section 97C(4) – Prescribe eligible land for the purposes of Part 3A – land which is eligible for purchase by a Part 3A community body

Question 1

Do you agree with the above matters? Yes X ☐ No ☐

If not, please explain

Are there any matters you believe should be added? If so, please give details.

Any site or property acquired within the last 2 years, any site or property acquired for a defined or known regeneration scheme and any site compulsorily acquired by a statutory authority for a specific purpose should not be eligible.

Are there any matters you believe should be removed? If so, please give details.

No.

2. Section 97C(5) – Land pertaining to land on which there is a building or structure which is a person’s “home”

Question 2

Do you agree that the above types of land should be land pertaining to land that is a person’s home?

Yes X ☐ No ☐

If not, please explain

Are there any types of land that you believe should be added? If so, please give details.

No.

Are there any types of land that you believe should be removed? If so, please give details.

No.

3. Section 97C(5)(f) – Descriptions or classes of land which is not eligible for purchase by a Part 3A community body

Are there any descriptions or classes of land that you believe should not be eligible for purchase by a Part 3A community body? If so, please give details.

Same classes of land as set out under question 1 .

4. Section 97C(6)(b) – Descriptions or classes of occupancy or possession which are, or are to be treated as, a tenancy – land which will be eligible for purchase by a Part 3A community body

Question 3

Do you agree with the above descriptions or classes of occupancy or possession which are, or are to be treated as, a tenancy for the purposes of Part 3A of the Land Reform (Scotland) Act 2003? Yes X
☐ No ☐

If not, please explain

Are there any descriptions or classes of occupancy or possession which are, or are to be treated as, a tenancy, that you believe should be added? If so, please give details.

No.

Are there any descriptions or classes of occupancy or possession which are, or are to be treated as, a tenancy that you believe should be removed? If so, please give details.

No.

5. Section 97H(6) – List of prescribed regulators

Question 4

Do you agree that a regulator should be described as a person, body or office-holder that has the power to carry out regulatory functions? Yes X ☐ No ☐

If not, please explain

Are there any persons, bodies or office-holders that you believe should be included in the definition of regulator, but are not listed above? If so, please give details.

No.

Are there any persons, bodies or office-holders that you believe should not be included in the definition of regulator? If so, please give details.

Fire & Rescue Scotland and Building Standards could also be included as regulators.

6. Section 97N(1)&(3): Prohibitions on sale or transfer of land; suspension of rights

Date prohibition or suspension of right applied

Question 5

Do you think the proposed dates are appropriate? Yes ☒ No ☐

If not, please explain

For clarity, the regulations should state that any notice should be sent by recorded delivery and should be deemed received after 48 hours from the date of posting.

Date prohibition or suspension of rights lifted

Question 6

Do you think the proposed dates are appropriate? Yes X ☐ No ☐

If not, please explain

--

Section 97N(1) and 97N(3) – Persons subject to prohibition

Question 7

Do you agree with proposals? Yes X ☐ No ☐

If not, please explain

--

Section 97N(2) regulations made under section 97N(1) – Transfers or dealings not subject to these regulations

Question 8

Do you agree with the above list of transfers or dealings?

Yes ☒ No ☐

If not, please explain

Are there any that you believe should be added? If so, please give details.

No.

Are there any that you believe should be removed? If so, please give details.

No.

Section 97N(3) – Suspension of rights over the land

Question 9

The above section sets out proposals surrounding the rights which are to be suspended when a valid application is made under Part 3A.

Do you agree with these proposals? Yes X ☐ No ☐

If not, please explain

Are there any other rights that you believe should be suspended? If so, please give details.

No.

Are there any of these rights that you believe should not be suspended? If so, please give details.

No.

7. Section 97J(7) – Provision for or in connection with enabling a Part 3A community body to apply for the cost of ballot expenses to be reimbursed

Question 10

Do you agree with these proposals? Yes ☒ No ☐

If not, please explain

Are there any other circumstances under which you believe a community body should be able to apply for reimbursement? If so, please give details.

No.

Procedures to be followed when applying for reimbursement of the full cost of conducting the ballot

Question 11

Do you agree with these proposals? Yes ☒ No ☐

If not, please explain

--

8. Section 97T(4) – entitlement to compensation

Question 12

Do you agree with these proposals? Yes X ☐ No ☐

If not, please explain

--

