

Notice of Meeting and Agenda

Leadership Board

Date	Time	Venue
Wednesday, 01 May 2019	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Derek Bibby: Councillor Jacqueline Cameron: Councillor Eddie Devine: Councillor Andy Doig: Councillor Lisa-Marie Hughes: Councillor Karen Kennedy: Councillor James MacLaren: Councillor Eileen McCartin: Councillor Cathy McEwan: Councillor Marie McGurk: Councillor John McIntyre: Councillor John McNaughtan: Councillor John Shaw:

Councillor Iain Nicolson (Convener): Councillor Jim Paterson (Depute Convener):

Further Information

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

A copy of the agenda and reports for this meeting will be available for inspection prior to the meeting at the Customer Service Centre, Renfrewshire House, Cotton Street, Paisley and online

at <http://renfrewshire.cmis.uk.com/renfrewshire/CouncilandBoards.aspx>

For further information, please either email

democratic-services@renfrewshire.gov.uk or telephone 0141 618 7112.

Members of the Press and Public

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

Apologies

Apologies from members.

Declarations of Interest

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

Budget Monitoring

- | | | |
|----------|---|----------------|
| 1 | Revenue Budget Monitoring

Joint Report by Chief Executive, Director of Finance & Resources and Chief Finance Officer, Renfrewshire Health & Social Care Partnership | 5 - 16 |
| 2 | Capital Budget Monitoring

Report by Director of Finance & Resources | 17 - 22 |

Economy, Regeneration, Development and Renewal

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| 3 | Glasgow Airport Investment Area (GAIA) South Project - Strategic Business Case

Report by Chief Executive | 23 - 36 |
| 4 | Preparations for the planned withdrawal of the UK from the EU

Report by Chief Executive | 37 - 42 |
| 5 | Thomas Coats Memorial Church

Report by Chief Executive | 43 - 46 |

Strategic Leadership and Oversight

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| 6 | Progressing Equality Outcomes and Mainstreaming Equality

Report by Chief Executive | 47 - 98 |
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Tourism and Events

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| 7 | Visitor Marketing – Wallace Monument

Report by Chief Executive | 99 - 104 |
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Leisure and Culture

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| 8 | Review of Renfrewshire Leisure's Strategic Business Plan - 2019/20

Report by Chief Executive | 105 - 128 |
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9	Culture, Heritage and Events Fund	129 - 138
	Report by Director of Communities, Housing & Planning Services	
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	Report by Director of Communities, Housing & Planning Services	



To: Leadership Board

On: 1 May 2019

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

Heading: Revenue Budget Monitoring to 4 January 2019

1. Summary

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

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

2. Recommendations

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

3. Budget Adjustments

Members are requested to note the following budget adjustments to the baseline budget:

There has been additional budget allocated to Adult Services of £52k for salary costs, a transfer from Regeneration to Community Resources of £65k to reflect the service reallocation, a transfer of £47k from Miscellaneous to Regeneration for salary costs plus a transfer of £332K to Chief Executive's service in relation to advice services. The net result for the services reporting to this board is an overall increase of £366k.

4. Leisure Services

Current position:	Breakeven
<i>Previously reported:</i>	<i>Breakeven</i>

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

4.1 Projected Year End Position

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

5. Adult Services

Current position:	Breakeven
<i>Previously reported:</i>	<i>Breakeven</i>

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

5.1 Projected Year End Position

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

6. Economic Development and City Deal

Current position:	Breakeven
<i>Previously reported:</i>	<i>Breakeven</i>

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

6.1 Projected Year End Position

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

7. Chief Executive's

Current Position:	Breakeven
<i>Previously reported:</i>	<i>Breakeven</i>

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

7.1 Projected Year End Position

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

Implications of the Report

1. **Financial** – Net revenue expenditure will be contained within available resources.
2. **HR & Organisational Development** – none
3. **Community Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** - none.
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** - none
12. **Cosla Policy Position** - none

List of Background Papers

None

Author: Lisa Dickie, Extension 7384

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4 January 2019

POLICY BOARD : LEADERSHIP BOARD

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employee Costs	34,969	28,430	28,430	0	0.0%	breakeven
Property Costs	1,210	1,063	1,063	0	0.0%	breakeven
Supplies & Services	13,802	11,201	11,201	(0)	0.0%	breakeven
Transport & Plant Costs	805	645	645	0	0.0%	breakeven
Support Services	1,070	162	162	0	0.0%	breakeven
Third Party Payments	54,081	42,573	42,573	0	0.0%	breakeven
Transfer Payments	4,427	4,025	4,025	0	0.0%	breakeven
Capital Charges	2,504	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	112,868	88,099	88,099	0	0.0%	breakeven
Income	(31,299)	(21,745)	(21,745)	0	0.0%	breakeven
NET EXPENDITURE	81,569	66,354	66,354	0	0.0%	breakeven

Bottom Line Position to 4 January 2019 is breakeven of
Anticipated Year End Budget Position is breakeven of

£000's	
0	0.0%
0	0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4 January 2019

POLICY BOARD : LEADERSHIP BOARD

Description £000's	Revised Annual Budget £000's	Revised Period Budget £000's	Revised Actual £000's	Budget Variance		
				£000's	%	
Adult Services	63,742	50,618	50,618	0	0.0%	breakeven
Leisure Services	12,430	7,757	7,757	(0)	0.0%	breakeven
City Deal	(0)	(110)	(110)	(0)	0.0%	breakeven
Regeneration and Econ Dev	2,957	2,824	2,824	(0)	0.0%	breakeven
Chief Exec	2,440	5,266	5,266	0	0.0%	breakeven
			0	0	0.0%	breakeven
NET EXPENDITURE	81,569	66,354	66,354	0	0.0%	breakeven

Bottom Line Position to 4 January 2019 is breakeven of
Anticipated Year End Budget Position is breakeven of

£000's	
<u>0</u>	<u>0.0%</u>
<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4 January 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
£000's	£000's	£000's	£000's	£000's	%	
Employee Costs	28,686	22,400	22,400	0	0.0%	breakeven
Property Costs	448	269	269	0	0.0%	breakeven
Supplies & Services	1,764	1,357	1,357	0	0.0%	breakeven
Contractors and Others	53,969	42,485	42,485	0	0.0%	breakeven
Transport & Plant Costs	800	615	615	0	0.0%	breakeven
Administration Costs	70	54	54	0	0.0%	breakeven
Payments to Other Bodies	2,894	1,992	1,992	0	0.0%	breakeven
CFCR	0	0	0	0	0.0%	breakeven
Capital Charges	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	88,631	69,172	69,172	0	0.0%	breakeven
Income	(24,889)	(18,554)	(18,554)	0	0.0%	breakeven
NET EXPENDITURE	63,742	50,618	50,618	0	0.0%	breakeven

Bottom Line Position to 4 January 2019 is breakeven of
Anticipated Year End Budget Position is breakeven of

£000's	
<u>0</u>	<u>0.0%</u>
<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4 January 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description £000's	Revised Annual Budget £000's	Revised Period Budget £000's	Revised Actual £000's	Budget Variance		
				£000's	%	
Older People	42,408	33,861	33,862	0	0.0%	breakeven
Physical or Sensory Difficulties	6,661	5,297	5,297	0	0.0%	breakeven
Learning Difficulties	12,474	9,768	9,768	0	0.0%	breakeven
Mental Health Needs	1,521	1,170	1,170	0	0.0%	breakeven
Addiction Services	678	522	521	0	0.0%	breakeven
Adults Change Fund	0	0	0	0	0.0%	breakeven
Social Work Management	0	0	0	0	0.0%	breakeven
NET EXPENDITURE	63,742	50,618	50,618	0	0.0%	breakeven

Bottom Line Position to 4 January 2019 is breakeven of
Anticipated Year End Budget Position is breakeven of

£000's	
<u>0</u>	<u>0.0%</u>
<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4 January 2019

POLICY BOARD : LEADERSHIP BOARD: LEISURE

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Property Costs	611	570	570	(0)	0.0%	breakeven
Supplies & Services	9,696	7,377	7,377	0	0.0%	breakeven
Transport & Plant Costs	0	(0)	0	(0)	0.0%	breakeven
Support Services	0	0	0	(0)	0.0%	breakeven
Transfer Payments	0	0	(0)	0	0.0%	breakeven
Depreciation and Impairment Losses	2,504	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	12,811	7,947	7,947	0	0.0%	breakeven
Income	(381)	(190)	(190)	(0)	0.0%	breakeven
NET EXPENDITURE	12,430	7,757	7,757	(0)	0.0%	breakeven

Bottom Line Position to 4 January 2019 is breakeven of
Anticipated Year End Budget Position is breakeven of

£000's
<u>0</u>
<u>0</u>
<u>0.0%</u>
<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4 January 2019

POLICY BOARD : LEADERSHIP BOARD: CITY DEAL

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employee Costs	(0)	457	457	0	0.0%	breakeven
Property Costs	0	0	0	0	0.0%	breakeven
Supplies & Services	0	169	169	(0)	0.0%	breakeven
Transport & Plant Costs	0	1	1	(0)	0.0%	breakeven
Support Services	0	63	63	0	0.0%	breakeven
Transfer Payments	0	1	1	(0)	0.0%	breakeven
GROSS EXPENDITURE	0	691	691	(0)	0.0%	breakeven
Income	0	(801)	(801)	0	0.0%	breakeven
NET EXPENDITURE	0	(110)	(110)	(0)	0.0%	breakeven

	£000's	
Bottom Line Position to 4 January 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4 January 2019

POLICY BOARD : LEADERSHIP BOARD: Economic Development and Regeneration

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employee Costs	2,029	2,598	2,598	0	0.0%	breakeven
Property Costs	108	223	223	0	0.0%	breakeven
Supplies & Services	653	742	742	0	0.0%	breakeven
Transport & Plant Costs	0	0	(0)	0	0.0%	breakeven
Support Services	478	36	36	0	0.0%	breakeven
Transfer Payments	537	1,250	1,250	0	0.0%	breakeven
GROSS EXPENDITURE	3,806	4,849	4,849	0	0.0%	breakeven
Income	(848)	(2,025)	(2,025)	0	0.0%	breakeven
NET EXPENDITURE	2,957	2,824	2,824	0	0.0%	breakeven

Bottom Line Position to 4 January 2019 is breakeven of

Anticipated Year End Budget Position is breakeven of

£000's

0

0.0%

0

0.0%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2018/2019
1st April 2018 to 4 January 2019

POLICY BOARD : LEADERSHIP BOARD: Chief Exec

Description £000's	Revised Annual Budget £000's	Revised Period Budget £000's	Revised Actual £000's	Budget Variance		
				£000's	%	
Employee Costs	4,253	2,976	2,976	0	0.0%	breakeven
Property Costs	43	0	0	0	0.0%	breakeven
Supplies & Services	1,689	1,556	1,556	0	0.0%	breakeven
Transport & Plant Costs	5	4	4	0	0.0%	breakeven
Support Services	522	9	9	0	0.0%	breakeven
Third Party Payments	113	113	113	0	0.0%	breakeven
Transfer Payments	996	783	783	(0)	0.0%	breakeven
GROSS EXPENDITURE	7,621	5,441	5,441	(0)	0.0%	breakeven
Income	(5,181)	(175)	(175)	0	0.0%	breakeven
NET EXPENDITURE	2,440	5,266	5,266	(0)	0.0%	breakeven

	£000's	
Bottom Line Position to 4 January 2019 is breakeven of	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven of	<u>0</u>	<u>0.0%</u>



To: LEADERSHIP BOARD

On: 1 MAY 2019

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 4th January 2019 totals £4.150m compared to anticipated expenditure of £4.150m for this time of year. This results in a break-even position for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Leisure Services	£0.003m u/spend	0% u/spend	£0.002m o/spend	0% o/spend
Dev. & Housing	£0.001m o/spend	0% u/spend	£0.004m u/spend	0% u/spend
Adult Social Care	£0.002m o/spend	0% b/even	£0.000m b/even	0% b/even
Total	£0.000m b/even	0% b/even	£0.006m u/spend	0% u/spend

- 1.2 The expenditure total of £4.150m represents 23% of the resources available to fund the projects being reported to this board. A significant portion of the remaining spend relates to land purchases for the City Deal projects, these purchases were concluded prior to the 31st March 2019. Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.

2. **Recommendations**

- 2.1 It is recommended that Members note this report.
-

3. **Background**

- 3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Development & Housing Services.
- 3.2 This capital budget monitoring report details the performance of the Capital Programme to 9th November 2018, and is based on the Non-Housing Capital Investment Programme which was approved by members on 2nd March 2018, adjusted for movements since its approval.
-

4. **Budget Changes**

- 4.1 There have been no budget changes since the last report.

Implications of the Report

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

Creating a sustainable Renfrewshire for all to enjoy – Capital investment in new and existing assets will ensure Renfrewshire is more energy efficient.
4. **Legal** – none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.
12. **Cosla Policy Position** – none.

List of Background Papers

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

The contact officers within the service are:

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

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Leadership - Appendix 1

RENFREWSHIRE COUNCIL

CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES

BUDGET MONITORING REPORT

BOARD: LEADERSHIP

Project Title	Approved Programme @02/03/18 £000	Current Programme MR 10 £000	Year To Date Budget to 04-Jan-19 £000	Cash Spent to 04-Jan-19 £000	Variance to 04-Jan-19 £000	% Variance	Cash to be Spent by 31-Mar-19 £000	% Cash Spent
LEISURE SERVICES								
Leisure Investment Programme	0	547	190	188	2	1%	359	34%
Pitches, Halls & Changing Facilities	1,331	1,220	345	344	1	0%	876	28%
Total Leisure Services	1,331	1,767	535	532	3	1%	1,235	30%
DEVELOPMENT & HOUSING SERVICES								
Russell Institute	0	142	25	26	-1	-4%	116	18%
Paisley Museum	1,900	1,900	765	764	1	0%	1,136	40%
Paisley Museum Store	0	231	0	0	0	0%	231	0%
Paisley Learning & Cultural Hub	1,531	1,250	710	710	0	0%	540	57%
Paisley Art Centre Redevelopment	375	100	75	76	-1	-1%	24	76%
Paisley Town Hall Redevelopment	3,300	922	600	599	1	0%	323	65%
St James Playing Fields Redevelopment	3,182	278	315	317	-2	-1%	-39	114%
Travel and Accessibility Infrastructure	1,500	226	60	59	1	2%	167	26%
City Deal - Airport Access	2,204	577	160	162	-2	-1%	415	28%
City Deal - Glasgow Airport Investment Area	9,132	1,037	600	597	3	1%	440	58%
City Deal - Clyde Waterfront & Renfrew Riverside	6,103	9,577	305	306	-1	0%	9,271	3%
Total Development & Housing Services	29,227	16,240	3,615	3,616	-1	0%	12,624	22%
SOCIAL WORK SERVICES(Adult Social Care)								
Anchor Centre Roof Replacement	0	11	0	2	-2	100%	9	18%
Total Social Work Services(Adult Social Care)	0	11	0	2	-2	100%	9	18%
TOTAL LEADERSHIP BOARD	30,558	18,018	4,150	4,150	0	0%	13,868	23%



To: Leadership Board

On: 1 May 2019

Report by: Chief Executive

Heading: GAIA South Project – Strategic Business Case

1. Summary

- 1.1 Previous reports to Board in February 2018 and April 2018 noted the changing context of the Glasgow Airport Investment Area (GAIA) City Deal project and that the potential for the GAIA site has been radically altered following the Scottish Government's announcement in December 2017 that the new National Manufacturing Institute Scotland (NMIS) would be located on the key GAIA site as the anchor for the new Advanced Manufacturing Innovation District Scotland (AMIDS). In April 2018, the Board noted that a separate business case would continue to be developed for a complementary GAIA project to build on this.
- 1.2 This report updates Board on the work that has been subsequently undertaken to develop a Strategic Business Case (SBC) for such a complementary project, the Glasgow Airport Investment Area South (GAIA South) Project.
- 1.3 The report sets out that the changing context arising from GAIA/AMIDS, other developments taking place in and around Paisley Town Centre and in relation to key sites in north Paisley now provides the opportunity to adopt an integrated and holistic approach to promoting development in the Cart Corridor and the area to the north of Paisley. Such an approach has the potential to bring together these developments to deliver significant positive change through increasing economic activity and linking residents to the significant job opportunities that will arise through AMIDS and assist in delivering inclusive growth.
- 1.4 The report notes that the SBC has reaffirmed the strong case for such a complementary project and seeks the agreement of Board to further develop the proposals for the project in an Outline Business Case (OBC).

2. Recommendations

2.1 Leadership Board is asked to:

- i) Note the further work that has been undertaken on developing proposals for the North Paisley / White Cart corridor area, as set out in the GAIA South Strategic Business Case (SBC) and the wider benefits that can be delivered from an integrated approach to a development strategy that will link several ongoing initiatives;
- ii) Approve the Strategic Business Case for the GAIA South project
- iii) Approve the progression of further work to develop the proposals in an Outline Business Case (OBC), and;
- iv) Note that further work will be undertaken through the OBC development to identify potential funding sources to take forward the proposals.

3. Background

- 3.1 The White Cart corridor has long been recognised as one of the most underused assets in the local area and a number of initiatives have been pursued over a period of years to promote development in this area, with limited success.
- 3.2 A number of recent developments have occurred that now provide the opportunity to adopt an integrated and holistic approach to development in the Cart corridor, and the area to the north of Paisley, that has the potential to bring together these developments to deliver significant positive change. In the absence of such an approach, it is likely that developments will take place in a piecemeal fashion, if at all, and the opportunity to maximise economic outcomes and inclusive growth will be compromised.
- 3.3 Members will recall that in February 2018 and April 2018, reports were submitted to Board setting out the changing context of the Glasgow Airport Investment Area (GAIA) City Deal project. The potential for the GAIA site has been radically altered following the Scottish Government's announcement in December 2017 that the new National Manufacturing Institute Scotland (NMIS) would be located on the key GAIA site. This was followed by the announcement in June 2018 that the site would also be the location for the UK's new Medicines Manufacturing Innovation Centre (MMIC). These unique national facilities will be the anchor tenants for the new Advanced Manufacturing Innovation District Scotland (AMIDS) that the Council is now taking forward in partnership with Scottish Enterprise and Scottish Government. As set out in the report to Board on 20th February 2019, that

provided an update on AMIDS, the development of AMIDS has the potential to create thousands of new jobs for Renfrewshire.

- 3.4 The report to Board in April 2018 noted the case for better connecting AMIDS to Paisley and Renfrewshire, providing much improved access to new job opportunities for Renfrewshire residents, including from the Gallowhill and Shortroods areas. It also noted that this would open up new development sites within Paisley North, creating additional economic activity, enhance the opportunities that will arise from the West College Scotland campus redevelopment, from the redevelopment of the Chivas site and by providing links with the other significant investment plans of the Council in and around Paisley.
- 3.5 The April 2018 report noted that the preliminary work that had been undertaken on investigating the opportunities for a complementary project reinforced that there was a strong economic case for such a project and that work would continue to develop a business case which fully explored the opportunities for such a project.
- 3.6 Since April 2018, additional work has been undertaken to further explore the economic potential for a complementary project that will build on the changing context arising from the developments in relation to AMIDS and other opportunities in the Cart corridor/Paisley North. This report notes the work that has been carried out in developing the Strategic Business Case (SBC) for the complementary project and seeks Board approval for the SBC and that further work should be undertaken to develop the proposals in more detail in an Outline Business Case (OBC).

4. Current Position

- 4.1 Since April 2018, Council Officers have continued to engage with Stakeholders on the status of a number of potential developments that are likely to take place in the area between Paisley and AMIDS. Work has been undertaken to better understand how these opportunities could be brought together in a more integrated and planned manner and how these and the linkages that could be formed with AMIDS and other Council initiatives can deliver improved overall outcomes for the benefit of Renfrewshire.
- 4.2 With the announcement in January 2017, of the closure of the Chivas plant in Paisley, and the planned investment by West College Scotland in improved facilities at the adjacent site on Renfrew Road, it is clear that a unique opportunity now exists to ensure that the development of these two significant sites link better to the overall White Cart corridor, adjacent residential communities in Shortroods and Gallowhill, and also to the skills centres being created at NMIS/AMIDS.
- 4.3 It is recognised that despite planned investment in and around Glasgow Airport, particularly AMIDS, employment-related development between the airport and the approaches to Paisley Town Centre has generally stagnated. Additionally, the strategic investment in cultural assets which is ongoing in Paisley, will have improved potential for positive outcomes, if linked to the

growing employment and skills offering created at AMIDS. As a critical gateway linking Paisley Town Centre to AMIDS and the airport, promoting improved economic activity in the White Cart Corridor (bounded by the M8, Weir St/ Old Sneddon St, Love St/ Inchinnan Rd, and Renfrew Road), will be important if we are to fully capture and extend the economic benefits of planned City Deal investment for Renfrewshire and local residents.

- 4.4 Taking all of the above in to account, a Strategic Business Case (SBC) has been developed for this area that has explored the opportunities that exist to draw together the ongoing developments, through a number of potential infrastructure interventions that would assist in maximising the opportunities and the economic benefits that would flow from such interventions.
- 4.5 Through the development of the SBC, work was undertaken to examine a series of potential interventions which could deliver the desired outcomes. A number of potential infrastructure intervention options were considered and evaluated against the following objectives:
- i. Stimulate increased economic and development activity in the local and wider area.
 - ii. Attract and retain an increased working age population.
 - iii. Improve strategic, gateway and local access connections and perceptions between: Paisley Town Centre; Paisley Gilmour Street (transport hub); AMIDS/Glasgow Airport and the neighbouring communities.
 - iv. Improve integration of the area and key institutions (such as West College Scotland): north and south of Paisley Gilmour Street and east and west of the White Cart.
 - v. Capture the benefits of major infrastructure improvements and associated development for Paisley Town Centre, Paisley, Renfrewshire and reinforce the value of planned investment at GAIA/AMIDS.
- 4.6 The intervention options examined are set out in the SBC and these were assessed against a number of criteria including: Strategic fit with the project objectives, local, regional and national policy; value for money; affordability and deliverability.
- 4.7 This exercise identified the new 'Gateway Route' from AMIDS/Glasgow Airport to Paisley Town Centre to be the most effective project option. While further work will be required to confirm precise alignments and locations for the proposed infrastructure and to ensure that the proposals maximise the economic and inclusive growth benefits, the project elements envisaged include:
- A new 'Gateway Route' for vehicles and active travel between AMIDS/Glasgow Airport and Paisley Town Centre by way of a new road

bridge across the White Cart at Paisley Harbour (Inchinnan Road to Harbour Road/Abercorn Street).

- New pedestrian and cycle infrastructure linking Paisley Town Centre with Renfrew and AMIDS along the White Cart corridor (to better connect Shortroods, Gallowhill, West College Scotland campus, the Chivas site and AMIDS), including:
 - Public realm improvements and a cycle routes linking County Square, the existing pedestrian/cycle bridge over the White Cart connecting Carlile Place, Renfrew / Paisley cycleway;
 - Enhancements along Inchinnan Road, including segregated cycle ways and landscaping;
 - Public Realm improvements on Renfrew Road;
 - Road improvements along Abercorn Street, from Old Sneddon Street to Harbour Road, including addition of segregated cycle routes and landscaping;
- New East -West road link from Renfrew Road, to the Abercorn area, via the Chivas site and linking to the infrastructure which crosses the White Cart to maximise the connectivity to existing infrastructure and the opportunity for new investment in this location;
- Street scape and traffic calming works on Love Street, to improve the environment for local residents and pedestrians, facilitated by the removal of traffic from Love Street by the new “Gateway Route”.

4.8 The scope set out above is a refinement of that initially set out in the February 2018 report to Board. A sketch showing the indicative location of the proposed key infrastructure is included in the SBC (refer to Figure 1.01 within the SBC Executive Summary). The proposed infrastructure, including more detail on locations, will be reviewed and further developed, in consultation with stakeholders, including local residents and the public, as work is taken forward on the project.

4.9 For the SBC, an economic appraisal has been undertaken which demonstrates that delivery of the preferred option would result in the following benefits:

- some 450 additional operational jobs
- £202.6m net additional GVA.
- a benefit cost ratio (BCR) of 5.0 against public-sector costs
- a benefits cost ratio (BCR) of 2.3 once private sector costs are included.

4.10 The SBC development included work to assess the estimated cost of the preferred option for the GAIA South project, based on costing work undertaken for the GAIA City Deal project. The estimated cost is £40.578m, including allowance for Optimism Bias (44%) and construction price inflation to the mid-point of the anticipated construction period.

At this early stage in project development, a number of potential funding sources have been identified for further development and consideration. Potential funding sources will be explored further through the development of an Outline Business Case (OBC).

- 4.11 A copy of the GAIA South Strategic Business Case Executive Summary is included within Appendix A.

5.0 **Next Steps**

- 5.1 The work that has been undertaken in developing the SBC has demonstrated that there is a strong case for taking forward a complementary project that will provide better connections between Paisley, AMIDS, the Airport, the Paisley North development sites and that this will create additional economic activity and link communities and Renfrewshire residents to new job opportunities, supporting inclusive growth.
- 5.2 Subject to Board approval, the work that has been undertaken to date will be further developed and refined, in consultation with stakeholders, through the development of an Outline Business Case (OBC). This work will include a further review of options to ensure that the economic benefits and inclusive growth opportunities are maximised, together with close liaison with stakeholders to ensure that the potential for enhanced economic activity and integration with other Council initiatives are maximised. The OBC work would also include further work to identify potential funding sources for delivery of the project.
- 5.3 It is anticipated that an Outline Business Case could be presented for consideration by April 2020. Subject to satisfactory progression of an OBC, identification of funding sources and satisfactory progression of relevant statutory processes, it is anticipated that construction work could potentially commence in 2022 for completion by the end of 2024.
- 5.4 As the GAIA South project is complementary to the GAIA City Deal project and has interdependencies with the Airport Access Project, it is proposed to manage this work stream within the City Deal team. The interdependency of the GAIA South project with other on-going projects including: the Town Centre Regeneration Strategy; Public Realm Programme; Cultural Heritage etc will be managed through regular co-ordination with the relevant Council teams.

Implications of the Report

- 1. **Financial** – There will be significant financial implications associated with taking forward a GAIA South Project. The funding options and funding package for delivery of the project will be explored as part of the development of an

Outline Business Case (OBC). The cost of developing the GAIA South project to OBC will be contained within existing resources.

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

3. **Community/Council Planning** –

- *Our Renfrewshire is thriving* – The GAIA South project will facilitate new development opportunities and business growth with the improved links between employment centres at AMIDS with the Cultural, Heritage, retail and hospitality offerings at Paisley Town Centre.
- *Our Renfrewshire is well* - The new safer walking and cycling infrastructure will help encourage active travel by children and young people, as well as adults.
- *Reshaping our place, our economy and our future* - The completed GAIA South infrastructure will provide connectivity and access to new and existing jobs for people in our communities as well as increasing links over the White Cart and improving resilience in the local roads network. During the project construction period there will be opportunities for employment. The resulting development will create new permanent employment.
- *Tackling inequality, ensuring opportunities for all* – delivery of the better connections for local residents to employment and skills opportunities will support inclusive growth
- *Creating a sustainable Renfrewshire for all to enjoy* - The completed infrastructure will include improved provision for walking and cycling, while improved road network will increase the reliability of public transport.
- *Working together to improve outcomes* - Officers will work closely with teams on complimentary projects, stakeholders and the public to ensure the maximisation of outcomes in a collegiate manner.

4. **Legal** - none

5. **Property/Assets** – none at this stage. land acquisition proposals will be set out in the OBC

6. **Information Technology** - none

7. **Equality & Human Rights** -

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following

implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** - none
9. **Procurement** – any procurement for services to deliver the OBC will be undertaken in accordance with Council procedures.
10. **Risk** – a project specific Programme and Risk Register has been established. These will be kept under regular review as the project develops.
11. **Privacy Impact** - none
12. **COSLA Policy Position** – not applicable

List of Background Papers

Leadership Board 21st February 2018 –Item 4 – City Deal – Clyde Waterfront & Renfrew Riverside

Leadership Board 25th April 2018 – Item 8 – Clyde Waterfront & Renfrew Riverside and Glasgow Airport Investment Area – Update

Leadership Board 20th February 2019 – Item 5 – Glasgow Airport Investment Area Full Business Case and update on AMIDS

SMcF/NY
Mar 2019

Author: Norman Yardley, City Deal Project Manager; Tel: 0141 618 7040

Appendix A – Executive Summary of the Glasgow Airport Investment Area South Strategic Business Case

The complete Strategic Business Case can be accessed via the following link: [J:\GAIA \(South\) Business Case](#)

Executive Summary

Strategic Case

In December 2017, the Scottish Government announced that the National Manufacturing Institute for Scotland (NMIS) would be located at the Advanced Manufacturing Innovation District Scotland (AMIDS). This was followed in July 2018 by the announcement that the UK's Medicines Manufacturing Innovation Centre (MMIC) would be located adjacent. These developments which are a direct result of the infrastructure investment at the Glasgow Airport Investment Area (GAIA) and the creation and development of strategic relationships with key stakeholders, will commence construction during 2019.

In parallel, Paisley's UK City of Culture 2021 bid provided a sharp focus for developing supporting interventions to reposition the improvement and future development of Paisley Town Centre as a cultural hub. A programme of cultural activity was developed alongside a suite of placemaking enhancements. As a critical gateway which will link the cultural, retail and hospitality facilities at Paisley Town Centre, as well as Paisley Gilmour Street Station and the wider City Region, to GAIA and the airport, the development of the White Cart corridor is a priority if Renfrewshire is to fully capture and extend the benefits of the City Deal investment. The Glasgow Airport Investment Area South (GAIA South) project will achieve that outcome.

The planned redevelopment by West College Scotland and the future vacation of the Chivas facility at Renfrew Road, create both challenges and opportunities, which can be aided by the GAIA South project. By including an infrastructure link from Renfrew Road to the Abercorn area, then west of the White Cart via a new road bridge, the College is effectively linked to the skills development and employment opportunities being delivered at GAIA. Additionally, the areas of Gallowhill, the Chivas site and Abercorn gain access to this major employment centre at GAIA. This link will therefore not only increase local transport resilience, but also significantly improve the potential for residents in these areas and for private sector response on currently unused or underused land.

By improving the strategic gateway and local access between GAIA, Glasgow Airport, Paisley Town Centre and the neighbouring communities, the GAIA South project will enhance the character and economic potential of the area north of Gilmour Street Station. This area which has seen some recent residential development, remains significantly undeveloped (many vacant properties and sites) and lacking in investment. By improving access, the aesthetic environment, active travel links to main hubs, and the physical links to surrounding communities and GAIA, this area would acquire all of the assets which would attract private sector investment.

In summary, the GAIA South project creates the environment where: further education facilities link to skills and employment already being delivered at GAIA; residential communities gain access to a wider range of opportunities; Paisley Town Centre is easily accessible by the many thousands of new employees at GAIA; and Paisley North, Chivas and Abercorn, see improved market and economic conditions - which through private sector response - see delivery of enhanced conditions. In addition, the White Cart is opened up as an attractive and environmentally beneficial asset for Renfrewshire.

The GAIA South project also aids delivery of: The Council's commitment to economic growth, as noted in the Strategic Economic Framework; the Paisley Town Centre Action Plan; housing supply within brown field sites which are close to employment opportunities.

Economic Case

The economic case identifies the market failure currently affecting economic activity in the White Cart corridor and defines clear objectives and critical success factors for future improvement. Following consideration of a long list of options, which might address the needs, a short-list of options was compiled. All options were critically analysed against the relevant criteria.

Short-listed options were appraised in line with HM Treasury Green Book guidance¹. The anticipated economic impact of each option has been presented at three spatial levels; Renfrewshire, City Region and Scotland, with a Benefit Cost Ratio (BCR) calculated at City Region level to determine a relative value for money.

The process described identifies the preferred approach to: improving economic conditions in the North Paisley, Abercorn and Harbour Road areas; enhancing opportunities for residents in Gallowhill and Shortroods; effectively addressing the opportunities and challenges at West College Scotland and Chivas; maximising the spread of economic improvements generated by the success of the GAIA project and building on regeneration and cultural strategies in Paisley Town Centre, means the Gateway Option (Option 7 of schemes examined) is the preferred option.

The preferred option for delivery of the GAIA South project involves the creation of:

- Road improvements along Abercorn Street, from Old Sneddon Street to Harbour Road, including addition of segregated cycle routes and landscaping;
- New road link from Renfrew Road, to the Abercorn area and linking to the infrastructure which crosses the White Cart;
- A new road bridge across the White Cart linking Harbour Road to Inchinnan Road;
- Road improvements along Inchinnan Road, including segregated cycle ways and landscaping;
- Public realm improvements and a cycle routes linking County Square, the existing pedestrian/cycle bridge over the White Cart connecting Carlile Place, Renfrew / Paisley cycleway;
- Street scape and traffic calming works on Love Street.
- Aesthetic and environmental improvements on Renfrew Road.

This option, which is identified as the most effective following critical evaluation, generates benefits for the City Region which result in:

- some 450 additional operational jobs
- £202.6m net additional GVA.
- a benefit cost ratio (BCR) of 5.0 against public-sector costs
- a benefits cost ratio (BCR) of 2.3 once private sector costs are included.

Commercial Case

No appointments have been made at this point to develop the project and subject to approval, options for engaging external support, and the structure and form of appointments will be presented and approved by Programme Board prior to progression.

All procurement required for the project will comply with the Standing Instructions of Renfrewshire Council and where necessary OJEU legislation. All tenders will include appropriate conditions to ensure delivery of community benefits.

The construction of the project may be undertaken as a traditional construction project, or a Design and Construct model. This will be considered further at the appropriate stage and will include consultation with stakeholders, the contracting market and following full evaluation of the risks associated with the project.

¹ HM Treasury Green Book Guidance, 2018

As the completed assets will see the delivery of primarily upgraded or new roads and bridge infrastructure, any increase in revenue commitment will become the responsibility of the Environmental and Communities service. These revenue costs, in relation to wider considerations are envisaged to be minimal.

Financial Case

Costs for the project have been developed through the options appraisal process using information gathered from other projects and high-level estimates. The costs also include an appropriate level of optimism bias (44%), risk and contingency having assessed the status of the project development. The optimism bias allowance equates to £8m.

Costs have also been inflated up to Q3 2023 (mid- point of construction phase) based on the BCIS General Civil Engineering Cost indices and forecasts. The forecast applied has taken account of the impact of the Brexit result on the indices. This equates to £5.9m which again is contained within the construction costs.

Following the process described, the cost for the most effective option is assessed as £40.578m.

No funding packing has yet been agreed for this project and this Strategic Business Case seeks the authorisation to proceed in developing an Outline Business Case for the project including the development of funding proposals for its delivery.

The projected cost to progress the project to the detail required to compile an Outline Business Case can be contained within existing resources. The workstreams required to progress to OBC include: consulting stakeholders and the local community, refinement of the scope, alignment and routes of infrastructure, and evaluation of technical impacts including traffic flows, ground conditions and environmental aspects.

A number of potential funding sources for the GAIA South project, have been identified for further development and consideration. There is also potential to investigate a funding package for the programme which will combine funding from a variety of funding sources. This aspect will be progressed in parallel with development of the OBC.

The project currently only envisages expenditure on assets which at the point of delivery of the project are owned, or will be owned, by Renfrewshire Council.

Management Case

The project will be managed using the existing resources within Renfrewshire Council, with the appropriate use of specialist consultants where required.

Governance arrangements already utilised within Renfrewshire Council, for major projects will be adopted in the progression of this project. Any governance structures will require to accommodate the needs of the appropriate funding body or bodies.

A risk Register has been compiled for the project to aid the management and mitigation of risks to delivery, cost and programme. This register will be regularly reviewed and updated, with reports on any changes to risk being reported in accordance with the Governance process.

A draft programme has been compiled to gauge the timescale for delivery of the project and allow necessary adjustment of financial aspects to cover inflation. The draft programme notes:

- | | |
|--|-----------------|
| • Project Scope and Cost Estimates Agreed | - May 2019 |
| • Commencement of Procurement of Professional Services | - June 2019 |
| • Traffic Modelling Consultant appointed | - November 2019 |
| • Lead Consultant Appointed | - December 2019 |
| • Topographic Surveys commenced | - March 2020 |

- Outline Business Case Approved - April 2020

Subject to identification of appropriate project funding and approval of OBC:

- Environmental surveys commenced - Q4 2020
- Ground Investigation - Q4 2020
- Finalise Specimen Designs - Q4 2020
- Commencement of Statutory Process (Planning, CPO, etc.) - Q1 2021
- Planning Approval of GAIA South project - Q3 2021
- Completion of Statutory Process - Q1 2022
- Construction Contract Tender - Q3 2021
- Award Construction Tender - Q2 2022
- Construction Start - Q2 2022
- Construction Completion - Q4 2024

Supporting Images

Figure 1.01 attached, provides an indication of the interventions included within the most effective option of those evaluated. The precise alignment and design of the planned works will be refined following further technical evaluation and consultation with stakeholders and the public. Figure 1.01 should therefore be regarded as indicative at this stage.

Sketch Views are included to indicate the potential outcomes which could be derived from the improved connectivity, environment and social inclusion provided by successful completion of the GAIA South project.

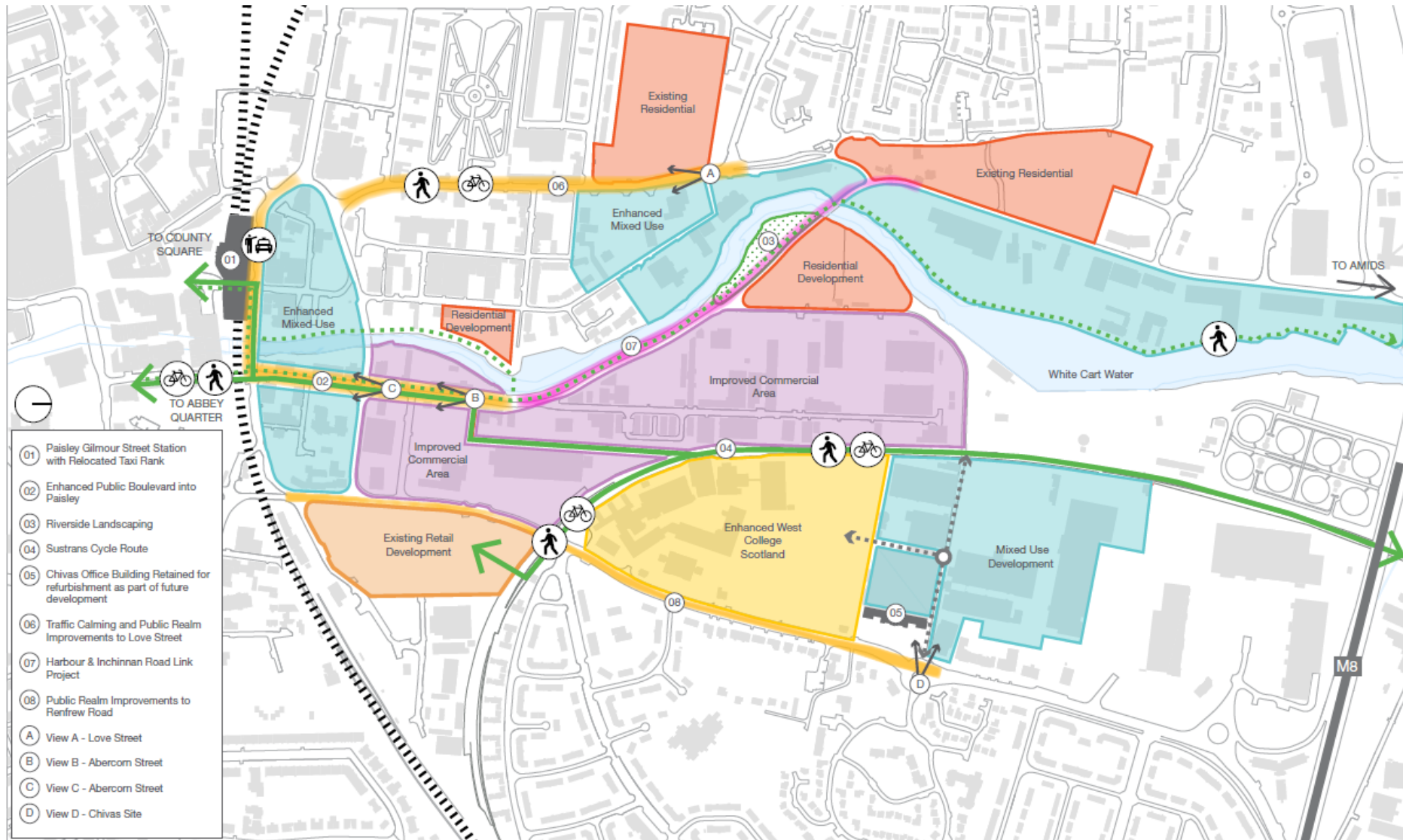


Figure 1.01 Indicative GAIA South project and outcomes.

View C - Abercorn Street
Enhanced mixed use area
surrounding Wallneuk North
Church



View D - Chivas Site
Chivas building retained for
refurbishment forming gateway
to future mixed use development





To: Leadership Board

On: 1 May 2019

Report by: Chief Executive

Heading: Preparations for the planned withdrawal of the UK from the EU

1 Summary

- 1.1 Regular updates have been provided to the Leadership Board in relation to the UK's planned withdrawal from the EU. The previous report on 20 February 2019 provided an update to elected members on the Brexit negotiation process, and an overview of key areas of preparation being progressed by officers in relation to the potential of a no deal Brexit scenario being realised.
- 1.2 In the intervening period, a significant amount of further uncertainty has arisen, with the proposed UK/EU withdrawal agreement being rejected by the House of Commons on a number of occasions. As elected members will be aware the UK therefore did not leave the EU as initially intended on 29 March 2019, with a final extension to the withdrawal date to 31 October 2019 being agreed by the EU in mid April. Whilst the focus of current negotiations is to ensure that the UK leaves the EU with a withdrawal agreement being reached by 31 October 2019, the possibility remains that the UK could leave the EU without a deal being in place.
- 1.3 The key focus of this paper therefore is to provide an update to elected members on the preparations which have been made to date with partners to prepare for a no deal Brexit scenario. The approach taken has been pragmatic and proportionate, with action taken based on the information available to officers at this time. Local preparations have and will continue to be monitored on a regular basis to mitigate potential impacts identified as the negotiations continue to progress.

- 1.4 The paper also highlights in section 5, work that continues to be progressed in relation to understanding and planning for the medium to longer term impacts of EU withdrawal. An internal Strategic Brexit Officer Group will be established, which will be chaired by the Director of Finance and Resources. This senior officer group will review developments and emerging information on an ongoing basis and ensure Council services respond to longer term impacts effectively.

2 Recommendations

- 2.1 It is recommended that elected members note:
- The updated information provided within this report;
 - The activities undertaken by council officers to prepare appropriately for a no deal Brexit scenario;
 - The establishment of a Strategic Brexit Group for senior officers to maintain corporate oversight of the impact of EU withdrawal; and;
 - The preparations being made by officers to hold European Parliament elections on 23rd May 2019.

3 Background

- 3.1 A draft withdrawal agreement was initially published by the EU and UK on 25 November 2018. The draft withdrawal agreement is legally binding and was accompanied by the publication of a political agreement which sets out the future scope of the relationship between the UK and the EU. The political agreement is not legally binding and sets out the direction of travel and timelines for agreeing the specific legal nature of this political and economic relationship.
- 3.2 As elected members will be aware, the proposed UK/EU withdrawal agreement was rejected by the House of Commons on a number of occasions in early 2019, and the UK therefore did not leave the EU as initially intended on 29 March 2019.
- 3.3 The EU granted an initial extension to the Article 50 withdrawal process until 12 April 2019, however this was subsequently extended until 31 October 2019. The UK can however leave the EU before the 31 October 2019 if the withdrawal is ratified by the UK and EU before this date.
- 3.4 The UK Government has publicly stated that it is currently focusing its activities on Parliament approving the withdrawal agreement prior to 22 May 2019, in order that the UK does not have to participate in the European Parliament elections which take place on 23rd May 2019.

- 3.5 Over and above these ongoing developments, the Regional Returning Officer for the Electoral Region of Scotland has given notice that an election is to be held for six (6) members of the European Parliament. The Chief Executive, as Local Returning Officer for Renfrewshire, has subsequently ensured that all required preparations are being made to hold European Parliament elections in Renfrewshire on 23rd May 2019.

4. Preparations for the UK's withdrawal from the EU without an agreed deal (No-deal Brexit)

- 4.1 As highlighted within the report to Leadership Board on 20 February 2019, in the short to medium term a no deal Brexit scenario is highly likely to mean that the relationship between the UK and EU will change and come under immediate pressure. It is anticipated that the most significant risks will be in relation to freedom of movement for people, and trade relating to goods and services.
- 4.2 It is important that the response of the Council in terms of preparing for a no deal Brexit is proportionate and pragmatic. Multi agency liaison is a key way for the Councils and associated partners to meet their duties under the Civil Contingencies Act. This recognises the principles of Integrated Emergency Management and the shared responsibilities of all organisations in the event of an incident arising. The Council is now using the strong relationships with key partners that have been developed through forums such as the West of Scotland Regional Resilience Partnership (WoS RRP), as well as local site-specific groups to develop better understanding of potential Brexit implications and consider appropriate mitigation.
- 4.3 Previous papers to the Leadership Board highlighted three main areas of concern for the local authority in terms of no deal Brexit:
- Impact in relation to contracts for goods and services through for example supply chain issues.
 - Impact on regulatory services such as trading standards and food inspection due to increased demand on these services.
 - Implications for employees and services in relation to residency and immigration
- 4.4 The Chief Executive previously chaired a weekly Brexit Readiness Group which co-ordinated and implemented all actions required to prepare for a no deal scenario. These actions were identified based on available information and will continue to be reviewed during the extension period currently in place to 31 October 2019.
- 4.5 Specific actions undertaken included:

- Analysis of potential implications of supply chain disruption and how these could impact particular services to vulnerable people.
Services have identified options to enable them to respond flexibly to the availability of certain goods and products, and are ensuring that stock levels are maintained and maximised across essential supplies.
- Preparing for potentially increased pressures on the Council's Regulatory Services, and in particular the work that is undertaken with local businesses and at the Airport to ensure food standards are met, to combat organised crime and to ensure efficient imports and exports are maintained in partnership with Border Force.
Resourcing requirements have been assessed within these services, and with planned recruitment now underway.
- The organisation continues to signpost both Council employees and local citizens to UK and Scottish Government websites which provide guidance and information in relation to the EU Settlement Scheme. The Scheme formally opened on 30 March 2019 and will be open until 30 June 2021.

5. Preparing for the longer term impact of Brexit

5.1 Regardless of whether the UK leaves the EU with or without a deal, there will be longer term impacts which will require to be effectively managed by the Council and partners. To respond to these impacts, a Strategic Brexit Officer Group has been established within the organisation. This is a senior officer group which is chaired by the Director of Finance and Resources.

5.2 The group will meet on a 6 weekly basis and will analyse the impact of EU withdrawal in terms of:

- Economic growth and employment
- EU funding
- Suppliers and markets which may impact the provision of services
- The financial position of the Council
- Poverty (including food poverty)
- Potential increased numbers of citizens returning to the UK where previously resident in an EU country
- The EU Settlement scheme
- Ongoing support for employees impacted by EU Exit, whether directly or indirectly
- Workforce planning implications linked specifically to EU exit

- 5.3 Links will be established with the Community Planning Partnership Group, which has already conducted a risk assessment workshop to consider the medium to longer term impacts of EU withdrawal.
- 5.4 The purpose of this officer group will also be to identify and take forward an appropriate response to impacts identified on a corporate basis.

Implications of the Report

1. **Financial** – the Brexit vote presents significant economic and financial risks for the Council as outlined in the report.
2. **HR & Organisational Development** – as outlined in the report.
3. **Council Plan & Community Planning** – as outlined in the report.
4. **Legal** – as outlined in the report.
5. **Property/Assets** – No implications.
6. **Information Technology** – No implications.
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** – No implications.
9. **Procurement** – as outlined in the report.
10. **Risk** - as outlined in the report.
11. **Privacy Impact** – No implications.
12. **COSLA Policy position** – as outlined in the report.

Cosla Policy Position – Regular engagement has been undertaken with national groups and organisations and other local authorities through COSLA. COSLA Leaders supported a position in December 2018 for a People's Vote to be conducted to address concerns in relation to the EU Withdrawal process.

Author:

Laura McIntyre, Head of Policy and Commissioning 01416186807



To: Leadership Board

On: 1 May 2019

Report by: Chief Executive

Heading: Thomas Coats Memorial Church

1. Summary

- 1.1 This report seeks to update Board on the future of Thomas Coats Memorial Church, Paisley. The report summarises the activity of the Thomas Coats Preservation Trust and their collaborative efforts alongside Renfrewshire Council and other partners to secure a sustainable future for the building.
-

2. Recommendations

- 2.1 It is recommended that Board:

- (i) note the progress made to date for the future of Thomas Coats Memorial Church; and
 - (ii) agree to offer a contribution of £50,000 from the Paisley Common Good Fund to the Thomas Coats Preservation Trust towards their current fundraising campaign, subject to demonstrating a robust and funded business case for their proposed reuse of the Church.
-

3. Background

- 3.1 A report to Leadership Board on the 20th June 2018 described in detail the issues faced by the current Trustees of Thomas Coats Memorial Church (TCMC) Paisley and the steps taken to date to identify and secure a viable alternative use for the building.

- 3.2 The report also informed Board of the establishment of Thomas Coats Preservation Trust (SCO 48033), a new organisation equipped to take ownership of the building. In January and May 2018 the Thomas Coats Preservation Trust was granted Planning Permission and Listed Building Consent respectively for the change of use from a church to a multi-purpose entertainment venue.
- 3.3 In May 2018 Renfrewshire Council received correspondence from Thomas Coats Preservation Trust seeking financial and project management support to further develop their project and steer it through to completion. The Leader of the Council responded to this request stating that the Council would consider future involvement. The current Trustees of Thomas Coats Memorial Church previously issued Thomas Coats Preservation Trust with an offer of exclusivity. This prevented ownership of the church being transferred to any other organisation and gave a degree assurance to Thomas Coats Preservation Trust as they developed their business plan. This period of exclusivity expired on the 1st March 2019.
- 3.4 The last service at TCMC took place in August 2018 and the building is no longer used as a place of worship. The Trustees of the church remain responsible for the building. The existing governance arrangements and Trust status only allow for the building, its contents and associated assets to be transferred to another charitable organisation, such as the new Thomas Coats Preservation Trust. The decision on such a transfer lies with OSCR (Scotland's charity regulator).
-

4. Progress to date

- 4.1 On the 1st February 2019 the Thomas Coats Preservation Trust launched a 100-day crowdfunding campaign to repurpose TCMC as a multi-purpose entertainment venue. The crowdfunding campaign seeks to raise £1.5 million and is due to conclude on the 11th May 2019. To date, according to the website set up for crowdfunding purposes, the campaign has raised about £120,000. It should be noted that the website makes clear that should the funding target not be reached by the Preservation Trust, any donations received will be used for essential repairs for the Church building in discussion with the existing Coats Trustees.
- 4.2 The campaign has received significant interest and featured in several national media publications. A dedicated campaign website has helped extend its reach and has facilitated online donations. A series of open days and other fundraising events are scheduled throughout the campaign, with musical performances, exhibitions and tours helping to focus activity in the building and maintain public profile. The Council's marketing team has supported the Trust's efforts by sharing campaign information on Council media channels.

- 4.3 Council officers have worked with the Thomas Coats Preservation Trust to maintain dialogue with key external stakeholders to identify broader heritage opportunities. In February 2019, the Council facilitated the involvement of the Scottish Civic Trust to utilise resources through the 'My Place Mentoring Scheme'. The scheme aims to grow the capacity of the trustees and support business planning and fundraising opportunities. Council officers submitted an 'Expression of Interest' application to the scheme and facilitated an introductory project meeting with the scheme's Project Officer which took place in March.
- 4.4 In February 2019, Council officers also facilitated a meeting with building surveyors to refine the Preservation Trust's estimated project costs and assist with the programming of short, medium and long term remedial works. This has enabled the Preservation Trust to add to the suite of information they hold about the church's condition.
- 4.5 Members are asked to note that a robust business case and funding strategy for the suggested future use of the building by Thomas Coats Preservation Trust are not yet available. These documents are required to support applications for external funding.
-

5. Next Steps

- 5.1 The "100 Days to Save Coats Memorial" campaign has proved to be a successful platform to raise awareness of the building and the Trust's plans for its future use. It is therefore recommended that the Board agree to offer a contribution of £50,000 from the Paisley Common Good Fund to the Thomas Coats Preservation Trust.
- 5.2 This offer would be subject to the Preservation Trust being able to demonstrate, to the satisfaction of the Council's Director of Finance, that a robust and funded business case is in place to ensure the delivery of their proposed reuse and refurbishment of the Church.
- 5.3 Any organisation taking responsibility for the building will require support for capacity building and fundraising. This will ensure the building's end user is informed, equipped and adequately resourced to meet the building's needs and operate sustainably. Council officers can offer significant experience in this regard with historic buildings and will therefore continue to work with Thomas Coats Preservation Trust to build their capacity and identify collaborative opportunities to strengthen their proposal going forward.
-

Implications of the Report

- 1. Financial –**
An offer of a £50,000 contribution from the Paisley Common Good Fund to the Thomas Coats Preservation Trust's fundraising campaign is outlined in the report, subject to the caveats outlined in the body of the report.
- 2. HR & Organisational Development - None**

3. **Community Planning –**
 - ***Reshaping our place, our economy and our future:*** Renfrewshire Council is working with stakeholders to maximise the opportunities for culturally-led regeneration, providing support to make best use of heritage assets.
 - ***Building strong, safe and resilient communities:*** working in partnership with local groups and organisations to achieve positive outcomes.
 4. **Legal - None**
 5. **Property/Assets - None**
 6. **Information Technology - None**
 7. **Equality and Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website. An Equality Impact Assessment is being prepared as part of the project requirements
 8. **Health and Safety – None**
 9. **Procurement - None**
 10. **Risks - None.**
 11. **Privacy Impact - None**
 12. **Cosla Policy Position - Not applicable**
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List of Background Papers

1. Report to Leadership Board: 20th June 2018 'Thomas Coats Memorial Church'.
 2. Report to Council: 15th December 2016 'Coats Memorial Church – Referral by Paisley North Local Area Committee'
-

AM/SJ
25 April 2019

Author: Alasdair Morrison, Head of Regeneration ext 4664



To: Leadership Board

On: 1st May 2019

Report by: Chief Executive

Heading: Progressing Equality Outcomes and Mainstreaming Equality

1. Summary

- 1.1 The report provides an update on progress with equalities and is intended to meet Renfrewshire Council's duties to report this progress publicly and in an accessible manner. The report provides information on the actions agreed to deliver each of the agreed equality outcomes, along with information on what activities have been delivered in the reporting period from 2017-2019. The report also details a range of information that the Council is required to publish by the end of April 2019, in accordance with the Equality Act 2010.
-

2. Recommendations

- 2.1 To approve the Progressing Equality Outcomes and Mainstreaming Equality Report for final publication on the website.
- 2.2 To note the progress made in mainstreaming equalities and pursuing Renfrewshire Council's Equality Outcomes.
- 2.3 To note that the report has been made available in draft form on the Renfrewshire Council website to meet the requirements of the Equality Act 2010.

3. **Background**

3.1 Renfrewshire Council has a general equality duty, which requires it to pay due regard to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations as set out in section 149(1) of the Equality Act 2010. There are a number of Specific Duties laid out for public authorities by Scottish Ministers to support the general equality duty.

3.2 In line with these Specific Duties, Renfrewshire Council is required to report on its progress with mainstreaming equality, its progress against its equality outcomes, employee information and gender pay gap information by the end of April 2019.

3.3 The progress report provides a single report to provide an update on progress and meet the duties to report this progress publicly and in an accessible manner. The report provides information on the progress on mainstreaming equality as well as progress against the Equality Outcomes agreed in 2017.

3.4 Renfrewshire Council's equality outcomes were developed through engagement with local equalities groups as:

Outcome 1: Public spaces improve access and promote dignity for disabled and older people

Outcome 2: Our staff and communities fully understand the causes and consequences of gender based violence and are equipped to respond

Outcome 3: Equalities-led organisations are supported to become sustainable and influential partners

Outcome 4: Council services are responsive to the needs of equalities groups, with well-designed and flexible services

Outcome 5: Renfrewshire Council promotes itself as and becomes an employer of choice for disabled people

Outcome 6: Equalities implications are clearly and consistently considered in decision making

Renfrewshire Council continue to make steady progress in achieving these outcomes in partnership with local equalities groups.

- 3.5 The appendices to the report provide a wide range of data, including equalities information about Council employees, occupational segregation and pay gap data, along with more detailed information on education.

4.0 **Highlights**

Some highlights from the Council's mainstreaming report include:

- 4.1 Much work has been done to promote gender equality over 2017 and 2018. The 16 days of action to tackle Violence Against Women was launched with Renfrewshire's annual Reclaim the Night march. This year there was a particular focus on young people, with many young people marching and attending the event at the Town Hall following the march. A high profile Women's Conference took place in November as part of the 16 days programme. This event brought local women from all walks of life together to celebrate the valuable work going on in Renfrewshire. Over 80 people attended the conference and participants were keen that this be made an annual fixture.
- 4.2 The gender pay gap is now being measured every 6 months and is being benchmarked against other Councils. Annual progress reports will be submitted to the Council's Leadership Board, and for recent progress made, see Appendix 3 in the attached report.
- 4.3 Renfrewshire Council are undertaking projects to improve access to the historical environment, cultural events and performing arts and film for Deaf BSL users. The Paisley Museum redevelopment project includes at its core involvement with a wide range of equalities groups, particularly those related to access needs, whether cultural accessibility, physical accessibility or sensory accessibility. This approach is mirrored in other redevelopments, such as the detailed engagement with disability led groups for the Paisley Town Hall redevelopment. Paisley Arts Centre continue to run weekly BSL learning sessions, which are open to all and attended by many Renfrewshire Council employees.
- 4.4 Renfrewshire Council's LGBT+ Staff Network formed and grew over 2018/2019. The Network hosted a very successful meet and greet session for all employees in Autumn 2018, which contributed to increasing the number of representatives on the network. The Network now has several office bearers, including a Chair and Communication Liaison officer and a terms of reference to guide their work. They have developed a communications plan, with multi media channels being used for other staff to hear from the Network. There are plans in place for 2019 and to commemorate the Stonewall riots.

- 4.5 Face to face equality and diversity training was provided as part of the induction process for new Councillors in 2017. This helped to make attendees aware of their responsibilities with regard to checking for impact and other equalities issues in decision making processes.
- 4.6 Several secondary schools have LGBT groups for pupils, and in one school the group has developed PSE lessons for other pupils. Teachers reported that this had a positive impact on pupil relationships across the school. Another school is establishing an LGBT working group which will be made up of staff and pupils and will look at ways in which the school can make positive changes and celebrate diversity in Renfrewshire schools. In November 2018, teachers from each secondary establishment, including ASN schools, have been invited to attend training provided by LGBT Youth Scotland, in conjunction with Renfrewshire Health Improvement Team and Children's Services.

Implications of the Report

1. **Financial** – none.
2. **HR & Organisational Development** – continue to gather and use employee information to better perform the general equality duty and publish information on gender pay gap, statement on equal pay and occupational segregation.
3. **Community/Council Planning** –
 - *Our Renfrewshire is well – addressing inequalities is shown to have a beneficial impact on health outcomes*
 - *Our Renfrewshire is fair - the plan will promote better equalities practice*
 - *Tackling inequality, ensuring opportunities for all – equality will be promoted by this plan and opportunities improved for equality groups*
 - *Working together to improve outcomes – the outcomes were developed in partnership with local equality groups and partner organisations*
4. **Legal** – The reports attached are designed to satisfy statutory equality duties which are enforceable by the Equality and Human Rights Commission.
5. **Property/Assets** - none
6. **Information Technology** - none

7. **Equality & Human Rights** - The report attached details the Council's performance against the general equality duty and meets various specific duties. The recommendations do not require an Equality Impact Assessment, and the areas of focus identified for the next reporting period are specifically designed to improve the Council's fulfilment of its Equality Duties
 8. **Health & Safety** – none
 9. **Procurement** – none
 10. **Risk** - none
 11. **Privacy Impact** - none
 12. **Cosla Policy Position** – none
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List of Background Papers

- (a) Renfrewshire Council Progressing Equality Outcomes and Mainstreaming Equality 2017-2019 Report
 - (b) Renfrewshire Council Staff Equality Data Report
-

Author: Annabelle Armstrong-Walter, Strategic Partnerships & Inequalities Manager, Chief Executive's Service, 0141 618 5968

Progressing Equality Outcomes and Mainstreaming Equality

Progress Report 2019



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1. Introduction

The report provides an update on our progress and is intended to meet our duties to report this progress publicly and in an accessible manner. The report provides information on the actions agreed to deliver each of our equality outcomes, along with information on what activities have been delivered in the reporting period from 2017-2019. The report also details a range of information that we are required to publish by the end of April 2019.

Renfrewshire Council is committed to embedding equality into all our functions. We know how challenging this can be, so are systematically assessing our progress through our Council Plan. This also means that progress against our overall Council Plan has equalities reporting as an integral part of it. You can find our Council Plan at <http://www.renfrewshire.gov.uk/councilplan>.

1.1 The Law & our duties

Equality law (The Equality Act) protects people from unfair treatment and asks public bodies like the Council to show how they make a positive difference to different groups of people.

The Equality Act 2010 brings together more than forty years of equality legislation and aims to make Britain a more equal society. It protects many people from unlawful discrimination. It covers “protected characteristics” which include:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion and belief
- Sex
- Sexual orientation

We usually refer to people covered by the protected characteristics as “equality groups”. The Equality Act 2010 requires that all public bodies take account of the need to:

- Eliminate discrimination, harassment and victimisation
- Advance equality
- Foster good relations between different groups

The Act also asks key public bodies to publish a set of equality outcomes, which we did in 2017.

2. What we know about our communities

We used a range of data and analysis to inform our equalities outcomes in 2017. Much of the data used for this has not been updated significantly since then, and so it will not be repeated in any detail here. Renfrewshire, in common with most of Scotland has an ageing population. Renfrewshire is less ethnically diverse than Scotland as a whole, with almost 95% of Renfrewshire citizens identifying as

White Scottish or White British, although this shows signs of changing in our schools data. There is some evidence to suggest there are more disabled people in Renfrewshire than in Scotland as a whole. 20.5% of economically inactive people between 16-74 are long-term sick or disabled. We find that our highest rates of disability are also in our most deprived wards, as measured by the Scottish Index of Multiple Deprivation (SIMD). Reliable statistics on sexual orientation and gender reassignment remain an issue.

We have updated some of our monitoring data in specific Council service areas to understand better who our citizens are and how we can best meet their needs. Appendix 1 shows the quantitative data we have gathered about the equalities profiles of our children and young people in education. We find that our primary school rolls continue to become increasingly ethnically diverse.

In Renfrewshire, we have the Diversity and Equality Alliance in Renfrewshire (DEAR) Group, facilitated by our Community Planning Partnership. This group is formed by representatives of equality led local community groups and some national groups also. The group develops objectives and a workplan each year to further equalities work in the area. This group has been helpful in articulating aspirations for equality in Renfrewshire and checking what is going well and not so well. We are conscious that our equality led groups on the DEAR group do not represent all equalities groups in Renfrewshire and so national qualitative information has been used also. We have been proactive in ensuring that equalities led groups in Renfrewshire are involved with Council developments and the Council is responsive to articulated needs.

3. What we know about our staff

In common with our communities data, our staff data has not changed significantly since the 2017 report. We have introduced a new piece of software in Renfrewshire Council, intended to support many business functions, including employee records. It will significantly improve the quality of the management information that the Council holds, and will support the continued promotion of equalities monitoring. Employees can now update their own records directly, which it is hoped will increase declaration rates for equalities monitoring. To ensure that full data can be extracted, the previous system has also been used. Our supplementary booklet provides the most recent detailed statistics in relation to our staff.

We have provided some commentary and analysis of our findings from our equalities data below, but more detailed information can be found in the accompanying Equalities Staff Data report.

Headcount in the Council overall and in Children's Services (including Education)

While broadly employees of Renfrewshire Council reflect the population they serve, there are some noteworthy patterns. We know we have an overrepresentation of women in Council employment, in common with most other Councils. Overall approximately 73% of our staff are female and this rises to 84% in Children's Services.

In terms of disability, our workforce significantly under represents the proportion of disabled people in Renfrewshire. 20% of Renfrewshire residents report that they experience a condition that affects their day to day activities a little or significantly, whereas Council staff only declare a 3% rate of disability and in Children's Services this drops to 2.5%. It is difficult to compare the ethnicity of Council staff overall and Children's Services staff in particular, to that of the local population because our declaration rates are low. While the data is limited, it gives some indication that Asian and African groups as well as Eastern European and other white groups may be underrepresented in Council employment. There also appears to be a slightly higher representation of those from mixed or other non-stated ethnic groups in the Council workforce. Our statistics related to religion look to be broadly in line with the local population, with perhaps a slight underrepresentation of the dominant local

religions (Church of Scotland and Roman Catholic), again a pattern also reflected in Children's Services. Both the Council and Children's Services have a slightly higher representation than the local community of people who identify with a religion which is not stated, and a lower representation of those declaring they have no religion. We find we are overrepresented in the groups from 31 years old to 60 years old, with our largest age group proportion falling within the 51 to 60 year old age profile (around 30% of our workforce). In Children's Services, the spread is relatively even within the 31 to 60 year old groups, but again underrepresentation below 31 years old and 61 years old and over.

The majority of our declaration rates for equalities monitoring have increased since last year which is positive. The 'prefer not to answer' rates vary by protected characteristic. We have full declaration of age and sex. For other protected characteristics our proportion of those preferring not to answer is around 30 to 40%. These declaration rates have improved by 3% to 4% since 2017 with the exception of ethnic origin which has seen a significant 33% increase. These general patterns also hold for Children's Services staff, where education staff are based. Our declaration rate is lowest for pregnancy and maternity in the Council overall and in Children's Services specifically.

Recruitment

Our recruitment data for the Council reveals the rate at which applications convert into appointments for all applicants. Of all applicants, 2.9% are appointed overall. This equates to 1025 posts being filled from 35,370 applications. Caution should be applied within the interpretation of these figures, due to low numbers 'skewing' percentages and that the figures for applications cannot identify where there have been multiple applications from the same applicant. Women are slightly more successful in their applications having a 3.0% conversion rate compared to 1.9% for men. It is quite difficult to compare the conversion rates for ethnicity, but it appears that all minority ethnic groups have lower conversion rates, with the exception of those who identify as being from the Other – Arab and Caribbean groups and who prefer not to answer. Our sexual orientation figures look broadly in line with our average conversion rate, except for those identifying as being from a non-stated group having a lower rate, and people who prefer not to answer having a higher rate. The conversion rate for those with a disability is low, as it sits at 1.2%, whereas those who preferred not to answer this question have a conversion rate up at 8.2%. Most of our religious groups have average conversion rates of around 1.0% or above, with the exception of those applicants of Hindu and Jewish faith who have lower conversion rates.

Development

We have looked at our corporate training and development figures, which include e-learning. Our split of training and development between men and women looks to be reflective of the overall proportion of men and women in overall Council employment. In terms of age, religion and sexual orientation, all groups are represented in the training and development figures broadly in keeping with the levels in overall employment. Low figures have hampered attempts at analysis of our pregnancy / maternity figures and ethnicity figures, which also look broadly in line. The number of disabled staff undertaking training and development is similar to their overall proportion in the organisation.

Retention

We have compared the profile of our leavers to that of our overall headcount. As above, caution should be applied when looking at percentage figures due to low numbers. We find that while men only make up 27% of the workforce, they make up 29% of leavers. In terms of age, we find that those aged 51 to 60 years old are far more likely to leave, but this is not a surprise bearing in there are earlier options to access pension benefits. We find that 21 to 30 year olds are also much more likely to leave. They make up 20% of leavers, but only 13% of headcount. Those who are bisexual and gay

separately accounted for around 1% of leavers, while each of these groups comprise 0.5% or less of the workforce. There were no significant patterns related to religion or gender reassignment. As above, declaration rates for ethnicity are low and therefore lessen the reliability of this data. However, there is some indication that White Scottish employees are more likely to leave, and those from other ethnic backgrounds not stated or who identify as White – Other British are slightly more likely to leave than we would expect from the respective workforce figures. The pregnancy and maternity figures were so low, no patterns could be identified. Single people seemed more likely to leave and those married / in a civil partnership were less likely to leave than their headcount figures. While the disability declaration figures are low, with only 3.2% of staff declaring they have a disability, they make up 5% of leavers.

The data related to leaving method has also been difficult to interpret. Both women and men are most likely to resign as a method of leaving the organisation, in line with the overall proportion of women and men in Council employment. Retirement is another significant reason for men and woman to leave the organisation, and retiral totals are again consistent with overall Council workforce gender levels. A further key reason for leaving is temporary contracts coming to an end. This appears to impact on a higher proportion of men than women compared to the levels in overall employment. The propensity to resign from Council employment is highest for those aged 31 to 50 years old, with totals consistent with their proportion to the overall workforce. The figures for those leaving due to retirement are highest for those aged 51 years old and over as would be expected. Those aged 21 to 30 years old are most likely to leave Council employment due to the end of temporary contracts, at a level higher than would be expected from their workforce numbers.

4. National research & issues affecting Renfrewshire

EHRC's 'Is Scotland Fairer?' 2018 report gives updated data on those areas still experiencing significant inequalities and where those disparities are deepening or improving. The findings of this report have been fed into the local Community Planning Partnership and have acted as a springboard for some of the equalities related work across the partnership. The disability employment gap is also experienced in Renfrewshire and formed the basis for one of our outcomes developed in 2017. The gender pay gap has also been closely monitored within Renfrewshire Council and has been a priority to address. Renfrewshire Community Planning Partnership have used the EHRC report as part of the impetus for starting work to assess and improve local equalities data and information.

The new Fairer Scotland Duty was launched in Renfrewshire and addressing socio economic disadvantage is part of Renfrewshire's overall approach. Having the new duty enacted as part of the Equality Act means we have changed our equalities impact process to ensure it reflects socio economic considerations, rather than just relying on staff to include this as a matter of course in project and policy planning.

Our response to the BSL (Scotland) Act 2015 has been produced since our last equalities report. We are in the process of improving significantly our approach to British Sign Language (BSL), with the development of our BSL action plan. While the extensive consultation on the national plan gave us a good indication of views from Scotland's Deaf community, our Renfrewshire consultation gave us much more information about aspirations for BSL provision locally. We held a very lively and well attended event with Deaf BSL users in Renfrewshire. This was extremely helpful in developing our BSL Plan and revealing more general points to improve our accessibility. The Renfrewshire Council BSL Plan sets out our actions for improving Council practice and services for BSL users. There is some crossover with this equalities reporting process and so where particularly relevant, some elements of the plan are reflected in this report.

As Renfrewshire Council's 2017 Equality Outcomes and Mainstreaming report was being approved, further research was being undertaken with specific equalities groups in Renfrewshire. The first of these pieces of research was commissioned from University of the West of Scotland (UWS) by the Community Planning Partnership and comprised qualitative research with local Black and Minority Ethnic (BME) individuals and groups. The research set out to explore the perceptions of individuals representing Renfrewshire's largest visible and invisible ethnic minority communities on issues such as living in Renfrewshire, community engagement and experience of service provision. The research deployed a qualitative approach involving focus groups with four ethnic minority groups representing the Polish, Syrian, Indian-sub-continent and Black Afro-Caribbean communities. To a significant extent the findings reinforced what we heard while engaging with groups and individuals to develop our equality outcomes. This subsequent research has helped to strengthen our outcomes and better inform the implementation of them.

5. Mainstreaming Report

Renfrewshire Council has been working hard since our last report to develop the implementation of our outcomes and bring together all the good practice going on in relation to equalities across the Council. We have detailed our mainstreaming activities in line with the new 2017 – 2022 Council plan. This means that the progress we are making, and measuring is reported on through mainstream mechanisms. Our 5 outcome areas are covered below, with the key areas of activity also provided for context.

5.1 Reshaping our place, our economy and our future

Key areas of activity:

- Driving economic and cultural regeneration
- Growing our working age population
- Promoting learning and skills for life
- Driving our local economy/new sectors
- Delivering required infrastructure
- Promoting tourism
- Maximising the benefits from City Deal and City Region investment
- Supporting youth employment
- Fostering "Inclusive Growth"
- Regenerating town centres
- Being ready for Brexit
- Embracing digital opportunities

The Invest in Renfrewshire Employability Service supports unemployed people with additional and multiple barriers to prepare for and access work. The service offers a service to any unemployed person in Renfrewshire but the majority who use the service tend to be those most disengaged from the labour market. During 2018 the Invest in Renfrewshire team underwent a full service review to ensure that the key employability elements were fit for purpose for today's economic environment and most effective for the client groups supported by the service. A single, all age service, has been designed to provide a wide range of supports to anyone who needs it and the key advantages of the new service are:

- better integrate and align employability provision;
- increased co-location, outreach and sharing of services;
- mainstreaming areas of good practice around local programmes, local delivery models and local approaches;
- a new focus on maximising local opportunities from key growth sectors.

Over the last 18 months the team have delivered a joint employability project with the Criminal justice team and Scottish prison Service to raise awareness of employability opportunities for people serving community sentences, and those leaving prison, with a view to encouraging more people into employability programmes and services. The success of the programme (funded jointly by Scottish

Government and the Invest in Renfrewshire programme) has meant that the Invest Service will be mainstreaming this approach from April 2019.

A three year programme “Working Matters” to target very long term unemployed people with health conditions is due to end in March 2019. This is a City Region approach with the other 7 local authorities in the Glasgow City Region working collectively on employability and health issues. The main focus is to work with those with health conditions and to prepare them for a future return to work. For Renfrewshire the average length of unemployment is in excess of 14 years but with some clients being over 30 years out of work. The approach has been very beneficial to the development of new and different services and the Renfrewshire programme has significantly over performed against the targets set. The Invest team are mainstreaming some of the approaches into their main service provision from April 2019 and the Scottish Government have additionally procured alternative services for the client group until 2020 through their new FairStart Scotland programme.

We are undertaking much work to improve access to the historical environment, cultural events and performing arts and film for Deaf BSL users. Our Paisley Museum redevelopment project includes at its core involvement with a wide range of equalities groups, particularly those related to access needs, whether cultural accessibility, physical accessibility or sensory accessibility. This approach is mirrored in other redevelopments, such as the extensive engagement with disability led groups for the Paisley Town Hall redevelopment. We also continue to host weekly BSL learning sessions in Paisley Arts Centre, which are open to all and attended by many Renfrewshire Council employees.

Our CHEF funding continues to promote many equalities led arts organisations. In 2018, we also launched the Cultural Organisational Development Fund to support organisations to build and grow their capacity. The Fund is open to all groups, but particular care has been taken to raise awareness of the fund with local equalities led groups to ensure that diversity of the arts culture in Renfrewshire continues to grow. This has been done on a group by group basis and also through presenting to the DEAR group. The application process is also designed to support organisations to improve their equalities sensitive practice.

We have been developing our readiness for Brexit in a way that is responsive to the needs of our local communities and staff. Ongoing communication and cascading information when it is made available on the EU settlement scheme will continue to take place as we seek to reassure residents and staff.

In 2017 a major project was implemented to improve the infrastructure of Barshaw Park in Paisley and Robertson Park in Renfrew. The project concentrated on road and path reconstruction / resurfacing and the laying of new kerb lines to include drop kerbs at all path and road intersections. Additionally, in Barshaw Park the car park was completely resurfaced, overflow parking created, and additional parking bays designated for disabled badge holders. The work carried out to improve the roads and paths means that both parks are more welcoming and easier to negotiate for wheelchair / mobility scooter using visitors, and also for less mobile and visually impaired users.

We are currently developing revised plans with the local community for the Tannahill area of Ferguslie Park to regenerate the area. This significant piece of work follows previous consultation with the local community and these new proposals are currently being consulted on. The approach recognises the diversity of the community and the need to tackle socio economic inequality through the Fairer Scotland duty.

Our DigiRen project continues to grow and support those most excluded from the use of digital. Previously we reported on our project to build digital skills with disabled people and older people, in partnership with local voluntary sector organisations. The Community, Housing and Planning Service have now mainstreamed this project into all 10 sheltered and amenity housing complexes and beyond, with digital skills training being provided to over 400 older tenants. Digital training and access work

also continues through the Disability Resource Centre and ROAR (older adults organisation) joint work, which was initiated by our DigiRen work. Renfrewshire Council's accessible IT suite at the Disability Resource Centre provides IT access for many disabled residents and plans are in place to provide more training and access support to ensure as much access as possible to these resources.

5.2 Building strong, safe and resilient communities

Key areas of activity:

• Empowering communities • Working with partners to keep people safe • Embedding community justice arrangements • Protecting children and adults • Supporting vulnerable people • Tackling issues related to private landlords • Tackling serious and organised crime • Ensuring availability of affordable housing • Driving housing regeneration • Supporting independent living and social isolation • Providing high quality care and support services • Delivering community based services • Leading on civil contingencies and resilience planning

The community level governance review has given us the opportunity to ensure that equalities groups could feed into the review and the resulting partnerships can reflect the diversity of Renfrewshire. During the consultation phase, specific events were held in partnership with equalities led groups. For example, undertaking one consultation during a busy BME led advice drop in session, or others at young peoples' drop in events. New Local Partnerships have been established as a result of this review. During the set up phase, this focus on diversity ensured a range of equalities groups applied to be community representatives. The wider empowering communities agenda, including grant giving and asset transfer has allowed equalities led groups to access support and move forward with potentially running local assets.

Much work has been done to promote gender equality over 2017 and 2018. The 16 days of action to tackle Violence Against Women was launched with our annual Reclaim the Night march. This year there was a particular focus on young people, with many young people marching and attending the event at the Town Hall following the March. A high profile Women's Conference took place in November as part of the 16 days programme. This event brought local women from all walks of life together to celebrate the valuable work going on in Renfrewshire. 98 people attended the conference and participants were keen that this be made an annual fixture.

Over 160 Communities, Housing and Planning staff attended a staff conference in December 2018 where the key note speaker was the President of the CIH, speaking on the topic of domestic abuse and how housing professionals can make a difference.

Renfrewshire Multi Agency Risk Assessment Conference (MARAC) continues to contribute to safety planning for high risk victims of serious harm with a robust partnership approach and compliance with Renfrewshire's MARAC Operational Protocol. Since April 2017 there has been 207 MARAC referrals with 92 victims known to the Community Mental Health Team. It is known that people experiencing mental health problems will face additional barriers; to disclosing, being believed and to accessing services. As such they form a "hidden" group, whose voices are rarely heard. To help identify these barriers, basic Domestic Abuse training was rolled out to Renfrewshire Community Mental Health Service, sensitive routine enquiry, how to apply the Risk Identification Checklist (RIC) and referral pathways for practitioners to exercise their professional judgement.

Multi agency forums such as MARAC provide a framework in which agencies can upskill each other in their particular area of expertise and share examples of good practice to help establish links to fit the local need.

Other victim data such as 28 Disability referrals, 6 LGBTQ, 6 BME and 3 Male victims have been discussed at the Renfrewshire MARAC and in partnership with our colleagues within the Health and

Social Care Partnership. Training will continue to be rolled out to ensure early intervention approaches are applied to those victims who are currently or have suffered from Domestic Abuse. To date over 300 practitioners have received Domestic Abuse Training including Family Nurses, Health Visitors, Community Mental Health, Housing & Homeless Officers and children Social Workers.

Section 7 contains more detail on Renfrewshire's approach to Gender Based Violence (outcome 2), as it is integral to building strong, safe and resilient communities.

Part of the Strengthening Opportunities for Older People in Renfrewshire programme, the SOOPIR bus is now ready to be launched to provide transport for our sheltered and amenity housing groups including Forever Young, Cotton Club, Quality Circle and Cairn Heights for trips and activities that, until now, not everyone could attend. Provision of the bus may also be extended in future to allow other community groups to use this new form of accessible transport. The bus will allow people to retain their independence and address the issue of loneliness.

Street Stuff is Renfrewshire's multi-award winning youth engagement and diversionary project which has helped reduce youth disorder in every area of Renfrewshire in which it operates. The service is delivered throughout Renfrewshire in locations which are identified through the Renfrewshire Community Safety Partnership using relevant datasets. These include areas of multiple deprivation as well as areas with high incidences of youth disorder and anti-social behaviour. Partners in the project include; Renfrewshire Council, St. Mirren Football Club, Engage Renfrewshire, Police Scotland, and Scottish Fire & Rescue Service. Streetstuff engages with young people in their own community, in a fun and innovative way. It has been successful in reducing antisocial behaviour across Renfrewshire by improving engagement with those hardest to reach. The project has been a winner at the CoSLA, ROCCO Business, National Public Service and the National Risk Management awards.

Street Stuff are also delivering activities throughout the school holiday periods as part of the tackling poverty agenda providing football, gaming, DJ sessions and much more in the popular culture buses. A healthy meal is provided each day as part of the activities. There were over 6,000 recorded attendances during the summer at core evening activities and summer camps. The summer programme also provided more than 3,000 healthy meals to children and young people in Renfrewshire

Street Stuff is seen as a pathway to employment with participants encouraged to volunteer within the programme with many leading to sessional workers and progressing through College, University, Police, Fire and many more positive destinations.

Strong communities are at the heart of outcome three related to supporting Renfrewshire's equalities led community groups to have a strong and sustainable voice. More detail on this can be found in section 7.

5.3 Tackling inequality, ensuring opportunities for all

Key areas of activity:

- Promoting skills and learning for life • Fostering "Inclusive Growth" • Developing new approaches to tackle in-work poverty • Tackling drug and alcohol misuse • Celebrating youth! • Improving mental health and wellbeing • Addressing health inequalities • Tackling the poverty related attainment gap • Driving attainment for all • Delivering on expansion of early years provision • Ensuring young people achieve positive, sustainable destinations • Supporting young carers • Celebrating diversity • Promoting active lifestyles

Our Council plan, through this outcome, recognises the important role community groups and employees have in developing and monitoring our equality outcomes.

We have recognised the read across between the Equality Act 2010 and the Child Poverty Act. As part of our mapping and engagement for Child Poverty Act reporting, we have ensured that we reflect the higher risk of poverty can sometimes be because of a protected characteristic.

Over 2018, we have delivered a vibrant and engaging 'Celebrating Youth' programme designed by, and for, our young people as part of the Year of Young People calendar of events. A youth events panel was recruited and supported by youth services and helped plan a key Year of Young People Halloween festival event. Our Annual Positive About Youth Awards also took place in November which celebrated the achievements of Renfrewshire's young. We also supported young carers, with approximately 50 Young Carer Statements being completed to date. Outreach work within secondary schools is growing and support groups are operational in three schools.

The ALISS network (formerly Well in Renfrewshire) has now been established, so people can find useful groups and contacts in an easily accessible way. The Integration Network – New Buddies – is still in the process of being set up, with the hope of securing funding for further development. This started as part of our work to welcome Syrian refugees but is being extended with the support of local BME led community groups.

In August 2018, the Education and Children's Services Policy Board approved a revised anti-bullying policy which is being implemented in all Renfrewshire Council schools. This policy states that the aim in Renfrewshire's schools is to create environments where bullying cannot thrive. The approach to tackling bullying is one where children's rights are promoted and respected, and where diversity is celebrated. The policy sets out explanations of prejudice-based bullying and protected characteristics as defined by the Equalities Act 2010.

In relation to specifically Lesbian, Gay, Bisexual, Transgender + (LGBT+), schools in Renfrewshire have worked variously with organisations such as Time for Inclusive Education, Stonewall Scotland, LGBT+ Scotland, and LGBT+ Youth Scotland, to promote and support the wellbeing of LGBT+ young people. As well as these, schools also make use of resources from organisations including the NHS, Respectme, and the Scottish Catholic Education Service.

Several secondary schools have LGBT+ groups for pupils, and in one school the group has developed PSE lessons for other pupils. Teachers reported that this had a positive impact on pupil relationships across the school. Another school is establishing an LGBT+ working group which will be made up of staff and pupils and will look at ways in which the school can make positive changes and celebrate diversity in Renfrewshire schools. In November 2018, teachers from each secondary establishment, including ASN schools, have been invited to attend training provided by LGBT+ Youth Scotland, in conjunction with Renfrewshire Health Improvement Team and Children's Services.

In 2017, Renfrewshire's two main parks, Barshaw Park and Robertson Park, benefitted from the addition of two all new children's play areas. The brief for the design of the play spaces required that they be an inclusive setting for children with many and varied abilities to play together in one shared space. Following on from the installation of the new play areas a new enclosed ability swing, designed specifically for wheelchair users, was added to both locations. This type of swing is rarely seen outside of supervised care settings but recent improvements to the design, and the use of standard RADAR key locks, mean that they can now be incorporated into unsupervised spaces such as public parks.

5.4 Creating a sustainable Renfrewshire for all to enjoy

Key areas of activity:

- Driving carbon management activities • Leading on local environmental management issues • Addressing flood management issues • Ensuring effective business regulation • Supporting fairtrade •

Keeping local places clean and attractive • Facilitating increased recycling and reducing waste • Supporting access to woodlands, public spaces, and cycling paths • Promoting sustainable food

The regeneration of the West End of Paisley is being undertaken with care to protect the needs of local residents, with many from BME backgrounds and older people. We also recognise the broader role for the area, as many local businesses in the area cater for a large diversity of cultural needs.

Our outdoor access strategy continues to be implemented to the benefit of wheelchair users and other people affected by mobility issues in accessing our parks and open spaces and being better able to participate in active travel. Equally improvements continue in the street scene and in the bus shelter facilities to improve access for those with mobility issues and also improve navigation for those with sensory impairments. We are continuing to monitor disabled parking bays in Renfrewshire to prevent misuse including processing Traffic Regulation Orders for all disabled parking places to make them legally enforceable through the warden service.

5.5 Working together to improve outcomes

Key areas of activity:

• Ensuring financial sustainability • Providing good quality services • Delivering the Better Council Change Programme • Being ready for potential structural change e.g. education governance • Strengthening our partnership approach • Embedding a new approach to self-evaluation • Improving the customer journey/My Account • Implementing our agreed approach to workforce planning • Promoting learning and development opportunities for employees • Achieving employee recognition • Embracing new ICT developments and opportunities

Our new Business World system enables employees from across the organisation to update their equalities profiling information easily and securely. As part of the roll out of the system, staff have been encouraged to take ownership of their own data. It is hoped that this will improve confidence in the security of the data and so improve declaration rates.

The Lens intrapreneurship programme aims to harness and nurture creative and innovative problem solving ideas like entrepreneurs, but within our own organisation. Renfrewshire Council is the first local authority in Scotland to adopt the scheme which offers unique training and mentoring backed by financial investment. This allows members of staff from across the organisation, at all levels to pitch their ideas. Often these ideas address known inequalities. In our most recent round the 'Girls Night In' project was successful, recognising the particular needs of care experienced young women for personal development in an informal and supportive environment. In the previous round, the Renfrewshire Language Bank project recognised that interpretation support could be provided in a more responsive and locally based way.

Mental health first aid training has been rolled out to several service areas across the Council, with key staff now able to support colleagues. This is part of a wider approach to support disabled employees across the Council, with a focus on mental health, including for example the new Employee Disability Equality Network.

Our LGBTQIA+ Staff Network formed and grew over 2018/2019. The Network hosted a very successful meet and greet session for all employees in Autumn 2018, which contributed to increasing the number of representatives on the network. The Network now has several office bearers, including a Chair and Communication Liaison officer and a terms of reference to guide their work. They have developed a communications plan, with multi media channels being used for other staff to hear from the Network. There are plans in place for 2019, including IDAHOT Day and commemorating the Stonewall riots.

Renfrewshire Council has also taken the decision to fly a Rainbow flag during 2019, following agreement in 2018. The exact times for flag flying are to be agreed in consultation with local LGBT+ groups and the Staff Network.

We have developed a new Council website, with accessibility as the key focus. We are particularly working with older people and disabled people to ensure they can access council services online as easily as possible. This has come up as a priority from our consultation with Renfrewshire's Deaf community. A priority for the coming year will be increasing BSL presence on the Council website.

Our DEAR group shows good practice in working in partnership with the council as part of our community planning processes.

Face to face equality and diversity training was provided as part of the induction process for new Councillors in 2017. This helped to make attendees aware of their responsibilities with regard to checking for impact and other equalities issues in their decision making processes.

We remain a Disability Confident employer, undertaking regular reviews of our practices in relation to demonstrating robust recruitment, selection and retention of disabled employees. We work in partnership with ACCESS to WORK who help provide solutions and advice on supporting disabled employees to enter and remain at work.

We continue to invest in the health and wellbeing of our employees to strengthen employee resilience skills and support improved attendance at work. Over 300 employees across services attended Mindfulness Workshops, Drug Awareness sessions and Mental Health First Aider training in 2018/2019. Further employee wellbeing initiatives are planned to be delivered in partnership with our Occupational Health and Employee Assistance providers throughout 2019 and a new Health, Safety and Well-being Strategy 2019-2022 is being implemented in April 2019.

Our investment in the development of our employees is central to ensuring we have a flexible workforce with the right skills to reach their full potential and deliver the services of the future. Feedback from our 2018 People Development Review is informing a new suite of flexible learning and development options which will be offered out to employees throughout 2019. This will help to strengthen the resilience of our workforce and will be delivered using a more modern and inclusive approach, ensuring employees receive the necessary skills training on key subject matters on demand.

To support and expand career pathways and remove barriers that entry qualifications can bring, some of our employees began participating in the Graduate Level Apprenticeship programme during 2018. This is providing opportunities for employees who have often never been in formal higher education to gain Degree Level qualifications. Skills and experience are considered in the application process in addition to qualifications. These courses are free of charge, except for the time given for employees to attend. There is significant interest in 2019 courses.

As the future demand to use technology becomes more essential for work, life and learning, we continue to look at opportunities to develop employee digital skills. Our digital skills programme in 2018 saw approximately 100 front line employees complete training to improve their digital skills. A 'Digital Skills Leadership Board' has been established, which meets every 6 weeks focusing on digital challenges and innovations. Further development for the front line will be designed in 2019, and Office 365 sessions and digital taster sessions will be part of our Learning at Work week in May 2019.

To ensure that procedures and systems used to determine the pay and conditions of employment of all employees do not discriminate unlawfully and are free from bias, the Council has an Equal Pay Policy in place which is subject to regular review for relevancy and compliance. This policy outlines the Council's commitment to equal pay and the benefits for work of equal value for all employees.

6. Assessing Impact

Our impact assessment process has undergone some changes during 2018. It has been simplified, so staff can more easily highlight the key equalities issues and also the Fairer Scotland duty has been incorporated. Staff have found this helpful, as socio economic inequality and equality are often intertwined and so reflect the complexity of different interventions.

Our recent extensive consultation training is supporting an improvement in quality of EQIAs. It has skilled up staff across Council service areas to better seek out seldom heard voices, particularly from equality groups. They are now equipped with a range of tools and practiced skills to involve equality groups effectively. The network of good practice arising from the training is being spread across the Council, where members of staff can act as critical friends. In addition to the improvement this should lead to in our EQIA practice, it will ensure that equality groups are more actively and better involved in council developments.

There have been several high profile EQIAs related to the regeneration of Paisley town centre. Paisley Museum has been the most complex and involved EQIA so far. This EQIA process has moved forward following the various project phases. Initially this meant focussing on the building itself, to ensure features such as gender neutral toilets and appropriate disabled access can be included. This has moved on to how the space can be best used for the diversity of the community. Reporting on the progress against the actions has now been mainstreamed into project reporting milestones. The User Panels who are key resources for the Museum have been drawn from diverse backgrounds. This is the product of extensive engagement and dialogue with equalities led groups to ensure the panels include disabled people, Deaf people, older people, younger people and many other groups.

Other high profile impact assessments in the regeneration of Paisley town centre include the re development of Paisley Town Hall and the new Paisley Library. The Town Hall is a historic building and so has presented several challenges for physical accessibility. The project team has worked closely with the Renfrewshire Access Panel and others through the EQIA process to establish how best to ensure access and have come up with some creative solutions to meet the needs of local disabled people.

Our overall strategic planning documents, such as the new Council Plan and Community Plan have undergone overarching EQIAs to ensure that they have equality and diversity woven through them. This can present more of a challenge for an EQIA process, as such a broad range of areas are covered, but the process ensures that we are pulling these plans together using the local equality data, both qualitative and quantitative.

Further training and awareness campaigns are planned over 2018 to ensure that all staff remain aware of their responsibilities and are able to produce high quality impact assessments. This includes amending our Board reporting templates, so that officers can better reflect the findings of their EQIAs and better equip elected members with sufficient equalities information for them to make equalities sensitive decisions.

7. Equality Outcomes Progress

Renfrewshire Council's equality outcomes were developed in consultation with local equalities led community groups and as responses to local and national equalities data and research. The sections below explain what current activity is contributing to the outcomes; what activity is planned to contribute to the outcomes and what success will look like.

Outcome 1: Public spaces improve access and promote dignity for disabled and older people

Both disability led and older people led community organisations spoke about access and dignity when out and about. They spoke about this in terms of both outdoor spaces and indoor public facilities.

Current Activity

- Renfrewshire Leisure, Renfrewshire Council, Renfrewshire Access Panel and other disability led groups have been in ongoing detailed discussion in relation to the Paisley Library, Paisley Town Hall and Paisley Museum projects. This ensures that physical accessibility remains paramount during the various project stages. Full equality impact assessments have been undertaken on these projects, with physical access one of the main priorities. This has allowed design work to incorporate all desired accessibility features. This process of engagement and accessibility checking will continue as the project phases progress. The Paisley Museum Re-Imagined team have recruited an Accessibility Panel to influence all aspects of design as it progresses. The team have been successful in ensuring that a range of accessibility needs can be covered by the groups, for example using British Sign Language or responding to the needs of those with autism.
- The installation of 10 Changing Places toilets has been approved by the Council and will contribute significantly to improving accessibility and dignity. The locations of the first set of facilities has been agreed in consultation with Renfrewshire Access Panel and are being installed.
- The Regulatory Functions Board made a decision on 31st October 2018 to agree to publish a designated list of wheelchair accessible taxis and private hire cars under section 167 of the Equality Act 2010, which legislation became effective in 2017. The effect of publishing this list is that taxi and private hire car drivers who drive one of the vehicles noted on this list will have a legal duty to carry and give specified forms of assistance to wheelchair passengers, failure to comply with which will be a criminal offence. The Regulatory Functions Board decided that the list should be published as at 31st May 2019. Renfrewshire Council's Civic Government Enforcement Officer has been continuing to attend meetings of the local Access Panel, who have been supportive of our taxi licensing approach on accessibility. While this is not a public space in itself, it addresses a clearly articulated need from Renfrewshire's disabled residents use taxis to travel to and use public spaces.
- Initial meetings have taken place with ROAR (Older peoples' organisation) and Renfrewshire Access Panel in relation to looking at common access issues when out and about. While the two organisations have differing priorities and methodology for this work, there is some overlap. Various council services have contributed to developing this work, which ranges from young people conducting street audits to specialist assessments from Renfrewshire Access Panel.

Planned Activity

- Continue the EQIA process on to the next phases of the Paisley town centre capital projects, beyond physical accessibility.
- Link ROAR and Renfrewshire Access Panel with the appropriate Council services to take forward street scene work. Renfrewshire Access Panel may be able to act as the expert assessor.
- A consultation is currently taking place to develop a Renfrewshire Dementia Strategy. There may be the potential for developing further Dementia Friendly communities, following

Lochwinnoch. There may also be scope for Renfrewshire Council to become a dementia friendly organisation, depending on what arises from the consultation.

Success Measures

Paisley town centre capital developments all have full impact assessments completed, with the appropriate local equality led community groups involved beyond the assessment.

Changing Places toilets are in place in appropriate places in Renfrewshire, having worked with Renfrewshire Access Panel on locations.

Audits of the street scene by specialist local equalities led groups show satisfaction.

Outcome 2: Our staff and communities fully understand the causes and consequences of gender based violence and are equipped to respond

Women's groups told us about good work to tackle gender based violence happening locally, and an opportunity to make our new multi-agency strategy for gender based violence even better.

Current Activity

- The new Gender Based Violence strategy was launched in 2018 - Equally Safe in Renfrewshire: [Renfrewshire's NO to Gender Based Violence Strategy 2018- 2021](#).
- In addition to contributing to national priorities, the strategy establishes four local priorities, which will greatly contribute to delivering this equality outcome:
 - Ensure strong partnership working within Renfrewshire's GBV Strategy Group
 - Provide high quality local services which meet the needs of victims and address the behaviour of perpetrators.
 - Improve the knowledge, skills and behaviour of local workers around GBV through training and awareness raising activity.
 - Improve the knowledge, skills and behaviour of the wider community around GBV through training and awareness raising activity.
- Housing services staff from Johnstone, Paisley and Renfrew attended training sessions to develop a better understanding of the impact of gender based violence within a housing setting. The sessions help staff to develop their expertise on domestic abuse and GBV more broadly; recognise the impact that coercive control has on victims; understand the need for appropriate, speedy and sufficiently detailed referrals; and understand the requirement of the duty to consider 'persons at risk of domestic abuse' as a priority category in housing legislation. The sessions also provided staff with an opportunity to contribute to developing a quick guide and referral process chart, which will be finalised in early 2019 and circulated to all staff within Housing Services.
- We became part of the Make a Stand campaign, which was launched in June 2018. It centres around a pledge that has been developed in partnership with the Domestic Abuse Housing Alliance (DAHA) and Women's Aid. Renfrewshire Council has signed up to the pledges, as follows:
 - Put in place and embed a policy to support residents who are affected by domestic abuse

- Make information about national and local domestic abuse support services available on Renfrewshire's website and in other appropriate places so that they are easily accessible for residents and staff
- Put in place a HR Policy, or amend an existing policy, to support members of staff who may be experiencing domestic abuse
- Appoint a champion at a senior level in your organization to own activity you are doing to support people experiencing domestic abuse
- Now the pledge is signed we have until September 2019 to put the four elements in place. A small Working Group has been set up to deliver a Statement of Intent on domestic abuse for employees and we are currently working closely with colleagues within HR around creating a Renfrewshire Council Domestic Abuse Policy.

Planned Activity

- Safe and Together training will be rolled out to all staff in a Child Welfare setting, bringing international best practice to Renfrewshire's approach to domestic abuse.
- Following the successful launch of the workplace domestic abuse policy, further training and publicity is planned for other service areas.

Success Measures

The action plan from the strategy is updated annually, with a progress report published during the 16 days of action. Performance indicators are included in the action plan, also available [here](#).

Outcome 3: Equalities-led organisations are supported to become sustainable and influential partners

We recognise the role of a strong third sector, and in particular, the importance of community-led groups as sign posters, referrers and intermediaries for diverse communities accessing public services. Some of our smaller equalities-led community groups were keen to explore opportunities for collaboration and networking, and are concerned about sustainable funding arrangements. We're also aware of representation gaps for some communities and voices that are rarely heard, and understand that the Council has an important role in facilitating this. This outcome has been subsequently reinforced by UWS research with local BME groups who felt that the Council could provide more support and resources to help BME led support organisations to build capacity.

Current Activity

- The new Community Plan: Our Renfrewshire and the new Local Partnerships are intended to put equalities led community groups at the heart of developments.
- The DEAR Group has grown and developed significantly in the last year and now supports many more organisations to network with one another.
- Undertaking a DEAR Group review to ensure the role and remit meet the needs of all involved and develop the new work plan.

Planned Activity

- Supporting the development of the New Buddies Integration Network.

- Completing a corporate review of grant giving and exploring further service level agreements should give some stability and sustainability to organisations who receive these funds.

Success Measures

Increased number of equalities led community groups in Renfrewshire

New Buddies Network is in place and known by many Renfrewshire residents

Outcome 4: Council services are responsive to the needs of equalities groups, with well-designed and flexible services

We received a lot of feedback from communities about making sure our services are accessible and meet the needs of diverse communities, both from a physical accessibility point of view – but also by improving the cultural competence of our services. We've started doing significant work around customer access, and equalities have been an important consideration in developing some of our digital channels. We intend to apply some of these principles more broadly to service design within the Council. This outcome has been subsequently reinforced by UWS research with local BME groups who felt that there should be more done to remove ignorance and tackle bullying, particularly in schools. There was also a recommendation that all BME people (not just new arrivals) should be made more aware of the council services available to them.

Current Activity

- The new Customer Strategy has made a significant contribution to achieving this outcome. The strategy has undergone an equalities impact assessment, which highlighted issues around digital access and communication needs amongst others, which have fed into our planned activity in this area
- The work ongoing related to Paisley Library and Paisley Museum (covered elsewhere) contributes significantly to achieving this outcome.
- Online forms have been reviewed with a local transgender+ organisation and changes are underway to ensure that those who don't identify as male or female have equal access.
- Employees from across the Council services have undertaken a significant amount of training on consultation. This is the start of the good practice network of Council staff who can deliver and advise on best practice in engagement and consultation. The most significant element of this piece of work is about ensuring that seldom heard voices are brought to the fore. This means that when we are designing services, strategies or programmes of work, we are ensuring that the full diversity of the community can input.

Planned Activity

- Building on the poverty stigma training to build our inclusive customer experience.
- Working with local BME community groups to develop a shared understanding of issues and work on resolving areas of concern.
- As part of implementing the Customer Strategy, a number of areas for specific equalities training have been identified. Plans are in place to deliver refreshed deaf awareness training for front line staff, together with an introduction to British Sign Language. Other areas to cover may include specific section related to cultural practices and gender identity.

Success Measures

Enhanced equalities training focussing on specific local issues is delivered to customer facing staff and opportunities for shadowing with local equality led community organisations made available to staff

Outcome 5: Renfrewshire Council promotes itself as and becomes an employer of choice for disabled people

Our employee data indicates that we have a significant underrepresentation of disabled staff and/or disabled employees don't feel comfortable to disclose their disability. We also note that disabled people have a lower than average success rate when making job applications to the Council. We are already a Disability Confident employer, but want to do more to engage with our disabled staff to understand any barriers they might face at work. This outcome has been subsequently reinforced by UWS research with local BME groups who felt that the council employee profile should be more representative of the diverse community it serves. Further to this, it may be that there is further work to do in identifying progression routes and whether there are any issues in employees from BME backgrounds progressing to management positions.

Current Activity

- The launch of the Employee Disability Equality Network started on the UN International Day of Disabled People 2017. This generated interest from staff in services across Renfrewshire Council and beyond. Initial discussion led to a wide range of aspirations from members. While many interested had a disability, many were interested in their capacity as a carer, or supportive colleague. The Network and associated publicity are part of an overall approach to improve the employment experience of disabled employees and enable the Council to become an employer of choice for disabled people.
- People with learning disabilities have skills and talents and want to achieve their full potential. People with learning disabilities consistently indicate that they want to work. However, there is an estimated employment rate of 7% for people with learning disabilities compared to over 74% for the general population and 45% of disabled people at large. It is clear that the employment aspirations of people with learning disabilities are far from being met.

Renfrewshire Council (Economic Development team) have been operating a successful Project Search Model since 2015, bringing 12 young people each year with Learning Disabilities into traineeships at the Council for 9 months (3 different 3 month opportunities per person) with the aim of them securing employment at the end of the programme. Project Search received the People Award at the Staff Recognition award ceremony.

The programme has proved very successful with around 50% of trainees securing work immediately on completion and others continuing to be supported to find future employment. Renfrewshire Council employs a number of the trainees each year and further work is being done to look at encouraging more people with disabilities to be supported into employment.

Success Measures

There is well attended and vibrant Disability Staff Network in place

Management training courses show attendance from disabled employees and BME employees

Outcome 6: Equalities implications are clearly and consistently considered in decision making

While we routinely consider equality impacts of our decision making, this could be more consistent across the organisation, and more clearly reported to citizens. We'll be doing more to support officers to perform high quality assessment of potential equalities impacts, and to support members in their decision making and scrutiny.

Current Activity

- The Equality and Human Rights Impact Assessment has been refreshed to increase uptake by making it more user friendly and including the Fairer Scotland duty.
- High profile programmes of work have had impact assessments undertaken, such as the Council Plan, Our Renfrewshire (the Community Plan), the Customer Service strategy, the Paisley Library and Paisley Museum developments, amongst others.

Planned Activity

- Develop a better method of reflecting the contents of impact assessments in Board reporting structures and in the content of reports.
- Programme and publicise face to face impact assessment training and refresh online impact assessment training.

Success Measures

All reports going to the Boards of the Council have accompanying impact assessments, approved by the relevant Head of Service.

Service Improvement Plans in each Service area have included impact assessment as a key area of performance.

8. Public Procurement

Renfrewshire Council as a contracting authority has adopted a number of approaches to ensure that equality is an integral part of the procurement process. The Council's Standing Orders Relating to Contracts 2016 set out specific requirements to support equalities and prevent discrimination under Section 5.0 which states that:

- 5.1 Tenderers must be asked to produce their equal opportunities policies before they may be shortlisted or recommended for an award of contract.
- 5.2 Before entering into a contract, the Head Of Policy And Commissioning (HOPAC) shall obtain from the contractor an assurance in writing that, to the best of the contractor's knowledge and belief, the contractor has complied with all statutory requirements under the Equality Act 2010 and all previous legislation, regulations and statutory guidance relating to equality matters.
- 5.3 All contracts entered into by the Council shall contain a condition obliging the contractor to comply with all duties arising from the Equality Act 2010.

The Council's corporate procurement unit have integrated the statutory Fair Work Practices, including the Living Wage requirements, into contracts for all regulated procurements where the estimated

value of the contract is equal to or greater than £50,000 for goods and services and £2,000,000 for works contracts and which are not otherwise exempt from regulation. To ensure that the requirements are relevant and proportionate to the contract Fair Work Practices are considered at the outset when developing the contract strategy and where relevant are evaluated and scored as part of the tender process.

As a contracting authority Renfrewshire Council expects delivery of high quality services and achieving best value. Therefore, we actively require suppliers to provide evidence of Fair Work Practices and compliance with relevant employment, equality and health and safety law, human rights standards. We also expect that workers who are engaged through, for example, employment agencies, 'umbrella' companies and/or other intermediaries receive fair, equitable and non discriminatory pay, terms and conditions and reward packages.

As part of our continuous improvement regime we are working with a range of partners including officers from the Scottish Government to fully embed the Fair Work Practices statutory requirements aligned to the Procurement Reform (Scotland) Act 2014.

Renfrewshire Council continues to maintain its commitment to maximising the use of community benefits as an integral part of the procurement process and activities in addition to the core purpose of the contract. Tenderers are asked to identify the community benefit outcomes they wish to offer which include, targeted employment and training initiatives; educational support initiatives; supply chain development activity; vocational training; community, corporate social responsibility (CSR) and environmental initiatives; supported business, third sector and voluntary sector initiatives; and equality and diversity initiatives.

Community Benefit requirements are shaped and developed in consultation with various internal and external stakeholders who are members of Renfrewshire's Community Benefit Forum. A range of innovative approaches have been implemented such as suppliers delivering a recruitment and industry awareness to those who are 16 to 24 of age, participating and supporting the STEM (Science, Technology, Engineering & Mathematics) programme encouraging and raising awareness amongst women. Over 700 Community Benefits are being offered by external providers with contracts with the Council, providing a broad range of employment and education initiatives for young people and communities in Renfrewshire. Over 50% of all Community Benefits offered by external providers with contracts with the Council are providing employment and work placement opportunities for priority groups.

Appendix 1 – Children’s Services data

Summary of findings

Ethnicity

The data shows that for younger age groups in schools, ethnic diversity continues to increase. This pattern that has been followed for a few years. The change over time shows our proportion of minority ethnic children in primary schools has risen from 3.7% in 2013/14 to 5.1% in 2016/17, to 5.8% in 2017/18. In secondary schools, this figure has risen from 3.6% in 2013/14 to 3.9% in 2016/17, to 4.1% in 2017/18. Our category of White: other has also risen from 2.6% to 3.9% in Primary and 1.8% to 2.8% in secondary over the same time period. This trend has also been followed in special schools, with 5.9% minority ethnic children in 2016/17, rising to 6.5% in 2017/18.

Pupils in Renfrewshire schools use an increasing variety of first languages. In 2017, 60 foreign languages were spoken across primary, secondary and ASN settings, a rise from 56 languages the year before. Polish is the largest foreign language group, followed in some distance by Asian languages.

We have recorded the number of racist incidents in schools (as shown on the following table). It is thought that the rise shown could be related to increased reporting. Increased reporting can give schools the opportunity to respond more effectively, as they are better aware of the scale of the problem.

Sector	Number of incidents					Number on school roll				
	2017 /18	2016 /17	2015 /16	2014 /15	2013/ 14	2017 /18	2016 /17	2015 /16	2014 /15	2013 /14
Primary	28	32	15	*	23	13238	13058	12,916	12,783	12,592
Secondary	18	20	10	*	*	9920	9886	9,953	10,097	10,388
ASN	0	0	0	0	0	386	371	364	367	360
Total	46	52	25	10	29	23,544	23,315	23,233	10,464	23,340

Gender

Our gender split in schools is now fairly even, whereas previously we had slightly more boys. Renfrewshire reflects the national picture, in girls out performing boys in terms of attainment. We also find that there are significant gender differences in terms of exclusion, as the table below shows.

2017/18	2016/17	2015/16	2014/15	2013/14
---------	---------	---------	---------	---------

	male	female	male	female	male	female	male	female	male	female
Primary	73	15	72	*	68	*	33	*	38	*
Secondary	341	69	319	106	355	97	285	63	313	87
ASN	16	*	15	*	11	0	22	*	34	*
Total	430	86	406	117	434	106	340	70	385	98

There is also a slight gender difference in the figures for looked after children, although this is slightly less pronounced in Renfrewshire than that of the national picture. In Renfrewshire there seem to be proportionally fewer looked after children from an ethnic minority group or with a disability than in Scotland overall. It is not yet known whether this is due to under recording or a genuine under representation.

Characteristics of children looked after by local authority, 31st July 2017(1),(2),(3)

	Gender			Children known to be from minority ethnic groups⁽⁴⁾		Children known to have a disability⁽⁵⁾	
	Male	Female	% male	Number	%	Number	%
Renfrewshire	351	308	53	*	1	41	6
Scotland	8,121	6,776	55	492	3	1,636	11

(1) Table excludes children who are on a planned series of short term placements.

(2) Figures for 2016-17 are provisional and may be revised in 2017-18.

(3) Cells containing * represent numbers that are suppressed to maintain confidentiality.

(4) 'Minority Ethnic Group' includes the ethnic groups Mixed Ethnicity, Black, Asian, and Other Ethnic Background.

(5) Until 2012 this category was presented as 'disability'. This was amended to additional support needs until 2015 because the information collected did not meet the definition of 'disability' outlined in the Equality Act 2010. The current binary question was introduced in 2015/16 for consistency with other parts of the UK.

(6) Statistics for 2017/18 currently being collated and still to go through validation exercise.

Appendix 2 – Occupational segregation data

The following data was extracted in September 2018 and makes the comparison to previous data extracted in March 2017.

Chief Officers:

The Chief Officers consist of the Chief Executive, Directors and Heads of Service. Grades range from CO1 to CO24.

- The concentration of men and women are 8 women and 14 men. This is same proportion as in 2017, 36% women.
- 15 Chief Officers have declared they do not have a disability and 8 chose not to disclose. This is same proportion as in 2017.
- 6 Chief Officers chose not to disclose if they were from a minority racial group, and 16 identified as White Scottish, British or Irish. This is same proportion as in 2017.

Craft Employees:

Craft employees consist of key occupations such as plumbers, bricklayers, electricians, joiners, painters, glaziers, plasterers, slaters, mechanics and engineers. Grades range from SSCRAFT1 to SSCRAFT28 and TELEC.

- The concentration of men and women are 204 men (compared to 219 in 2017) and no women.
- 133 craft employees have declared they do not have a disability (compared to 137 in 2017), 68 chose not to disclose (compared to 75 in 2017) and 3 have declared they have a disability (compared to 7 in 2017).
- 90 craft employees chose not to disclose whether they were from a minority racial group (compared to 99 in 2017), 114 disclosed they were White Scottish or British (compared to 120 in 2017) and no-one from a BME background.

Local Government Employees (LGE):

LGE consist of key occupations such as caterers, cleaners, housekeepers, janitors, refuse collectors, drivers, home care workers, gardeners, social workers, labourers, classroom assistants, additional support needs assistants, road workers, wardens, nursery officers and all administration, professional, technical and clerical occupations. Grades range from GRA to GRQ.

- The concentration of men and women are 4,463 women (compared to 4,235 in 2014) and 1,582 men (compared to 1,525 in 2017).
- 4,107 LGE have declared they do not have a disability (compared to 3,706 in 2017), 1,715 chose not to disclose (compared to 1,825 in 2017) and 223 have declared they have a disability (compared to 229 in 2017).
- 2,029 LGE chose not to disclose if they were from a minority racial group (compared to 2,152 in 2017) and 100 declared they are from a BME background (compared to 70 in 2017) and 3,916 declared they are White Scottish, British or Irish.

Teachers:

Teaching employees consist of key occupations such as educational psychologists, instructors, head teachers, depute head teachers, heads of faculty, principal teachers, teachers and trainee teachers for all subject areas. Key grades range from TEACHER1 to TEACHER55, PSYCHOLS1 to PSYCHOLS3, CONCERV29 to CONSERV32, MUSIC1 and ADVISER1.

- The concentration of men and women are 1,494 women (compared to 1,407 in 2017) and 384 men (compared to 340 in 2017).
- 1,241 teaching employees have declared they do not have a disability (compared to 1,040 in 2017), 604 chose not to disclose (compared to 679 in 2017) and 33 have declared they have a disability (compared to 28 in 2017).
- 685 teaching employees chose not to disclose if they were from a minority racial group (compared to 754 in 2017), 18 declared they were from a BME background (compared to 16 in 2017) and 1,175 declared they were White Scottish, British or Irish.

Appendix 3 – Gender Pay Gap

APRIL 2017

The previous report of April 2017 highlighted a gender pay gap of 4.86% or £0.74 per hour in favour of male. The report stated that further work would be carried out to better understand the pay gap in the Council.

DECEMBER 2017

Council adopted the following motion: *'The Elected Members recognise the excellent work done by previous Councils and their officers in reducing this Council's gender pay gap and clearing any backlog of gender equality claims. At a recent board meeting it was stated that a modest five percent remains. This Council, with four and a half years still to run, commits to taking all reasonable steps to reduce the gender pay gap to zero before the end of that period.'*

APRIL 2018

Further work was carried out on the pay gap and a report was then presented by the Chief Executive to the Council's Leadership Board in **April 2018**. The report outlined the gender makeup of the Council and highlighted a slightly reduced pay gap of **4.59% or £0.70p per hour in favour of male**, along with suggested step to be taken to reduce the pay gap.

The full report and associated infographics can be found [Here](#)

Although the pay gap is a modest figure in comparison to other local and national data, the Council has the scope and ability to take steps to improve the pay gap by implementing a balanced range of internal actions as detailed below. This can be done with input and support from key stakeholders.

Implementing the actions will ensure the Council monitors the pay gap movement more rigorously, whilst developing a better understanding of the reasons for the pay gap and outlining a range of internal interventions to be put in place. Progressing such actions will demonstrate the Council continues to take reasonable steps to 'advance equality of opportunity' to reduce the pay gap as required by the PSED.

Actions include:

1. More rigorous monitoring and benchmarking of the pay gap by officers and reporting of progress to members;
2. Implementing revised HR & OD policies to encourage men and women to share caring responsibilities;
3. Promoting flexible working provisions, making jobs at all levels across the Council available on a flexible basis where appropriate;
4. Re-launching of the Council's Mentoring scheme with a focus on encouraging women to become mentors or mentees;
5. Developing campaigns to positively encourage greater levels of applications from men for jobs traditionally dominated by women; and develop managers to use positive action when recruiting;
6. Implementing targeted development programmes supporting women in lower grades to apply for more senior roles.

OCTOBER 2018

The pay gap was calculated again in September 2018 showing a 3.58% or £0.55 in favour of men, a drop of just over 1%. The overall reason for the reduction in the pay gap is due to employee turnover (leavers and new starters including internal movement). Improvements in the pay gap percentages can be seen in Chief Officers, Local Government and Teachers Groups. There was no change to the pay gap for Craft employees.

Although the pay gap is a modest figure in comparison to other local and national data, a number of actions are being progressed by the Council to reduce the gap.

- The pay gap is now being measured every 6 months and is being benchmarked against other Councils. Annual progress reports will be submitted to the Council's Leadership Board.
- A key focus of the Council's OD Strategy 2016-19 is to improve efficiency, modernise our ways of working and support our workforce going through change. During 2017 and 2018, 8 new HR&OD policies were approved by the Council and implemented. These included Code of Conduct, Carers Leave, Flexible Retirement, Recruitment, People, Performance and Talent Policy, Recruitment, Flexible Working, Trade Union Facility Time Policy, and Parenting Leave and Pay policies. These policies promote flexibility and inclusiveness, support a modern workplace environment and encourage employees to share family and caring responsibilities.
- The HR & OD Policy Review Plan for 2019 will update and review the Supporting Attendance, Equality and Diversity, Respect at Work, Supportive Leave, Supporting Continuous Learning and Learning and Development policies. A new policy is being developed to support employees who experience and Domestic Abuse. This policy will help to raise awareness of Domestic Abuse within the workforce and provide guidance for managers in supporting employees who may experience Domestic Abuse. Additionally, a new policy to support women experiencing symptoms of menopause is being developed. Without the right support, some of the symptoms can make it difficult for women to achieve their full potential at work. Just raising the subject of menopause can reduce the impact of some symptoms and enable employees to continue performing well in their roles.
- Since the implementation of the new Flexible Working Policy, 98 applications from across the Council were received with 90 being approved from across a range of occupations. The HR&OD team continue to work with services to promote flexible working provisions making jobs at all levels across the Council available on a flexible basis where appropriate.
- The Cross Organisational Mentoring Scheme was launched in September 2018, involving Renfrewshire, Glasgow, Inverclyde, South Lanarkshire, West Dunbartonshire Councils and NHS Greater Glasgow and Clyde. The programme is a creative and innovative partnership and supports senior managers and chief officers to build supportive one to one mentoring relationships facilitating the sharing of knowledge and expertise across partner organisations. The programme primarily supports their personal development, growth and career goals. 60% of Mentee and Mentor participants from Renfrewshire are women. Encouraging women to participate was a key objective during the launch. An internal mentoring programme is due to be launched early 2019. This programme aims to support the career pathways of all employees, particularly women across the frontline workforce.
- The Council attends various local and national recruitment fairs throughout the year alongside a number of other public and private sector employers to promote the Council, its vacancies and the

benefits of working here. Working closely with services, the recruitment team has carried out an analysis of recruitment needs and challenges. An exercise was completed with the Care at Home Service which looked at the profile of the service, retention rates, employment contracts and hours available, flexibility of work patterns in order to help build a more flexible, attractive rewarding role in the Council. A targeted recruitment campaign for home care workers was then launched using a range of on-line job advertising sites and social media campaigns, the Council and partners websites, radio and tv campaigns, local newspapers and publications and poster campaigns in local areas. For the recruitment of Teachers, the Council has a subscription with Times Educational Supplement (TES), which is a weekly professional publication and on-line portal used to advertise all promoted and unpromoted posts. In addition, the approach to recruitment has been improved and streamlined across all services resulting in a general increase in candidate interest. It is hoped these measures will improve gender balance.

- To ensure we continue to attract a diverse range of candidates from all backgrounds into the Council, a new recruitment strategy will be developed to accompany the new recruitment policy. The strategy will support targeted recruitment campaigns with associated partners i.e., schools, job centres, colleges, universities etc. To further the reach, we are also looking at expanding our use of using social media platforms, i.e., Instagram, LinkedIn etc. There is an on-going review of job adverts used by the Council to include clear Council branding, continued promotion of the Council being an accredited Scottish living wage employer, advert wording targeted to ensure more inclusion for underrepresented groups attracting greater levels of applications from males for traditionally female dominated jobs i.e., home care, early years etc and greater levels of applications from females for traditionally male dominated jobs i.e., craft/gardeners etc.
- A new Chartered Management Institute (CMI) Level 2 Certificate programme for frontline employees was launched to support front line employees with development, career pathways and a qualification around supervisory and team leader skills. From the 4 programmes being delivered, 63% of employees are women. The roll out of our Management and Leadership Development Programmes is progressing well with 404 managers and employees participating in Leaders of the Future, ASPIRE and the (CMI) Level 3 Certificate and Level 2 Award programmes. 71% of participants are women supporting our Gender Pay Gap priorities. Attendance on the programmes remains positive at 87% and evaluations of the programmes remain strong with 99% of participants reporting they have increased their knowledge because of attendance.
- Team Development sessions in “teamworking in a change environment” and “recruitment and selection” are being facilitated by HR&OD, particularly for existing Early Years Child Care Officers, in supporting the transition to 1140 hours of free childcare for 3 & 4 year olds by August 2020 and supporting the recruitment of additional employees. Team development sessions have also been requested by senior management teams, facilitated by HR&OD using personality preferences to identify individual and team strengths and development actions in capacity, problem solving, communication, prioritisation and leadership style. Employment law workshops are being developed by Legal services and HR&OD to improve knowledge and skills for managers that will cover conducting disciplinary investigations, demystifying parenting leave and mock tribunals. A ‘Mediation Service’ is also being established that will have a cohort of recently trained ACAS accredited workplace mediators who can provide mediation as a means of an alternative resolution to workplace disputes or conflict where appropriate.
- A project team has been established to deliver a programme of engagement for all employees, elected members and communities to develop new Council Core Values. These will be the guiding principles that explain what the Council stands for, what is most important to us and what our communities expect from us. Employee engagement will be facilitated by the HR&OD and Policy teams, supported by Communications and Marketing, and will use customised engagement technology to reach the widest

possible workforce audience. Employee engagement will reach over 800 employees from across the council (10% of the council's workforce), in face-to-face focus group activity. Around 30 sessions will take place across Renfrewshire during March to May 2019, with the Council Management Team actively supporting focus group participation. All employees will be encouraged and supported to take part in the engagement process. Feedback will be reported at the end of the engagement programme to share what employees have told us.

- An 'Internal Careers Advisory Service' is currently being developed to support employees with careers advice on the type of jobs in the Council and available training options helping them to make informed decisions about their future career direction. Aligned to this will be the introduction of a new voluntary work experience programme providing employees with the opportunity to register an interest in and gain voluntary work experience in other service areas, subject to relevant checks and criteria. Both these programmes will help to promote career pathways for employees and challenge perceived gender specific roles whilst giving a 'taster' of the job and the opportunities and challenges it brings.

Equalities Staff Data 2019

Renfrewshire Council

This document contains a range of datasets about Renfrewshire Council's employees, by protected characteristic. It Includes:

- 1) Staff Head Count
- 2) Childrens Services Staff Establishment
- 3) Application and Recruitment
- 4) Training and Development
- 5) Leavers

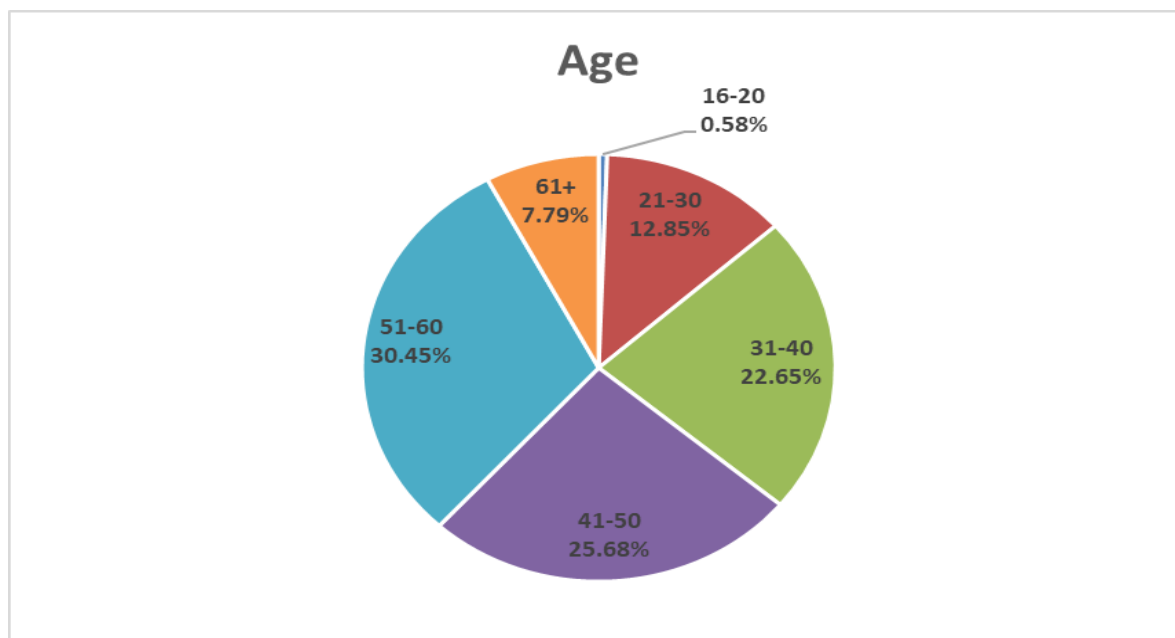
Renfrewshire Council - Staff Head Count

This data tell us who works for Renfrewshire Council, by protected characteristic. This is the headcount for all employees, including the education authority (although this is also provided separately). Commentary and analysis on these figures can be found in the accompanying Equalities Outcomes and Mainstreaming Report 2019. Pie charts have been presented where they aid interpretation of the statistics.

Please note: In some cases, where the numbers are very small, percentages can often not be very useful. Figures under 5 are denoted with an *

Age

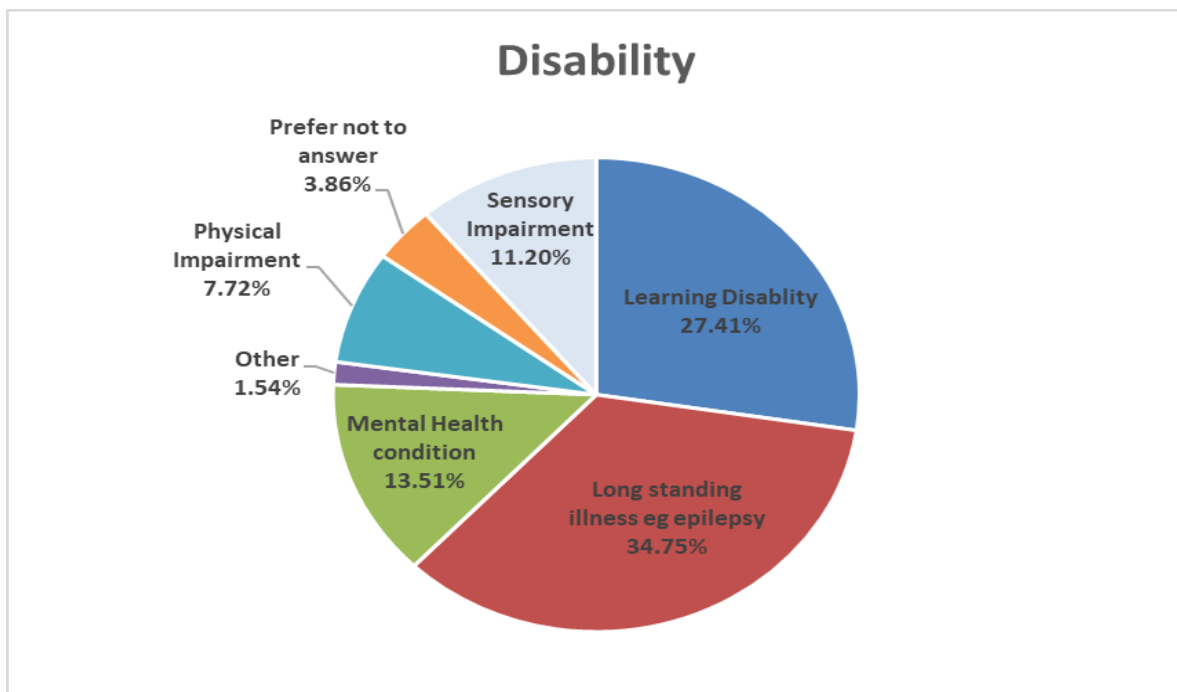
Age Group	Head Count	%
16-20	47	0.58%
21-30	1047	12.85%
31-40	1846	22.65%
41-50	2093	25.68%
51-60	2481	30.45%
61+	635	7.79%
Total	8149	



Disability

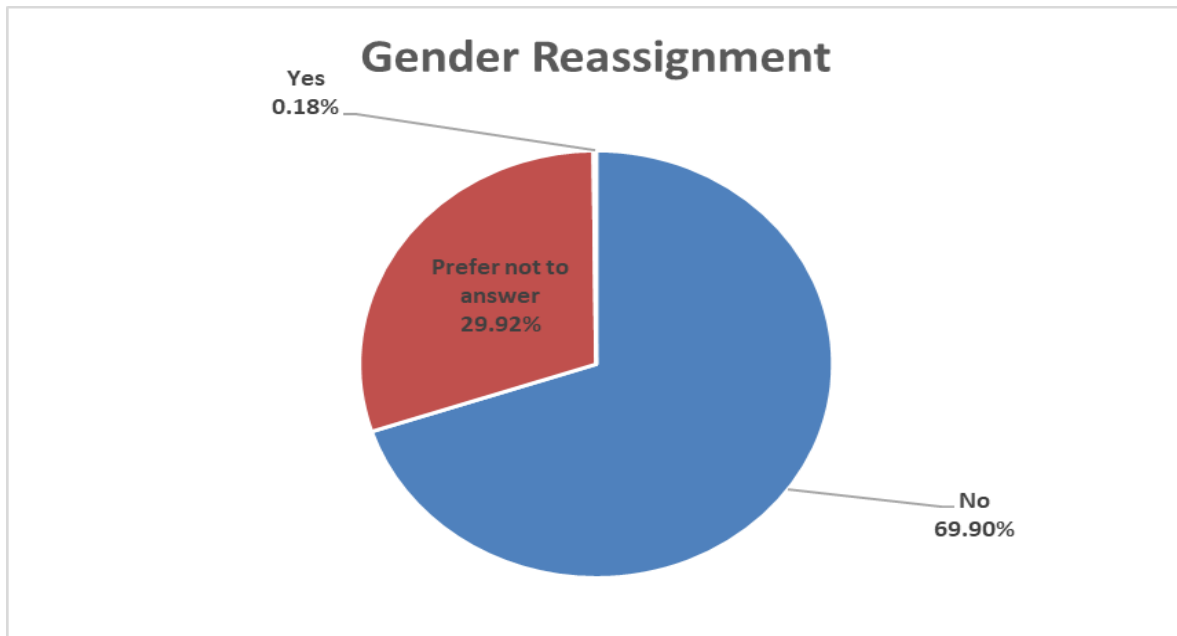
Disability	Head Count	%
No	5496	67.44%
Prefer not to answer	2394	29.38%
Yes	259	3.18%
Total	8149	

The pie chart below shows the type of disability recorded by the 3.18% of employees declaring that they have a disability



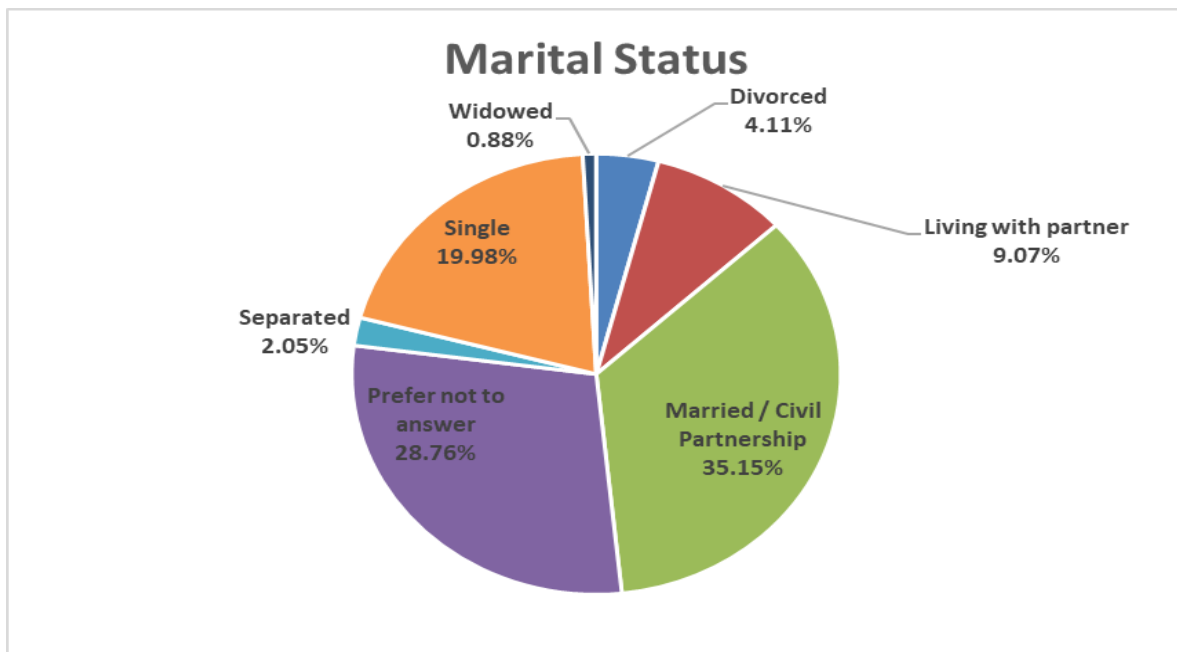
Gender Reassignment

Gender Reassignment	Head Count	%
No	5696	69.90%
Prefer not to answer	2438	29.92%
Yes	15	0.18%
Total	8149	



Marital Status

Marital Status	Head Count	%
Divorced	335	4.11%
Living with partner	739	9.07%
Married / Civil Partnership	2864	35.15%
Prefer not to answer	2344	28.76%
Separated	167	2.05%
Single	1628	19.98%
Widowed	72	0.88%
Total	8149	



Pregnancy and Maternity

Pregnancy	Head Count	%
Neither	4494	55.15%
Prefer not to answer	3649	44.78%
Pregnant	6	0.07%
Total	8149	

Ethnicity

Ethnic Origin	Head Count	%
African - African, African Scottish or African British	9	0.11%
Arab - Arab, Arab Scottish or Arab British	*	*
Asian, Asian Scottish or Asian British - Bangladeshi, Bangladeshi Scottish or Bangladeshi British	*	*
Asian, Asian Scottish or Asian British - Chinese, Chinese Scottish or Chinese British	*	*
Asian, Asian Scottish or Asian British - Indian, Indian Scottish or Indian British	17	0.21%
Asian, Asian Scottish or Asian British - Pakistani, Pakistani Scottish or Pakistani British	12	0.15%
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	*	*
Mixed Ethnic background	18	0.22%
Other Ethnic background	31	0.38%
Prefer not to answer	2810	34.48%
White - Irish	44	0.54%
White - Other British	207	2.54%
White - Scottish	4970	60.99%
White - Eastern European (eg Polish)	25	0.31%
Total	8149	

Religion or Belief

Religion or Belief	Head Count	%
Another Religion	59	0.72%
Buddhist	10	0.12%
Church Of Scotland	1485	18.22%
Hindu	6	0.07%
Humanist	51	0.63%
Jewish	*	*
Muslim	26	0.32%
None	1979	24.29%
Other Christian	303	3.72%
Pagan	6	0.07%
Prefer not to answer	2810	34.48%
Roman Catholic	1394	17.11%
Sikh	16	0.20%
Total	8149	

Gender

Gender	Head Count	%
Female	5965	73.20%
Male	2184	26.80%
Total	8149	

Sexual Orientation

Sexual Orientation	Head Count	%
Bisexual	22	0.27%
Gay	40	0.49%
Heterosexual	5418	66.49%
Lesbian	35	0.43%
Prefer not to answer	2634	32.32%
Total	8149	

Renfrewshire Council - Childrens Services - Staff Establishment 2019

Gender	Head Count	%
Female	3066	84.44%
Male	565	15.56%
Total	3631	

Disability	Head Count	%
No	2405	66.24%
Prefer not to answer	1136	31.29%
Yes	90	2.48%
Total	3631	

Type of disability	Head Count
Learning Disability	31
Long standing illness eg epilepsy	35
Mental Health condition	11
Physical Impairment	5
Sensory Impairment	8
Prefer not to answer	*
Total	90

Sexual Orientation	Head Count	%
Bisexual	11	0.30%
Gay	19	0.52%
Heterosexual	2360	65.00%
Lesbian	13	0.36%
Prefer not to answer	1228	33.82%
Total	3631	

Age Group	Head Count	%
16-20	*	*
21-30	572	15.75%
31-40	1005	27.68%
41-50	942	25.94%
51-60	936	25.78%
61+	174	4.79%
Total	3631	

Religion	Head Count	%
Another religion	15	0.41%
Buddhist	8	0.22%
Church of Scotland	625	17.21%
Hindu	*	*
Humanist	26	0.72%
Jewish	*	*
Muslim	10	0.28%
None	795	21.89%
Other Christian	161	4.43%
Prefer not to answer	1299	35.78%
Roman Catholic	683	18.81%
Sikh	5	0.14%
Total	3631	

Transgender	Head Count	%
No	2482	68.36%
Prefer not to answer	1143	31.48%
Yes	6	0.17%

Renfrewshire Council - Childrens Services - Staff Establishment 2019

Ethnic Origin	Head Count	%
African - African, African Scottish or African British	*	*
Asian, Asian Scottish or Asian British - Chinese, Chinese Scottish or Chinese British	*	*
Asian, Asian Scottish or Asian British - Indian, Indian Scottish or Indian British	*	*
Asian, Asian Scottish or Asian British - Pakistani, Pakistani Scottish or Pakistani British	7	0.19%
Mixed Ethnic background	8	0.22%
Other Ethnic background	12	0.33%
Prefer not to answer	1290	35.53%
White - Irish	20	0.55%
White - Other British	94	2.59%
White - Scottish	2184	60.15%
White - Eastern European (eg Polish)	9	0.25%
Total	3631	

Marital Status	Head Count	%
Divorced	115	3.17%
Living with partner	306	8.43%
Married/Civil Partnership	1272	35.03%
Prefer not to answer	1134	31.23%
Separated	57	1.57%
Single	726	19.99%
Widowed	21	0.58%
Total	3631	

Pregnancy	Head Count	%
Neither	1888	52.00%
On maternity leave	*	*
Prefer not to answer	1738	47.87%
Pregnant	5	0.14%
Total	3631	

Renfrewshire Council - Application and recruitment data 01.04.2017 - 31.12.2018

This data gives us information about the people who have applied to work at Renfrewshire Council, by protected characteristic, between 1st April 2017 and 31st December 2018. It also tells us how many people were successful in their applications, by protected characteristic. We can use this to calculate a 'conversion rate' i.e. the percentage of people from a particular group who are successful.

Please note: This data counts the number of applications, rather than applicants. There are likely to be people who have applied for a number of different jobs within the Council. Also, in some cases, where the numbers are very small, percentages can often not be very useful. Figures under 5 are denoted with an *

	Applications 35370	Appointed 1025	% Appointed Av - 2.90%
Sexual Orientation			
Bisexual	4916	128	2.60%
Gay	397	12	3.02%
Hetrosexual	26229	720	2.75%
Lesbian	1231	37	3.01%
Other	102	*	*
Prefer not to answer	2495	127	5.09%
Total	35370	1025	2.90%

Caring Responsibilities			
No	20393	531	2.60%
Prefer not to answer	1150	102	8.87%
Yes	13827	392	2.84%
Total	35370	1025	2.90%

National Identity			
British	5900	148	2.51%
English	538	10	1.86%
Northern Ireland	150	7	4.67%
Prefer not to answer	3186	122	3.83%
Scottish	25546	737	2.88%
Welsh	50	*	*
Total	35370	1025	2.90%

	Applications 35370	Appointed 1025	% Appointed Av - 2.90%
Ethnic Origin			
African - Other	453	6	1.32%
Any Mixed or Multiple	162	*	*
Asian	988	9	0.91%
Black	52	*	*
Caribbean	28	*	*
Other - Arab (Inc.Scottish/British)	42	*	*
Prefer not to answer	1186	104	8.77%
White - Irish	288	7	2.43%
White - Other British	1690	34	2.01%
White - Other ethnic group	791	9	1.14%
White - Polish	530	6	1.13%
White - Scottish	29160	843	2.89%
Total	35370	1025	2.90%

Gender			
Female	24632	745	3.02%
Male	9813	182	1.85%
Prefer not to answer	925	98	10.59%
Total	35370	1025	2.90%

Disability			
No	32296	906	2.81%
Prefer not to answer	1181	97	8.21%
Yes	1893	22	1.16%
Total	35370	1025	2.90%

Marital Status			
Divorced	1448	32	2.21%
Living with Partner	4568	118	2.58%
Married /Civil Partnership	11028	406	3.68%
Prefer not to answer	1294	108	8.35%
Separated	849	27	3.18%
Single	16014	332	2.07%
Widowed	169	*	*
Total	35370	1025	2.90%

Transgender			
No	34261	920	2.69%
Prefer not to answer	1075	105	9.77%
Yes	34	*	*
Total	35370	1025	2.90%

Religion or Belief			
Buddhist	65	*	*
Church of Scotland	4557	247	5.42%
Hindu	87	*	*
Humanist	332	10	3.01%
Jewish	24	*	*
Muslim	424	6	1.42%
None	17211	314	1.82%
Other Christian	1931	77	3.99%
Other religion/belief	144	*	*
Pagan	29	*	*
Prefer not to answer	2831	98	3.46%
Roman Catholic	7609	269	3.54%
Sikh	126	*	*
Total	35370	1025	2.90%

Renfrewshire Council - Training and Development Data

This data tells us the number of Council employees undertaking training or development, by protected characteristic. This tells us how many employees from each group has undertaken training or development, and whether certain groups are over or under represented in our training and development activities.

Please note: This includes e-learning and corporate training activities, but does not include training and development activities that are delivered in individual teams and services. Development has been defined as those who utilise some of the Councils employee benefits i.e., child care vouchers, AVCs, credit union, gym membership, voluntary health plans, car parking etc. In the next reporting period buying additional annual leave will be included within development figures. In some cases, where the numbers are very small, percentages can often not be very useful. Figures under 5 are denoted with an *

Gender	Training	% Trained	Development	% Developed	Total
Female	2733	74.88%	1547	72.22%	4280
Male	917	25.12%	595	27.78%	1512
Total	3650		2142		5792

Transgender	Training	% Trained	Development	% Developed	Total
No	2652	72.66%	1479	69.05%	4131
Prefer not to answer	994	27.23%	660	30.81%	1654
Yes	*	*	*	*	7
Total	3650		2142		5792

Age Grouping	Training	% Trained	Development	% Developed	Total
16-20	34	0.93%	4	0.19%	38
21-30	468	12.82%	130	6.07%	598
31-40	825	22.60%	491	22.92%	1316
41-50	984	26.96%	637	29.74%	1621
51-60	1096	30.03%	723	33.75%	1819
61+	243	6.66%	157	7.33%	400
Total	3650		2142		5792

Religion	Training	% Trained	Development	% Developed	Total
Another religion	33	0.90%	18	0.84%	51
Buddhist	6	0.16%	5	0.23%	11
Church of Scotland	695	19.04%	398	18.58%	1093
Hindu	*	*	*	*	*
Humanist	26	0.71%	15	0.70%	41
Jewish	*	*	*	*	*
Muslim	11	0.30%	6	0.28%	17
None	898	24.60%	469	21.90%	1367
Other Christian	156	4.27%	72	3.36%	228
Pagan	*	*	*	*	*
Prefer not to answer	1197	32.79%	763	35.62%	1960
Roman Catholic	609	16.68%	391	18.25%	1000
Sikh	*	*	*	*	12
Total	3650		2142		5792

Pregnancy	Training	% Trained	Development	% Developed	Total
Neither	2167	59.37%	1308	61.06%	3475
Prefer not to answer	1482	40.60%	831	38.80%	2313
Pregnant	*	*	*	*	*
Total	3650		2142		5792

Ethnic Origin	Training	% Trained	Development	% Developed	Total
African - African, African Scottish or African British	*	*	*	*	9
Arab - Arab, Arab Scottish or Arab British	*	*	*	*	*
Asian, Asian Scottish or Asian British - Chinese, Chinese Scottish or Chinese British	*	*	*	*	*
Asian, Asian Scottish or Asian British - Indian, Indian Scottish or Indian British	*	*	*	*	12
Asian, Asian Scottish or Asian British - Pakistani, Pakistani Scottish or Pakistani British	*	*	*	*	6
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	*	*	*	*	*
Mixed Ethnic background	*	*	*	*	12
Other Ethnic background	18	0.49%	10	0.47%	28
Prefer not to answer	1206	33.04%	795	37.11%	2001
White - Irish	22	0.60%	12	0.56%	34
White - Other British	117	3.21%	46	2.15%	163
White - Scottish	2247	61.56%	1266	59.10%	3513
White - Eastern European (eg Polish)	*	*	*	*	11
Total	3650		2142		5792

Sexual Orientation	Training	% Trained	Development	% Developed	Total
Bisexual	*	*	*	*	12
Gay	17	0.47%	7	0.33%	24
Heterosexual	2505	68.63%	1408	65.73%	3913
Lesbian	19	0.52%	9	0.42%	28
Prefer not to answer	1099	30.11%	716	33.43%	1815
Total	3650		2142		5792

Marital Status	Training	% Trained	Development	% Developed	Total
Divorced	134	3.67%	106	4.95%	240
Living with partner	308	8.44%	197	9.20%	505
Married/Civil Partnership	1415	38.77%	848	39.59%	2263
Prefer not to answer	999	27.37%	636	29.69%	1635
Separated	71	1.95%	51	2.38%	122
Single	697	19.10%	287	13.40%	984
Widowed	26	0.71%	17	0.79%	43
Total	3650		2142		5792

Disability	Training	% Trained	Development	% Developed	Total
No	2527	69.23%	1426	66.57%	3953
Prefer not to answer	1007	27.59%	659	30.77%	1666
Yes	116	3.18%	57	2.66%	173
Total	3650		2142		5792

Type of disability	Training	% Trained	Development	% Developed	Total
Learning Disability	22	0.60%	10	0.47%	32
Long standing illness	46	1.26%	21	0.98%	67
Mental Health condition	16	0.44%	8	0.37%	24
Other	*	*	*	*	5
Physical Impairment	*	*	*	*	19
Prefer not to answer	*	*	*	*	6
Sensory Impairment	13	0.36%	7	0.33%	20

Renfrewshire Council - Leavers data

This data gives us information about the people who left their roles at the Council, by protected characteristic. It tells us the proportion of each group that have left their jobs at the Council, and compares this to the proportion of that group within the Council as a whole. From this we can see whether certain groups are disproportionately leaving the Council.

Please note: In some cases, where the numbers are very small, percentages can often not be very useful. Figures under 5 are denoted with an *

Gender	Head Count	% of staff	No of leavers	% of leavers
Female	5965	73.20%	874	70.83%
Male	2184	26.80%	360	29.17%
Total	8149		1234	

Transgender	Head Count	% of staff	No of leavers	% of leavers
No	5696	69.90%	953	77.23%
Prefer not to answer	2438	29.92%	279	22.61%
Yes	15	0.18%	*	0.16%
Total	8149		1234	

Age Grouping	Head Count	% of staff	No of leavers	% of leavers
16-20	47	0.58%	14	1.13%
21-30	1047	12.85%	245	19.85%
31-40	1846	22.65%	227	18.40%
41-50	2093	25.68%	207	16.77%
51-60	2481	30.45%	319	25.85%
61+	635	7.79%	222	17.99%
Total	8149		1234	

Pregnancy Long Desc	Head Count	% of staff	No of leavers	% of leavers
Neither	4494	55.15%	696	56.40%
On maternity leave	*	*	*	*
Prefer not to answer	3649	44.78%	533	43.19%
Pregnant	6	0.07%	*	0.08%
Total	8149		1234	

Religion	Head Count	% of staff	No of leavers	% of leavers
Another Religion	59	0.72%	13	1.05%
Buddhist	10	0.12%	*	0.16%
Church Of Scotland	1485	18.22%	247	20.02%
Hindu	6	0.07%	*	0.08%
Humanist	51	0.63%	11	0.89%
Jewish	*	*	*	*
Muslim	26	0.32%	5	0.41%
None	1979	24.29%	357	28.93%
Other Christian	303	3.72%	53	4.29%
Pagan	6	0.07%	*	0.32%
Prefer not to answer	2810	34.48%	331	26.82%
Roman Catholic	1394	17.11%	208	16.86%
Sikh	16	0.20%	*	0.16%
Total	8149		1234	

Sexual Orientation	Head Count	% of staff	No of leavers	% of leavers
Bisexual	22	0.27%	10	0.81%
Gay	40	0.49%	13	1.05%
Heterosexual	5418	66.49%	894	72.45%
Lesbian	35	0.43%	*	0.16%
Prefer not to answer	2634	32.32%	315	25.53%
Total	8149		1234	

Disability Long Desc	Head Count	% of staff	No of leavers	% of leavers
No	5496	67.44%	886	71.80%
Prefer not to answer	2394	29.38%	286	23.18%
Yes	259	3.18%	62	5.02%
Total	8149		1234	

Marital Status	Head Count	% of staff	No of leavers	% of leavers
Divorced	335	4.11%	60	4.86%
Living with partner	739	9.07%	106	8.59%
Married / Civil Partnership	2864	35.15%	400	32.41%
Prefer not to answer	2344	28.76%	281	22.77%
Separated	167	2.05%	30	2.43%
Single	1628	19.98%	345	27.96%
Widowed	72	0.88%	12	0.97%
Total	8149		1234	

Type of disability	Head Count	% of staff	No of leavers	% of leavers
Learning Disability	71	0.87%	11	0.89%
Long standing illness	90	1.10%	19	1.54%
Mental Health condition	35	0.43%	14	1.13%
Other	*	*	*	*
Physical Impairment	20	0.25%	5	0.41%
Prefer not to answer	10	0.12%	6	0.49%
Sensory Impairment	29	0.36%	*	0.32%

Ethnic Origin	Head Count	% of staff	No of leavers	% of leavers
African - African, African Scottish or African British	9	0.11%	*	0.32%
Arab - Arab, Arab Scottish or Arab British	*	*	*	*
Asian, Asian Scottish or Asian British - Bangladeshi, Bangladeshi Scottish or Bangladeshi British	*	*	*	*
Asian, Asian Scottish or Asian British - Chinese, Chinese Scottish or Chinese British	*	*	*	*
Asian, Asian Scottish or Asian British - Indian, Indian Scottish or Indian British	17	0.21%	*	0.24%
Asian, Asian Scottish or Asian British - Pakistani, Pakistani Scottish or Pakistani British	12	0.15%	5	0.41%
Caribbean or Black - Caribbean, Caribbean Scottish or Caribbean British	*	*	*	*
Mixed Ethnic background	18	0.22%	6	0.49%
Other Ethnic background	31	0.38%	11	0.89%
Prefer not to answer	2810	34.48%	331	26.82%
White - Irish	44	0.54%	8	0.65%
White - Other British	207	2.54%	46	3.73%
White - Scottish	4970	60.99%	815	66.05%
White - Eastern European (eg Polish)	25	0.31%	*	0.32%
Total	8149		1234	



To: Leadership Board

On: May 1st, 2019

Report by: Chief Executive

Heading: Visitor marketing – Wallace Monument

1. Summary

- 1.1** This report provides a progress update on actions to maximise the visitor potential of the Wallace Monument and William Wallace story in Renfrewshire, and sets out activity to support key stakeholders, including Johnstone business consortium, Elderslie Community Council and the Society of William Wallace to maximise the asset.
-

2. Background

- 2.1** Following a motion to council in 2018 by Councillor Steel and Councillor Cameron to maximise the profile and economic potential of the Wallace Memorial in Elderslie, officers have undertaken several meetings with local groups and stakeholders to deliver a plan to enhance the current William Wallace Day event and raise the national profile of the visitor asset through destination marketing channels.
- 2.2** The Wallace Memorial dates from 1912 and is located at No. 243 Main Road, Elderslie, supported by directional brown-and-white tourist signage. The memorial marks the birthplace of William Wallace and visitor experience is

focused on the physical monument. Visitor-related facilities within the village of Elderslie extend to cafes and restaurants including the well-known Butchers Steak & Grill. The Wallace story is celebrated annually through William Wallace day, delivered by local stakeholders. The history of William Wallace and his links to Elderslie are an important part of Renfrewshire's visitor product and are a prominent feature of promotional literature following the launch of the new destination brand and visitor website in March 2018:

- <https://paisley.is/visit/wallace-monument/>
 - <https://paisley.is/visit/elderslie/>
 - <https://paisley.is/visit/paisley-abbey/>
 - <https://paisley.is/discover/the-home-of-scottish-heroes/>
 - <https://paisley.is/live/elderslie/>
-

3. Progress update

3.1 Enhancement of the current William Wallace Day event – the council's events team have actively engaged with local stakeholders to provide advice on event programming and funding. The council team have confirmed delivery of a facilitated creative programming and planning event with organisers Elderslie Community Council and the Society of William Wallace, and engagement has taken place with Johnstone Business Consortium. The planning session will deliver a new event action plan and framework. Support is being augmented by the provision of a new event programming and marketing toolkit, providing guidance for event organisers on all aspects of event design and delivery, including event operations and logistics, programming, fundraising, marketing and communications. Further signposting to the Culture, Heritage and Events Fund and Organisational Development Fund has also been provided. Future marketing of the Wallace Day event will be supported through council and destination brand marketing channels.

3.2 Wallace-related itinerary development and marketing – new promotional literature (print and digital) has been developed to promote Renfrewshire's William Wallace story and provide visitor inspiration through the council's own visitor channels (Paisley.is) and through VisitScotland advertising. New itineraries developed specifically around The Wallace and The Bruce were launched in April 2019 as part of Renfrewshire's spring/summer visitor campaign. Visitor-related promotional materials will continue to be refreshed, including:

- New Wallace and Bruce itineraries marketed to national and international travel trade at the VisitScotland EXPO on 10th and 11th April, Scotland's largest travel trade show.
- Wallace promotion in over 80,000 new visitor leaflets targeting visitors within a 2-hour travel time, distributed through national, regional and local networks and a wide range of venues including visitor attractions, railway stations, information points, places to stay and cafes.
- Wallace promotion included in digital content through Visit Scotland visitor centres across Scotland.
- Bedroom packs distributed to Renfrewshire and Glasgow hotels and accommodation providers incorporating profile on Elderslie and additional William Wallace story.
- Wallace story and promotion included in Paisley Welcomes customer service excellence and product familiarisation training, being rolled out across Renfrewshire and Glasgow attractions and hotels, local retail and hospitality businesses. A training schedule for Elderslie and Johnstone businesses is being developed.

3.3 Heritage Lottery Fund Great Places Scheme - National Lottery Heritage Fund Great Places Scheme - The council has recently appointed an officer to support delivery of the Great Places Scheme. The scheme will support Renfrewshire's cultural strategy and visitor plan by bringing together community and special interest groups to develop projects, programmes, and other activities that celebrate the cultural and heritage diversity of Renfrewshire, with Wallace forming part of that Renfrewshire story. The scheme aims to develop skills and create strong partnerships and networks for local groups to deliver activities and develop Renfrewshire as a cultural destination with authentic visitor experiences.

3.4 Community capacity building – engagement with local stakeholders has included recommendations to build capacity and profile. This includes:

- Advice on council funding to support events and asset development
- Links to the council's social enterprise team for advice on external funding and support for social enterprises
- Introduction to Engage Renfrewshire and support from the council's volunteer co-ordinator to engage event and attraction volunteers
- Delivery of a facilitated session for the Community Council and key Wallace Day event stakeholders.

- A partnership with the National Wallace Monument in Stirling facilitated by the council's tourism officer.
- Participation in a community tourism initiative learning journey through Community Learning Exchange to Creetown Initiatives.

3.5 Maintenance of the Wallace Memorial – The council's Streetscene team undertake regular maintenance such as grass cutting and litter picking in partnership with the Community Council, and in addition will inspect the monument to identify additional maintenance required.

3.6 Further progress will be reported to Leadership Board through the annual update on the Renfrewshire Visitor Plan to 2021 in December 2019.

Implications of the Report

1. **Financial** – none
2. **HR & Organisational Development** – none
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving* – promoting a positive image and reputation of Paisley, and Renfrewshire as a whole, in Scotland, the UK and internationally
 - *Reshaping our place, our economy and our future* – implement our destination marketing plans | deliver a range of exciting and diverse events to increase visitor numbers and grow local event attendances
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** - The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report

8. **Health & Safety** – none
 9. **Procurement** – none
 10. **Risk** – none
 11. **Privacy Impact** – none
 12. **Cosla Policy Position** –not applicable
-

List of Background Papers

(a) Council Motion - *“Council applauds the superb work done by Elderslie Community Council prior to the recent Wallace Day events in the village to tidy and clean the area around the Wallace monument. Given the potential economic benefit to the area of the Wallace brand, council notes with disappointment that action has not been taken previously to utilise this hyper-localised and unique aspect of Elderslie's identity to maximum advantage. Therefore, Council directs officers to bring a report to the appropriate board, setting out a plan to engage all stakeholders and develop a suite of activities to maximise the potential economic benefit to Elderslie in relation to the Wallace heritage. Council further believes that such stakeholders should include Elderslie Community Council, the Society of William Wallace, and Johnstone Business Consortium, and proposes that one of the activities examined for promotion should be the establishment of a Wallace Festival which will showcase musical, cultural, artistic, and historical expressions of the Wallace Story”.*

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To: Leadership Board

On: 1 May 2019

Report by: Chief Executive

Heading: Review of Renfrewshire Leisure's Strategic Business Plan - 2019/20

1. Summary

- 1.1 Under the terms of the Service Agreement, Renfrewshire Leisure is required to submit an annual Business Plan to the Council which sets out priorities for the year and outlines how it will deliver the services specified in the Service Agreement.
 - 1.2 Renfrewshire Leisure's business plan sets out the strategic priorities and main actions that will be undertaken in 2019-20. Operational action plans are also being developed to implement the strategic priorities and wider strategies in place to deliver sport and cultural services.
 - 1.3 The Business Plan for 2019-20 has been scrutinised by the Head of Policy and Commissioning who acts as the "Renfrewshire Leisure monitoring officer", in terms of compliance with the service agreement and funding arrangement. Overall, the strategic business plan meets the conditions of the service agreement. The implementation of the plan will be monitored on a quarterly basis and an update report on Renfrewshire Leisure will be provided to the Leadership Board on a six-monthly basis.
-

2. Recommendations

- 2.1. It is recommended that the Leadership Board:
 1. agrees Renfrewshire Leisure's business plan for 2019-20 which meets the terms of the service agreement; and
 2. notes the monitoring arrangements in place by the Head of Policy and Commissioning (the Renfrewshire Leisure monitoring officer) to undertake quarterly

performance monitoring meetings with Renfrewshire Leisure and provide six monthly progress reports to the Leadership Board.

3. Background

- 3.1. The remit of the Leadership Board includes the required delegations relating to Renfrewshire Leisure, with the Head of Policy and Commissioning in the Chief Executive's Service as the named officer responsible for monitoring Renfrewshire Leisure performance.
 - 3.2. Renfrewshire Leisure is responsible for the strategic management, operation and development of cultural, sport and leisure in Renfrewshire. It provides indoor and outdoor sport and leisure, town halls, community venues, libraries, heritage, arts and museums and sports development services for the public of Renfrewshire.
 - 3.3. Each year, Renfrewshire Leisure prepares an annual business plan which is submitted to the Council in line with the terms of the Service Agreement. The Strategic Business Plan for 2019/20 sets out the main priorities for the next twelve months and reflects the priorities set out in the Council Plan where they relate to the role and remit of Renfrewshire Leisure.
 - 3.4. The plan recognises the main factors which will influence Renfrewshire Leisure over the next few years; particularly, the major investment being made in Renfrewshire's cultural, leisure and sports facilities and services in Paisley Museum, Paisley Town Hall, Paisley Learning and Cultural Hub and Paisley Art Centre. This investment will generate economic and tourism benefits for the area and create opportunities for Renfrewshire Leisure to attract a wider customer base.
 - 3.5. A summary copy of the strategic business plan is attached in appendix one of this report.
-

4. Review of Strategic Business Plan 2019/20

- 4.1 The Head of Policy and Commissioning reviewed Renfrewshire Leisure's Business Plan for 2019-20 to assess whether it met the requirements set out in the Service Agreement. The findings are set out in the sections below.
- 4.2 One of the requirements of the Service Agreement is to produce an annual Business Plan for review by the Head of Policy and Commissioning (Renfrewshire Leisure's monitoring officer). Renfrewshire Leisure's Business Plan for 2019/20 was approved by Renfrewshire Leisure's board of directors on 14 March 2019. The plan sets out the services that Renfrewshire Leisure delivers and its key priorities for 2019/20.
- 4.3 The plan supports the delivery of Renfrewshire Leisure's strategy for 2018 to 2023. The plan is based on the needs of stakeholders and outlines the activities and initiatives to achieve a vision to enrich people's lives through increased participation in culture, leisure and sport.
- 4.4 The funding agreement supports delivery of the service specification set out in the

Services Agreement to deliver culture, leisure and sport services in the Renfrewshire area. The specification sets out the expected service standards, procedures and other requirements to be followed by Renfrewshire Leisure in the delivery of cultural, leisure and sport services.

- 4.5 Overall, the Business Plan takes account of the revised Council Plan priorities approved by the Council in September 2017. The plan is also clearly linked to national strategies and references and draws heavily on key partnership strategies and the role Renfrewshire Leisure will play in their delivery.

5. Strategic Business Plan - performance profile and priorities

- 5.1 The strategic action plan for 2019/20 is structured around delivery of eight operational priorities and the strategic focus for 2019-20 will therefore be:

- To review our current operating models in an increasingly challenging financial environment, to ensure culture and leisure continue to play a pivotal role at the heart of local communities.
- To continue to transform services and the corporate culture by building on the initiative and passion of staff and through partnership with the council and other key stakeholders.
- To continue to support cultural and economic regeneration, placing Renfrewshire's key attractions on a national and international stage to encourage direct and indirect benefit to local residents through exciting services and inward investment.
- To continue to build our prevention programme with culture and leisure services focused on the most inactive and socially isolated, working with partners to support health and wellbeing for the long-term through effective pathways between programmes and services.

- 5.2 The strategic action plan contains thirty actions to enable achievement of the eight operational priorities. Actions include:

- continuing the planning and design of the Paisley Museum Reimagined project as part of the Future Paisley programme;
- developing our tourism offer in connection with partners, and increasing promotion of the Secret Collection;
- establishing a customer journey programme setting standards for services and facilities;
- undertaking a review of the RL brand with input from our stakeholders;
- communicating clear pathways to participation for users through effective cross-promotion of activities;
- developing a smart digital strategy to manage customer and employee communication;
- reviewing the funding model for RL and developing a medium-term financial strategy;
- undertaking a pricing review for useage of facilities and services by individuals and groups;
- continuing implementation of service redesign and job evaluation; and
- engaging in internal and external assessment and benchmarking processes to measure and monitor the progress against our business and service plans.

- 5.3 Implementation of the action plan and achievement of key priorities are reviewed by

the Council officer on a quarterly basis. Satisfaction levels with sport, leisure and cultural services remain high (around 78%), however, attendance levels have been more mixed, mainly due to increased competition. This is an area in which the Renfrewshire Leisure management team and their board members will need to continue to focus their attention.

6. Strategic Business Plan - Finance

- 6.1 Renfrewshire Leisure is also required to identify the expected expenditure to implement obligations under the service agreement. The service payment for 2019-20 for the provision of leisure and cultural services delivered by Renfrewshire Leisure is £10.443m.
- 6.2 Careful monitoring and tracking of the budget is essential to enable Renfrewshire Leisure to maximise both its income generation and manage its expenditure. The Chief Executive of Renfrewshire Leisure provides regular financial monitoring reports to the Renfrewshire Leisure Board.
- 6.3 The Director of Finance and Resources is satisfied that Renfrewshire Leisure's budget is prudent in its funding assumptions, loan repayments and expenditure commitments. However, with the recent local government budget settlements, the current challenging financial climate is likely to continue for the foreseeable future.

7. Governance arrangements

- 7.1 Renfrewshire Leisure has a Board of eleven directors providing a wealth of experience in business, community, cultural, leisure and sport. The board is comprised of six independently appointed directors, two staff directors and three appointments by Renfrewshire Council. The Head of Policy and Commissioning and Head of Finance have been appointed as council observers to the Board.
- 7.2 Meetings between the Head of Policy and Commissioning (Renfrewshire Leisure monitoring officer) and officers from Renfrewshire Leisure take place on a quarterly basis to review the submitted performance report and authorise payment of the service payment. An update on Renfrewshire Leisure is provided to the Leadership Board on a six-monthly basis.

8. Conclusion

- 8.1 The Head of Policy and Commissioning (Renfrewshire Leisure monitoring officer) concludes that Renfrewshire Leisure's Strategic Business Plan for 2019/20 meets the conditions of the service agreement. Renfrewshire Leisure is operating as a company limited by guarantee, maximising opportunities which benefit both the Council and residents of Renfrewshire.
- 8.2 The plan is ambitious, recognising opportunities for working with partners on the significant and exciting opportunities from the legacy of the 2021 City of Culture bid, to achieve the cultural and regeneration aspirations and delivery of cultural and sport investment in the area, and realistic in recognising the changes in the local leisure market and the longer-term impact this is likely to have on both service usage and income. The strategic and partnership approach will enable the charitable company to

build on its sixteen years of operation to continue to deliver both Renfrewshire Leisure and Council priorities.

Implications of this report

1. Financial Implications

The business plan for Renfrewshire Leisure covers the financial year 2019-2020. The projected budget in the funding agreement for 2019-20, for the provision of cultural and leisure services delivered by Renfrewshire Leisure, is £10.443 million.

2. HR and Organisational Development Implications

Implementation of the service redesign is underway. Job evaluation is due to commence in 2019/2020.

3. Community Plan/Council Plan Implications

Senior officers from Renfrewshire Leisure were closely involved in the development of the Council Plan and Community Plan, and the key strategic priorities in Renfrewshire Leisure's Strategic Business Plan are closely aligned to both of these plans, specifically in relation to Council plan priorities relating to tackling inequality, health and wellbeing and cultural and economic regeneration amongst others.

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

12. **COSLA Policy Position**
None

List of Background Papers

(a) None

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Renfrewshire Leisure Business Plan 2019/2020



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1. Introduction

- 1.1. Renfrewshire Leisure's business plan sets out the key priorities for the year ahead. The plan is based on the needs of our stakeholders and outlines the activities and initiatives we will undertake to achieve our vision to enrich people's lives through increased participation in culture, leisure and sport.
- 1.2. Renfrewshire Leisure has expanded rapidly in the last few years and the legacy of the 2021 City of Culture bid continues to offer significant and exciting opportunities to develop our services for the future. These developments alongside the continued delivery of our core services, as well as the complex financial landscape of local government funding and growing leisure market, inevitably present challenges. This plan, together with our dedicated workforce and engagement with partners, presents us with a roadmap to ensure we are well placed to meet these challenges.
- 1.3. The plan details the operational priorities and actions the business will progress in order to help deliver improved outcomes for Renfrewshire residents through our core business and new opportunities. It highlights the actions we are implementing to ensure that we remain efficient and fit for purpose with a sustainable future. It aligns our activities to our company strategy and the outcomes prioritised in Renfrewshire's Community Plan and the Renfrewshire Council Plan 2017-22: Thriving People, Connected Communities.
- 1.4. This is a rolling plan which is updated annually to reflect emerging changes for the region and any new priorities which may impact on the delivery of our long-term objectives. Progress is reported to Renfrewshire Leisure's Board and the Council's Leadership Board. Quarterly performance reports to the Council's chief executive office are made on a quarterly basis through the council's monitoring officer for Renfrewshire Leisure. We measure and report on progress through performance indicators.
- 1.5. Business planning informs our budgeting process by enabling budget proposals to be understood in a wider policy context. In turn, the outcomes of the budgeting process shape the final content of Renfrewshire Leisure's business plan.
- 1.6. The business plan is underpinned by separate service plans for each of our operational areas and support functions. The service plans are used as the main guidance document from which the team and individual development plans are produced.

2. General Policy Context - Scotland

2.1. Public services in Scotland continue to operate in a challenging environment. Managing increased demand with fewer resources has been the dominant trend over the last decade. Renfrewshire Leisure's remit cuts across a wide variety of national and local policy contexts. These include:

- Public health
- Sport and physical activity
- Tourism, events and destination marketing
- Culture
- Heritage
- Learning
- Communities
- Equalities

2.2. Each of these contexts are influenced by some, or all, of the following key policy drivers:

- A focus on outcomes and prevention
- Co-design of services with people using or affected by these services
- Increased efficiency, coordination and integration
- Partnership across sectors
- Increased and improved access to services
- Audience development
-

2.3. The main challenges influencing these drivers are:

- Demographic shifts including an ageing population
- Increasing social care and health demands
- Funding pressures
- Poverty and inequality
- Improving public sector outcomes and transformation
- Enabling sustainable economic growth
- Visibility economic and political issues linked to Brexit.

3. Strategic Context - Renfrewshire

- 3.1. Renfrewshire Leisure is an independent charity first established in 2003 through the transfer of Renfrewshire Council's indoor sports and swimming pools, following a strategic study on sports provision in the local area. In 2015, this remit expanded with the additional management of assets such as town halls, libraries, museums and Paisley arts centre as well as Sports Development and Active Schools functions and playing fields.
- 3.2. Our charitable purpose is:
- **To provide, or assist in the provision of facilities for recreation, sport, cultural, social or other leisure time occupation beneficial to the community, for the general public in, or in connection with, the Renfrewshire area and its neighbourhood in furthering the interests of social welfare.**
- 3.3. Our responsibilities are laid out in the service agreement we have with the council. As a charitable organisation we are accountable to Renfrewshire Council and the residents of Renfrewshire, and to the Office of the Scottish Charity Regulator (OSCR) and Companies House (UK Company Act). Renfrewshire Leisure is a Company Limited by Guarantee (490998), with Charitable Status (SCO 33898).
- 3.4. Renfrewshire Leisure has a Board of eleven directors providing a wealth of experience in business, community, cultural, leisure and sport. The board comprises of six independently appointed directors, two staff directors, and three appointments by Renfrewshire Council. The charity delivers a range of public services for an agreed management fee from the Council, which is the sole member of the company.
- 3.5. Renfrewshire Leisure employs over 800 people who deliver a year-round programme of cultural and leisure activities and services. In 2017-18 over 3.2 million users visited our venues accessing our libraries, museums, community centres, swimming pools and sports centres. Renfrewshire Leisure is also responsible for the stewardship and care of objects and archives in Renfrewshire Council's Museum Collections and for Renfrewshire's Historical Archives. With the range of expertise and experience of staff, volunteers and its board members, Renfrewshire Leisure also leads on the sports strategy and cultural strategy, driving forward a significant part of the Future Paisley programme.
- 3.6. Renfrewshire Leisure plays a key role in supporting the economic regeneration and civic renewal of Renfrewshire through the development, promotion and delivery of cultural and sporting activity and provision. In addition to supporting and serving local communities, Renfrewshire Leisure's developing cultural portfolio is intended to raise the profile of Renfrewshire as a national and international cultural and tourism destination.
- 3.7. Renfrewshire is the 10th largest local authority area in Scotland, has a population of around 176,000 and accounts for 3.2% of the total population of Scotland. Although Renfrewshire's total population is projected to remain stable, deprivation and vulnerability is a significant factor affecting communities. People are also living longer and living in smaller households, the working age population is expected to decline, and these changes will inform service design and delivery. Renfrewshire Leisure works in every community within Renfrewshire and through the provision of our services, community engagement and by working in partnership with others we play an important role in the quality of life in local communities. The venues, sites and services we manage include a network of neighbourhood, cultural heritage and sports facilities, a range of community development and learning services and some of the most historic buildings in the area.

4. Renfrewshire Priorities

- 4.1. Renfrewshire Leisure's objectives are aligned to community partnership and council outcomes to ensure that, through the contract for services we have with the council, we demonstrate how we deliver for both residents and visitors to Renfrewshire.
- 4.2. Renfrewshire community planning partnership published a 10-year plan (2017-27) with four community plan themes identified as:
- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable.
 - Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities.
 - Our Renfrewshire is fair: addressing the inequalities that limit life chances.
 - Our Renfrewshire is safe: protecting vulnerable people, and working together to manage the risk of harm.
- 4.3. The council's plan outlines five strategic outcomes:
- Reshaping our place, our economy and our future
 - Building strong, safe and resilient communities
 - Tackling inequality, ensuring opportunities for all
 - Creating a sustainable Renfrewshire for all to enjoy
 - Working together to improve outcomes

Renfrewshire Leisure is a strategic partner in the region and has a key role to play in helping deliver these high-level outcomes for the region.

5. Renfrewshire Leisure's strategic objectives

5.1. Renfrewshire Leisure's strategic objectives are outcome focused and ensure we align the design and delivery of all our services to the council's strategic priorities, as follows:

- **Community:** we improve the health and quality of life of Renfrewshire residents
- **Customers:** we are a truly user-focused organisation
- **People:** we empower and develop our employees
- **Commercial:** we run an efficient and commercially viable business
- **Partners:** we build effective partnerships to optimise the difference we can make locally, nationally and internationally

5.2. In recognition of the growth of the charity in recent years, it is timely to review key aspects of the business to ensure it is aligned with Renfrewshire's needs and aspirations. The strategic focus for 2019-20 will therefore be:

- To review our current operating models in an increasingly challenging financial environment, to ensure culture and leisure continue to play a pivotal role at the heart of local communities.
- To continue to transform services and the corporate culture by building on the initiative and passion of staff and through partnership with the council and other key stakeholders.
- To continue to deliver on The Untold Story, placing Renfrewshire's key attractions on a national and international stage to encourage direct and indirect benefit to local residents through exciting services and inward investment.
- To continue to build our prevention programme with culture and leisure services focused on the most inactive and socially isolated, working with partners to support health and wellbeing for the long-term through effective pathways between programmes and services.

Transparency and accountability in everything we do to support these priorities will be of primary importance.

6. Operational priorities 2019-20

To deliver on the strategic focus for 2019-20, the charity has identified eight operational priorities this financial year. These will be:

1. Reviewing our financial operating model
2. Developing a Leisure and Communities business improvement strategy
3. Improving our asset management
4. Establishing an effective performance and risk management framework
5. Developing a comprehensive people strategy
6. Creating a high-profile platform for our Health and Wellbeing activities and services
7. Continuing with capital project development
8. Continuing to develop excellent services with customers and communities

The operational priorities are underpinned by priority actions, which will be detailed in service area and action plans. These plans will provide indicators by which we will measure our progress.

6.1. Priority Actions

1. Reviewing our financial operating model		
Priority Actions	Difference	Owner
To review the funding model for RL by mid-year review and develop a medium-term financial strategy which reflects the evolving operating models for frontline services.	We have confidence our levels of income and expenditure accurately reflect delivery and operating costs.	Head of Finance and Corporate Services
To prepare the business plan by end of year for future operating models in culture and how it connects to the overall business strategy for RL.	We are prepared for revenue consequences of capital to ensure future sustainability.	Head of Cultural Services
To review how we utilise our charity status through marketing and communications, to encourage local users to support RL services for broader social benefit, by mid-year.	Customers consciously choose RL services over other providers because they know their fees help us to support local people in need.	Marketing & Communications Manager
To continue with the ongoing phased implementation of Business World and represent RL at stakeholder forums.	We will be business ready and benefits of the new system are optimised for increased business efficiency.	Finance Manager

2. Developing a Leisure and Communities business improvement strategy		
Priority Action	Difference	Owner
To commission an external, critical review of current operational model to inform an improvement action plan with stakeholders by mid-year.	We have evidence-based recommendations for making efficiencies and improving income.	Head of Leisure & Community Services
To undertake a pricing review in time for 2020-21 implementation.	We would have a simpler and fairer pricing model, which supports increased attendance from vulnerable groups.	Head of Leisure & Community Services
To set up a customer service rolling training programme starting in Qtr. 1 for frontline staff, operational managers and supervisors.	We receive improved customer feedback, increase membership and membership retention.	Indoor Leisure Services Manager

3. Improving our asset management		
Priority Action	Difference	Owner
To develop a smart digital strategy to manage our customer and employee communication, sales and engagement channels, which will inform business strategy for 2020-21.	We will create access to accurate information, supporting compliance and governance.	Head of Finance and Corporate Services
To provide an updated pool maintenance strategy and implementation plan in Qtr. 1, working closely with operational staff to identify training needs and procedural improvements.	We effectively minimise associated risks through greater staff engagement and ownership of responsibilities.	Indoor Leisure Services Manager
To establish a long-term, asset strategy for buildings and fixtures and fittings by end of year following recommendations of the external review.	We can effectively plan budgets for strategic investment to meet operational and customer needs.	Strategic Asset Manager
To initiate a framework in Qtr. 1 whereby we are able to review building usage, opening hours, staff and customer metrics on a week to week basis.	We make best use of our estate to minimise costs and maximise benefits to users.	Resources Support Manager
To introduce an energy management workstream that will build good practice in energy saving measures across the estate by mid-year.	We reduce costs and are proud of our green credentials.	Strategic Asset Manager

4. Establishing an effective performance and risk management framework		
Priority Action	Difference	Owner
To establish standards, targets, Performance Indicators and risks across all our activity from Qtr. 1 that can be measured on an ongoing basis to inform decision making.	We improve evidence-based business planning and decisions, mitigating risks.	Resources Support Manager
To engage in internal and external assessment and benchmarking processes to measure and monitor our progress against business and service plans, starting in Qtr 1 with a review by November 2019.	We improve evidence-based business planning and decisions, mitigating risks.	Resources Support Manager

5. Developing a comprehensive people strategy		
Priority Action	Difference	Owner
To provide and activate a performance management policy that supports year-round positive development for employees across the organisation.	All staff are clear on what is expected of them in their roles and organisational performance is improved.	Personnel Co-ordinator
To review procedures and training to support core HR functions including organisational induction, discipline and grievance policies, and managing absence by mid-year.	All staff are clear on what is expected of them in their roles and organisational performance is improved.	Personnel Co-ordinator
To continue with the implementation of service redesign and job evaluation and prepare for a terms and conditions harmonisation programme.	Service redesign is completed and we move forward to harmonise disparate Ts and Cs.	Head of Finance and Corporate Services
To improve the quality and frequency of staff comms and feedback by establishing new protocols through workforce engagement in Qtr. 2.	Staff are fully engaged with business development and proud to work for RL.	Marketing & Communications Manager

6. Creating a high-profile platform for our Health and Wellbeing activities and services		
Priority Action	Difference	Owner
To establish a cross-service H&W programme by July 2019, to improve the visibility and recognition of RL's work with stakeholders.	Partners understand and value our contribution.	Sports & Health Services Manager
To communicate clear pathways to participation for users through effective cross-promotion of activities, maximising organisational efficiency each quarter.	Users benefit from most appropriate service and move through services to support their long-term participation.	Sports & Health Services Manager
To maximise external funding streams in support of the H&W programme throughout the year.	<ul style="list-style-type: none"> We can extend the reach of these services to those most in need. 	Sports & Health Services Manager

7. Continuing the programme of capital project development		
Priority Action	Difference	Owner
To continue the planning and design of Paisley Museum Reimagined as part of the Future Paisley programme, so that we are successfully awarded the HLF grant at Stage 2 in December 2019 and HES grant application in July 2019.	PMR is financially viable to be delivered on time.	Project Director, Paisley Museum Re-Imagined Project
To support the Capital Infrastructure Board in the ongoing planning, design and delivery of cultural venues.	Planned improvements are optimised, are operationally sustainable and meet customer demand.	Head of Cultural Services
To support the Capital Infrastructure Board in the ongoing planning, design and delivery of the football, hockey and cycling pitches strategy.	Planned improvements are optimised, are operationally sustainable and meet customer demand.	Outdoor & Communities Service Manager
To undertake a review of RL's brand with input from stakeholders by September 2019, fully engaging with the needs of the capital projects and the ambition for national and international profile.	Our branding positively supports the capital programme ambitions.	Marketing & Communications Manager

8. Continuing to develop excellent services with customers and communities		
Priority Action	Difference	Owner
To establish a customer journey programme setting standards for services and facilities, which will be regularly internally and externally monitored by December.	We have clear standards for venue and service performance that are owned by staff and regularly audited.	Business Development Manager
To improve the quality and frequency of external comms and feedback by establishing press protocols in Qtr. 1.	We tell our story so that residents and visitors understand, compliment and engage positively with our work.	Marketing & Communications Manager
To continually improve our services by updating our comments and complaints systems to measure performance on a monthly basis.	We can demonstrate improved customer satisfaction. Staff take pride and ownership in improving their work areas.	Digital and Library Development Manager
To develop and deliver the Future Paisley programme against identified programme milestones.	We develop cultural excellence.	Arts Manager
To develop our tourism offer in connection with partners, leading to increased visitor numbers to The Secret Collection by the end of the year.	We will record an increase in visitor numbers to The Secret Collection.	Heritage Manager

7. Assumptions and Contingencies

7.1. In the preparation of this Business Plan the following key assumptions have been made:

7.2. Revenue Funding

Actual expenditure and income are in line with the budget and supporting board reports.

7.2.1. Service Remit

The business plan is predicated on a 'business as usual' basis in the delivery of the services specified in the service agreement with Renfrewshire Council.

7.2.1. Pricing

Pricing flexibility is used to negotiate commercial lets, discount social lets and promote seasonal discounts effectively to stimulate increased bookings and participation.

7.2.2. Partnership

Partnership arrangements with other public, private and voluntary organisations are maintained to ensure the service aims, targets and budget are met.

7.2.3. Marketing

The current activity programme continues to develop and expand to increase attendance and income.

7.3. Revenue budgets

The following contingency arrangements are in place to counter under performance during the year:

7.3.1. Capping of controllable costs within revenue budgets will be instigated during the first six months, if required, to balance the budget.

7.3.2. Staffing costs accounts for over 70% of the total expenditure within the contract. Tight control and constant monitoring will continue to be undertaken. However, if targets are not being achieved, controllable costs within this area of budget would be assessed to make appropriate financial savings.

7.3.3. Maximising income will continue to be a main priority across the company and will be regularly reviewed against target.

7.3.4. Our programmes generate income and if necessary would be reviewed to address under utilisation and costs. Any reprogramming would continue to provide a balance to ensure services meet business and social needs. Areas which would be considered would be reduction in non-core opening hours to reduce costs and consideration of alternative provision for high demand activities.

1. Financial context

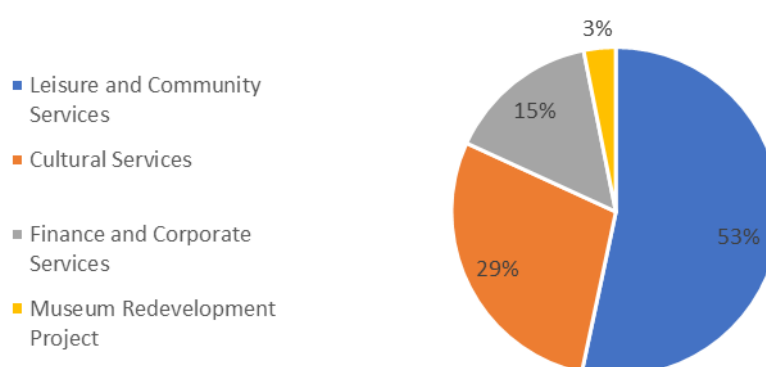
1.1. Renfrewshire Leisure is a registered charity and company limited by guarantee. It spends around £19 million each year on the delivery of culture, leisure and sport facilities and services in Renfrewshire. Any surpluses generated by Renfrewshire Leisure are reinvested in our services and facilities for the benefit of the local community. The services and facilities which we operate are funded by a service payment to deliver specific services, customer charges, sales, grant income and charitable donation.

1.2. Summary Budget 2019/20

	2017/18	2018/19		2019/20
Budget Heading	Actual £000	Revised Budget £000	Projection £000	Budget £000
Employee costs	12,876	13,286	13,261	14,015
Property costs	2,295	2,696	2,470	2,451
Supplies and services	1,978	2,408	2,574	1,983
Transport costs	86	93	116	62
Administration costs	831	398	330	929
Payments to other bodies	233	170	200	1,086
Total Expenditure	18,299	19,051	18,951	20,526
Income	(18,139)	(19,108)	(18,761)	20,544
Net Expenditure	160	(56)	190	(18)

1.3. The chart below shows the gross expenditure budget by service division:

Renfrewshire Leisure Expenditure Budget
to 31st March 2020



2. Scale of core fees and charges 2019/20

- 2.1. The following charges and concession policy provides service managers with the framework to produce a full tariff of service charges for 2019/20.
- 2.2. Renfrewshire Leisure's concession policy gives a 30% reduction in pricing for concession access and 50% reduction for youths.
- 2.3. In addition to the concession policy, a discount policy is in operation for some of the facilities which transferred from the Council in 2015. A full review of our approach to pricing, discounts and concessions will be undertaken in 2019.
- 2.4. All prices are based on adult admission charges on a per hour basis (unless otherwise indicated). The prices exclude any weekend enhancements, concession discounts or optional extras.
- 2.5. Each senior manager will produce a full set of charges for all admission, hires and services for their service area based on these charges and concessions and retain the flexibility to negotiate an increased service/hire charge from commercial lets based on an assessment of the market and anticipated income generated from the hire. For social/community benefit hire, managers have the discretion to decrease charges subject to a cost benefit analysis against Renfrewshire Leisure's priorities and social aims and marginal costing.

INDOOR	Charge (per session)	OUTDOOR	Per Hour Charge	VENUE HIRE	Per Hour Charge
SWIMMING POOLS		SYNTHETIC PARKS		SPORTS & FITNESS	
Adult Swim Lagoon LC ON-X Linwood SCC	£4.20	Five a Side (1hr)	£45.30	Sports Hall (3 Courts)	£43.00
		1/3 pitch hire (1hr)	£37.70	*Sports Hall (4 Courts)	£50.00
Community Pools	£3.70	Pitch Hire (1hr)	£50.00	Six Courts Hall	£95.00
		Eleven a Side (2 hrs without lights) (Hire charge for Full Game)	£100.00	Eight Court Hall	£119.00
		Sand dressed Football or Hockey game	£81.60	*Large Exercise Hall	£30.00
				**Medium Exercise Studio	£25.00
				***Small Exercise Room	£20.00
Junior Swim Lesson 8 x ½ hr	£32.50	School Synthetic Park (without showers)	£43 (full) £30 (1/3)		

INDOOR	Charge (per session)	OUTDOOR	Per Hour Charge	VENUE HIRE	Per Hour Charge
FITNESS		Grass Park (with facilities)	£44.40	COMMUNITY HALLS Room Classification	
Fitness Class	£6.00			R1 < 30 people	£6.90
Fitness Gym	£6.00			R2 < 75 people	£9.30
				R3 < 100 people	£11.60
MEMBERSHIP		BOWLING GREENS		R4 < 200 people	£17.00
Anytime Individual *	£31.50	Lane per person	£2.30	R5 200 + people	£22.10
Daytime Individual *	£24.50	Full Rink	£8.10		
Anytime (13-18yrs & students) *	£19.95				
* membership pricing and offer to be reviewed					
Leisure Booking Card	£8.40	BARSHAW GOLF COURSE (per round)		PAISLEY ART CENTRE	
		Adult Summer	£13.00	Auditorium (p/h) (performance rate)	£60.00 exc VAT
		Winter	£10.00		
		Season Ticket	£197.00		
EVE-SPA		LIBRARY CHARGES		TOWN HALLS	
Monthly Experience subscription (Anytime)	£29.99	CD/Video Hire		<u>Johnstone and Linwood</u>	
		Per Item	£1.00	Main Hall	£50.00
Thermal experience session (one)	£16.50	Annual	£16.00		
*pricing to be reviewed					
		DVD (per week)	£2.50	<u>Tweedie</u> Main Hall	£50.00
		Over Due Charge	£2.00 Max	<u>Renfrew</u> Main Hall	£45.00

INDOOR	Charge (per session)	OUTDOOR	Per Hour Charge	VENUE HIRE	Per Hour Charge
SPORTS ACTIVITIES					
Five a Side Football (1hr)	£51.00				
Game of Badminton. (1hr)	£10.00				
Game of Squash (40 min session)	£8.50				
Table Tennis	£5.50				
ATHLETICS					
Club Adult	£6.20				
Track Only (no equipment)	£3.20				
OUT OF SCHOOL					
Weekly Camp	£50				
Day Camp	£13				
Children's activity session	£2.70				
* camp prices to be reviewed					



To: Leadership Board

On: 1 May 2019

Report by: Director of Communities, Housing and Planning

Heading: Culture, Heritage and Events Fund

1. Summary

- 1.1 The purpose of this report is to seek approval from the Leadership Board for the award of grants selected from the tenth round of Culture, Heritage and Events Fund applications.
- 1.2 The Culture, Heritage and Events Fund is administered by Renfrewshire Leisure on behalf of Renfrewshire Council. The Fund was established to develop cultural and heritage activity as part of Paisley's UK City of Culture bid and continues to support the development and delivery of cultural and heritage projects and events across Renfrewshire.
- 1.3 The current funding round was publicised via creative and cultural networks, and social media channels. The deadline for submissions was 1 March 2019.
- 1.4 A total of 13 applications were received of which 5 are recommended for grant award in this round with a total recommendation of £50,101 leaving a balance of £94,132 for projects until 2021.
- 1.5 One further funding round is currently scheduled for 2019. The next deadline for applications is 24 July 2019.

2. Recommendations

- 2.1 It is recommended that the board:
 - i. notes the level of interest generated in this tenth round of the Culture, Heritage and Events Fund; and that it coincided with the first round of the

Cultural Organisation Development Fund, which is detailed in a separate paper to Board;

- ii. approves the recommended grant awards, as detailed in Section 4 of this report to the total value of £50,101; and
- iii. notes the committed funds to date of £1,045,868 which leaves £94,132 available from the fund approved by Renfrewshire Council for projects up to 2021.

3. Background

3.1 The Economy and Jobs Board of 18 November 2015 approved the establishment of a Culture, Heritage and Events Fund. The fund was launched on 8 February 2016 and applications were encouraged from individuals, organisations and networks that would help to develop capacity to support the ambitions of Paisley's UK City of Culture 2021 bid.

- The initial resources of £500,000 were doubled in February 2017 to provide £1m to support relevant activities in support of the bid.
- The fund stood at £360,000 at the end of 2017, therefore a further £140,000 was added in March 2018 to top the fund back up to £500,000 to support relevant legacy activities up to year 2021.
- This brings the total resources allocated to the CHEF over the bid and legacy period to £1.14m.

3.2. Potential applicants receive guidance on the aims, objectives and outcomes required to be successful for grant funding. Furthermore an assessment framework was set out to allow assessment of applications received.

3.3 Following the seventh round, responsibility for managing the application and assessment process was transferred to Renfrewshire Leisure's Cultural Services, with financial administration continuing to be carried out by Renfrewshire Council.

3.4 Refreshed guidance for applicants has been provided for round 10 applications onwards, with clearer information on the assessment process and a new checklist to help applicants avoid submitting incomplete applications. Clearer guidelines for assessors have also been introduced. As well as the fund criteria at 4.2, proposals are also reviewed for effective management and financial viability.

3.5 The key objectives of the fund are to:

- increase the number of people taking part in creative activity in Renfrewshire;
- increase opportunities for young people to develop their creative ambition;
- stimulate the local economy;
- realise the potential contribution creativity can make to education, social inclusion and quality of life;

- strengthen and broaden the network of people developing exciting cultural and creative projects and events in Renfrewshire;
- increase the number of people visiting Renfrewshire; and
- raise the profile of Renfrewshire throughout the UK.

3.6 Three grant application rounds were held in 2016, a further two in 2017, 4 rounds held in 2018 and 2 to be held in 2019 to demonstrate that the fund continues to support activity across Renfrewshire. The total amount of funds committed to projects to date is £1,045,868 inclusive of the current round:

CHEF 2016-21			
Round	No. of projects	Awarded	Balance
Round 1 – March 2016	17	£105,776	£1,034,224
Round 2 – Aug 2016	18	£125,906	£908,318
Round 3 – Dec 2016	17	£152,679	£755,639
Round 4 – May 2017	13	£78,180	£677,459
Round 5 – Sep 2017	15	£171,199	£506,260
Round 6 – Feb 2018	8	£81,906	£424,354
Round 7 – May 2018	12	£100,240	£324,114
Round 8 – Oct 2018	7	£70,658	£253,456
Round 9 – Dec 2018	9	£109,223	£144,233
Total to date	116	£995,767	
*Round 10 – Mar 2019	5	£50,101	£94,132
Cumulative total		£1,045,868	

**Recommended for the current round*

4. Tenth round applications

4.1 Thirteen applications were received by the deadline of 1 March 2019:

- The total value of requested grants to the tenth round was £96,774
- A panel met on 19 March 2019 to review the assessment of the applications
- Five grant applications are recommended for approval in the tenth round
- Eight applications are not recommended as insufficient information was included with the application, the application was incomplete or the application did not fit with the criteria for the fund.

4.2 Funding decisions are based on the criteria set out in the report approved by the Economy and Jobs Policy Board on 18 November 2015:

- best strategic fit with the fund objectives, themes and criteria
- value for money and leverage of additional funding and/or resources
- event viability, quality of programme, management, marketing and promotion

- public benefit/audience
 - legacy opportunities
- 4.3 Subject to board approval, officers will correspond with all applicants to provide feedback and where appropriate to encourage future applications.

5. Spend to Date

- 5.1 The Board are asked to note the overwhelming interest in the Culture, Heritage and Event Fund since it was initiated.
- The combined number of applicants over the first ten funding rounds has been 327 – from communities, businesses and cultural organisations in Renfrewshire and across Scotland.
 - This amounts to a total funding request so far of £3,752,947 of which 121 projects have been supported, amounting to £1,045,868 committed funds to date which leaves £94,132 available from the £1.14m approved by Renfrewshire Council to date.

Implications of the Report

1. **Financial** – The grant awards outlined in the report will be funded from existing resources earmarked for the Culture, Heritage & Events Fund over the period to 2021. The applications are subject to the Council's new grant conditions which were revised and implemented April 2016.
2. **HR & Organisational Development - None**
3. **Community Planning –**

Community Care, Health & Wellbeing - The Culture, Heritage and Events projects will have a positive effect on wellbeing.

Jobs and the Economy – The bid legacy programme aims to deliver positive economic impacts.
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 the projects and criteria have been developed to provide opportunities across equality groups.

8. **Health & Safety** - not applicable
9. **Procurement** – not applicable
10. **Risk** - not applicable
11. **Privacy Impact** - not applicable
12. **COSLA Policy Position** – not applicable

List of Background Papers:

Author:

Leonie Bell, Strategic Lead Paisley Partnership

Morag Macpherson, Head of Cultural Services, Renfrewshire Leisure

Culture, Heritage and Events Fund

Applications recommended for funding							
Application round	Number	Applicant	Project	Requested	Award recommended	Reason	Geographic locus
CHEF 10	005	Mandy McIntosh	Hand Held Monuments: With Ferguslie Park Learning Centre and a core group of artist/learners to embark on a sculptural project which includes aspects of community art history, practical skill sharing and hands on making, towards the realisation of new community based ideas in sculpture which develop to a small maquette stage.	£11,645	£11,645	Strongly meets fund criteria	Paisley
CHEF 10	008	Linzi Clark	She Sings: Aims to give young women in Paisley and Renfrewshire a space to express their creative identity, share ideas, develop their songwriting skills and to be empowered in a supportive environment that nurtures talent.	£3935	£3935	Strongly meets fund criteria	Renfrewshire
CHEF 10	010	PACE Theatre company	Limitless: To deliver a high-quality participatory theatre experience to young people who may not otherwise be able to experience or access such an activity.	£14890	£14890	Strongly meets fund criteria	Renfrewshire
CHEF 10	011	Loud n Proud	Sma' Shot Musical: The historical research, writing and production of a musical called "The Sma Shot". The play tells the story behind The Sma' Shot Day of how it came about in the 19th Century.	£14000	£14000	Strongly meets fund criteria	Paisley

Culture, Heritage and Events Fund

CHEF 10	012	Starlight Youth Theatre	My Life: To enable young adults (age 16 - 20) who have challenges of autism and learning disabilities & who have demonstrated keen interest in drama, music and creative writing to explore and extend their personal and creative, interests and skills.	£5631	£5631	Strongly meets fund criteria	Renfrewshire
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Culture, Heritage and Events Fund

Applications recommended for refusal						
Application round	Number	Applicant	Project	Requested	Award recommended	Geographic locus
CHEF 10	001	Renfrew YMCA	YMCA175: This project will explore the culture heritage of the YMCA within the Renfrewshire area, understanding and documenting the impact the YMCA has had on the local area.	£9664	-	Renfrew
CHEF 10	002	Mossvale Community Church	Sewing2gether All Nations: Sewing workshops for asylum seekers, refugees and migrants living in Renfrewshire with little or no English language skills.	£6000	-	Paisley
CHEF 10	003	Dancedreams Fundraising	Showtime 2019	£8000	-	Paisley
CHEF 10	004	Kick the Door	The Crucible – Paisley Witch Project: This project aims to produce and stage a performance of Arthur Miller's The Crucible, in collaboration with the Paisley Witch Hunt Project.	£3618	-	Paisley
CHEF 10	006	Richy Muirhead	SAMA's Paisley Takeover 2020: To continue to deliver SAMA's Paisley Takeover music festival in 2020 by creating an exciting programme of live music showcasing some of the best in Scottish music, host engaging music workshops, music industry seminars, intimate live sessions, and spoken word	£8750	-	Paisley
CHEF 10	007	Polonez Culture Bridging Group	Dance Connects the Nations: To celebrate cultures from across the world and to connect people of different nations through dance, fun and education	£2640	-	Paisley

Culture, Heritage and Events Fund

CHEF 10	009	Linzi Clark	Solo Album: To record/release an album that reflects my identity as a singer songwriter from Paisley, while allowing for reflection of how socio-cultural factors influence the song writing process	£4500	-	Paisley
CHEF 10	013	St Paul's Church Amateur Dramatic Society	Junior Society production of Aladdin: To put on 2 performances of Aladdin	£3500	-	Johnstone



To: Leadership Board

On: 1 May 2019

Report by: Director of Communities, Housing and Planning

Heading: Cultural Organisations Development Fund

1. Summary

- 1.1 The purpose of this report is to seek approval from the Leadership Board for the award of grants selected from the first round of Cultural Organisations Development Fund applications.
- 1.2 The Leadership Board agreed to establish a new Cultural Organisations Development Fund at the meeting of 19 September 2018. The fund was established as one of the legacies of the UK City of Culture bid process to transform Paisley and Renfrewshire. It is a key mechanism in building a thriving local independent cultural sector and delivering the benefits of the bid process.
- 1.3 The fund's purpose is to strengthen and build the capacity of local cultural and creative organisations. The fund will provide core funding to organisations to allow them to be better sustained, more resilient and capable of expanding and / or improving the quality of their operations and programmes.
- 1.4 It was approved at the same Leadership Board that the management and administration of the new Cultural Organisations Development Fund and that of the established Culture, Events and Heritage Fund is undertaken by Renfrewshire Leisure on behalf of the Council, with decisions on funding continuing to be made by the Leadership Board.
- 1.5 The current funding round was launched in November 2018, with the deadline for submissions of 1 March 2019.

- 1.6 A total of nine applications with a total value of £539,312 were received, of which five are recommended for grant award in this round with a total recommendation of £302,318 leaving a balance of £57,682 for activity until 2021.
- 1.7 Two further funding rounds are currently scheduled for 2019 and 2020. The next deadline for applications is 1 October 2019.

2. Recommendations

- 2.1 It is recommended that the board:
- i. notes the high level of interest generated in this first round of the Cultural Organisations Development Fund and the total funds available for all rounds of £360,000;
 - ii. approves the recommended grant awards, as detailed in Section 5 of this report to the total value of £302,318; and
 - iii. notes that approval of the recommended grants would leave £57,682 available from the fund for activity up to 2021.

3. Background to the fund

- 3.1 At the Leadership Board meeting of 28 February 2018 it was agreed that the financial resources committed to the delivery of what would have been Paisley's UK City of Culture in 2021 would be maintained as the Council contribution to actions seeking to deliver benefits from Paisley's bidding process.
- 3.2 A Culture, Heritage and Events Fund was established in 2016 to support Paisley's UK City of Culture bid through specific local cultural projects. This has been successful in supporting many arts, heritage and events projects and demand for the fund remains high.
- 3.3 The bid process identified that there was a need to strengthen capacity of the local independent cultural sector. The Leadership Board agreed to establish a new Cultural Organisations Development Fund at the meeting of 19 September 2018, as a key mechanism in this capacity-building process.
- 3.4 The Cultural Organisations Development Fund is a three year fund with the purpose of strengthening and building the capacity of local cultural and creative organisations. A budget of £360,000 over three years from 2019 to 2022 has been identified from the resources committed to the delivery of the UK City of Culture 2021 bid legacy.

3.5 The objectives of the fund are to:

- i. support organisations with a track record of delivering successful cultural programmes, to become more sustainable and to take the next steps in their strategic development;
- ii. support organisations that can play a role in delivering Paisley and / or Renfrewshire's ambitions, by developing cultural excellence; and
- iii. support organisations which have an ongoing commitment to diversifying and expanding cultural participation.

3.6 The fund can support a range of organisational development activities, which could include:

- i. Governance - such as board recruitment, company development needs, enhancing skill sets, improving diversity, gender balance, training and awareness;
- ii. Leadership and management – which could be cultural, financial, legal or other administrative and funding & evaluation;
- iii. Workforce – creating new staff posts, developing key skills, supporting training and experience;
- iv. Pathways – developing creative learning programmes and/or skills and pathways projects that recruit internships, apprenticeships and other placements;
- v. Engagement – improving social media, communications, marketing and public relations and supporting wider engagement with cultural sectors across Scotland and the UK;
- vi. Reach – developing new areas of organisational activity, deepening art form knowledge, developing quality, diversifying your cultural offer, supporting new artistic partnerships and collaborations.

Exclusions: The Fund is not for programming or artistic costs for workshops, events or festivals. Those requests should be directed to the Culture, Heritage and Events Fund.

3.7 It is envisaged that grants through the fund will support development plans for organisations and that these may cover one to three years of activities. The grant can be available for all three years to give organisations the security of having that funding committed to them. The maximum grant for one year's development activity is £40,000. Applicants are encouraged to apply for the amount most appropriate to their organisation's development needs at the point of application. All applicants must demonstrate how the amount requested and the timeframe proposed is appropriate for achieving their intended organisational development outcomes.

- 3.8 Grants are available to Renfrewshire based organisations or groups only. They should be established or developing organisations who have a primary cultural or creative purpose. Private individuals and shareholding organisations that generate private profits are excluded from the fund.

4. Application and assessment process

- 4.1 The fund was launched in November 2018, with a deadline of 1 March 2019 for Round 1 applications. Potential applicants were encouraged to submit initial Expressions of Interest by 17 December 2018, prior to submitting their applications. Application surgeries were held at Paisley Arts Centre on 18 January 2019 with organisations that had submitted Expressions of Interest before the deadline. The total fund is £360,000 over 3 years.
- 4.2 A total of nine applications were received by the deadline of 1 March 2019, totalling a funding request of £539,312.
- 4.3 Each application was assessed by an assessor from Renfrewshire Council's Economic Development team, and a Lead Assessor from a pool of officers drawn from Renfrewshire Council Regeneration Service and Renfrewshire Leisure Cultural Services.
- 4.4 Applications were assessed against three main criteria:
1. The proposed activity's fit with the purpose and objectives of the fund;
 2. Effective management and governance;
 3. Financial viability.
- 4.5 For applications recommended for approval, assessors also undertook an assessment of risk and identified if any special payment conditions were required.
- 4.6 A panel of Renfrewshire Council and Renfrewshire Leisure officers considered the recommendations, based on written assessments, with assessors attending to present and be questioned on the assessment. The panel also ensured that the assessment process was fair and consistent across all applications.
- 4.7 Where applications are recommended for refusal, full feedback, support and guidance for organisations on redeveloping and resubmitting applications will be offered.

5. Assessment recommendations

- 5.1 Five applications are recommended for approval, totalling £302,318, leaving a total of £57,682 remaining in the fund.

- 5.2 Four applications are recommended for refusal and total a request of £221,994.
 - 5.3 The organisations recommended to be the first cohort of organisations to be funded by the Cultural Organisations Development Fund are: Erskine Music and Media Studio, STAR Project, Outspoken Arts, CREATE Paisley and PACE Theatre Company.
 - 5.4 Applications recommended for refusal are: Lochwinnoch Choral Society, Paisley Opera, Right2Dance and Loud n Proud. Full feedback and guidance on application redevelopment and resubmission will be offered to those organisations.
 - 5.5 Following Board approval, an officer from RL Cultural Services will be matched with each successful organisation to act as their relationship officer, monitoring progress against objectives, and offering support and guidance. Applicants awarded the highest levels of support over three years will be required to attend an annual review meeting and to evidence their progress towards agreed milestones, with subsequent years' funding dependent on satisfactory progress being achieved. We will also bring the cohort together as a collective, to look at the opportunities presented through a group of organisations working on their development and long-term sustainability.
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6. **Future funding rounds**
 - 6.1 We expect the cohort of organisations recommended for award in round 1 to be supplemented by future successful applicants in rounds 2 and 3. However, Members should note that the remaining fund now stands at £57,682.
 - 6.2 Two further funding rounds of the Cultural Organisations Development Fund have been advertised. Round 2 will open in June 2019 and the deadline for applications is 1 October 2019. Round 3 will open in October 2019 and the deadline for applications is 1 February 2020.
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Implications of the Report

1. **Financial** – The grant awards outlined in the report will be funded from existing resources earmarked for the Cultural Organisation Development Fund over the period to 2021. The applications are subject to the Council's new grant conditions which were revised and implemented April 2016.
2. **HR & Organisational Development - None**
3. **Community Planning** – The Funds form an important part of the bidding legacy plan that contributes directly to the community plan targets for a place-based approach to the cultural regeneration of Paisley and Renfrewshire.

Community Care, Health & Wellbeing – A number of applicants to the Cultural Organisations Development Fund aim to deliver positive impact on wellbeing

Jobs and the Economy – The bid legacy programme aims to deliver positive economic impacts.

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 the projects and criteria have been developed to provide opportunities across equality groups.
8. **Health & Safety** - not applicable
9. **Procurement** – not applicable
10. **Risk** - not applicable
11. **Privacy Impact** - not applicable
12. **COSLA Policy Position** – not applicable

List of Background Papers:

- a) *Cultural Organisations Development Fund and Management of Cultural Grant Programme, Leadership Board 19 Sep 2018*

Authors:

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Morag Macpherson, Head of Cultural Services, Renfrewshire Leisure

Recommended for approval				
Applicant	Proposal	Amount Requested	Recommended for award	Reason
Erskine Music & Media Studio	To appoint a dedicated Managing Director to build upon the legacy which EMMS has developed thus far. Define staff roles and divert more earned income to assure fair wages commensurate with staff skill and experience. Continue to support the development of a cultural infrastructure and cultural opportunities in Erskine.	£72,000	£72,000	Strongly meets purpose of the fund. Conditions of 1st payment: <ul style="list-style-type: none"> • Confirmation that organisation will cover balance of costs (e.g. Employer NI / Pension costs) • Identification of business development targets for Managing Director post • Provision of line management / reporting structure between Board and Managing Director – to show how the post will be managed and how activity towards targets will measured / evaluated • Provision of Income and Expenditure for period of grant to show how reserves will increase to allow for continuation of the post once grant support has ended. This should be reported on and monitored from year 2 onwards. Projection needs to be made before receiving award.
STAR Project	STAR Project are seeking to work with external consultants to help re-establish strategic priorities and help manage change toward better efficiency and/or expansion, longer term sustainability, board development, succession, and using STAR's social and cultural capital in more innovative ways. The aim is to improve STAR Project's reach, and reputation, for its innovative and inclusive approach, delivering exceptional services and positive social change in Paisley/Renfrewshire through a community based approach to cultural regeneration.	£8,500	£8,500	Strongly meets purpose of the fund. Conditions: Receipt of signed constitution.

Recommended for approval				
Applicant	Proposal	Amount Requested	Recommended for award	Reason
Outspoken Arts	Adding an Arts Development Officer and a Creative Learning Officer to the team allowing the organisation to grow and support multiple projects in the ongoing programme. They will have a deliberate function of growing cultural knowledge, building sustainable relationships, and growing participation in the wider cultural sector. Outspoken will act as an effective professional support to their partners. They seek to be a good conduit for funding, creative development, support partners to generate new work and be more sustainable.	£85,000	£70,000	Strongly meets purpose of the fund. However, proposals showed match funding for year 3 of the posts was reliant on the organisation achieving Creative Scotland Regular Funding Organisation status. While this status was aspired to but not assured, the panel recommend providing 2 years of funding.
CREATE Paisley	The purpose of this project is to address identified organisational challenges which currently limit CREATE's ability to deliver its strategic goals and vision which is "to see young people transformed through creativity, community, confidence and finding their voice". Investment in additional staffing; deliver strategic plan; more sustainable income streams, quality and quantity of arts programmes. Develop new partnerships.	£71,778	£71,778	Strongly meets the purpose of the fund.

Recommended for approval				
Applicant	Proposal	Amount Requested	Recommended for award	Reason
PACE Theatre Company	Build fundraising capacity allowing the company to pursue inclusive artistic projects and best practice that is not viably supported by fees, ticket sales or other. PACE will recruit a part-time Outreach Worker and part-time project fundraiser to support this inclusive approach.	£80,040	£80,040	Strongly meets purpose of the fund. Condition of First Payment: Clearly articulate source of income for ongoing operational costs relating to posts; IT, travel costs, hall hire and overheads.
Total		£317,318	£302,318	

Applications recommended for refusal			
Applicant	Proposal	Amount requested	Amount recommended
Lochwinnoch Choral Society	The purpose of the project is to implement a 3 year choir development strategy and in general terms, promote and encourage a wider appreciation and participation in music related activities in Lochwinnoch and the surrounding villages.	£32,250	£0
Paisley Opera	To develop the company so that it can build on the achievements of the first two years and grow over the next 3 years with a solid foundation and structure that will be fit to underpin the artistic and cultural ambitions of the company for years to come. The grant will cover the cost of 4-5 new part-time posts to oversee the implementation of the Company's three year development plan. The project will also enable Paisley Opera to complete its charity registration and provide initial infrastructure to support its development.	£110,471	£0
Right2Dance	The purpose of the project is to enable Right2Dance to become a more sustainable and productive organisation. The funding will develop the quality of the work through investing in staff development, communications and recruitment of new staff, a Trainee Dance Tutor and Administrator. Developing the workforce, creating pathways for training and additional administration and communications/digital support will help to extend the organisation's reach and enable Right2Dance to engage with a wider audience.	£49,273	£0
Loud n Proud	Loud n Proud seek to employ a consultant who will be a full time high profile professional musician who has a firm commitment to celebrate and to encourage diversity as a source of innovation in the music industry. The aim is to identify current obstacles impeding gender equality within the music industry, as well as defining strategies and commitments to be taken by its different stakeholders, and more specifically by those about to enter it.	£30,000	£0
Total		£221,994	£0