

Notice of Meeting and Agenda

Leadership Board

Date	Time	Venue
Wednesday, 04 December 2019	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Jacqueline Cameron: Councillor Eddie Devine: Councillor Andy Doig: Councillor Jim Harte: Councillor Lisa-Marie Hughes: Councillor James MacLaren: Councillor Eileen McCartin: Councillor Cathy McEwan: Councillor Marie McGurk: Councillor John McIntyre: Councillor John McNaughtan: Councillor John Shaw: Councillor James Sheridan:

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

- | | | |
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| 1 | Revenue Budget Monitoring Report to 13 September 2019 | 5 - 18 |
| | Joint Report by Directors of Finance & Resources, Communities, Housing & Planning Services and the Chief Finance Officer, Renfrewshire Health & Social Care Partnership | |
| 2 | Capital Budget Monitoring Report to 13 September 2019 | 19 - 24 |
| | Report by Director of Finance & Resources | |

Strategic Oversight, Best Value, Performance Management and Corporate Planning

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| 3 | Council Plan 2017-2022:Six-monthly Progress Report | 25 - 78 |
| | Report by Chief Executive | |
| 4 | Best Value Assurance Report - Progress Update on Improvement Plan | 79 - 90 |
| | Report by Chief Executive | |
| 5 | Progress Report on Renfrewshire Gaelic Language Implementation Plan | 91 - 108 |
| | Report by Director of Children's Services | |

Tackling Poverty, Welfare Reform and Refugee Resettlement

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| 6 | Tackling Poverty Programme | 109 - 120 |
| | Report by Chief Executive | |
| 7 | Social Security Committee Consultation Response - Benefit Take Up | 121 - 130 |
| | Report by Chief Executive | |
| 8 | Refugee Resettlement Programme | 131 - 136 |
| | Report by Chief Executive | |

Economy, Regeneration, Development and Renewal and Digital Inclusion

9	Preparations for the Planned Withdrawal of the UK from the EU	137 - 144
	Report by Chief Executive	
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	Report by Chief Executive	
11	Paisley Townscape Heritage/Conservation Area Regenerational Scheme (TH/CARS2): Grant Award - George Place, Paisley	153 - 158
	Report by Chief Executive	
12	Renfrewshire Economic Profile (December 2019) and Economic Development Update	159 - 180
	Report by Chief Executive	

Community Empowerment and Engagement

13	Community Empowerment Fund - Updated Guidance	181 - 192
	Report by Chief Executive	
14	Strategic Partnership Agreement - Paisley 2021 Community Trust	193 - 208
	Report by Chief Executive	

Leisure, Culture, Tourism and Events

15	Cultural Organisation Development Fund	209 - 216
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	Report by Director of Communities, Housing & Planning Services	
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	Report by Chief Executive	
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	Report by Chief Executive	

Adult Social Care and Health Integration

19	Adult Social Work Services - Six-monthly Update Report	295 - 314
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Report by Chief Officer, Renfrewshire Health & Social Care Partnership



To: Leadership Board

On: 4 December 2019

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

Heading: Revenue Budget Monitoring to 13 September 2019

1. Summary

- 1.1 Gross expenditure is 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	£220,000 underspend	0.7%	Breakeven	-
Economic Development & City Deal	Breakeven	-	Breakeven	-
Chief Executives	Breakeven	-	Breakeven	-

2. Recommendations

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

3. Budget Adjustments

Budget adjustments totalling £1.132m have been actioned for Chief Executives since the last reporting period, resulting in a net increase in resources for services reporting to this board.

A net budget reduction of £255k has been transferred from the Chief Executives Service to reflect the current service provision including management and administration. A net budget adjustment of £325k has been transferred from corporate resources to reflect employee cost inflation and energy efficiencies. £119k has been transferred from corporate resources to the Chief Executives service in respect of Scottish Government funding to provide free sanitary products in communities, together with £943k of resources to fund corporate investment priorities including Future Paisley, investment in Cultural Infrastructure, public wifi and Tackling Poverty.

In relation to Adult Services, a net budget increase of £4.565m has been action since the last reporting period. A net budget adjustment of £939k has been transferred in relation to the payaward, in addition to the transfer of Scottish Government funding totalling £3.617m from miscellaneous.

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:	£220,000 underspend
<i>Previously reported:</i>	<i>Breakeven</i>

Underspends in employee costs (excluding care at home) reflecting vacancies due to recruitment issues, throughout all service areas. These underspends offset pressures within third party payments (payments for externally commissioned services) for the Care at Home service and the Adult placement budget reflecting the impact of increasing demand. The underspend within addictions reflects the planned hold on recruitment, to enable new structures to be put in place, in line with the findings of the review of addiction services.

5.1 **Projected Year End Position**

It is anticipated that Adult Services will underspend by £476,000 at the 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
13. **Climate Risk** - none

List of Background Papers

None

Author: Lisa Dickie, Extension 7384

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 13 September 2019

POLICY BOARD : LEADERSHIP BOARD

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Adult Social Care	70,826	32,689	32,469	220	0.7%	underspend
Leisure Services	10,390	5,450	5,450	0	0.0%	breakeven
City Deal	0	0	0	0	0.0%	breakeven
Economic Development	2,558	1,874	1,874	0	0.0%	breakeven
Chief Executive	7,747	3,285	3,285	0	0.0%	breakeven
NET EXPENDITURE	91,521	43,298	43,078	220	0.5%	underspend

	£000's	
Bottom Line Position to 13 September 2019 is a net underspend	220	0.0%
Anticipated Year End Budget Position is a net underspend	476	0.5%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 13 September 2019

POLICY BOARD : LEADERSHIP BOARD

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Employees	40,290	18,333	17,922	411	2.2%	underspend
Premises Related	1,264	663	655	8	1.2%	underspend
Supplies and Services	14,735	7,107	7,191	(84)	-1.2%	overspend
Transport Related	802	369	363	6	1.6%	underspend
Support Services	194	34	36	(2)	0.0%	overspend
Third Party Payments	58,642	27,016	27,233	(217)	-0.8%	overspend
Transfer Payments	6,192	3,219	3,225	(6)	-0.2%	overspend
GROSS EXPENDITURE	122,120	56,741	56,627	116	0.2%	underspend
Income	(30,599)	(13,442)	(13,546)	104	0.8%	over-recovery
NET EXPENDITURE	91,521	43,298	43,080	220	0.5%	underspend

Bottom Line Position to 13 September 2019 is a net underspend
Anticipated Year End Budget Position is a net underspend

£000's	
220	0.5%
476	0.5%

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 13 September 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Older People	47,287	21,825	21,482	343	1.6%	underspend
Physical or Sensory Difficulties	5,980	2,760	2,884	(124)	-4.5%	overspend
Learning Difficulties	14,555	6,718	6,721	(3)	0.0%	overspend
Mental Health Needs	2,338	1,079	1,077	2	0.2%	underspend
Addiction Services	666	307	305	2	0.7%	underspend
NET EXPENDITURE	70,826	32,689	32,469	220	0.7%	underspend

	£000's	
Bottom Line Position to 13 September 2019 is a net underspend	<u>220</u>	<u>0.7%</u>
Anticipated Year End Budget Position is a net underspend	<u>476</u>	<u>0.7%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 13 September 2019

POLICY BOARD : LEADERSHIP BOARD: ADULT SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	31,809	14,681	14,274	407	2.8%	underspend
Premises Related	763	352	339	13	3.7%	underspend
Supplies and Services	1,903	878	966	(88)	-10.0%	overspend
Transport Related	800	369	360	9	2.4%	underspend
Support Services	70	32	27	5	15.6%	underspend
Third Party Payments	58,527	27,013	27,230	(217)	-0.8%	overspend
Transfer Payments	3,397	1,568	1,581	(13)	-0.8%	overspend
GROSS EXPENDITURE	97,269	44,893	44,777	116	0.3%	underspend
Income	(26,443)	(12,204)	(12,308)	104	0.9%	over-recovery
NET EXPENDITURE	70,826	32,689	32,469	220	0.7%	underspend

	£000's	
Bottom Line Position to 13 September 2019 is a net underspend	<u>220</u>	<u>0.7%</u>
Anticipated Year End Budget Position is a net underspend	<u>476</u>	<u>0.7%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 13 September 2019

POLICY BOARD : LEADERSHIP BOARD: CHIEF EXECUTIVE

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
£000's	£000's	£000's	£000's	£000's	%	
Employees	4,834	1,827	1,823	4	0.0%	underspend
Premises Related	0	0	4	(4)	0.0%	breakeven
Supplies and Services	1,903	843	838	5	0.0%	underspend
Transport Related	2	0	0	0	0.0%	breakeven
Support Services	16	1	3	(2)	0.0%	overspend
Third Party Payments	115	0	0	0	0.0%	breakeven
Transfer Payments	1,180	713	718	(5)	0.0%	overspend
GROSS EXPENDITURE	8,050	3,384	3,386	(2)	-0.1%	overspend
Income	(303)	(99)	(101)	2	0.0%	over-recovery
NET EXPENDITURE	7,747	3,285	3,285	0	0.0%	breakeven

	£000's	
Bottom Line Position to 13 September 2019 is breakeven	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 13 September 2019

POLICY BOARD : ECONOMIC DEVELOPMENT

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
	£000's	£000's	£000's	£000's	%	
Employees	3,647	1,534	1,534	0	0.0%	breakeven
Premises Related	115	84	85	(1)	-1.2%	overspend
Supplies and Services	545	137	138	(1)	-0.7%	overspend
Transport Related	0	0	3	(3)	0.0%	breakeven
Support Services	108	1	6	(5)	0.0%	overspend
Third Party Payments	0	0	0	0		
Transfer Payments	1,615	929	917	12	1.3%	underspend
GROSS EXPENDITURE	6,030	2,685	2,683	2	0.1%	underspend
Income	(3,472)	(811)	(809)	(2)	-0.2%	under-recovery
NET EXPENDITURE	2,558	1,874	1,874	0	0.0%	breakeven

	£000's	
Bottom Line Position to 13 September 2019 is breakeven	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>

RENFREWSHIRE COUNCIL
REVENUE BUDGET MONITORING STATEMENT 2019/2020
1st April 2019 to 13 September 2019

POLICY BOARD : LEADERSHIP BOARD: LEISURE SERVICES

Description	Revised Annual Budget	Revised Period Budget	Revised Actual	Budget Variance		
				£000's	%	
Employees	0	0	0	0	0.0%	breakeven
Premises Related	386	227	227	0	0.0%	breakeven
Supplies and Services	10,384	5,223	5,223	0	0.0%	breakeven
Transport Related	0	0	0	0	0.0%	breakeven
Support Services	0	0	0	0	0.0%	breakeven
Third Party Payments	0	0	0	0	0.0%	breakeven
Transfer Payments	0	0	0	0	0.0%	breakeven
GROSS EXPENDITURE	10,770	5,450	5,450	0	0.0%	breakeven
Income	(381)	0	0	0	0.0%	breakeven
NET EXPENDITURE	10,390	5,450	5,450	0	0.0%	breakeven

	£000's	
Bottom Line Position to 13 September 2019 is breakeven	<u>0</u>	<u>0.0%</u>
Anticipated Year End Budget Position is breakeven	<u>0</u>	<u>0.0%</u>



To: LEADERSHIP BOARD

On: 4 DECEMBER 2019

Report by: Director of Finance and Resources

Heading: Capital Budget Monitoring Report

1. Summary

- 1.1 Capital expenditure to 13th September 2019 totals £7.764m compared to anticipated expenditure of £7.765m for this time of year. This results in under spend of £0.001m for those services reporting to this board, and is summarised in the table below:

Division	Current Reported Position	% Variance	Previously Reported Position	% Variance
Leisure Services	£0.000m b/even	0% b/even	£0.001m u/spend	0% u/spend
Chief Executives	£0.001m u/spend	0% u/spend	£0.005m u/spend	0% u/spend
Total	£0.001m u/spend	0% u/spend	£0.006m u/spend	0% u/spend

- 1.2 The expenditure total of £7.764m represents 27% of the resources available to fund the projects being reported to this board Appendix 1 provides further information on the budget monitoring position of the projects within the remit of this board.

2. **Recommendations**

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

3. **Background**

- 3.1 This report has been prepared by the Director of Finance and Resources in conjunction with the Chief Executive and the Director of Development & Housing Services.
- 3.2 This capital budget monitoring report details the performance of the Capital Programme to 13th September 2019, and is based on the Non-Housing Capital Investment Programme which was approved by members on 28th February 2019, adjusted for movements since its approval.
-

4. **Budget Changes**

- 4.1 Since the last report budget changes in 2019-20 totalling £5.747m have arisen which reflect the following:-

- **Leisure Services**

Budget carried forward to 2020-21 and beyond from 2019-20 (£1.563m):

- Community Halls Refurbishment (£1.563m) as the full programme is under development in conjunction with Renfrewshire Leisure;

- **Chief Executives**

Budget carried forward to 2020-21 and beyond from 2019-20 (£4.184m):

- Paisley Town Hall Redevelopment (£0.734m);
- Travel and Accessibility Infrastructure (£1.615m);
- St James Playing Fields Redevelopment (£0.301m);
- Paisley Museum (£0.927m);
- Paisley Learning & Cultural Hub and Temporary Libraries (£0.607m).

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. **Climate Risk** – none
13. **Cosla Policy Position** – none.

List of Background Papers

- (a). Non-Housing Capital Investment Programme 2019/20 to 2021/22 – Council, 28th February 2019
- (b). Town Centre Capital Fund – Leadership Board, 19th June 2019.

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	Prior Expenditure to 31/03/2019* £000	Approved Programme @28/02/19 £000	Current Programme MR 6 £000	Current Year						Full Programme - All years		
				Year To Date Budget to 13-Sep-19 £000	Cash Spent to 13-Sep-19 £000	Variance to 13-Sep-19 £000	% Variance	Cash to be Spent by 31-Mar-20 £000	% Cash Spent	Total Programme to 31-Mar-22 £000	Total Cash Spent to 13-Sep-19 £000	Total Cash to be Spent to 31-Mar-22 £000
LEISURE SERVICES												
Leisure Investment Programme	52,235	0	50	10	10	0	0%	40	20%	52,619	52,245	374
Grass Pitches & Changing Facilities	3,220	392	392	290	291	-1	0%	101	74%	4,249	3,511	738
Community Halls Refurbishment	0	0	50	5	4	1	20%	46	8%	2,536	4	2,532
Total Leisure Services	55,455	392	492	305	305	0	0%	187	62%	59,404	55,760	3,644
CHIEF EXECUTIVES												
City Deal Projects												
Glasgow Airport Investment Area	7,952	17,821	15,731	5,100	5,100	0	0%	10,631	32%	40,405	13,052	27,353
Clyde Waterfront & Renfrew Riverside	14,134	1,022	1,622	420	421	-1	0%	1,201	26%	89,229	14,555	74,674
Airport Access	2,404	3,730	700	100	98	2	2%	602	14%	105,936	2,502	103,434
City Deal Related Projects												
GAIA Regeneration	0	0	0	0	0	0	0%	0	-	5,500	0	5,500
AMIDS: Public Realm Phase 1 Netheron Square	0	0	200	0	0	0	0%	200	0%	2,477	0	2,477
Paisley Venues & Town Centre Infrastructure												
Paisley Art Centre Redevelopment	76	275	278	75	76	-1	-1%	202	27%	2,500	152	2,348
Paisley Town Hall Redevelopment	725	3,045	2,308	780	781	-1	0%	1,527	34%	22,000	1,506	20,494
Flexible Outdoor Facility/Travel & Accessibility Infrastructure	138	2,400	785	0	0	0	0%	785	0%	10,000	138	9,862
St James Playing Fields Redevelopment	322	590	245	25	22	3	12%	223	9%	7,500	344	7,156
Paisley Museum	2,660	3,400	2,367	745	746	-1	0%	1,621	32%	42,500	3,406	39,094
Town Centre Capital Fund	0	0	1,459	0	0	0	0%	1,459	0%	1,459	0	1,459
Paisley Learning & Cultural Hub	992	1,746	1,100	210	212	-2	-1%	888	19%	7,000	1,204	5,796
Paisley Temporary Library	543	0	70	5	3	2	40%	67	4%	650	546	104
Temporary Heritage Library	36	0	29	0	0	0	0%	29	0%	99	36	63
Total Chief Executives	29,982	34,029	26,894	7,460	7,459	1	0%	19,435	28%	337,255	37,441	299,814
TOTAL LEADERSHIP BOARD	85,437	34,421	27,386	7,765	7,764	1	0%	19,622	28%	396,659	93,201	303,458

*Rolling programmes have a prior year year expenditure of £0 as the expenditure is not directly linked from one year to the next as a singular project.



To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

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

1. Summary

- 1.1. The Council Plan is a key strategic document which outlines the Council's vision and priorities for Renfrewshire for 2017-2022. It sets out an ambitious programme of work to transform the future of our place and people.
- 1.2. The Council Plan was approved by Council on 28 September 2017. It was developed alongside the Community Plan, following an extensive programme of consultation and engagement, to ensure close alignment with key community planning partners to achieve the vision, "Working together for a thriving and connected Renfrewshire, creating opportunities for all".
- 1.3. The Council is now halfway through the five-year plan, and significant progress has been made across a number of areas such as: attainment of our young people; cultural and economic regeneration; community engagement and empowerment; and creating a more sustainable Renfrewshire. Many aspects of this work are sector-leading with the Council being recognised through positive inspections and audits and external awards for innovation and excellence.
- 1.4. A full summary of performance against each of the five strategic outcomes is provided in Appendix 1 of this report.

2. Recommendations

- 2.1. It is recommended that the Leadership Board:
 - notes the progress achieved to date in terms of progressing the key outcomes and priorities detailed in the Council Plan; and
 - notes that the next 6-monthly update will be reported to the Leadership Board in June 2020.

3. Background

- 3.1. The Council Plan is a high-level, strategic plan which sets out for elected members, communities, businesses and partners what the Council will aim to achieve over the period 2017-2022. The Plan was developed alongside the Renfrewshire Community Plan during 2017, with both plans being approved by Council on 28 September 2017.
- 3.2. The Council Plan is focused on driving improvements across five 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.
- 3.3. Services are taking forward a range of initiatives and improvement activities which aim to deliver these outcomes. A performance framework to underpin the performance monitoring and reporting of Council Plan activity was approved by the Leadership Board on 12 December 2017.

4. Summary of Progress

- 4.1. All indicators and actions contained within the plan are embedded within individual service improvement plans with progress monitored on a regular basis through relevant policy boards and services' senior management teams.
- 4.2. Excellent progress has been achieved in progressing the priority actions in the 2017-2022 Council Plan. As of November 2019, for the 55 actions:

Action Status		Number of actions
	In Progress & Assigned	33
	Completed	22

- 4.3. For the 51 Council Plan performance indicators (excluding the 12 data only PIs) 59% have achieved target for 2018/19 or Q2 2019/20 for our quarterly indicators. For those PIs that did not achieve target a note on the corrective action that services are undertaking is provided in detail in appendix 1.

5. Achievements of the Council Plan

- 5.1. Full details of progress achieved against each of the strategic outcomes is contained in Appendix 1. A summary of key achievements is detailed in the sections below:

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

Achievements over last six months:

- A new Economic Strategy for Renfrewshire has been developed and launched by an independent Leadership Panel – this ambitious ten-year plan has been developed with stakeholders across Renfrewshire and outlines the excellent economic opportunities in Renfrewshire.

- With the Scottish Government and Scotland's Towns Partnership, the Council has developed a long-term vision for Paisley town centre as an exemplar for the future of traditional town centres across Scotland.
- Projects have been identified and approved by Leadership Board in June 2019 to allocate the Council's £1.4 million funding from the Scottish Government's Town Centre Capital Fund to drive economic activity and improvements to town centres, including lighting enhancements in Johnstone and Renfrew and refurbishment of vacant units across town centre locations.
- Although the first City Deal infrastructure project is not due to complete until early 2021, it is estimated that around 10% of the projected outputs and outcomes have already been realised. An acceleration has been seen in new residential and commercial developments in the vicinity of the project areas, as a result of the forthcoming City Deal investment.
- We continue to drive forward Renfrewshire's cultural regeneration plans, moving forward from Bid Legacy to Future Paisley. The six step changes agreed by the Future Paisley Partnership Board continue to underpin the approach and demonstrates the collective commitment to harnessing the power of culture to lead as well as support positive social, economic and physical change. In March, the new research centre with the University of the West of Scotland (UWS), the Centre for Culture, Sport and Events (CCSE) was launched. The CCSE will establish itself as a centre of excellence for research and evaluation for a wide range of policy areas including cultural regeneration.
- Cultural Infrastructure Projects team has been established and all capital projects have been initiated. Early disruption management measures completed on time, within budget. Major capital investments at Paisley Museum (with RL), Paisley Town Hall, Paisley Arts Centre, the new Paisley Learning and Cultural Hub on High Street and Public Realm improvements at the Abbey Quarter and County Square, all underway at various stages of progress. Public consultations, planning and statutory processes and design proposals approvals largely completed for build projects, with technical designs and contract procurement as next steps. Design for Public realm and traffic works now commenced, with design proposals anticipated early 2020.
- The delivery of the year two destination marketing plan has been successfully implemented. The brand continues to transform perceptions and has generated 177m opportunities to see and hear something positive for Paisley and Renfrewshire, £6.8m equivalent PR value, 3,644 pieces of coverage, 438,003 unique page views on www.paisley.is and 3.9m total social media reach and impressions.
- A capital investment programme of £8.089m in Renfrewshire's roads, pavements, paths and cycle tracks is being delivered. The programme commenced in April 2019 with the resurfacing of 66 carriageways and 26 footways completed. In addition, 19 carriageways have been surface dressed, 8 have been micro-surfaced and 12 have been pre-patched in advance of next year's surface dressing programme.
- A series of public transport enhancements have been added to the existing provision, including real time passenger information displays along Renfrew Road, as well as in Glasgow Road and Paisley town centre, and new traffic signals at the entrance to the Wallneuk retail development.

Strategic Outcome 2: Building strong, safe and resilient communities

Achievements over last six months:

- We have a continued focus on the health and wellbeing of children and young people with activities such as creating mentally healthy schools and the review of Personal and Social Education (PSE). This is allowing us to understand need and be able to work in a proactive way to support children and young people
- We continue to modernise our school estate, including reviewing catchment areas affecting Inchinnan Primary School and Rashielea Primary School. A consultation took place from September to November 2019, and the conclusion of this review will be presented to the Education and Children's Services Policy Board in March 2020.
- We continue to focus on raising attainment for all children, whilst closing the poverty related attainment gap through the work of the Attainment Challenge, Pupil Equity Fund, and the Care Experienced Fund, as well as everyday service provision. The service is continuing sector-leading partnership approaches with the University of Strathclyde and Stanford University in the research and pedagogical approaches to teaching literacy and numeracy.
- We are well on our way to delivering our ambitious commitment to build 1,000 affordable new homes for the people of Renfrewshire over the five years up to 2021. During the current year a total of 372 new affordable homes are due to be completed, including new Council homes at Johnstone Castle, and Dargavel Village, Bishopton, and 101 new Council homes at Ferguslie Park have been proposed.
- House completions in Renfrewshire at 783 for 2018/19 are at the highest level in over 20 years, this is supported by good partnership working across services in the Council as well as positive working relationships with Registered Social Landlords and other sectors within the house building industry.
- The Local Development Plan provides the framework for development in Renfrewshire and the work of the planning team is crucial to the delivery of wider priorities including City Deal projects. The Planning Team were awarded the RTPI UK Planning Excellence Award 2019 for Large Scale Development in recognition of the success of the Dargavel Village development.
- Our draft Strategic Housing Investment Plan has been developed after discussions with developing Housing Associations in Renfrewshire for the five-year period 2020/21 to 2024/25, and was approved for consultation at the August Communities, Housing and Planning Policy Board. Consultation took place up to 21 September 2019 and following this, a finalised plan was approved by Policy Board, prior to submission to the Scottish Government.
- Phase 2 of the Renfrewshire Community Safety Hub has been completed with the Renfrewshire Wardens fully integrated into the Hub, which has significantly improved partnership working. The Briefcam technology within the CCTV operations room is now fully operational to allow quicker analysis of CCTV footage.
- Your Home, Your Street, Our Community campaign is striving to make Renfrewshire a safer, more attractive place to visit, live and work. This is a partnership approach led by Police Scotland, supported by Renfrewshire Council and other partners which tackles local issues that matter to residents. Four areas, Ferguslie, Gallowhill, Erskine and Shortroods have been visited so far with encouraging results showing a positive benefit for the community.
- Street Stuff is now celebrating its 10th year. So far during 2019/20 we have seen 12,211 young people attend which includes 2,903 participants benefitting from provision of a healthy meal.

- Local Partnerships have now had three meetings each, agreeing their membership and identifying local priorities for each of the local areas. They have also allocated over £350,000 of grants to support projects in their Local Partnership area.
- A participatory budgeting pilot has taken place, with young people aged 12-25 having a direct say on the allocation of £150,000 of grants. Young people have designed and delivered the process, including identifying priorities, agreeing criteria for the fund, supporting applicants and delivering an announcement event with the results on 25 September 2019.
- Four applications have been awarded from the Community Empowerment Fund to support community organisations to progress their plans using Community Asset Transfer and we continue to support key community organisations to develop partnerships and their ideas for their local area and assets. The total amount awarded to date is £256k.

Strategic Outcome 3: Tackling inequality, ensuring opportunities for all

Achievements over last six months:

- An Alcohol and Drugs Commission for Renfrewshire has been established, focusing on supporting local people and communities and improving life outcomes. The Commission has held five meetings to date, agreed key themes and launched an extensive programme of engagement with frontline staff as well as individuals and families with lived experience.
- We presented our Rapid Rehousing Transition Plan to the Scottish Government which details how we will improve outcomes for homeless applicants in Renfrewshire. We have recently been allocated £186,000 from the Scottish Government for 2019/20.
- Well-developed management arrangements are in place to monitor Universal Credit rollout and the change in Housing Benefit and Council Tax Reductions caseloads, as well as monitor rent and council tax income and arrears levels. This supports effective workforce planning and revenue collection activities.
- We have progressed plans for the expansion of Early Years' provision to 1140 hours by 2020, with 1140 hours already being delivered in 62 establishments. This expansion will continue over the next six months with more establishments operating over a longer day/year; refurbishment of existing premises; continuing with plans for new builds; and ongoing recruitment work to ensure sufficient staff to deliver the new model.
- In July 2019, the Council launched its Respectful Funeral Service in conjunction with local and national Funeral Directors. This new partnership will offer residents an affordable, respectful and dignified bereavement service. Seven Funeral Directors are now working in partnership to deliver savings of between 18% and 60% on the cost of an average funeral in Scotland.
- The Tackling Poverty Programme continues to deliver a range of projects to support families living in poverty. In this period, targeted income maximisation support has put £1.7million in the pockets of low-income families as well as continuing to provide services such as holiday provision with a healthy meal, breakfast clubs and services which support the mental health and wellbeing of young people.
- Working in partnership with Renfrewshire Leisure, free sanitary products are now available in town halls, community centres and libraries. This was launched as part of a wider 'Period Poverty' campaign during Challenge Poverty Week in October 2019.
- Fair Work practices are now scored as standard in all our contracts, these actively promote payment of the Living Wage. In terms of maximising our benefit from our contract awards, the Council has exceeded the community benefits target for this

stage in the year and the procurement team's approach to this is generating significant benefits for Renfrewshire.

- In partnership with Macmillan Cancer Support and the HSCP, we have developed the Improving the Cancer Journey (ICJ) project in Renfrewshire. The outreach project will be launched in January 2020.

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

Achievements over last six months:

- A cross-departmental workstream to support elected members' work on tackling the climate emergency, has been established. This work will collate existing activity, highlight opportunities and challenges, and support the work of elected members in the Climate Emergency Working Group.
- Team Up to Clean Up community clean ups and The Big Spring Clean in April 2019 saw more than 1,750 volunteers take part in 103 events across the area, with more than 1,850 bags of rubbish cleared from the streets. The Spotless September campaign saw every town and village in Renfrewshire challenged to host a clean-up in their area. In October, the Team Up to Clean Up team won the 'Strong and Sustainable Communities' award at the COSLA Excellence Awards 2019.
- The new recycling and waste collection service has reduced residual waste production by 11.5%, with a 4% increase in recycling over the same time period in 2018, taking the recycling figures to 52.3%. There has also been a 42.6% increase in waste presentation from households in their food and garden bins.
- The Sustainable Travel Scheme, where Council employees use pool vehicles or alternative transport to their own vehicles, has encouraged more efficient and effective methods of sustainable travel; increased the use of electric vehicles; and worked towards improving our fleet utilisation. The Scheme is proving successful and has reduced the business miles travelled by car by over 20% since its introduction.
- The number of electric vehicles in the Council fleet continues to grow, with the total number of electric vehicles now at 88, which is 20.7% of the total fleet. Increasing our use of alternative fuel will have a positive impact on levels of CO₂ being emitted by the public vehicle fleet.
- We have been allocated £1,455,530 for 2019/20 to support projects focused on mixed tenure blocks to help social landlords in meeting the requirements of the Energy Efficiency Standard for Social Housing (EESH), this both improves energy efficiency and delivers energy bill savings to residents, helping to address fuel poverty.
- Renfrewshire became the first local authority in Scotland to recognise the new International Fair Trade Charter, following engagement between Renfrewshire's Fair Trade Steering Group and the Scottish Fair Trade Forum.

Strategic Outcome 5: Working together to improve outcomes

Achievements over last six months:

- The Council developed and delivered the 'Our Values' engagement and completed over 33 staff sessions, reaching more than 4,000 staff, community groups and members of the public to establish core values for the Council.

- Launched Right for Renfrewshire - the next phase in the Council's transformation programme. Approval was received from the Leadership Board in September 2019 to progress this programme.
- A cross-service Strategic Brexit Officer Group has been established to provide leadership around the potential longer-term impacts of Brexit, this sits alongside the Brexit Readiness Group which focuses on the more immediate priorities.
- Year two of the Council's marketing and communications strategy has been implemented, generating local and national publicity for Council services with 107m opportunities to see or hear something positive about Renfrewshire Council and a social media reach of 9.3m. This includes 26m positive opportunities to highlight Renfrewshire pupil exam results in August 2019 and the launch of the Council's new Instagram account. There are now 9,875 subscribers to the Council's e-newsletter service covering five topics.
- The reach of MyAccount Customer Portal has increased to around 50,000 users across Renfrewshire, representing 56% households, with 2,300 users accessing the Portal each week.
- Consultation on the statutory review of Polling Places has taken place with Council approving the draft scheme for a final round of consultation ahead of a report being brought back to Council in December 2019 for approval of the final Polling Scheme.
- The Workforce Plan has progressed, particularly through activities such as: communication and engagement; supporting career pathways including professional traineeships and qualifications; mentoring and coaching in support of succession planning; and health and wellbeing initiatives aligned to national campaigns delivered in partnership with our Occupational Health, Employee Assistance providers and third sector organisations.
- 417 employees across the Council have participated in leadership development programmes delivered by the Council.

5.2 Progress against all key activities outlined in the Council Plan, are monitored by the Corporate Management Team on a regular basis. Priorities for the next six months of the Council Plan include:

- continuing the Right for Renfrewshire programme to ensure Council services continue to be right for people and right for communities into the future;
- supporting all Council services to effectively plan and prepare for the longer-term impacts of Brexit, focusing on the local economy, employment, poverty and hardship and issues facing the Council's workforce;
- co-ordinating work to support the Climate Emergency Working Group following the Council's declaration of a climate emergency, including the preparation of a progress report for elected members by the end of the financial year;
- implementing the next stage of the Council's brand and core values – with a focus on supporting the organisation to embed these values;
- continuing to progress our wide of ambitious economic, physical and cultural regeneration programmes such as the City Deal programme and town centre developments;
- delivering a review of the local partnerships, commencing in early 2020;
- delivering the Early Years expansion to ensure our nursery provision of 1140 hours by 2020; and
- continuing to support our most vulnerable families and citizens across Renfrewshire through a range of projects and initiatives across services such as the Alcohol and

Drugs Commission, the next phase of the Tackling Poverty programme and the Attainment Challenge.

- 5.3 The next update to the Leadership Board on progress of the Council Plan will be submitted in June 2020.

Implications of this report




1. **Financial** – The key outcomes targeted through the Council Plan and associated initiatives will require to be managed within existing resources, with additional investment secured where appropriate. The financial pressures facing the organisation remain substantial, however the Council was recognised as having an “effective financial management” in the Best Value Assurance report published by Audit Scotland in 2017, which was reinforced in the 2018 Annual Audit Report recently published.
2. **HR and Organisational Development** – The Council Plan highlights how the organisation will continue to develop its approaches to workforce planning, organisational development and the support which is offered to employees.
3. **Community/Council Planning** – The Council Plan is closely aligned to Renfrewshire's Community Plan 2017-2027, with the Council Plan clearly demonstrating the organisation's contributions to progressing the key priorities highlighted within the Community Plan.
4. **Legal** – n/a
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety** – n/a
9. **Procurement** – n/a
10. **Risk** – n/a
11. **Privacy Impact** – n/a
12. **Cosla Policy Position** – n/a
13. **Climate Risk** – Section 5.1 (Strategic Outcome 4) highlights a number of activities that relate to addressing the Climate Emergency



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Appendix 1




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

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.08	Deliver our City Deal Projects – the Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes	31-Mar-2022		<div><div>65%</div></div>	<p>The Glasgow Airport Investment Area Project, providing the enabling infrastructure for the Advanced Manufacturing Innovation District Scotland (AMIDS), has now commenced on site. Governance arrangements and delivery structures to progress AMIDS are now in place and work is progressing at pace to bring forward the site for investment and development.</p> <p>Although the first City Deal infrastructure project is not due to complete until early 2021, it is estimated that around 10% of the projected outputs and outcomes have already been realised. An acceleration has been seen in new residential and commercial developments in the vicinity of the project areas, as a result of the forthcoming City Deal investment.</p>
CP17.DH S.01	Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel	31-Mar-2022		<div><div>60%</div></div>	<p>A new Economic Strategy for Renfrewshire has been developed and launched. Led by the independent Leadership Panel – this ambitious ten-year plan has been developed with stakeholders across Renfrewshire and outlines the excellent economic opportunities in Renfrewshire. It highlights eight key challenges which the area faces alongside key interventions to proactively tackle these. Six long-term strategic ambitions are also identified and will be used to measure progress, such as adding 9,000 jobs to the economy and growing Renfrewshire's manufacturing sector by 30% (£GVA).</p>




Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CE.01	Progress our digital ambitions, implementing free public wifi across our town centres and working with partners to promote digital skills and development	31-Mar-2022		<div><div>90%</div></div>	<p>Initial research and discussion have taken place and it has been agreed that development of a new 2020 digital strategy should begin in line with the Transformation plans. Themes are being explored and will be presented for consultation.</p> <p>The Council did not progress to the final application stages for the Local Full Fibre Network programme but is developing a Connectivity as a Service Strategy to take this work forward in line with the new Council Digital Strategy.</p>
CP17.RL.L01	Invest in our cultural and economic infrastructures, transforming Paisley Town Hall, Paisley Learning Hub and Paisley Museum	31-Mar-2022		<div><div>30%</div></div>	<p>A Cultural Infrastructure Projects team has been established and all capital projects have been initiated. Early disruption management measures have been completed on time and within budget. Major capital investments at Paisley Museum (with RL), Paisley Town Hall, Paisley Arts Centre, the new Paisley Learning & Cultural Hub on High Street and Public Realm improvements at the Abbey Quarter and County Square, are all underway at various stages of progress. Public consultations, planning and statutory processes and design proposals approvals are largely completed for build projects, with technical designs and contract procurement as next steps. Design for public realm and traffic works has now commenced, with design proposals anticipated early 2020.</p>
CP17.DH.S.02	Deliver on the ambitions of our town centre strategies, and specifically working with partners to transform Paisley Town Centre	31-Mar-2021		<div><div>50%</div></div>	<p>With the Scottish Government and Scotland's Towns Partnership, the Council has developed a long-term vision for Paisley town centre as an exemplar for the future of traditional town centres across Scotland.</p> <p>The identification and approval of projects by the Leadership Board in June 2019 to allocate the Council's £1.4 million funding from the Scottish Government's Town Centre Capital Fund to drive economic activity and improvements to town centres has taken place. Projects were identified that were deliverable quickly due to the requirements of the funding timescales. Projects include: repurposing both the former Police Station in Johnstone, the toilet block in Robertson Park and supporting PACE to deliver a new performance base in Paisley; lighting enhancements in Johnstone and Renfrew; and refurbishment of vacant units across town centre locations.</p>







Code	What we will do	Due Date	Status	% complete	Progress update
CP17.EC.01	Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes	31-Mar-2022		<div><div>50%</div></div>	<p>In the last six months a series of public transport enhancements have been added to the existing provision. This has included real time passenger information displays along Renfrew Road, as well as in Glasgow Road and Paisley town centre.</p> <p>New traffic signals have been introduced at the entrance to the Wallneuk retail development.</p> <p>A footbridge across the White Cart is being refurbished and reopened for pedestrian and cycle traffic as part of the Paisley to Renfrew cycle way</p> <p>Officers continue to assess roads construction consent applications from developers for new roads to be added to the public road network, particularly in Bishopton, Hawkhead and Dykebar.</p>
CP17.CE.02	Implement our destination marketing plans	31-Mar-2022		<div><div>100%</div></div>	<p>Year two action plans are underway with the following completed:</p> <ul style="list-style-type: none"> • Partnership with Visit Scotland (VS) activated – Food & Drink Festival, spring summer visitor campaign and advertising in Visit Scotland publications. • Second partnership with Visit Scotland (VS) activated – Paisley Halloween Festival, autumn winter visitor campaign promoting the Wallace Trail and Spa breaks in Renfrewshire. • City Deal marketing collaboration including development of annual planner and cross promotion • Digital Tourism Action plan implemented with scoping of Wallace trail for Visit Scotland digital partnership • Partnerships activated – Renfrewshire Chamber of Commerce, Scottish Enterprise to promote AMIDS, The List and The Skinny • Implemented spring summer visitor campaign – VS partnership, things to do in and around Paisley, promotion of Food and Drink Festival, British Pipebands • Exhibited at Visit Scotland Expo in April promoting Paisley and Renfrewshire to travel trade and showcasing new itineraries













Code	What we will do	Due Date	Status	% complete	Progress update
					<ul style="list-style-type: none"> • Distribution of visitor marketing materials throughout Paisley, Renfrewshire and Scotland • Ongoing developments to content on Paisley.is and managing social media channels, generating engagement and reach • Integrated marketing plans implemented for all town centre and local events • 177m opportunities to see and hear something positive for Paisley and Renfrewshire targeted media activity – digital, broadcast and targeted press • 3,644 pieces of coverage • 438,003 unique page views on www.paisley.is • 3.9m total social media reach and impressions <p>Reporting statistics – 1 November 2018 – 1 November 2019</p>
CE.SIP.1 7.01.01	Deliver a range of diverse and exciting events to increase visitors to our town centre and grow local event attendances	31-Mar-2018		 100%	<p>Year 2 of the destination marketing plan and Renfrewshire visitor plan has been successfully implemented.</p> <p>An enhanced spring/summer events programme has taken place, including the Paisley Food and Drink Festival (19,750 attendees), British Pipe Bands Championships (10,000 attendees), Sma' Shot Festival (9,500 attendees), Renfrew (2,000 attendees) and Barshaw Gala Days (8,000 attendees) and the Johnstone Fire Engine Rally (1,500 attendees).</p> <p>Additional event activity included: support for National Renfrewshire Doors Open Days, £16,950 external funding secured from EventScotland to support the Halloween Festival in October, and the launch of the Renfrewshire Festive Events Fund to support communities develop and deliver local festive events and activities.</p> <p>The Spree and Halloween festivals have both achieved record attendance figures this year with 12,700 and 41,000 attendees respectively. Independent evaluations of both festivals are currently being prepared.</p>







Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.03	Work to increase the number of new business and social enterprise start ups in Renfrewshire, using innovative approaches to encourage entrepreneurship and innovation	31-Mar-2022		<div><div>50%</div></div>	The Start-up Street initiative was approved, which will see vacant Renfrewshire Council-owned units on Paisley's George Street adapted into a range of low-cost, high-quality digitally-connected workspace. This is expected to open in January 2020. The Creative Hubs development fund was approved and first programme approved in June 2019.
CP17.DH S.04	Proactively work with property owners to bring some of the area's most valued assets back into use	30-Mar-2021		<div><div>20%</div></div>	Multiple buildings are the focus of efforts to support re-use, including Territorial Army Building, Thomas Coats Memorial, Liberal Club, Kelvin House, and former Johnstone Police Station.
CP17.DH S.05	Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally	31-Mar-2022		<div><div>40%</div></div>	We have partnered with West College Scotland on new manufacturing challenge fund bid.







Performance Indicators:

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
DHS.EM P.01	Number of new unemployed people being supported through Renfrewshire Council Employability Programme (INVEST)				1,185	1,500	937	1,000	280	250	241	205	The total number of new registrations from April until September 2019 is 521. An additional 241 registrations have been completed since the last report period. This is on track for target.


Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													<p>Please note that this figure reflects the 'claimant count' for Renfrewshire at end of September 2019.</p> <p>Of this figure, claimants aged 18–24 years = 735</p> <p>Claimants aged 50+ years = 960</p>
DHS.EM P.09	Renfrewshire Claimant Count (NOMIS)				3,290	Data only	3,710	Data only	3,900	Data only	3,810	Data only	<p>This data is taken from NOMIS and describes the number of Renfrewshire residents in receipt of the main unemployment benefits. It doesn't include people who are not in employment but on other benefits or not in receipt of benefits so doesn't count all unemployed people in the area.</p>
DHS.SL AEDOC 9	Town Vacancy Rate				11.7%	Data only	11%	Data only	Not measured for Quarters				<p>Vacancy in Renfrewshire's Town Centre has decreased slightly to 11% and with the national rate rising by over 1% to over 11.1%. Renfrewshire is now on a par with the rest of Scotland. The vacancy rate across Renfrewshire is largely attributed to vacancy in Paisley Town Centre, although vacancy in Paisley continues to fall.</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
DHS.CP.RR01	Number of properties on Buildings at Risk Register				41	42	37	42	37	42	37	42	The Buildings at Risk Register, prepared and managed by Historic Environment Scotland, states that there are 37 properties in Renfrewshire on the register, 30 described by HES as 'at risk' and 7 described as 'restoration in progress'
DHS.EM P.08	Number of new business start ups in Renfrewshire with Business Gateway support				265	300	296	300	77	75	73	75	Quarter 2 figures are as follows: July – 23 August – 25 September – 25
DHS.WO RKPOP	Percentage of Renfrewshire population working age (16–64)				64.4%	Data only	64.3%	Data only	Not measured for Quarters				NRS 2018 mid-year estimates
CE.CP.E V01	Number of visitors to the events we create				165,088	105,000	160,873	190,000	39,750	50,000	19,000	27,000	Sma' Shot Day, Fire Engine Rally and Doors Open Days events took place in Q2. Sma' Shot day moved to a new smaller event site within the town centre in response to the planned works at Paisley town hall. This reduced the overall capacity of the event site and therefore the numbers attended.





Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CE.SIP1 7.EV02	Local spend at events				£2,046,373.00	£150,000.00	£3,197,677.00	£2,250,000.00	£816,292.00	£650,000.00	£189,000.00	£225,000.00	<p>Sma' Shot is the only major event held within Q2 and attracted a local spend of £189k. The event took place on a smaller footprint within the town centre due to planned investment works at Paisley Town Hall. The event returned to its original routes as a local celebration, with the wraparound Weave festival not continued in 2019.</p> <p>The overall local spend target is well on track to be met with Q1 and Q2 combined spend totalling £1,005,292 against a target of £875,000.</p>
CE.SIP1 7.EV03	Regional economic impact of events				£402,000.00	£400,000.00	£1,530,783.00	£750,000.00	£707,883.00	£500,000.00	£38,000.00	£5,000.00	<p>Sma' Shot day was the only major event held in Q2 and due to a smaller town centre footprint and reduced overall visitor numbers the event did not generate a positive economic impact. Event Scotland Funding of £37,400k is confirmed under the Year of Coasts and Water Funding for the event in 2020 and will allow for an enhanced programme and wider event footprint.</p> <p>The annual economic impact target for events is well on track to be met with Q1</p>


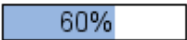


Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													and Q2 combined impact totally £669,883 against a target of £505,000
CE.SIP1 7.EV04	Number of visits to Renfrewshire (and Paisley) attractions				1,759,021	1,800,000	1,360,370	1,830,000	Not measured for Quarters				<p>Last year's numbers were affected by the closure of PMAG (Paisley Museum and Art Gallery) part way through 2018.</p> <p>In addition, a major attraction changed their methodology which resulted in a drop although footfall was not noticeably different.</p> <p>Three other Local Authorities in the city region also experienced drops in 2018: Glasgow, West Dunbartonshire, and South Lanarkshire.</p>
CE.SIP1 7.EV05	Opportunities to see or hear something positive about Paisley and Renfrewshire				600,000,000	120,000,000	314,000,000	120,000,000	Not measured for Quarters				<p>Year to date figure of 177m opportunities to see and hear (OTSH) something positive about Paisley and Renfrewshire, 3.9m total social media reach and impressions and PR value of £6.8m</p>





Local Outcome 02: Building strong, safe and resilient communities



Code	What we will do	Due Date	Status	% complete	Progress update
CP17.DH S.09	Deliver the Local Housing Strategy to ensure good quality and affordable housing is available which meets the needs of the local population going forward	31-Mar-2021		<div><div>100%</div></div>	<p>Outcome 1: The supply of homes is increased. During the period of the current LHS (2016–2021), a total of 312 affordable homes and 2,028 private sector homes have been completed to date. Completions for 2018/19 are the highest in over 20 years supported by good partnership working across Services in the Council as well as positive working relationships with Housing Associations and various other sectors of the house building industry. During 2018/19 there were 127 affordable and 783 private sector completions. A further 372 affordable homes are due to complete in 2019/20.</p> <p>Outcome 2: Through targeted investment and regeneration activity, Renfrewshire has attractive and sustainable neighbourhoods and well-functioning town centres. Council Newbuild Developments in Johnstone Castle and Bishopton are progressing well and will see the first set of handovers in the coming months. 101 new homes have been proposed for Ferguslie Park and 39 approved for construction in South West Johnstone. We continue to monitor our stock profile and develop area-based strategies for areas identified as low demand. The August 2019 Communities, Housing and Planning Policy Board approved an acquisition policy to allow a small number of acquisitions of properties that meet a defined criteria and are within neighbourhoods with current Council stock.</p> <p>Outcome 3: People live in high quality, well managed homes. The Service is contacting over 2,000 pre1919 tenement owners through its “Missing Shares” pilot scheme to assist and offer support to home owners of older tenement property who want to undertake essential repairs and maintenance of their property. During the last year, fifteen applications for landlord registration were referred to the Regulatory Functions Board for consideration. Referrals were made for various reasons, including complaints by tenants, criminal convictions and repairing standards issues. Work continues to progress the Orchard Street Housing Renewal Area in close partnership with Paisley Housing Association to engage with owners regarding the potential sale of their property or participation in the improvement scheme.</p> <p>Outcome 4: Homes are Energy Efficient and Fuel Poverty is minimised. Renfrewshire Council secured a funding award of £1.455M from the Scottish Government’s Home Energy Efficiency</p>







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					<p>Initiative for Scotland: Area Based Schemes (HEEPS:ABS) programme on the 7th June 2019. These funds will be used for external wall insulation projects across Renfrewshire. Following a series of pilot projects, photovoltaic [PV] panels and mechanical ventilation is now being provided as standard within new build Council homes. Also, fully owned council flatted blocks, terraced or semidetached properties that are part of the improvement programme will have a photovoltaic array installed.</p> <p>Outcome 5: Homelessness is prevented and vulnerable people get the advice and support they need. Renfrewshire was awarded £186,000 by the Scottish Government for the implementation of rapid rehousing related initiatives during 2019/20. Funding will be used to increase the number of homeless applicants who are supported through the 'wraparound' support, a key element of the Housing First approach delivered by Turning Point Scotland for people with complex needs. The funding will also allow the further development of the Shared Living Pilot Project for 16-25 year olds alongside a Third Sector organisation, to help prevent feelings of social isolation in young people. It aims to help decrease the amount of time spent in temporary accommodation. Following the delivery of the Refugee Resettlement Programme, 28 Syrian families are being provided with ongoing support to integrate into the wider Renfrewshire community and access employment opportunities.</p> <p>Outcome 6: People are able to live independently for as long as possible in their own home. Work continues with partners regarding the provision of housing for people with particular needs, including exploring options for the re-provisioning of sheltered housing in Erskine in partnership with Bridgewater Housing Association and to provide a new Extra Care Housing development in Paisley. The Strategic Housing Investment Plan includes projects to provide amenity housing at Westerfield House, Paisley and the Council is building 9 amenity flats as part of their development at Dargavel Village, Bishopton.</p> <p>Outcome 7: Affordable housing is accessible to people who need it. Officers are contributing to the development of a new Housing Options Toolkit to strengthen the Housing Options Approach. The Council and several local RSLs have implemented the new Common Housing Allocation Policy from 1st May 2019. Initial discussions have commenced on the benefits achievable from a Common Housing Register with local and National Registered Social Landlords who operate in Renfrewshire.</p>




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					Our newbuild programme and the implementation of the new acquisition policy will assist us to deliver a range of property types and sizes in areas of housing demand. Officers work with new and existing tenants to identify support needs at an early stage to ensure the necessary support is provided to sustain and maintain their tenancies.
CP17.DH S.06	Work to tackle unregistered private landlords to ensure required housing standards are met	31-Mar-2022		<div><div>100%</div></div>	An enhanced enforcement activity remains in place for landlords within the private rented sector. Work continues to trace unregistered landlords and where discovered, rent penalty notices applied. The enhanced enforcement activity also includes the inspection of properties to ensure they are meeting a relevant standard and where required passing details to the Housing and Property Chamber, First Tier Tribunal for action against the landlord.
CHS.SIP. 17.06.06	Implement recommendations flowing from the national reviews of child protection and the care system.	31-Mar-2020		<div><div>50%</div></div>	<p>The overarching national guidance on child protection has not yet been released but elements of national guidance are being released periodically and we are responding to this. Policies and procedures to be reviewed have been mapped and we are updating accordingly in line with the government's continuous improvement programme.</p> <p>We are continuing to improve culture, ethos and practice by quality assuring our practice against the lessons learned from National and Local Initial Case Reviews (ICRs) and Significant Case Reviews (SCRs), identifying existing good practice and highlighting areas for development.</p> <p>Operational guidance on the Inverclyde & Renfrewshire Vulnerable Young Person (VYP) Procedure has been developed in conjunction with Inverclyde and Renfrewshire Children's Services, Greater Glasgow NHS, Barnardo's Safer Choices and K Division Public Protection Unit, Police Scotland. Our guidance on Initial Referral Discussions, written in partnership with East Renfrewshire and Inverclyde Councils, has been approved.</p>
CHS.SIP. 17.06.03	Continue to develop residential provision in childcare.	30-Nov-2018		<div><div>100%</div></div>	Our newest Children's house in Linwood was completed at the end of January 2019 and became operational in February 2019.
CP17.EC. 02	Develop and deliver strategies for how the Council will respond locally to the risks posed by	31-Mar-2022		<div><div>100%</div></div>	<p>The multi-agency Community Protection (Prevent) Steering Group has been established with key partners across Renfrewshire and Inverclyde. Partners include:</p> <ul style="list-style-type: none"> • Renfrewshire Council







Code	What we will do	Due Date	Status	% complete	Progress update
	serious organised crime and terrorism				<ul style="list-style-type: none"> • Police Scotland • Scottish Fire and Rescue Service • Scottish Ambulance Service • Scottish Prison Service • West College Scotland • University of the West of Scotland • Good Shepherd • Kibble • Spark of Genius <p>The Operational Working Group has also been established in Renfrewshire to lead on the agenda and feed into the wider multi-agency divisional meeting.</p> <p>The Group will look at both Counter Terrorism and Serious and Organised Crime.</p>
CP17.HS CP.01	Design a new way of working with key partners to improve outcomes for the most vulnerable adults in our area, ensuring they get the right support at the right time	31-Mar-2022			<p>The Community Connectors programme continues to provide vital support to people in local communities to address social issues via Community Link workers, local health champions and a specialist housing advice worker. The partnership approach of this programme has been recognised as having benefits in supporting local people as well as reducing unnecessary appointments with GPs.</p> <p>Three service reviews, in the areas of Older People, Learning Disabilities and Addictions, are providing us with a clear direction of travel and recommendations from each review will lead to improvements in each of the services, ensuring that we are focussed on the most vulnerable.</p>
CP17.DH S.07	Along with our key partners we will monitor and review the impact of the range of services we provide to homeless people and those threatened with homelessness	31-Mar-2022			<p>We presented our Rapid Rehousing Transition Plan to the Scottish Government which details how we will improve outcomes for homeless applicants in Renfrewshire. £186k was allocated from Scottish Government for 2019/20 and we are currently introducing several measures to improve the resettlement assistance provided to homeless applicants, as well as a Shared Living Initiative with a 3rd sector organisations which will develop flat-sharing as an option for those in housing need.</p>







Code	What we will do	Due Date	Status	% complete	Progress update
					The Renfrewshire Homelessness Partnership continue to meet quarterly to monitor and review the measures in place to support those who are homeless
CRSIP17.01.03.07	Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership hub.	31-Mar-2018		<div><div>100%</div></div>	<p>Phase 2 of the Renfrewshire Community Safety Hub has been completed with the Renfrewshire Wardens fully integrated into the Hub. The proposal is to move on Phase 3 to continue to expand the hub. This will include reviewing and implementing outcomes from the Collaborative Leadership Programme led by Police Scotland and Scottish Fire and Rescue Service.</p> <p>Phase 3 will also include the Community Safety Hub assisting regeneration projects by expanding the public space CCTV network to include Paisley Town Hall, Paisley Museum (whilst under refurbishment) and Robertson Park.</p> <p>To assist the Joint Agency Command Centre (JACC) a direct link between CCTV and the Conference Room will be integrated to allow real time images to be displayed to partners.</p>
CP17.CS.01	Continue to modernise our school estate, maximising opportunities for communities to benefit from new facilities	31-Mar-2022		<div><div>75%</div></div>	The Education and Children's Services Policy Board approved a proposal to review catchment areas affecting Inchinnan Primary School and Rashielea Primary School in August 2019. The consultation commenced 2 September 2019 and closed on 4 November 2019. The conclusion of this review will be presented to the Education and Children's Services Policy Board in March 2020.
CE.SIP.1 8.02.01	Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities	31-Mar-2021		<div><div>100%</div></div>	Along with investment such as the Community Empowerment Fund, work continues with key community organisations to develop partnerships and their ideas for local communities and assets.
CE.SIP.1 8.02.02	Implement a new approach for Local Area Committees	31-Mar-2019		<div><div>100%</div></div>	<p>Local Partnerships have now had three meetings each, agreeing their membership and identifying local priorities for each of the local areas. They have also allocated over £350,000 of grants to support projects in their Local Partnership area.</p> <p>Four applications totalling £46,700 have been awarded from the Community Empowerment Fund to support community organisations to progress their plans using Community Asset Transfer and</p>







Code	What we will do	Due Date	Status	% complete	Progress update
					<p>we continue to support key community organisations to develop partnerships and their ideas for their local area and assets. The total amount awarded to date is £148,950.00.</p> <p>A participatory budgeting pilot has taken place, with young people aged 12–25 having a direct say on the allocation of £150,000 of grants. Young people have designed and delivered the process, including identifying priorities, agreeing criteria for the fund, supporting applicants and delivering an announcement event with the results on 25 September 2019.</p>
CE.SIP.1 8.02.03	Work with communities to develop local action plans to tackle the issues people care about most	31-Mar-2021		<div><div>30%</div></div>	All Local Partnerships have now agreed a set of working priorities for their area to inform their work programme going forward. These will continue to be developed over the development of the Local Partnerships.
CE.SIP.1 8.02.04	Make Renfrewshire a leader in supporting volunteering within communities	31-Mar-2021		<div><div>30%</div></div>	<p>This approach will see the delivery of a new creative learning programme for 180 young people to be trained by cultural, marketing and events professionals through master classes and workshops. Also engage 15 new young volunteers to work with the events and marketing team in all aspects of event delivery.</p> <p>As a legacy to the volunteering programme undertaken during the Year of Young People 2018 the Youth Events Panel, RYEvents, continue to meet on a monthly basis with representatives from Disability Resource Centre, Erskine Youth Council, Create Paisley, Police Scotland Youth Volunteers and Renfrewshire Youth Voice helping shape and develop the council events programme. In addition to this, 66 volunteers have supported the programme with a total of 461 hours of volunteering at events so far this year.</p> <p>32 Volunteers have undertaken Paisley Welcomes training and an extensive training programme is being developed for future volunteers to include Child Protection, online Accessible Tourism Training by Visit Scotland, Green Champions, Autism Awareness and Equality and Diversity Awareness Training</p>




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CR.PP.07	Number of incidents of anti-social behaviour reported to Renfrewshire Council Community Safety Service				1,939	1,750	1,711	1,800	525	540	458	420	The number of incidents of anti-social behaviour, fire raising and anti-social behaviour noise reported to the Renfrewshire Community Safety Partnership all decreased in Quarter 2.
SOA08.09o	Percentage of adults who agree that Renfrewshire is a safe place to live.				84.6%	84%	n/a	85%	Not measured for Quarters				<p>This is an annual indicator from the Council's Public Services Panel survey. This is a snapshot survey which takes place once a year. In the most recent survey there were 839 respondents (43% response rate).</p> <p>The percentage of adults who agree that Renfrewshire is a safe place to live has increased from 82% in 2016/17 to 84.6% in 2017/18 meeting the annual target of 84%.</p> <p>Over the last five years performance for this indicator has fluctuated but overall performance has improved for this indicator since 2014/15.</p> <p>Please note the Public Services Panel's membership is currently being refreshed.</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
SOA09.1218a	% of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live".				83.5%	87%	n/a	88%	Not measured for Quarters				<p>As with above, this is an annual indicator from the Council's Public Services Panel survey.</p> <p>The percentage of adults who agree with the statement "I am satisfied with my neighbourhood as a place to live" has increased from 81% in 2016/17 to 83.5% in 2017/18 but was below the target of 87%.</p> <p>Over the last five years performance for this indicator has also fluctuated but overall performance has improved since 2014/15.</p> <p>Within Housing Services a biennial tenants survey is conducted using telephone interviews by a research consultancy. Over 1,300 council tenants participated in the 2018 survey. They were also asked this question – 91% of tenants said they were very satisfied or satisfied compared to 7% who were very dissatisfied or dissatisfied. This is a marginal increase compared to 2015 when 88% stated that they were satisfied with their neighbourhood as a place to live.</p>







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CR.PP.3 2	Number of complaints regarding youth disorder				358	740	284	740	132	185	188	185	<p>The number of complaints regarding youth disorder has increased from Quarter 1.</p> <p>Joint working has been undertaken with Police Scotland to tackle this increasing trend. There is a pattern identified through Daily Tasking where a relatively small number of young people are generating a significant proportion of these complaints and the Renfrewshire Council Youth Team has been proactively undertaking interventions with the youths noted to be causing issues within communities and also encouraging communities to record complaints to assist in targeting intervention work and this has also contributed to the increase in numbers of complaints made.</p> <p>There has been an overall increase in this type of complaint across Scotland and the UK and comes after a year when Renfrewshire experienced particularly low levels of these complaints.</p>
CR.PP.0 6c	Number of recorded attendances at Street Stuff activities				31,278	32,000	27,767	25,000	6,179	6,250	6,582	6,250	Activities continue to be deployed to priority areas as part of the Tackling Poverty Commission via analytical data




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					Value	Target	Value	Target	Value	Target	Value	Target	
													and linking in with Families First. We are on track to meet our annual target.
CHS/LG BF/01	Percentage of Looked After Children cared for in the community				93%	Previously data only	92%	Previously data only	92%	89.9%	92%	89.9%	The percentage of looked after children cared for in the community has remained stable at 92% in Q2 of 2019/20. Please note, this indicator is also reported annually and the figure is derived from the Local Government Benchmarking Framework indicator CHN9 'Balance of care for 'looked after children': % of children being looked after in the community'. The last data published for this indicator is for 17/18 and the 18/19 data is not expected to be published until March 2020 at the earliest. The percentage of looked after children cared for in the community in Renfrewshire in 2017/18 was 93% and above the Scotland average of 90%.
CHS/CJ /CPO/02	% of NEW unpaid work orders/requirement complete by the required date				69%	72%	76%	72%	63%	72%	70%	72%	Performance has returned to normal levels this quarter and narrowly missed the target set. All attempts are made to complete orders within the timescale. Hours imposed have increased by 100% since 2011/12 and timescales for completion have reduced

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													significantly. Where timescales cannot be met due to service user issues (such as ill health), or service capacity, then extensions are sought from the court to enable completion of orders, however they are not always actioned. There were 22 orders not completed on time this quarter; 60% were completed within 4 weeks of the original due date.
HPCMT 05	Average time from household presenting themselves as homeless to completion of duty (number of weeks)				23.78	23	23.97	23	24.92	24	20.05	24	The Council and partners continue to look at minimising the length of time those who are homeless have to wait to access settled accommodation. The Council's 5-year Rapid Rehousing Transition Plan includes a number of measures which provide additional support to help homeless applicants resettle.
HPSIP01	Affordable housing completions				77	144	127	127	Not measured for Quarters				The Local Housing Strategy sets out Renfrewshire's Housing Supply Target for 1,000 new affordable homes over the five-year period 2016–2021. This target equates to an annual indicative target of 200 completions. However, we would not expect to see completions evenly distributed across the 5-year period in


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					Value	Target	Value	Target	Value	Target	Value	Target	
													<p>practice and targets are set based on our programme.</p> <p>The affordable newbuild housing programme involves both Council and housing association developments across a range of sites in Renfrewshire. By the end of March 2019, 312 new affordable homes were completed in the first three years of the five-year programme (108 in 2016/17, 77 in 2017/18 and 127 in 2018/19). Five sites across Renfrewshire are currently under construction, providing over 370 completed units by the end of 2019/20. This will be further complemented by another two sites that are due to start on site in the near future, providing 43 new affordable homes. This takes the anticipated affordable housing completions to over 400 for 2019/20. In addition, preliminary work has commenced on several other sites which are expected to complete in 2020/21, providing in approximately 300 new affordable homes.</p>
SOA10. 10a	Private housing completions				601	500	783	500	Not measured for Quarters				Private completions remain high with 783 private homes completed in the last year. Private sector completions have now




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					Value	Target	Value	Target	Value	Target	Value	Target	
													reached a level that we have not seen in Renfrewshire in over 20 years.
													<u>Why has performance declined/target not been achieved?</u> A number of factors have contributed to the reduction. The service has been actively reviewing the needs of service users to ensure that services correctly meet their needs. This has resulted in changes to the services that some service users receive. In addition, the nature of the services that we provide are dependent on the needs of individuals. Some reduction has been experienced due to individuals no longer being supported via the service for a variety of reasons including a number transferring to residential care.
HSCP/AS/HC/02	Percentage of long term care clients receiving intensive home care (National Target – 30%)				28%	30%	28%	30%	26%	30%	25%	30%	<u>What is being done?</u> We will continue to review all service users to ensure that services are appropriate to meet their needs <u>When is performance estimated to improve?</u>



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					Value	Target	Value	Target	Value	Target	Value	Target	
													It should be noted that the above figures exclude support provided via our Community Meals service. This service has been very successful in releasing time previously spent supporting individuals with food preparation within frontline Care at Home services. This differs considerably from other HSCPs where Care at Home staff continue to provide food preparation support, which results in higher percentages of service users meeting the criteria of "intensive home care". The figures should therefore not be considered in isolation from our approach.
CHP/CF/DD/01	Number of acute bed days lost to delayed discharges (inc AWI)				2,712	Data only	4,203	Data only	1,402	Data only	*	Data only	*Quarter 2 data will be available from mid December 2019.
HSCP/C I/HCES/02	Percentage of adults supported at home who agree that they are supported to live as independently as possible				79%	Data only		Data only	Not measured for Quarters			Data only	The Health and Care Experience Survey is carried out on a bi-annual basis. The 2017/18 results for Renfrewshire show a slight decline in positive responses since the previous survey was undertaken during 2015/16 from 81% to 79% a decrease of 2 percentage points. Renfrewshire's satisfaction rate of 79% is close to the national figure of 81% for




Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													<p>2017/18. Renfrewshire Health and Social Care Partnership continues to work towards providing services that support individuals within the community to have positive experiences and outcomes.</p> <p>The next Health and Care Experience Survey results will be available June 2021.</p>
HPCHA RTER08	Percentage of council dwellings that are energy efficient				100.0%	100.0%	99.8%	100.0%	Not measured for Quarters				<p>23 Council properties did not meet the appropriate NHER or SAP rating at the end of March 2019. It is projected to be 100% next year.</p>




Local Outcome 03: Tackling inequality, ensuring opportunities for all







Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CS.02	Take forward a "Celebrating Youth" programme, offering young people in Renfrewshire the chance to get involved and to participate in a range of social, cultural, digital and sport activities.	31-Mar-2022		<div><div>100%</div></div>	<p>Youth Services and Renfrewshire Youth Voice planned the "Celebrating Youth" programme during the Youth Voice Residential which focuses on the 2019 theme of "Participation":</p> <p>Support for young people to attend youth voice groups and events through the Scottish Attainment Challenge and Young Scot partnership project; including smart travel and rewards and discounts.</p> <p>Youth Voice Residential involving young people from youth voice groups, young carers, volunteers to plan year programme and events.</p> <p>Participation Roadshow running over the summer school holidays to community venues across Renfrewshire: Youth-led "Escape Rooms events focussing on problem-solving and team working, Young Scot information, Youth Voice and Participation workshop, promotion of the Celebrating Youth Participatory Budgeting programme.</p> <p>Planning and organising an issue-based Climate Change event for encouraging youth action on environmental issues.</p> <p>Outdoor Learning Programmes during holidays for young people to get outdoors; identifying focus of future community based environmental projects and after school clubs.</p> <p>Youth Events Panel continue beyond Year of Young People, to work with RC Events Team to engage young people in cultural events; the Spree, Youth Arts Festival, Halloween Festival, etc.</p> <p>Community youth clubs participating in workshops with artists to participate in the Halloween parade and aerial displays.</p> <p>Planning for Positive About Youth Awards, 9th year celebration of youth achievement; nominations open with venue, media company and event management progressing.</p> <p>Digital Academy due to start involving young people in creating content for Young Scot portal/council website; covering youth activity.</p>





Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CS.03	Ensure Renfrewshire is a "Child Friendly" place where children are nurtured and thrive.	31-Mar-2022		<div><div>55%</div></div>	<p>Work is ongoing in the Renfrewshire Children's Services Partnership to build a common approach based on trauma-responsive and trauma-reducing behaviours to support children and families.</p> <p>This approach builds on the work being carried out in schools to support children's emotional development and create a nurturing Renfrewshire.</p>
CHS.SIP.17.02.04	Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.	31-Mar-2020		<div><div>50%</div></div>	<p>The roll-out of 1140 hours of early learning and childcare continues, with 62 early years establishments now offering the additional hours to around 1500 children. At the same time, the ambitious infrastructure programme is on target to deliver refurbishments and new-builds.</p>
CP17.CS.04	Provide high quality education and support to narrow the poverty related attainment gap	31-Mar-2022		<div><div>60%</div></div>	<p>Provisional data from the Achievement of a CfE Level return indicate that increases in attainment in literacy and numeracy have been maintained or surpassed. The percentage of learners in primary stages achieving expected level for their stage in literacy has been maintained at 76%, an increase of 3 percentage points since 2016-17. In numeracy, the percentage of learners achieving the expected level for their stage has increased to 84%. In S3, the percentage of learners achieving 3rd level or above has increased to 94% in both literacy and numeracy.</p> <p>The attainment gap between pupils living in most deprived areas and those living in the least deprived areas has continued to decrease across most measures. The attainment gap between primary pupils living in SIMD quintile 1 and SIMD quintile 5 has reduced by 5 percentage points in literacy and 2 percentage points in numeracy since 2016-17. These reductions are due to increased attainment of pupils living in most deprived areas.</p> <p>Within the senior phase, the positive trend in the percentage of school leavers achieving SCQF level 5 in literacy and numeracy has been maintained. The attainment gap in the percentage of school leavers achieving SCQF level 5 in literacy and numeracy has continued to decrease. The attainment gap between school leavers living in the 20% most and 20% least deprived areas has continued to decrease in literacy and numeracy. The gap in the percentage of leavers achieving SCQF level 5 has reduced by 19 percentage points in literacy and 7 percentage points in numeracy since 2013.</p>













Code	What we will do	Due Date	Status	% complete	Progress update
CP17.CE.07	Working with local equalities led community groups and employees to implement specific and meaningful equalities outcomes	31-Mar-2022		<div><div>70%</div></div>	The team continue to support the Diversity and Equality Alliance in Renfrewshire group, which brings together equalities-led third sector organisations in Renfrewshire. In addition, a new Equality Impact Assessment process and guidance has been developed to incorporate the Fairer Scotland duty.
CP17.HS.CP.02	Develop innovative approaches for tackling social isolation across all groups in society	31-Mar-2022		<div><div>60%</div></div>	<p>The HSCP is one of the lead organisations who support residents who are experiencing social isolation. Its strategic partnerships and operational interfaces with Housing and third sector organisations for example enable it to identify and support Adults who may have little contact with other people. The work of the HSCP very much compliments the activity led by the Council to ensure Renfrewshire is a safe and thriving and inclusive community and help people to overcome the impacts of poverty and poor health.</p> <p>The Health and Social Care Partnership (HSCP) supports numerous services including the Community Connectors Programme, Reaching Older Adults Renfrewshire and the Carers Centre which help people sustain and renew connections with others. Well in Renfrewshire (WiRE) provides access to over 600 community-based resources that will help to improve health and wellbeing by providing opportunities to be more active, meet new people and try new activities. In the context of self directed support, WiRE provides greater choice for adults and carers, enabling them to access information about resources in their communities, to support them to achieve their identified outcomes. Many people use Self Directed Support budgets to access services which allow them opportunities to interact with others and take part in purposeful activity.</p> <p>In addition, in April 2019, the HSCP Strategic Planning Group (SPG) established a multi-agency short life working group to tackle loneliness and isolation. It is anticipated that the group will conclude its findings in the coming months, however, at an early stage the group identified the following key priorities: access to information; audit of physical spaces; transport; safety; and early intervention for those most at risk of loneliness.</p>




Code	What we will do	Due Date	Status	% complete	Progress update
CP17.HS CP.03	Take forward targeted action to address the number of drug related deaths in Renfrewshire	31-Mar-2022		<div><div>60%</div></div>	<p>A significant programme of work relates to the establishment of the Renfrewshire Alcohol and Drugs Commission which aims to assess the true impact of drug and alcohol misuse in Renfrewshire and make recommendations on the actions which can be undertaken by the Council and partners to improve life chances for local people</p> <p>Further initiatives to reduce the number of problem drug users and the associated drug related deaths includes: the development of the Drug Deaths Action Plan; all drug related deaths in Renfrewshire reviewed by the Drug Deaths Action Group; increased the provision of Naloxone for problem drug users; the Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy; and the establishment of a Recovery Hub.</p>
CP17.RL L.02	Maximise use of leisure assets in Renfrewshire, promoting positive health and mental wellbeing	31-Mar-2022		<div><div>50%</div></div>	<p>In addition to the main cultural, sport and leisure activities available in our cultural and leisure facilities, Renfrewshire Leisure runs a range of classes, activities and projects in our libraries, leisure centres, museum and town halls which advise on, promote, support and encourage positive health and mental well-being. The Vitality, Live Active NHS referral and McMillan Move More programmes directly help people to make changes in their lifestyles and help those recovering from illness and injury. Sports Services work closely with schools and in the local community to encourage participation in sports activities. The Library and Heritage teams also work closely with children and their families to encourage reading, play and participation in cultural related activities which all help to encourage reading, play and participation in cultural related activities which all help contribute to positive physical and mental well-being.</p>
CP17.CS. 05	Review support for young carers, identifying opportunities to improve life chances	31-Mar-2022		<div><div>80%</div></div>	<p>More than 150 Young Carer Statements have now been completed. Several new activities are now available via the Carers' Centre including walking and swimming groups. YCS are informing changes in groupwork and social activities offered by the Centre. Young carers' uptake of offers is increasing.</p> <p>A summer activities programme was put in place and another for the October school holidays. A new partnership plan, supported by the contracts and commissioning team, is in place to support the carers' Centre to improve its responsiveness to young carers' needs.</p>




Code	What we will do	Due Date	Status	% complete	Progress update
CE.SIP.1 8.03.02	Deliver approaches to help mitigate the impacts on low income households of the next phase of Welfare Reforms	31-Dec-2018		<div><div>100%</div></div>	<p>A programme of work has been completed with the rollout of Universal Credit in September 2018.</p> <p>Well-developed management arrangements are in place to monitor Universal Credit rollout and the change in Housing Benefit and Council Tax Reduction caseloads, as well as monitor rent and council tax income and arrears levels. This supports effective workforce planning and revenue collection activities.</p>
CE.SIP.1 8.03.03	Deliver a range of interventions to support financial inclusion across Renfrewshire	31-Mar-2019		<div><div>100%</div></div>	<p>The Tackling Poverty Programme continues to deliver a range of projects to support families living in poverty. In this period, targeted income maximisation support has put £1.7million in the pockets of low-income families as well as continuing to provide services such as holiday provision with a healthy meal, breakfast clubs and services which support the mental health and wellbeing of young people.</p> <p>The Local Child Poverty Action Plan, developed in partnership with the HSCP and NHS GGC, was published in June 2019, the learning from which will influence the direction of the Tackling Poverty year 3 programme.</p> <p>Working in partnership with Renfrewshire Leisure, free sanitary products are now available in town halls, community centres and libraries. This was launched as part of a wider 'Period Poverty' campaign during Challenge Poverty Week in October 2019.</p>
CHS.SIP. 18.03.07	Introduce a youth and equalities forum as a key element of local engagement.	31-Mar-2022		<div><div>100%</div></div>	<p>Youth Services continues to support the development of Youth Voice initiatives – Renfrewshire Youth Voice (RYV), including the Youth Events Panel, Youth Commission on Mental Health, newly elected Members of Scottish Youth Parliament, and Senior members from Community Youth Clubs. Youth Services and RYV have jointly run a Youth Leadership training day and a Youth Voice Residential where they have planned a year of Youth Voice activity; this will include roadshows and youth participation events across the authority. Partnership working with Children's Services, will see RYV involved in the forthcoming PSHE review in schools, youth perspective on developing Council Values, links to Local Partnership Forums, and Participative Budgeting process for the Youth Challenge Fund.</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CR.FM(S).01	% uptake of free school meals in primary and secondary schools				73%	75%	67.2%	75%	67.3%	75%	58%	75%	<p>The cumulative quarter one and two is 62.9%.</p> <p>There are plans to hold special theme days, initially in primary schools, to encourage pupils to take a school lunch. This will give pupils the opportunity to participate in fun activities relating to the lunch service. We are also making plans to be in attendance at school parent evenings to; provide information on the school meals' service; the regulations; and hold taster sessions.</p>
CHS/AT T/04	No. of opportunities for young people to achieve through accredited awards				1,193	1,130	899	1,130	433	282	296	282	<p>The opportunities for recognising achievement through accredited and non-accredited awards come through Youth Services offer, Community based Clubs, Holiday programmes, Youth Voice programme, Young Scot groups and one-off events and trips and visits.</p> <p>Young people are offered the opportunity to work towards awards including Saltire, Hi5, Youth Achievement Awards, Dynamic Youth Awards, Certificate in Participative Democracy, DofE Awards, and the Community Achievement Awards.</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													This period also included the Youth Participation Roadshow, Young Scot Discounters Group, the Youth Events Panel, Celebrating Renfrewshire Steering Group.
CHS/AT T/10	Average complementary tariff score of pupils living in SIMD 30% most deprived areas				506	Data only	Available March 2020	Data only	Not measured for Quarters		Data only		Figures for 2018/19 will be available in March 2020.
CHS/EY /02	% of entitled 2 year olds accessing 600 hours of early learning and childcare				56%	60%	62%	60%	70%	60%	46%	60%	<p>The uptake reported for the period is 46% of the eligible population. The % is down on the same period for 2018/19 (60%). The possible reasons for the reduction are as follows:</p> <p>–A child's birth date determines when they become eligible for an early learning and childcare placement, with the period of eligibility being from the term after a child's second birthday (August, January and April).</p> <p>–At present the projected uptake at quarter 4 for 2019/20 is 56% (this is based on children currently recorded on our Nursery Application Management System). Whilst this projected uptake shows a slight reduction on the quarter 4</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													<p>period for 2018/19 (62%), the variance has narrowed.</p> <p>–It is anticipated that further applications will be received during the course of this academic session.</p>
CHS/AT T/11	Average complementary tariff score of all school leavers in Renfrewshire				687	Data only	Available March 2020	Data only	Not measured for Quarters		Data only		Figures for 2018/19 will be available in March 2020.
CHS/YC /01	Number of young carers engaged with services				n/a	Data only	103	Data only	118	Data only	130	Data only	<p>At the end of Q2 (as at 30 September 2019), there were 130 young carers engaged with the service, of which 67 had completed a young carers statement. Please note this is a fairly new PI which has been reported on from Q2 of 2018/19. Prior to Q4 of 2018/19, only the number of completed young carers statements were reported.</p>
CP.RLL. PL.01	Number of attendances at pools				443,841	Data only	477,558	Data only	107,673	Data only	119,237	Data only	Slight increase over the summer months due to family swim promotions
CP.RLL. SL.01	Number of attendances at indoor sport and leisure facilities excluding pools				1,516,973	Data only	1,682,040	Data only	182,892	Data only	227,580	Data only	Summer season has increased footfall with the children's camps over a 6 week period.




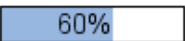



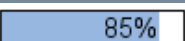
Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
HSCP/H I/ADS/0 6	Reduce the estimated prevalence of problem drug use amongst 15–64 year olds (percentage of total population age 15–64)												<p>The Scottish estimated drug prevalence rate (15–64 year olds) 2015/16 sits at 1.62%. In order to analyse this further the Scottish drug prevalence study splits the country into 3 distinct area, firstly the West of Scotland which has the highest prevalence rate at 1.99%, secondly South and East Scotland with a rate of 1.37% and the North of Scotland with a rate of 1.17%. The West of Scotland makes up 60% of the overall drug prevalence rate for Scotland, despite making up overall a lower proportion overall of the Scottish population aged 15–64 (49%).</p> <p>The estimated drug prevalence rate (15–64 year olds) for Renfrewshire in 2015/16 was 2.36%, this is the third highest rate in the West of Scotland with only Inverclyde and Glasgow recording a higher rate in the area. Renfrewshire sits above both the national average (1.62%) and the West of Scotland average (1.99%) in relation to this indicator.</p> <p>In order to tackle the issue of drug use in Renfrewshire has put to place a number initiatives including; the Renfrewshire Alcohol and Drugs Commission that will look to improve the life chances of all</p>





Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													<p>residents; The Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy; Renfrewshire Health and Social Care Partnership commissioned in 2018 and independent whole systems review that looked all aspects of service and care delivery; and work is now underway to design and implement the future fully integrated recovery focused treatment & care service model for Renfrewshire, with the establishment of a Recovery Hub being a key development in reducing the prevalence of drug use.</p> <p>This indicator is produced as part of an on-going 3-year study and no date for the next update has yet been published.</p>
HSCP/C I/HCES/ 08	Percentage of carers who feel supported to continue in their caring role.				36%	Data only	n/a	Data only	Not measured for Quarters		Data only		<p>The Health and Care Experience Survey is carried out on a bi-annual basis. The 2017/18 results for Renfrewshire show a slight decline in positive responses since the previous survey was undertaken during 2015/16 from 39% to 36%. Renfrewshire's satisfaction rate of 36% is close to the national figure of 37% for 2017/18.</p> <p>While our survey results are quite similar to the national averages during 2017/18,</p>







Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	










the Renfrewshire Health and Social Care Partnership is committed to ensuring that carers feel supported to continue caring.







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

Code	What we will do	Due Date	Status	% complete	Progress update
CRSIP17. 01.04.17	Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs.	30-Sep-2017		 100%	Renfrewshire's Street Lighting Investment Strategy has now completed, with 30,756 street lights converted to LED Lanterns at the end of 2018/19.
ECSIP18. 04.04	Work to meet the challenging targets set out in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy	31-Mar-2021		 60%	Thirty Renault Zoe electric vehicles have been deployed in the Sustainable Travel Plan Pool Fleet replacing fossil fuel cars with zero emission vehicles. An additional 18 electric vehicles were delivered during October increasing the total number of electric vehicles to 88 which is 20.7% of the total fleet.
ECSIP18. 04.05	Ensure a residual waste treatment and disposal facility is fully operational by end of 2019 as part of the Clyde Valley Waste Management solution	31-Dec-2019		 97%	<p>The Council, in collaboration with four other councils, has invested in an energy from waste plant at Dunbar at a cost of £177 million with a total contract value of £700m over the 25 year period.</p> <p>The primary residual waste treatment facility at Bargeddie commenced commissioning in mid-August. Residual waste from Renfrewshire; together with other partner council's residual waste is now being put through the facility which recovers metals and plastics, before being transferred to Dunbar for Energy Recovery.</p> <p>The facility is on schedule to start on 1st December 2019. This will enable the Council to meet its landfill diversion targets.</p>
ECSIP18. 04.06	Deliver the requirements of the Scottish Household recycling charter and related service changes	31-Mar-2021		 85%	Phase 2 of the waste service change (Park Mains, North Barr, Bargarran and Rashielee areas of Erskine) was successfully rolled out during August 2019.





Code	What we will do	Due Date	Status	% complete	Progress update
ECSIP18.04.07	Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status	31-Mar-2021		<div><div>50%</div></div>	The school meal service in primaries currently holds the Soil Association's 'Food for Life' served here Bronze Award. We will continue to work with the Soil Association to explore the possibility of working towards the Silver Award.
ECSIP18.04.08	Deliver the Team Up, To Clean Up campaign throughout Renfrewshire, involving local communities	31-Mar-2021		<div><div>100%</div></div>	<p>The Team Up to Clean Up campaign continues to grow with over 715 members of the Facebook page. The Big Spring Clean was a massive success which saw 1,750 volunteers turn out for over 103 events/clean ups.</p> <p>Communities also continue to grow with groups that started as part of Team Up to Clean Up building their capacity and being successful in receiving £50k from the Greenspaces, Parks & Play Areas and Village Investment Fund.</p> <p>In October 2019, the TU2CU team won the 'Strong and sustainable communities' award at the COSLA excellence awards 2019.</p>
ECSIP18.04.09	Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently	31-Mar-2021		<div><div>100%</div></div>	<p>Enforcement staff across the Council continue to work with businesses to ensure they can flourish and grow without an overpowering burden of enforcement.</p> <p>Advice can be provided by staff with compliance visits undertaken to ensure compliance with the appropriate legislation.</p>
ECSIP18.04.10	Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire	30-Sep-2018		<div><div>100%</div></div>	The draft Renfrewshire Air Quality Action plan has been completed for the 3 Air Quality Management Areas in Paisley, Johnstone and Renfrew. This has been passed to the Scottish Government and SEPA for review as per requirements under legislation and once returned with comments, will go out to wider consultation in due course. The Action Plan details actions to reduce air pollutants within these areas.


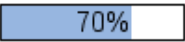







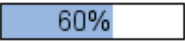


Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
CR.SSL.01a	Street Cleanliness Score – % of areas assessed as clean				90.5%	90%	91.9%	90%	Not measured for Quarters				<p>The percentage of Renfrewshire's street assessed as clean was 91.9% for 2018/19. This is an improvement of 1.4% on the previous year's performance.</p> <p>The cleanliness score is based on 3 sample surveys carried out throughout the year by both the Council and Keep Scotland Beautiful (KSB). This score represents the percentage of areas assessed as acceptably clean (categories A and B) using KSB's Local Environmental Audit and Management System (LEAMS) methodology.</p>
SOA13 CR.09	Amount of CO ² emitted by the public vehicle fleet				3,652	2,950	3,836	2,840	Not measured for Quarters				<p>This is an annual indicator and the 2019/20 performance will be reported to this Board as part of the SIP out-turn report in May 2020.</p> <p>Over the last 18 months, the Council has introduced a Sustainable Travel Scheme, where Council officers undertaking Council business, rather than use their own vehicles are asked to consider the scheme hierarchy, i.e. can they use another form of public transport or one of the Council's pool bikes to undertake their journey before considering the car. The scheme is proving successful and</p>


Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													has reduced the business miles travelled by car by over 20% since its introduction. The majority of the pool vehicles are now electric and therefore reducing the overall amount of petrol/diesel fuel consumed. It is expected that the Sustainable Travel Scheme will have a positive impact on this indicator during 2019/20.
CR.PP.01	Air Quality – Annual average PM10 value across all continuous monitoring sites				13.1	18	13.75	18	Not measured for Quarters				Paisley Air Quality Management Area has had no exceedances for 4 years therefore Communities, Housing and Planning Services will review the data in 2020 with a view to possibly revoking or amending the AQMA.
CR.PP.01b	Air quality – average nitrogen dioxide value of monitoring sites, within AQMA(s) exceeding limits				41.6	44	40.8	43	Not measured for Quarters				Good performance, however, 1 failure located at Renfrew Cross within the Renfrew AQMA, related to traffic emissions.
SOA13 CR.08	% of the vehicle fleet which uses alternative fuels, such as electricity				7.6%	7%	9.8%	9%	12%	11%	16.5%	11%	The percentage of the vehicle fleet which uses alternative fuel such as electricity was 16.5% at the end of quarter 2 in 2019/20. This is up from 9.8% in 2018/19. This figure is based on a total of 70 electric vehicles. Additional electric vehicles were added to the fleet










Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													in October resulting in 20.7% now using alternative fuel.
SOA13 CR.12	Reduce the amount of CO ² emitted from public space lighting.				2,163	3,200	1,679	3,000	Not measured for Quarters				There has been a significant reduction in CO2 emissions from public space lighting due to the implementation of the LED replacement programme. This figure shows a significant improvement in 2018/19 compared to previous years. There was a 22% reduction in CO2 between 2017/18 and 2018/19.
CR.W.0 6a	% of Household Waste Recycled (Calendar year data)				47.8%	50%	49.2%	50%	44.1%	50%	58.9%	50%	<p>This data relates to the first two quarters in the calendar year 2019, January to June. It is an estimate which is not yet verified by SEPA. The cumulative recycling rate for the first 2 quarters was estimated to be 52.3%.</p> <p>This is an improvement on the performance over the first 2 quarters of 2018 when recycling rate was 47.9%.</p>




Local Outcome 05: Working together to improve outcomes

Code	What we will do	Due Date	Status	% complete	Progress update
CP17.FR.01	Continue to manage the Council's resources, ensuring financial sustainability of the organisation	31-Mar-2022		<div><div>40%</div></div>	In September an updated financial outlook was presented to Council, setting out the updated financial forecasts for the medium term, the range of potential funding issues facing the Council and the requirement to continue to plan for further significant budget gaps in the period through to 2023.
CP17.FR.02	Take forward opportunities for transformation, innovation and efficiency through our Better Council Change Programme	31-Mar-2022		<div><div>55%</div></div>	The latest phase of the Council transformation plan, ' Right for Renfrewshire ', will adopt a new approach to identifying, developing and designing new change and transformation opportunities. As noted in the June Leadership Board report, over the course of the summer the Corporate Management Team has undertaken a significant programme of preparatory work to prepare for taking forward a revised approach. The programme currently being designed will constitute a series of structured service redesign processes across a range of areas of the Council's existing service arrangements. These reviews are being framed around functional service groupings and Customer outcomes and will deploy a standardised approach and methodology, creating consistency in both approach and deliverable outputs from each review.
CP17.CE.08	Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources	31-Mar-2022		<div><div>50%</div></div>	A Strategic Partnership Agreement has been developed with Paisley 2021 Community Trust and is due to be submitted to Leadership Board in December. Community Planning Partners continue to work together on emerging policy priorities such as Brexit and the Climate Emergency.
CP17.CE.09	Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach	31-Mar-2022		<div><div>100%</div></div>	The use of the Geographic Information System across the Council has been expanded, including adopting Survey 123 as the Council's survey platform, enhancements to internet mapping services such as the roads resurfacing programme and improvements in Gazeteer delivery, enhancing addressing across the Council.







Code	What we will do	Due Date	Status	% complete	Progress update
CP17.FR.03	Continue to modernise our services, taking advantage of new technologies to deliver better, more accessible and more efficient services that meet customer needs – such as My Account	31-Mar-2022			Service design principles and activities are being deployed in all Digital First work to ensure that user needs are understood, and that services and processes are designed with these needs at the core. Use of the MyAccount customer portal is just short of 50,000 users across Renfrewshire (56% of households), with 2300 users accessing the Customer Portal each week. Automation of routine processes is being deployed in CBS, with a clear pipeline of opportunities for automation being identified, evaluated and deployed where appropriate.
CP17.CS.06	Engage with proposed changes to education governance and local democracy, maximising opportunities for the organisation and communities	31-Mar-2022			Children Services has been involved in local, collaborative and national discussions throughout the session ensuring we are contributing fully to the national agenda. We are working collaboratively with the West Partnership to support continuous improvement in educational outcomes for all children and young people. Renfrewshire is leading on aspects of the West Partnership plan and has representatives across all other areas.
CP17.CE.10	Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit	31-Dec-2018			The Improvement Plan is reported to the Leadership Board on a six-monthly basis. In the recently published Annual Audit Report, Audit Scotland confirm that the Council is making good progress in terms of implementing the recommendations made through the Best Value Assurance Report.
CP17.FR.04	Roll-out the Performance Development and Review programme across the Council	31-Mar-2018			Since PPT was approved by Members, HR&OD have been working with services to roll out the policy designing bespoke training and supporting materials, ensuring managers have the right skills to carry out PPT effectively. Implementation of the policy is taking into consideration other on-going Council priorities and configuration of appropriate systems to record and report output data.
CP17.FR.05	Implement new leadership and management development programmes	31-Mar-2022			417 employees across the Council are participating in corporate leadership and management programmes. Talent will be managed through the Council's performance appraisal process and will identify high performing employees and specific talent in expert areas, creating a high performing and sustainable workforce capable of meeting future challenges.
CP17.CE.11	Fully embed our staff "intrapreneurship" programme	31-Mar-2020			Phase 1 and 2 of the programme has been fully implemented and reviewing future approach.

Code	What we will do	Due Date	Status	% complete	Progress update
	and recognising staff for success				
CP17.FR.06	Implement our workforce plan for Renfrewshire Council	31-Mar-2022		<div><div>60%</div></div>	The Workforce Plan has progressed, particularly around activities such as: communication and engagement; supporting career pathways including professional traineeships and qualifications; mentoring and coaching in support of succession planning; and health and wellbeing initiatives aligned to national campaigns delivered in partnership with our Occupational Health, Employee Assistance providers and third sector organisations.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
HPCHARTER31	Gross rent arrears (all tenants) as at 31 March each year as a percentage of rent due for the reporting year.				4.90%	6.00%	5.76%	5.70%	5.70%	5.70%	5.95%	5.70%	The Gross Rent arrears in the first six months of the financial year was just over £2.7million. The gross rent arrears figure shows a slight increase in the first six months of 2019/20 but is better than the same point last year (6.3%).
PT.DS.P PF.CMT .06	Application Approval Rate				97.2%	Data only	97.7%	Data only	96.2%	Data only	99.4%	Data only	Quarter 2 application approval rate of 99.4% has increased from 96.2% in Quarter 1, and is the highest quarterly approval rate for the last three years.
PT.DS.P PF.CMT 01	Average Time for processing Planning Applications (Householder)				7.6 weeks	Previously Data Only	6.9 weeks	8 weeks	6.1 weeks	8 weeks	5.9 weeks	8 weeks	Performance has improved from 6.1weeks in Quarter 1 to 5.9 weeks in Quarter 2.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
HPCHA RTER13	% of reactive repairs carried out in the last year completed right first time				90.2%	92.0%	88.1%	93.0%	Not measured for Quarters				Just under 33,000 reactive repairs were completed 'right first time' last year. Although down from the previous year it remains that almost 9 out of 10 repairs are completed on the first visit.
CW.SPS O.02d	Number of complaints closed at frontline as a percentage of all complaints				95.45%	95%	89.4%	95%	91%	95%	96%	95%	During quarter 2 the Council received a total of 2104 complaints, with 2036 being closed at Frontline Resolution.
CMTAB S01d	Councilwide – Average number of work days lost through sickness absence per employee				11.38	8.96	11.58	8.96	2.97	2.4	*Not yet available	2.1	<p>Quarter 2 data is not yet available but for Quarter 1:</p> <p>Why has performance decline/target not been achieved?</p> <p>The Council has recorded an overall absence rate of 2.97 days lost per FTE employee, which is 0.57 days above the target figure of 2.4 days.</p> <p>What is being done?</p> <p>As at June 2019, Psychological (non-work related) and Musculoskeletal and Joint Disorders were the two main illness categories.</p>

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
													<p>To address Psychological (non-work related) absences the Council provide a range of support services that employees can be referred to at an early stage for assistance. 'timefortalking', the Council's employee counselling service provider, continues to be utilised. In addition to this, the Council continues to deliver Mindfulness Courses and Mental Health First Aider courses. Training for both courses has been undertaken over the past 6 months as part of our development of preventative approach to employee well-being.</p> <p>In relation to addressing musculoskeletal and joint disorders the Council offers a physiotherapy service through the Council's Occupational Health Provider, and this service can be accessed by all employees</p>
CWFOIO 1	% Of FOI requests completed within timescale				93.9%	90%	93.15%	90%	89%	90%	96%	90%	Total number of council wide requests received during Q2 (July – September) was 378, total number of requests responded to on time was 362. 96% council wide FOI requests completed within timescale.

Code	Performance Indicator	Current Status	Short Term Trend	Long Term Trend	2017/18		2018/19		Q1 2019/20		Q2 2019/20		Explanation of Performance
					Value	Target	Value	Target	Value	Target	Value	Target	
FCSKPI 001	Percentage of Council Tax due in the year, collected by the end of the year (cumulative position to date)				96.05%	96%	96.02%	96%	32.72%	32.76%	60.03%	60.27%	The Council Tax collection level is down slightly in comparison with the equivalent position for 2018/19. Many more customers are opting to pay over twelve months which has delayed income received. Collection will begin recovering in February & March 2020.
FCSCSU 03	% of calls answered by the Customer Service Unit within target (40 seconds)				69%	70%	61%	70%	62%	70%	64%	70%	<p>There was an increase in demand on the service in the first month of the quarter, which also coincided with annual leave for staff reaching its peak.</p> <p>The contact centre was just below target for the quarter, mainly due to a slight reduction in experienced resources as they were deployed to train six new customer service advisors</p>



To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

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

1. Summary

- 1.1 On 31st August 2017, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The report provided an updated assessment of the Council and its performance, following on from its last audit in 2006.
 - 1.2 Overall the report was positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving Best Value. At that time, Audit Scotland also provided direction on the key areas on which the Council should focus its improvement activities going forward. The report specifically included 7 recommendations relating to areas such as cross party working, community engagement, partnership working, financial sustainability, workforce planning and governance arrangements.
 - 1.3 An action plan which set out the Council's proposed actions to progress these recommendations was approved by Council in September 2017.
 - 1.4 This report provides a summary of progress to elected members, and a full update is provided for each recommendation and related activity within Appendix 1 to this report. The majority of actions are now complete, and it is proposed that going forward, progress updates are provided on the remaining actions on an annual basis.
 - 1.5 The recently published Annual Audit Report for 2018/19 prepared by Audit Scotland, found that the Council is making good progress in addressing the recommendations from the 2016/17 Best Value Assurance Report, with further actions for developing individual development plans for elected members and locality plans identified.
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2. Recommendations

It is recommended that members:

- i) Note the progress achieved in terms of implementing the BVAR improvement plan as detailed at appendix 1; and
 - ii) Agree that the frequency of reporting progress on the BVAR improvement plan to Leadership Board changes to an annual basis.
-

3. Background

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

4. Progress Update – Improvement Plan

- 4.1 Within the Council, progress on the recommendations has been monitored on a regular basis by the Corporate Management Team and six-monthly updates provided to the Leadership Board. Appendix 1 provides a full progress update for each of the related activities being undertaken.
- 4.2 The recently published Annual Audit Report for 2018/19 prepared by Audit Scotland found “the Council continues to make good progress addressing the recommendations contained in our 2016/17 Best Value Assurance Report”. The report commented positively on the Council's performance management framework, governance arrangements and the recently established Alcohol and Drug Commission, which is a Community Planning Partnership sponsored commission.
- 4.3 Excellent progress has been made on the 7 recommendations from the BVAR, which have all being completed, with the exception of elected member development which continues to be subject to ongoing review by Audit Scotland. One additional action was identified in the 18/19 Annual Audit Report, pertaining to locality planning, which will be reported against within the improvement plan going forward.

5. Next steps

- 5.1 It is proposed that given progress achieved, best value monitoring reports are now submitted to the Leadership Board on an annual basis going forward. The Head of Policy and Commissioning will continue to act as the link officer in terms of engaging with Audit Scotland on a regular basis around Best Value, through the shared risk assessment process and annual audit work.

Implications of the Report

1. **Financial** – the BVAR sets out how effectively the Council is using its resources and financial planning arrangements.
2. **HR & Organisational Development** – the BVAR sets out the Council's arrangements for Organisational Development and Workforce planning.
3. **Community Planning** – the BVAR assesses how well the Council works with its partners.
4. **Legal** - none.
5. **Property/Assets** – none.
6. **Information Technology** – The BVAR provides examples of how well the Council is using new technology.
7. **Equality & Human Rights** – none.
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** - Shared Risk Assessment is a proportionate and risk-based approach to assessing Scottish Councils.
11. **Privacy Impact** – none.
12. **COSLA** - Welcomed the risk based and proportionate approach to audits.

13. **Climate Risk** – no risks, the paper notes that a Cross-party working group has been established.

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

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

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?	Progress Update –December 2019
1. Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in the future.	<ul style="list-style-type: none"> Continue to embed Cross Party Sounding Board and identify opportunities for all elected members to work together on issues of common interest and importance for the Council and the Renfrewshire area. 	Ongoing	All elected members	<p>Key actions undertaken to address this recommendation have included:</p> <p>The Cross-Party Sounding Board was established in May 2017 following revisions to the Council's governance structures.</p> <p>The Board has met on several occasions to date to consider issues such as the Council Plan, Community Plan and the review of local governance.</p> <p>In June 2019, a climate emergency was declared by the Council. Elected Members from the Cross-Party Sounding Board have established a Climate Emergency Working Group.</p>
2. Councillors should take advantage of the training and development opportunities that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively.	<ul style="list-style-type: none"> Undertake a review of the current training and development programme through engagement and consultation with elected members, to identify potential opportunities to further support attendance and participation levels. 	31 December 2017	Chief Executive All elected members	<p>Previous updates to Board have highlighted the progress that has been achieved to date in terms of this recommendation. This included a full review of the training and development programme in consultation with elected members.</p> <p>Changes were subsequently made to the training and development programme, including use of external speakers, offering twilight sessions and delivering focused weeks of training and development once a year.</p> <p>The 2019 training week included a diverse range of subjects such as: cybercrime; domestic abuse-raising awareness; ethical standards; tour of Renfrewshire projects and major assets; Community Empowerment Act & Community Asset transfer'; and budget and financial reporting.</p> <p>Members were asked individually for feedback on the specific sessions that they attended and more generally on the arrangements and programme, this included comments such as: "excellent very informative", "...very informative, timing, content, delivery style and presenters"</p>

				<p>In the Annual Audit Report 2018/19 published in November 2019, Audit Scotland recognised that there have been improvements in this area, yet further action is required by Elected Members to review their individual training requirements with a view to agreeing tailored personal development plans.</p> <p>The Improvement Service recognises that not all elected members will make use of the learning opportunities offered regardless of the support available and will choose to access learning at their own pace. To make it easier for elected members to access CPD training resources at a time and place of their choosing, the full range of Improvement Service workbooks are now available in the online Members' Library.</p> <p>Elected members will continue to be reminded regularly of the support available to develop their own PDPs and consulted upon the topics for the annual training week.</p>
<p>3. The council should review its governance arrangements to ensure they provide for a relationship with Renfrewshire Leisure Limited (RLL) that is clear, independent, and more easily understood by the public.</p>		<p>June 2018 (subject to publication date of Audit Scotland's national review report – scheduled for Spring 2018)</p>	<p>Chief Executive</p>	<p>Our external audit team from Audit Scotland, have made no further recommendations for the Council to address in relation to governance arrangements for Renfrewshire Leisure.</p> <p>Key actions undertaken to address this recommendation have included:</p> <ul style="list-style-type: none"> • A summary of Renfrewshire Leisure's Business Plan 2018/19 was reported to the Leadership Board in February 2018 and in May 2019. Previously the Business Plan was considered by the Board as an exempt paper. • In February 2019 the Leadership Board approved proposals to change the composition of the membership of the Renfrewshire Leisure Board. The two places held by officers from Renfrewshire Council were filled by community representatives, with one vacancy recently arising. • Two officers from Renfrewshire Council were subsequently appointed as observers to Renfrewshire Leisure Board meetings in September 2018 by the Leadership Board. The two officers are the Head of Policy and Commissioning and the Head of Finance. • Regular monitoring meetings are held between Renfrewshire Leisure and the Head of Policy and Commissioning. • Improvements in the reporting of performance information relating to Renfrewshire Leisure have been made as part of the monitoring arrangements. Six monthly internal scrutiny sessions also form part of the monitoring relationship with Renfrewshire Leisure.

<p>4. The council should develop a detailed medium and long term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be critical to managing how future services are provided.</p>	<ul style="list-style-type: none"> • Roll-out Performance Development and Review programme across the Council • Implement new leadership and management development programmes • Provide 6 monthly updates on the recently approved corporate workforce plan to elected members • Implement new management arrangements to integrate existing HR, organisational development and programme management resources within one function to further strengthen the Council's approach to managing change 	<p>Ongoing with six monthly updates to board.</p>	<p>Director of Finance and Resources (in consultation with CMT)</p>	<p>Key actions undertaken to address this recommendation have included:</p> <ul style="list-style-type: none"> • Regular progress updates on the OD Strategy are provided to the CMT and Trade Unions. • Good collective workforce planning progress is being made by services, with an approximate overall completion rate of 74% against the actions in the Council Workforce Plan (2017-2020). • CMT spotlight sessions on service workforce plans have taken place in 2019. • In April / May 2019 all employees were encouraged to take part in interactive team-based workshops to develop a set of new Council Values or access the on-line version. Almost 1800 employees took part - 967 employees attended workshops to share their views and 818 employees completed the on-line version. Results were combined with those from community and youth engagement activity, analysed and the new values communicated in August 2019. The new values will also be embedded into our policies and guidance including recruitment, induction, training and performance, development and review. • The Council's new performance, development and review programme "People, Performance and Talent" (PPT) has been approved by Members. Since approval, bespoke training and supporting materials have been designed with services to ensure managers have the right skills to carry out PPT effectively. Implementation is taking into consideration the development of the new council Values, which will be incorporated into the full roll out to support organisational transformational change through the "Right for Renfrewshire" programme (20/21-22/23). Talent will be managed through PPT by identifying high performing employees and specific talent in expert areas, creating a high performing and sustainable workforce capable of meeting future challenges. • Roll out of the 'Leaders of the Future', 'ASPIRE' and the Chartered Management Institute (CMI) Levels 2 and 3 development programmes is progressing well, with 469 managers and leaders from throughout the Council participating across these programmes. A further 10 participants have commenced on the new CMI Level 5 programme launched in May 2019, with a level 7 CMI qualification currently being scoped. • Following the recent corporate people development review, a new range of flexible development options and accredited qualifications will continue to be rolled out across the Council in 2019. Future corporate training will offer more accessible, on-demand and digital "bite size" training courses, focusing on supporting future transformational change.
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				<ul style="list-style-type: none"> Following the success of the digital skills programme in 2018 which saw circa. 100 front line employees complete basic training to improve their digital skills, funding of £15k has been secured again from the Flexible Workforce Development Fund to support a further roll out of digital skills training across the wider workforce. As part of this approach, circa. 50 catering managers are currently being supported with bespoke digital skills training to operate the new cashless catering system being implemented across Renfrewshire schools. Also, HR & OD, in partnership with West College Scotland and Elite Training, is providing a series of free Microsoft training courses for staff during October / November 2019. A total of 8 new HR & OD Policies were implemented in 2018. The HR & OD Policy Review Plan for 2019 will update several existing policies and develop new policies to support employees who experience Domestic Abuse or Menopause symptoms. In January 2019 the Council was recognised as a "Carer Positive Employer" by Carer Positive. Currently 35 Council officers are participating in the Cross Organisational Mentoring Programme launched in September 2018. An Internal Mentoring Programme is being considered. In May 2019 the Council reported progress in the last 12 months to reduce the Council's gender pay gap to 3.58% or £0.55 in favour of men. This is a drop of just over 1% from April 2018, with ongoing action to reduce the pay gap further.
5. The council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The council should prioritise how services need to be provided in future to meet these savings	<ul style="list-style-type: none"> Continue to implement the agreed medium term financial strategy which will focus on delivering required savings through the Better Council Change programme, debt smoothing and effective workforce planning. 	March 2020 (end date of Financial Outlook)	Director Finance and Resources / Chief Executive (in consultation with elected members)	<p>In September 2019, an updated financial outlook was presented to Council, setting out the updated financial forecasts for the medium term, the range of potential funding issues facing the Council and the requirement to continue to plan for further significant budget gaps in the period through to 2023.</p> <p>The financial strategy is progressing on the basis of a central financial planning scenario with an estimated forecast budget gap of approximately £45 million to be addressed over the three-year period.</p> <p>The potential scale of the financial challenge will require the Council to deliver savings at a more significant level than in previous years. At the Leadership Board on 18 September 2019, the next stage of the Council's Transformation programme, Right for Renfrewshire was approved.</p> <p>This action will continue to be reviewed as part of our financial management arrangements and reporting to Council and Policy Board.</p>

<p>6. Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available.</p>	<ul style="list-style-type: none"> Undertake a Strategic Financial Overview exercise on an annual basis with community planning partners. 	<p>Annual basis – March</p>	<p>Chief Executive / Director of Finance and Resources</p>	<p>A key priority within Renfrewshire's Community Plan 2017-2027 is to develop a Community Planning Partnership that is sustainable and connected.</p> <p>Partners provide regular feedback on the financial outlook for their respective organisations and are alert to opportunities to continue to work together to deliver more efficient services which provide for better outcomes.</p> <p>Strategic Partnership Agreements are being developed community organisations and are due to be submitted to Leadership Board in December. Community Planning Partners continue to work together on emerging policy priorities such as Brexit and the Climate Emergency.</p> <p>A specific example of this is the Community Planning Partnership sponsored Alcohol and Drugs Commission, who are considering how the partners can better use their resources to support those impacted by alcohol and drug use. The Commission will hear evidence between March to December 2019 and initial recommendations are due to be reported in early 2020.</p>
<p>7. The council and its partners need to continue to involve communities and work together on joint priorities and to strengthen partnership working. This will provide a positive base to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented.</p>	<p>Finalise review of Local Area Committees in Renfrewshire</p> <p>Publish Renfrewshire's Community Plan 2017-2027</p> <p>Embed new governance arrangements for community planning in Renfrewshire, developing shared work plans and priorities in consultation with partners,</p> <p>Develop locality plan arrangements</p>	<p>December 2017</p> <p>1 October 2017</p> <p>March 2018</p>	<p>Chief Executive</p>	<p>An area in which significant progress has been made is in relation to the development of new Local Partnerships which have now replaced Local Area Committees.</p> <p>Local Partnerships have now had three meetings each, agreeing their membership and identifying local priorities for each of the local areas. They have also allocated over £350,000 of grants to support projects in their Local Partnership area.</p> <p>Part of this has been to develop and launch a participatory budgeting pilot, with young people aged 12-25 having a direct say on the allocation of £150,000 of funding. Young people designed and delivered the process, including identifying priorities, agreeing criteria for the fund, supporting applicants and delivering an announcement event with the results on 25 September 2019.</p>

	in line with the requirements of Community Empowerment legislation, with particular focus on working with partners to engage with those people who are most impacted by poverty in Renfrewshire. communities and people.	June 2018		
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NEW ACTIONS FROM ANNUAL AUDIT REPORT				
<p>We reviewed the Council's arrangements for collecting, recording and publishing data in 2017/18. Information is publicly available on the Council website, with the main SPI report published as well as a summary version. <i>'It's all about you'</i> provides a graphical and pictorial presentation of performance data. However there is limited reference to performance in the Council's Annual Report.</p> <p>The Annual Report should include a summary position regarding the Council's performance together with relevant detailed performance information. This would improve the accessibility of performance information and help to demonstrate greater transparency by the Council.</p>	February 2019	Head of Policy and Commissioning	<p>This action is now complete.</p> <p>The Council Performance section on our website has been updated to provide several sources to assess how the council is performing. Public performance reporting is undertaken to ensure local citizens, businesses and partner organisations can track Council performance over time.</p> <p>It provides data on how well we responding to complaints, how we are achieving progress against our Council Plan, how we compare with other authorities and the Scottish average, across the following pages:</p> <ul style="list-style-type: none"> - Our current performance, which includes the latest version of 'it's all about you' as a storymap. It provides a ranges of performance data, images and case studies; - Renfrewshire data, with the open data platform and data needs assessments; and - Benchmarking information such as the latest Local Government Benchmarking Framework report to Board. <p>For the Council Plan report to Leadership Board in May and December 2019 a summary position has been included on the Council's performance against the progress of the actions and performance on the indicators.</p>	

			<p>Council's overall approach to Public Performance Reporting will continue to be reviewed as part of the Annual Review of Compliance with the Local Code of Corporate Governance 2019 which is reported to the Audit, Risk and Scrutiny Board.</p>
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To: Leadership Board

On: 4 December 2019

Report by: Director of Children's Services

Heading: Progress Report on Renfrewshire Gaelic Language Implementation Plan

1. Summary

- 1.1 As part of their duties under the Gaelic Language (Scotland) Act 2005, local authorities are required to have a Gaelic Language Plan which outlines the actions they will take to promote Gaelic in their community. The implementation of plans is overseen by Bòrd na Gàidhlig and local authorities must provide an annual update on progress against the plan's actions both to Bòrd na Gàidhlig and to elected members.
- 1.2 This is the second progress report provided by Renfrewshire Council to Bòrd na Gàidhlig and provides an update on progress during 2018/19.
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2. Recommendations

- 2.1 Elected members are asked to:
- Note the progress made by Renfrewshire Council in the delivery of the Gaelic Language Plan;
 - Note that a progress report has been provided to Bòrd na Gàidhlig;
 - Note that annual progress reports will continue to be provided to Bòrd na Gàidhlig and to elected members.

3. Background

- 3.1 The Gaelic Language (Scotland) Act 2005 requires all local authorities in Scotland to produce a Gaelic Language Plan. These plans are part of an effort to protect and revitalise Gaelic as a living language in Scotland.
- 3.2 Renfrewshire Council's current plan runs from 2016 to 2021. It was approved by Council in 2016 and subsequently by Bòrd na Gàidhlig in 2017. Following their approval, Bòrd na Gàidhlig require annual progress reports from the council as to the plan's implementation.
- 3.3 Renfrewshire Council recognises the contribution of Gaelic to Scotland's history and culture and promotes the learning and use of Gaelic in a range of ways across its services. The use and learning of Gaelic is promoted to people of all ages across Renfrewshire.
- 3.5 Places on the regular Gaelic classes for adult learners remain in demand, and the Council facilitates transport for children who wish to enter Gaelic Medium Education in the specialist schools in Glasgow City or Inverclyde.
- 3.6 Renfrewshire Council seeks to incorporate Gaelic appropriately in local events such as Sma' Shot Day, the Spree, and Hallowe'en celebrations. Paisley's hosting of the Royal National Mòd in 2013 was hugely successful, attracting over 8,000 visitors and enhancing the profile of Gaelic in Renfrewshire. Paisley will again host the Mòd in 2022.

4. Progress with the delivery of Renfrewshire's Gaelic Language Plan

- 4.1 The template provided by Bòrd na Gàidhlig requires progress updates on:
- Five categories of Primary Indicator Data:
 - Communications from the public
 - Dissemination of information
 - Staff
 - Publications
 - Status (bilingual signage)
 - Three National Gaelic Language Plan priorities:
 - How is the organisation increasing the use of Gaelic?
 - How is the organisation increasing the learning of Gaelic?
 - How is the organisation promoting a positive image of Gaelic?
 - Other monitoring information:
 - Promotion of Gaelic education
 - Corporate Parenting
 - Equalities

- 4.2 The full detail of progress as reported to Bòrd na Gàidhlig is included as Appendix 1 to this report.
- 4.3 Highlights of the progress report include:
- The delivery of Gaelic singing lessons in Renfrewshire Primary Schools.
 - The development of an online teaching resource – thought to be one of the first of its kind in Scotland – to enable class teachers to teach whole classes about Scottish and Gaelic culture through the medium of song.
 - Provision of weekly Gaelic Bookbug sessions in Paisley Central Library.
 - Continued demand for places in Gaelic language classes for adult learners.
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Implications of the Report

1. **Financial** - none
2. **HR & Organisational Development** - none
3. **Community/Council Planning** – none
4. **Legal** – none
5. **Property/Assets** – none
6. **Information Technology** – none
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report, as it is for noting only. The Council recognises that increasing number of residents whose first language is not English and endeavours to provide information in other languages as required, including Gaelic.
8. **Health & Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** - none
12. **Cosla Policy Position** – none

13. **Climate Risk** - none.

List of Background Papers

None

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BÒRD NA GÀIDHLIG

FOIRM DÀTA BLIADHNAIL 2018-19 ANNUAL RETURN FORM 2018-19

Ainm na buidhne Organisation's name	Renfrewshire Council
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Prìomh Dhàta Measaidh Primary Indicator Data

Fios bhon Phoball Communications from the Public	Cia mheud brath sgrìobhte a fhuair am buidheann bhon phoball ann an Gàidhlig am-bliadhna? How many written communications have the organisation received from the public in Gaelic this year?	0
A' sgaoileadh fiosrachaidh Dissemination of information	Cia mheud pìos a sgaoil am buidheann air na meadhanan sòisealta ann an Gàidhlig am-bliadhna? How many posts did the organisation distribute on social media in Gaelic this year?	Two members of sessional staff.
	Cia mheud fios-naidheachd a chaidh a sgaoileadh leis a' bhuidheann anns a' Ghàidhlig am-bliadhna? How many press releases did the organisation publish in Gaelic this year?	2
Luchd-obrach Staff	Cia meud neach-obrach a fhuair cothrom trèanaidh ann an sgilean Gàidhlig am-bliadhna? How many staff received Gaelic skills training this year?	0
	Cia mheud dreuchd a th' agaibh an-dràsta far a bheil Gàidhlig ann mar sgil riatanach? How many posts do you currently have where Gaelic is an essential skill?	0
	Cia mheud neach-obrach a th' agaibh an-dràsta aig a bheil sgilean Gàidhlig? How many staff currently within the organisation have Gaelic skills?	A survey has recently been undertaken across Children's Services but the results are not yet available.

Foillseachaidhean Publications	Cia mheud foillseachadh a dh'fhoillsich am buidheann gu dà- chananach am-bliadhna? How many organisational publications have been published bilingually (Gaelic and English) this year?	0 Gaelic publications are available on request.
Inbhe Status	Cia mheud soidhne dà-chànanach a chuir am buidheann an àirde am-bliadhna? How many bilingual signs has the organisation erected this year?	0

Prìomhachasan a' Phlana Cànan Nàiseanta Gàidhlig

National Gaelic Language Plan Priorities

Cleachdadh na Gàidhlig / Using Gaelic

Ciamar a tha a' bhuidhinn a' toirt fàs air cleachdadh na Gàidhlig?

How is the organisation increasing the use of Gaelic?

Renfrewshire Council is undertaking a range of activities to increase the use of Gaelic across Renfrewshire. Renfrewshire Council's Adult Learning & Literacies Service promotes Gaelic Learning opportunities through its yearly brochure. This information is also provided online on Renfrewshire Council's website.

The provision of regular Gaelic classes by Adult Learning and Literacies encourages the use of the Gaelic language and discussion among learners. Learners and members of the community are also signposted to Gaelic learning opportunities within other local authority areas when appropriate.

Renfrewshire Council funds Fèis Phàislig to run a Gaelic Choir for Renfrewshire young people. Fèis Phàislig is an arts organisation that provides traditional music opportunities for young people across Renfrewshire. The choir meets weekly and gives young people the opportunity to participate in local and national competitions, including the Royal National MOD. Approximately 12 young people attend the choir each week.

Renfrewshire Council receives Youth Music Initiative funding on an annual basis which allows pupils in Renfrewshire Primary Schools to participate in Gaelic singing lessons delivered by Gaelic singer, Joy Dunlop. In 2018/19, 432 pupils were involved in these sessions. These workshops have been very successful.

While it is not possible for Joy Dunlop to deliver workshops across all Renfrewshire schools, Renfrewshire Music Service has developed an online teaching resource in collaboration with Joy. This has been done utilising Creative Scotland's Youth Music Initiative (YMI) funding. The resource is accessible to class teachers in all schools in Renfrewshire.

The resource is targeted at primary schools but is suitable for all levels of learning. It includes audio, visual, and accompanying written text for 10 Songs. It includes stories, historic background and phonetics included in the supporting text along with useful links. Classroom teachers are able to use the resource to teach whole classes about Scottish and Gaelic culture through the medium of song and offers young people an opportunity to learn and express themselves through music. Staff training will be developed to support the roll out of the resource and this will be in the pipeline for development in the near future. Please see below for the link to the resource:

<http://www.renfrewshiregaelicresource.co.uk/>

Outreach is provided by Renfrewshire Council staff at a range of community groups and events. Groups and events which have received support through outreach in 2018/19 include:

- Clann Gaidhlig,
- Gaelic Bookbug
- Inverclyde Gaelic

Renfrewshire Council services are working in partnership to increase the use of Gaelic. Our Adult Learning and Literacies Service have been working in partnership with Renfrewshire Leisure (libraries) and have organised the donation of Gaelic books from third parties. Gaelic Bookbug sessions are delivered weekly in Paisley Central Library. These are open to all – including non-Gaelic speaking families.

Partnership working with other organisations from across the CPP and from outwith Renfrewshire has been key to increasing the use of Gaelic in Renfrewshire and Renfrewshire Council has worked closely with a range of partners. Examples of partnership working include:

- Partnership and dissemination of information in relation to Gaelic language events has been undertaken via the Performance Programmer at Paisley Arts Centre.
- A Gaelic History Group was delivered from January to March 2019 within the local community of Johnstone.
- Gaelic community talks have been hosted by Renfrewshire Council and a partnership has also been established with the Gaelic and Celtic Studies Department at Glasgow University to develop Gaelic language talks within the community.
- Gaelic movie nights have also been hosted in collaboration with partners.

Ionnsachadh na Gàidhlig / Learning Gaelic

Ciamar a tha a’ bhuidhinn a’ toirt fàs air ionnsachadh na Gàidhlig?

How is the organisation increasing the learning of Gaelic?

Renfrewshire Council is undertaking a range of activities to increase the learning of Gaelic. Renfrewshire as an authority is firmly committed to maintaining Gaelic education for its residents and those who wish to undertake this in future. Gaelic resources continue to be available within some of Renfrewshire’s pre-five centres.

Renfrewshire children have access to Gaelic medium education (GME) which is facilitated through partnerships with Glasgow City Council and Inverclyde Council. Renfrewshire Council Children’s Services funds and facilitates transport for children who wish to enter Gaelic Medium Education in the specialist Gaelic schools in Glasgow City or Inverclyde.

Due to a low number of requests, and a lack of availability of qualified staff, there is currently no provision within Renfrewshire itself. A database has been developed to track the progress of Renfrewshire children and young people in GME in other authority areas.

The option to enroll in GME continues to be included in all nursery letters confirming placements. Information on GME, how to apply for this and where it is provided is also provided on school registration and placing request forms. The placing request form also provides information on which schools pupils are able to attend as a result of partnerships with Glasgow City Council (Glasgow Gaelic School) and Inverclyde Council (Whinhill School).

60 bilingual Gaelic Storytelling and Circus Skills Workshops were delivered to pupils in Renfrewshire Primary Schools between March 2018 and May 2019. The workshops were facilitated by performance artist, Ariel

Killick, of Independent State of Happiness. Pupils were given the opportunity to participate in interactive storytelling focusing on traditional Gaelic storytelling as well as circus skills workshops which improved Gaelic language skills. The workshops evaluated very positively.

To encourage and support the learning of Gaelic, Renfrewshire Council's Adult Learning and Literacies Service provides Gaelic language courses at Beginners, Intermediate and Progression levels. They are aimed at adults who are interested in learning to speak the language and want to learn more about the culture. Regular Gaelic classes encourage the use of the Gaelic language and discussion among learners.

Examples of classes currently being delivered include a beginners / mixed class in Moorpark Community Learning Centre in Renfrew and Intermediate/progression class in West Johnstone Shared Campus. The most recent intake in September 2019 has led to both classes having in excess of a dozen learners. Course evaluations completed by both classes in December 2018 were very positive.

In Renfrewshire we recognise the importance of working in partnership to increase the learning of Gaelic and to ensure that the needs of our service users are met. To this end, we maintain an awareness of provision in other areas and signpost learners and members of the community to Gaelic learning opportunities within other local authority areas when appropriate.

To increase the learning of Gaelic, our Adult Learning and Literacies Service has arranged for Gaelic language Children's books to be donated by Bookbug to Gaelic classes and to Renfrewshire Libraries. The team has undertaken research into the stocking of Gaelic language books. A Gaelic language collection has now been established in Renfrew Library. This collection can be accessed by library users from across Renfrewshire.

The Adult Learning and Literacies team has established an initiative in partnership with the Gaelic Book Council whereby 20 books have been selected for customers to gift to Gaelic classes and the Gaelic library book section. The Gaelic Book Council have donated various children's and adult Gaelic books to the library section.

Strong links have been forged between Renfrewshire Council's Adult Learning and Literacies Service and the Performance Programmer at Paisley Arts Centre with agreement that information will be shared regarding Gaelic language events. This partnership approach ensures that service users are able to receive information about a range of Gaelic events and can be supported to attend. There has also been agreement to host Community Talks and Movie nights with an emphasis on Gaelic language and culture in Paisley Arts Centre. This is being supported by the Performance Manager in partnership with Adult Literacies.

Renfrewshire Council's Adult Learning and Literacies team have also linked with key staff from the Gaelic and Celtic Studies Department at Glasgow University and discussions are underway regarding lecturers and PhD students delivering talks in the Renfrewshire community.

Fèis Phàislig's facilitated a 'Stramash' event at Sma' Shot Day in July 2019 which feature traditional music and interactive performances. Children and young people were offered the opportunity to learn Gaelic songs and to participate in ceilidh dancing. This event was delivered again in October 2019 at The Spree event.

A'cur air adhart na Gàidhlig / Promoting Gaelic

Ciamar a tha a' buidhinn a' cur deagh iomhaigh air adhart airson na Gàidhlig?

How is the organisation promoting a positive image of Gaelic?

A positive image of Gaelic is being promoted in a range of ways by Renfrewshire Council. Key events in Renfrewshire now feature Gaelic content and promote Gaelic culture and language. Examples of this have included:

- In 2019 Sma Shot Day featured a Fèis Phàislig's 'Stramash' interactive Gaelic music, dance and poetry event at Faction. This event was repeated at The Spree in October 2019.
- The Spree 2019 presented a 'pop up' event as part of Glasgow's Royal Mod Fringe programme at The Royal Concert Hall featuring Renfrewshire's Schools Pipe Band, Fèis Phàislig Cèilidh Trail, Gaelic Choir and Scottish Harp Duo.
- Gaelic social media posts also featured as part of the advance publicity.
- Renfrewshire's Halloween 2019 poster promotes a strap line in Gaelic.
- Paisley's Christmas Lights switch on will host the Gaelic Choir as part of a choirs concert at Paisley Abbey.

Paisley will host the Royal National Mòd - the world's largest celebration of Gaelic language and culture - in 2022. Renfrewshire Council has made a financial commitment of £12,500 per annum from 2017 to 2021 to support Meur Phàislig (the Local Organising Committee which is planning the festival) to develop and expand Gaelic arts programming and progress the development of Gaelic arts, culture and heritage activities in Renfrewshire. Joy Dunlop, one of Scotland's best known Gaelic singers, joined the committee in July 2019.

Renfrewshire Council continues to promote a positive image of Gaelic amongst children and young people and offers Gaelic singing workshops as part of our Youth Music Initiative Programme. While Renfrewshire's Traditional Music Ensemble is primarily instrumental, they endeavor to include Gaelic songs in their programming when there are singers in the group.

Fiosrachadh dearcnachaidh eile

Other monitoring information

A' brosnachadh Foghlam Gàidhlig

Promotion of Gaelic Education

Chan fheum ach ùghdarrasan Ionadail seo a lìonadh a-steach
For Local Authorities only to complete

Fo Earrainn 15 de dh'Achd an Fhoghlaim (Alba) 2016, feumaidh ùghdarrasan ionadail aig a bheil foghlam Gàidhlig anns an sgìre aca seo a shanasachd ann an dòigh iomchaidh. Feumaidh gach ùghdarras ionadail sanasachd a dhèanamh air na còraichean a th' aig pàrantan gus tagradh a dhèanamh airson foghlam Gàidhlig aig ìre na bun-sgoile agus foghlam luchd-ionnsachaidh na Gàidhlig a stèidheachadh. Ciamar a tha sibh a' coileanadh an dleastanais seo?

Under Section 15 of the Education (Scotland) Act 2016, local authorities which already provide Gaelic education in their area must take reasonable steps to promote this. All local authorities must take reasonable steps to promote the rights which parents have under the Act to make a request for Gaelic Medium Primary Education and the potential provision of Gaelic Learner Education. Could you tell us how you are undertaking this?

Renfrewshire Council is committed to maintaining Gaelic education for its residents. Information is provided for parents on Renfrewshire Council website about their rights as set out in the Education (Scotland) Act 2016. The website also provides a link to information produced by the Scottish Government and also to guidance notes and a form allowing them to request an assessment of the need for GMPE.

As detailed in the previous section, due to a low number of requests, and a lack of availability of qualified staff, there is currently no provision within Renfrewshire itself, however, Renfrewshire children and young people have access to Gaelic medium education as a result of partnerships with Glasgow City Council and Inverclyde Council. Renfrewshire Council facilitates transport for children who wish to enter Gaelic Medium Education in the specialist schools in Glasgow City or Inverclyde.

As detailed above, parents are provided with information about their rights on Renfrewshire council's website and also in the placing request form and guidance notes which are available electronically on the council website.

Pàrantan Corporra
Corporate Parenting

Chan fheum ach Ùghdarrasan Ionadail seo a lìonadh a-steach
For Local Authorities only to complete

Am b' urrainn dhuibh dàta a thoirt dhuinn air an àireimh de dhaoine òga le Gàidhlig a tha, no a tha air a bhith, fo chùram a tha clàraichte leis an Ùghdarras.

Please provide data on the number of Gaelic-speaking care experienced young people registered with the Authority.

The SWIFT case management system used by Renfrewshire Council Children's Services Social Work has the facility to record children who speak Gaelic. Data from this system shows that none of Renfrewshire's currently looked after children speak Gaelic.

Am b' urrainn dhuibh fiosrachadh a thoirt dhuinn air tachartasan no cothroman a tha sibh a' cur air dòigh airson daoine òga le Gàidhlig a tha, no a tha air a bhith, fo chùram a tha clàraichte leis an Ùghdarras.

Please provide information on activities or opportunities you provide for Gaelic-speaking care experienced young people.

All of Renfrewshire's looked after children and young people are provided with a Child's Plan which takes a Getting it Right for Every Child (GIRFEC) approach and is bespoke to their individual needs. The GIRFEC approach ensures that when support is provided, it is based on their individual needs and that anyone providing that support puts the child or young person - and their family - at the centre. If a care experienced child or young person requires access to activities or opportunities, these are provided as part of this process. This process is the same for Gaelic-speaking care experienced children and young people.

Care experienced young people who speak Gaelic or may wish to learn Gaelic would be supported to access activities or opportunities in the same way that other care experienced young people would be supported to access activities or opportunities. As a corporate parent, Renfrewshire Council has the same aspirations for our care experienced children and young people as any good parent would and we provide them with the opportunities, activities and support they need to reach their full potential.

The LAC Attainment Fund Project Board, comprised of social work, education and health colleagues has identified four outcomes as key to raising attainment for care experienced children and young people and these outcomes would be the same for Gaelic-speaking care experienced children and young people:

- Improved school attendance for targeted children and young people
- Reduced use of alternatives to mainstream provisions
- Increased opportunity for and uptake of extra-curricular activities
- Improved pro-social behaviour for targeted care experienced children and young people.

Co-ionannachd Equalities

Bu chòir don a h-uile buidheann seo a lìonadh a-steach

For all organisations to complete

An do chomharraich an t-ùghdarras poblach agaibh cùisean sònraichte sam bith co-cheangailte ri co-ionannachd chothroman a thaobh leasachadh na Gàidhlig?
Has your public authority identified any particular issues relating to equality of opportunity with regard to the development of Gaelic language?

No issues have been identified.

A bheil poileasaidhean, modhan-obrach no dòighean-obrach sam bith co-cheangailte ri co-ionannachd a chaidh a chur an gnìomh leis an ùghdarras phoblach agaibh, no a tha gan cur an gnìomh an-dràsta, a bhuineas ri bhith a' cur co-ionannachd chothroman air adhart an lùib leasachadh na Gàidhlig? An inns sibh dhuinn mun deidhinn?

Are there any equalities policies, procedures or measures that have been implemented by your public authority, or are in the process of being implemented, that are relevant to advancing the equality of opportunity in the development of Gaelic language? Can you tell us about them?

As described in previous sections, Renfrewshire Council's Adult Learning and Literacies Service have arranged for Gaelic language children's books from Bookbug and the Gaelic Book Council to be provided to Renfrewshire Libraries and classes. Outreach has also been provided within the community at various events.

Young people across all of Renfrewshire schools will now have the opportunity to participate in Gaelic song as a result of the Gaelic Music Resource developed by Renfrewshire Music Service which can be accessed by all class teachers in Renfrewshire schools.

A bheil eisimpleirean ann de cheumannan sònraichte a ghabh sibh gus piseach a thoirt air in- ghabhail agus com-pàirteachas a tha air obrachadh gu sònraichte math a thaobh leasachadh na Gàidhlig taobh a-staigh an ùghdarrais phoblaich agaibh? An inns sibh dhuinn nam biodh sibh toilichte nan sgaoileadh Bòrd na Gàidhlig na h-eisimpleirean agaibh agus nan dèanamaid sanasachd orra.

Are there examples of implementing specific measures to improve inclusivity or engagement that have worked particularly well regarding Gaelic language development for your public authority? Please indicate if you would be happy for Bòrd na Gàidhlig to share and promote the examples provided.

As described above, Renfrewshire Music Service has developed a Gaelic Music Resource. We believe this resource to be one of the first of its kind for second language Gaelic speakers. The resource will promote the use of Gaelic Song across Renfrewshire's schools and offering our young people an opportunity to learn and express themselves through Gaelic music. Please see the link below.

<http://www.renfrewshiregaelicresource.co.uk/>

Amasan airson Seirbhisean Corporra	Corporate Service Aims	
Àrd Phrionnsabalan	Overarching Principles	
Spèis Cho-ionann A h-uile gealladh anns a' phlana Ghàidhlig air a lìbhrigeadh dhan aon ìre anns a' Ghàidhlig agus anns a' Bheurla.	Equal Respect Gaelic language plan commitments delivered to an equal standard in both Gaelic and English.	All Council documents can be made available in alternative formats and languages on request – including Gaelic.
Cothroman Follaiseach Gnìomhan practaigeach gus dèanamh cinnteach gu bheil fios aig luchd-obrach na buidhne agus am poball daonnan air na cothroman a th' ann gus Gàidhlig a chleachdadh leis an ùghdarras phoblach.	Active Offer Practical measures to ensure that staff and public are kept regularly informed of all opportunities that exist to use Gaelic in relation to the work of the public authority.	Examples include: Gaelic classes are advertised on Renfrewshire We Site and in Adult Learning Opportunities Brochure Adult Learning Brochure is produced three times per year and can be accessed through Renfrewshire Council web site.
Treas Phàrtaidhean A' dearbhadh gum bi ALEOs agus cunnradair eile ag obair gus plana	Third Parties Ensure that Arm's Length Executive Organisations and other contractors	There is an established partnership in

Gàidhlig an ùghdarrais phoblaich a chur an gnìomh.	help with the delivery of the public authority Gaelic language plan.	place to help raise awareness of Gaelic Learning Opportunities. The Cille Conval Partnership is between Renfrewshire, East Renfrewshire and Inverclyde local authorities.
Gàidhlig na nì àbhaisteach Geallaidhean bhon phlana Ghàidhlig air an gabhail a- steach ann an structaran an ùghdarrais phoblaich tro thìde, le sgrùdadh cunbhalach airson cothroman a chomharrachadh taobh a-staigh bhuidseatan stèidhichte gus Gàidhlig a thoirt air adhart.	Normalisation Gaelic plan commitments are normalised within the structures of the public authority over time, with opportunities to grow Gaelic within existing budgets constantly assessed.	See previous section.
Pàrantan Corporra Gu bheilear mothachail air na dleastanasan a th' ann mar Pàrant Corporra gum bi a h-uile pàiste is neach òg fo chùram no a b' àbhaist a bhith fo chùram le Gàidhlig a' faighinn na h-aon cothroman 's a tha clann le cànan eile.	Corporate Parenting That the authority is aware of the duties of a Corporate Parent to ensure that looked after children and young people and care leavers with Gaelic receive the same opportunities as those with other languages.	See previous section.

Inbhe	Status			
Suaicheantas Ag amas air suaicheantas corporra anns a' Ghàidhlig agus anns a' Bheurla a chruthachadh nuair a thig a' chiad chothrom agus mar phàirt den phròiseas ùrachaidh.	Logo Aim to render the corporate logo in both Gaelic and English at the first opportunity and as part of any renewal process.	Renfrewshire Council has no plans to rebrand and so does not, as yet, have any bilingual logo or signage.		
Soidhnichean Prìomh shoidhnichean air an dèanamh dà-chànanach nuair a thathar gan ùrachadh.	Signage Prominent signage will include Gaelic and English as part of any renewal process.	Renfrewshire Council has no plans to rebrand and so does not, as yet, have any bilingual logo or signage.		
Conaltradh leis a' phoball	Communicating with the public			
Brosnachadh Teachdaireachdan gu bheil	Promotion Positive message that communication	We have a clear message that		

fàilte air conaltradh sa Ghàidhlig bhon poball daonnan.	from the public in Gaelic is always welcome.	communication in languages other than English is always welcome.
Conaltradh sgrìobhte Fàilte ga cur air conaltradh sgrìobhte sa Ghàidhlig (post, post-d agus meadhanan sòisealta) daonnan agus bidh freagairt ann sa Ghàidhlig, a rèir clàr-ama conaltraidh àbhaisteach na buidhne.	Written Communication Written communication in Gaelic is always accepted (post, email and social media) and replies will be provided in Gaelic in accordance with the general policy.	We have a clear message that communication in languages other than English is always welcome.
Ionad-fàilte agus am fòn Far a bheil luchd-obrach le Gàidhlig ann airson seo a thoirt seachad, gheibh iad taic airson seo a dhèanamh agus thèid sanasachd a dhèanamh air t-seirbheis dhan phoball.	Reception and phone Where Gaelic speaking staff are capable of providing this service, they are supported to do so and the service is promoted to the public.	Not applicable.
Coinneamhan Cothroman airson coinneamhan dà-chànanach no sa Ghàidhlig a chumail air an rannsachadh gu cunbhalach agus air am brosnachadh.	Public meetings Opportunities to hold public meetings bilingually or in Gaelic are regularly explored and promoted.	We endeavor to accommodate all language needs at any public meeting.
Fiosrachadh	Information	
Fiosan-naidheachd Prìomh fhiosan-naidheachd agus fiosan-naidheachd mu dheidhinn na Gàidhlig air an cuairteachadh sa Ghàidhlig agus sa Beurla.	News releases High profile news releases and all news releases related to Gaelic are circulated in both Gaelic and English.	The Council's Communications team has good links with Gaelic media and coverage appears in traditional and digital media.
Meadhanan sòisealta Stuth Gàidhlig ga sgaoileadh tro na meadhanan sòisealta gu cunbhalach, le stiùir bho ìre cleachdaidh no cleachdadh a dh'fhaodadh a bhith ann.	Social Media Gaelic content distributed regularly through social media, guided by the level of actual and potential users	Renfrewshire Council regularly promotes Gaelic language through a range of policies and events which are publicised in the media and on the council's digital and social channels.
Làrach-lìn Stuth Gàidhlig air làrach-lìn an ùghdarrais phoblaich, le prìomhachas air na duilleagan le faicsinneachd mhòr.	Website Gaelic content should be available on the public authority's website, with emphasis given to the pages with the highest potential reach.	Renfrewshire Council's Gaelic Language Plan is made available on Renfrewshire Council's website in both Gaelic and

		English. Relevant sections of the website are being reviewed to enhance Gaelic content. All council documents can be requested in Gaelic.
Irisean Corporra Irisean corporra sa Ghàidhlig agus Beurla le prìomhachas air sgrìobhainnean le faicsinneachd mhòr.	Corporate Publications Produced in Gaelic and English, with priority given to those with the highest potential reach.	All corporate publications can be requested in other languages – including Gaelic.
Taisbeanaidhean Cothroman airson taisbeanaidhean dà-chànanach no sa Ghàidhlig a chumail air an rannsachadh gu cunbhalach agus air am brosnachadh, le prìomhachas air an fheadhainn aig a bheil a’ bhuaidh as motha.	Exhibitions Opportunities to deliver public exhibitions bilingually or in Gaelic should be explored on a regular basis, with priority given to those with the highest potential impact.	Gaelic Movie nights have been held in Paisley Arts Centre.
Corpas na Gàidhlig	Gaelic Language Corpus	
Gnàthachas Litreachaidh na Gàidhlig Leanaidh an t-ùghdarras Poblach Gnàthachas Litreachaidh na Gàidhlig as ùire mar stiùir airson a h-uile rud sgrìobhte aca.	Gaelic Orthographic Conventions The most recent Gaelic Orthographic Conventions will be followed in relation to all written materials produced by the public authority.	We adopt the most recent Gaelic Orthographic Conventions.

Luchd-obrach	Staff	
Sgrùdadh Luchd-obrach Sgrùdadh cunbhalach air sgilean Gàidhlig agus iarrtasan airson trèanadh Gàidhlig tro bheatha gach plana.	Internal audit Conduct an internal audit of Gaelic skills and training needs through the life of each plan.	Staff in Children’s Services were recently asked to complete a questionnaire in relation to this. The results are not yet available.
Inntrigeadh Eòlas air a’ phlana Ghàidhlig mar phàirt den phròiseas inntrigidh.	Induction Knowledge of the public authority’s Gaelic language plan included in new staff inductions	Formal and informal inductions provide staff with an overview of all key Council plans.
Trèanadh cànan Trèanadh ann an sgilean Gàidhlig ga thabhann agus ga bhrosnachadh, gu sònraichte a thaobh a bhith a’ cur plana Gàidhlig na buidhne an gnìomh.	Language training Gaelic language skills training and development offered to staff, particularly in relation to implementing the public authority’s	Staff can access this when requested.

	Gaelic language plan.	
Trèanadh le Fiosrachadh mun Ghàidhlig Trèanadh le fiosrachadh mun Ghàidhlig, le prìomhachas air stiùirichean, buill bùird, comhairlichean agus luchd-obrach air a bheil dleastanas a bhith a' conaltradh leis a' mhòr-shluagh.	Awareness training Gaelic awareness training offered to staff, with priority given to directors, board members, councillors and staff dealing directly with the public.	We don't currently provide awareness training. See comment above re induction.
Fastadh A' toirt aithne is spèis do sgilean Gàidhlig mar phàirt den phròiseas fhastaidh.	Recruitment Recognising and respecting Gaelic skills within the recruitment process.	Renfrewshire Council endeavours to make its recruitment process accessible to all.
Gàidhlig ainmichte mar sgil a tha na buannachd agus/no a tha riatanach gus seirbheisean Gàidhlig a lìbhrigeadh agus a rèir na comhairle laghail aig Bòrd na Gàidhlig.	Gaelic named as an essential and / or desirable skill in job descriptions in order to deliver the Gaelic language plan and in accordance with the Bòrd na Gàidhlig recruitment advice.	Where relevant to the post, Gaelic is named as an essential or desirable skill.
Sanasan-obrach dà-chànanach no sa Ghàidhlig airson dreuchdan far a bheil Gàidhlig ainmichte mar sgil riatanach.	Bilingual or Gaelic only job adverts for all posts where Gaelic is an essential skill.	Renfrewshire Council endeavours to make its recruitment process accessible to all.



To: Leadership Board

On: 4th December 2019

Report by: Chief Executive

Heading: Tackling Poverty Programme

1. Summary

- 1.1 At the budget meeting on 2nd March 2018, Council agreed the allocation of £5 million over the next 5 years to support a new Tackling Poverty Programme.
- 1.2 A programme of activity has been developed which sustains key projects which support people on low-incomes, with a focus on low-income families with children.
- 1.3 The report outlines key progress highlights against the priority areas, covering the last 6 months since the report at Leadership Board on 19th June 2019.
- 1.4 Following a motion brought to Council in May 2019, a report has been produced on the issue of chargeable ATMs, and this is attached at Appendix 1.
-

2. Recommendations

- 2.1 It is recommended that Board:
- Note progress on the delivery of the Tackling Poverty Programme detailed at section 4 of the report.

- Note the report produced on the issues of Chargeable ATMs following the Council motion in May 2019, detailed at Section 5 and Appendix 1 of this report.

3. Background

- 3.1 On 2 March 2018, Council agreed funding of £5 million over the next 5 years to deliver a tackling poverty programme based on the learning and evaluation of the projects carried out to date and building on the initiatives that have made the most difference in people's lives.
- 3.2 A programme of activity was developed which sustained key projects, supporting people on low incomes, with a focus on low-income families with children.
- 3.3 Progress on the delivery of the Tackling Poverty Programme is reported to Leadership Board on a six-monthly basis.
- 3.4 The report outlines key progress highlights against the priority areas, covering the last 6 months since the last report at Leadership Board on 19th June 2019.

4. Progress

- 4.1 Since the introduction of the Tackling Poverty programme, there have been a significant number of projects and developments undertaken across the Council and its partners to tackle poverty. The initiatives support three key priorities:
- Targeting support to families that need it the most
 - Removing barriers to participation for children and young people
 - Supporting health and wellbeing for young people.
- 4.2 **Targeting support to families that need it most – £0.79 million**
- The three Families First locality teams funded by the Tackling Poverty Programme in Foxbar, Gallowhill and Johnstone continue to offer early years and family support services, including targeted financial advice and parenting support. Over the last six months, these three localities have had 162 referrals and have secured £189k of additional income for families they work with.
 - The Healthier, Wealthier Children service provides targeted advice and support to new and expectant parents on managing changes to finances and supporting them to claim benefits they are entitled to.

During this period, work has been undertaken with Health Visitors, leading to a significant increase in referrals. In the last six months, this project has worked with 313 people and secured £502k of additional income for new and expectant parents.

- Energy Advice continues to be offered to people who need support to reduce their energy bills, manage fuel debt and improve the energy efficiency in their homes. In the last six months advisors have worked with 282 people, achieving £98k of recurring savings and £44k of one-off capital savings.
- Over the last year the Foodbank continued to support clients who needed emergency food due to benefit changes and delays and low income. In the last six months, the Foodbank provided food supplies for 3,319 people and 1,388 children.
- Support to Renfrewshire's Citizens Advice Bureau to provide the Advice Renfrewshire phoneline service continues. This free, confidential and independent service provides a single gateway to a wide range of advice for citizens, including benefits, money and emergency advice. The Advice Renfrewshire website continues to be a useful and well-used resource. In the last six months, there have been 2,035 sessions recorded on the Advice Renfrewshire website. Work is underway to review the Advice Renfrewshire freephone line due to continued low demand.
- Working in partnership with The STAR project the new Community Fridge initiative was launched on 12th March. In the last six months, STAR's initiative has supported 932 individuals and over 1142kg of food has been donated. Work is underway to develop community food provision, and explore opportunities for additional Community Fridge facilities with other third sector organisations.
- Supporting the Council's Digital strategy, work continues to make sure those who are most at risk of being digitally excluded are supported to develop digital skills and get online. Working in partnership with ROAR this initiative specifically targets older adults and people with a disability.

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

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

direct and indirect costs associated with participating in educational, cultural and sports activities.

- Morning clubs continue in 10 schools, providing healthy breakfasts to all pupils universally within participating schools. This project relieves financial pressure on low income families, but most importantly, makes sure that children start the school day ready to learn. Over the last six months, 27,890 free healthy breakfasts have been served to pupils.
- The Cost of the School Day fund continues to operate across all primary and secondary schools in Renfrewshire, directly supporting families in a variety of ways including uniforms, food, transport, extra-curricular activities and curricular expenses. Analysis of the last years spend of the fund shows that £30k was spent on transport costs, £30k on school trips and £24k on school uniforms. Schools and parents have also been involved in training sessions around Cost of the School Day run by Child Poverty Action Group.
- The programme continues to provide Street Stuff activities during the holidays and at weekends, along with the provision of free healthy food to support key activities. In the last six months, there have been 2,903 attendances at Street Stuff and 653 free healthy meals provided. Preparations are now underway to plan for the festive programme.
- The programme continues to support the delivery of the Skoobmobile which introduces children to the benefit of reading and play and supports the Council's ambitions to narrow the literacy attainment gap.

4.4

Supporting health and wellbeing for young people - £0.16 million

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

- The peer health project will continue in partnership with Active Communities, working with young people in all secondary schools across Renfrewshire to identify key health priorities in their school and developing young people to lead their own activities to improve health and wellbeing. So far this year, 98 new peer educators have been trained across Renfrewshire schools, who have engaged with

over 2,759 pupils in total on a range of health issues such as mental health, diet, alcohol and drugs. In this period, the focus has been training new teachers for the new school year, and supporting young people through the youth hub over the summer holidays. Work is currently underway to review the contract arrangements for this project, moving the contract from the Health and Social Care Partnership to the Council.

- School counselling is embedded across all 11 secondary schools, and an additional service has been established in Mary Russell. The service offers 1:1 and groupwork support to young people on a range of issues such as anxiety, stress, bereavement and loss, family issues and self-esteem. In the last six months, counsellors have worked with 177 young people. National funding for school counselling services has now been secured, and so work is underway to review school counselling provision.

5. Chargeable ATMs

- 5.1 At the Council meeting in May 2019, the following motion was passed noting "Council is concerned by the increasing numbers of ATM's which charge a fee for withdrawals. These fees can have disproportionate and detrimental impact on people with fixed incomes, for example benefits, pensions and individuals who cannot afford to travel to access a free to use ATM. Council agrees that officers will look into the issue of chargeable ATM's in Renfrewshire and that a report be produced on all available actions/options available to the local authority to increase the numbers of free to use ATM's, within our communities."
- 5.2 A report has been produced which gives more detail on the issue of chargeable ATMs and this report is attached at Appendix 1 to this report.

Implications of the Report

1. **Financial** – The £5 million allocated to the delivery of the Tackling Poverty Programme was agreed in the Council budget agreed on 2nd March 2018.

2. **HR & Organisational Development** – Not applicable
3. **Community/Council Planning** – The programme continues to support the key priorities set out in the Council and Community Plan to tackle inequality and widen opportunity.
4. **Legal** – Not applicable
5. **Property/Assets** – Not applicable
6. **Information Technology** – Not applicable
7. **Equality & Human Rights** – The projects within the programme are likely to have a positive impact on quality and human rights, particularly considering the overrepresentation of equality groups in low income households.
8. **Health & Safety** – Not applicable.
9. **Procurement** – The extension of some projects within the Tackling Poverty Programme may have procurement implications, where for example, contracts are coming to an end and may need to go through procurement processes again.
10. **Risk** – Not applicable
11. **Privacy Impact** - Not applicable
12. **COSLA Policy Position** – Not applicable

List of Background Papers

- (a) Not applicable

Author: Annabelle Armstrong-Walter, Strategic Partnerships and Inequalities Manager, 0141 618 5968

Appendix 1

Leadership Board, December 2019

Report on Fee Charging ATMs in Renfrewshire

1 Top Lines

- 1.1 Two ATMs within Ferguslie Park recently converted from free to charging £0.95 per transaction. This change has led to concern being raised locally and a motion being passed at Council to examine the growth in charging ATMs.
- 1.2 This paper reflects discussions with LINK and explains the role of LINK, the Machine Operators and the retailers with regard to ATMs and outlines LINKs policy with regard to charging ATMs and the limited options for the Council to increase the number of free ATMs in Renfrewshire.

2 Key Points

- 2.1 Whether an ATM charges or not is agreed in the contract between the retailer and the Machine Operator. (not LINK itself, but a LINK member).
- 2.2 Link will not take any action while there is a free ATM within a kilometre of a charging ATM. The particular ATMs which have recently started charging, and which were discussed with LINK all have a free ATM within this distance.
- 2.3 ATMs can revert to free status, but this is a decision between the retailer hosting the machine and the Machine Provider.

3 Background

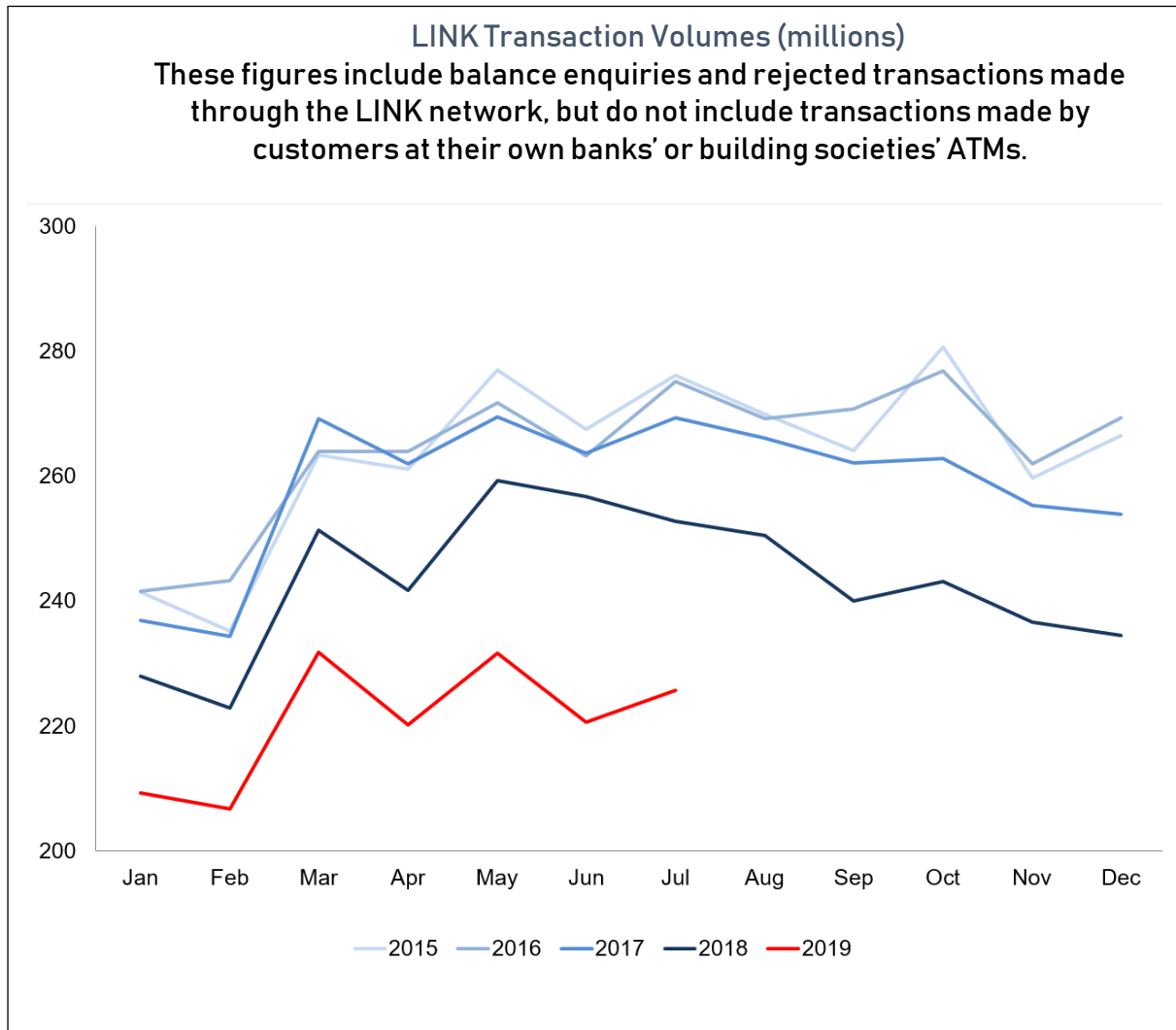
- 3.1 At the May 2019 Council meeting the following motion was passed noting the "Council is concerned by the increasing numbers of ATM's which charge a fee for withdrawals. These fees can have disproportionate and detrimental impact on people with fixed incomes, for example benefits, pensions and individuals who cannot afford to travel to access a free to use ATM. Council agrees that officers will look into the issue of chargeable ATM's in Renfrewshire and that a report be produced on all available actions/options available to the local authority to increase the numbers of free to use ATM's, within our communities."
- 3.2 The prevalence of charging ATMs has been raised with a number of Councillors, including those who represent Ward 4, and an initial meeting took place between Cllr K. MacLaren, Cllr M. Maclaren, Cllr McIntyre, the Bishop of Paisley, Stephen McLellan, CEO of RAMH with Council Officer support. It was agreed at this meeting that Council Officials would look into the matter.
- 3.3 Subsequently a telephone call took place between Cllr K. MacLaren, Cllr S. Burns, the Head of Policy and Commissioning, Laura McIntyre and LINK,

where it was agreed that LINK would look at the ATMs identified by Councillors as recently converting to charging to establish whether there was scope for these to revert to free.

- 3.4 A list of ATMs was provided to LINK. Information about options for retaining free ATMs and/or increasing the number of free ATMs in Renfrewshire was also sought.

4 Reason for increase in charging ATMs

- 4.1 Cash Machine Operators provide the ATMs in retail units/shops. In most cases they make their money by collecting a fee per transaction whenever someone withdraws cash from the ATM called the Interchange Fee. This fee is paid by card issuers (banks and building societies) to ATM Operators and funds the free to use ATM network. Very rarely Operators may also charge a rental fee to the retailer for the machine.
- 4.2 In January 2018 Link announced a phased reduction to the Interchange Fee. The fee was to be reduced from approx. 25p to approx. 20p per cash withdrawal over a four year period. The first two phased reductions, of roughly 1p per transaction each, took place in July 2018 and January 2019. Due to the decrease year-on-year in the volume of ATM transactions, the third reduction has been cancelled and the fourth put on hold. This means that currently Machine Operators receive approx. 23p per transaction. The cessation of the phased reductions is designed to help maintain the free ATM network.
- 4.3 Machine operators argue that they have to make up for the reduction in Interchange Fee per transaction along with the overall reduction in number of fees paid as more consumers switch to alternative payment methods, such as contactless payments. They do this by charging consumers per withdrawal at the ATM. Once the ATM starts charging, the Interchange Fee is no longer payable. Currently consumer use of ATMs is declining at 10% per annum. The chart below shows the declining level of ATM transactions since 2015.



- 4.4 Machine Operators use a range of contracts with retailers. In some cases the retailer earns a fixed monthly amount to host the machine, sometimes they earn an amount per withdrawal which might not be applicable until a threshold number of transactions is reached, sometimes a mix of both and sometimes nothing at all. These contracts can apply whether the machine is free or charges.

5 LINK's role

- 5.1 LINK is the UK's largest cash machine network. Effectively every cash machine in the UK is connected to LINK, and it is through LINK that banks and building societies can offer their customers access to cash across the whole country. All the UK's main debit and ATM card issuers are LINK Members.

- 5.2 Cash Machine Operators, such as Cash Zone which operates the ATMs in Ferguslie Park, join LINK in order to offer cash to the 100 million plus LINK-enabled UK cards in circulation.
- 5.3 Link's role is to coordinate banks and ATM Operators to maintain free cash access. LINK does not itself impose any charges on customers who use cash machines and does not set the level of any fee charged at a machine. This charge is set by the ATM Operators, who, in turn, receive the Interchange Fee per transaction. LINK does, however, provide financial subsidies to operators who operate machines providing free access in the most deprived areas in the UK where there is not another free-to-use ATM within a kilometre.
- 5.4 Link will not disclose whether any machines in Paisley receive a subsidy, as this is commercially sensitive information.
- 5.5 Link's website includes a Financial Inclusion Tool (www.link.co.uk/initiatives/financial-inclusion-tool/), which clearly shows the areas which lie within one kilometre of a free ATM. This displays almost blanket coverage in Paisley, with only areas in Renfrewshire such as Brookfield and Howwood without a free ATM within this distance.
- 5.6 In addition to deprived areas, LINK has committed to maintain the coverage of free ATMs. This means that any ATM which is currently within in any area that doesn't have another machine which is free to use within 1 kilometre will not have its Interchange Fee reduced, so should remain free. The organisation, however, has concerns over the number of free to use ATMs in urban areas. With the number of transactions falling, it recognises that not all of those machines can remain profitable.

6 Local ATMs

- 6.1 The ATMs identified as recently converting to charging from free in Ferguslie, Glenburn and other parts of Paisley have been examined by LINK and it has been confirmed that as there are free ATMs within one kilometre, no action would be taken by them.
- 6.2 In Glasgow Road where there are two ATMs in close proximity, one of the stores that originally converted to fee paying, have now decided to revert to free use. This was through negotiation with the Machine Operator, Note Machine, and did not involve LINK. The other store where an ATM is present is also considering this option and LINK has agreed to provide information directly to the retailer as to how they may be able to do this.
- 6.4 A new free ATM has also been sited at the new Spar store at the new row of shops in Ferguslie Main Road.

7 Options to retain/increase number of free ATMs

- 7.1 Options are very limited for retaining or increasing the number of free ATMs in Renfrewshire. Because the machines are run on a commercial basis, the Machine Operator and business involved will make the decision on whether a machine will be free of charge. The only barrier to an ATM introducing charging is under LINK's Financial Inclusion Programme which ensures free access to cash in deprived areas.
- 7.2 Where there is another free ATM within a kilometre there is little that can be done to revert a charging ATM to free status, even in areas of deprivation. This would be a decision made by the retailer in conjunction with the cash Machine Operator, and the retailer would need to be confident that this would be in his or her best interest. LINK, however, can provide information to the retailer on how to do this if they are interested.
- 7.3 To acquire a new cash machine in any area, the LINK website has a 'suggest a site' function, where anyone can suggest a site for an ATM. This should normally be agreed with the retailer prior to suggestion. LINK shares these suggestions with all of its Members (such as Cash Zone) at the same time who are then invited to perform their own site evaluation. Members will take a commercial approach to these suggestions and LINK does not have any involvement in their decisions. The proximity of other ATMs may affect the Members' resulting actions. If the Council wished to suggest sites, LINK has asked that this should be coordinated where possible, with LINK advised so they can share with Members that there is interest from the Council.

8 Local Assistance for Renfrewshire Residents

- 8.1 It has been suggested that a list of free ATMs is compiled by Council Officers which will be circulated to interested parties, community organisations, advice organisations etc. This will allow them to advise Renfrewshire citizens of their nearest free ATM. A link to the map on the LINK website showing free ATMs will also be added to the Advice Renfrewshire and Council websites.
- 8.2 Link also provides a free consumer app which shows the location of every ATM as well as every Post Office in the country where cash can be accessed for free using any debit card. Details of this app will also be circulated and added to the Council website.

9 Future

- 9.1 The independent Access to Cash Review, commissioned by LINK, brought together consumer representatives and industry experts to examine the future cash needs of consumers across the UK and the final report was published in March 2019. (www.accesstocash.org.uk)
- 9.2 The report, which sets out a series of recommendations designed to keep cash viable as its use declines, was accepted by the Westminster

Government, which has committed to ensure that cash access and acceptance is maintained in the UK. Westminster subsequently announced the establishment of a new Joint Authorities Cash Group. The group, convened in June 2019, will be chaired by the Treasury and will lead the work to ensure a sustainable cash infrastructure in the UK which will meet the needs of users.

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To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

Heading: Social Security Committee Consultation Response – Benefit Take Up

1 Summary

- 1.1 An inquiry was launched into Benefit Take-up by the Scottish Parliament's Social Security Committee on 9 September. This inquiry will explore how take-up for both reserved and devolved social security benefits can be improved, including through benefit automation.
- 1.2 Submissions were sought by 21 October 2019 and the response submitted by the Council is set out in this report for homologated approval.

2 Recommendations

- 2.1 It is recommended that the Board:
- Agree to homologate approval of the draft response attached at Appendix 1 to this report which was submitted to the Social Security Committee.

3 Background

- 3.1 The Scottish Parliament's Social Security Committee has launched an inquiry into Benefit Take-up. The Committee will explore how take-up for both reserved and devolved social security benefits can be improved, including through benefit automation. This will include what is known and unknown about what is unclaimed and what can be learned from previous efforts to promote take-up.

- 3.2 Social Security Scotland (www.socialsecurity.gov.scot) currently pays a number of devolved benefits, such as Best Start Grants and Funeral Support Payments, with Best Start Foods being the most recently launched. Their ongoing programme will see them take over the payment of Disability Living Allowance (DLA) in 2020 and Personal Independence Payment (PIP) in 2021.
- 3.3 Some benefits, such as Universal Credit, Bereavement Benefits and State Pension, will remain reserved and paid by the Department for Work and Pensions (DWP). An overview of reserved and devolved benefits is available at www.gov.scot/publications/responsibility-for-benefits-overview/
- 3.4 Most recent estimates show that in the UK as a whole, £20 billion of benefits remain unclaimed, including over £4 billion in Housing benefit and £3.5 billion in Pension Credits.
- 3.5 The Committee are seeking input from organisations and individuals to inform their view and are asking for views, on any or all of the following questions:
- What do we know about how much is unclaimed and why?
 - What are the gaps in knowledge/research and how can they be improved?
 - How can the administration of benefits be improved to maximise take-up? Specific examples would be welcomed.
 - How far is it possible for technology to create a more automated system, that uses information gathered for other reasons to award benefits automatically? What would the advantages/disadvantages be of greater automation?
 - What can we learn from previous campaigns to increase take-up? Specific examples of projects or approaches that improved benefit take-up, particularly those that were evaluated, would be welcomed.
 - Are different approaches required for different benefits and different client groups?
 - What kinds of eligibility criteria ensure better take-up?
 - How might the development of Scottish social security impact on take-up of both reserved and devolved benefits?
 - Are there other questions you think the Committee should consider as part of this inquiry?

- 3.6 The Committee requested submissions by email in the form accompanying the report by Monday 21 October 2019. Renfrewshire's Council's response is attached as Appendix 1 to this report for homologated approval.

Implications of the Report

1. **Financial** – No immediate implication. Should some form of automation be taken forward there may be some initial cost involved to ensure systems can interact.
 2. **HR & Organisational Development** – none
 3. **Community Planning** – none
 4. **Legal** – none
 5. **Property/Assets** – none
 6. **Information Technology** – none
 7. **Equality & Human Rights** – Improved benefit take-up would have a positive impact on Equality and Human Rights considering the overrepresentation on equality groups within low-income households.
 8. **Health & Safety** – none
 9. **Procurement** – none
 10. **Risk** - none
 11. **Privacy Impact** – none
-

Author: Diane Dunn, Policy and Planning Development Officer, Ext 4842

SOCIAL SECURITY COMMITTEE

BENEFIT TAKE-UP

SUBMISSION FROM RENFREWSHIRE COUNCIL

What do we know about how much is unclaimed and why?

Research into unclaimed benefits over the years has only been to estimate the amount of unclaimed entitlement. The DWP use the Family Resources Survey as the base for their estimates and response data is cleansed, extrapolated and modelled to come to an estimate. Out of a population of circa 60 million people in the UK, estimates of unclaimed benefit entitlement is modelled from a survey sample of less than 20,000 households.

In addition, it is widely accepted that estimating unclaimed disability/caring benefits would be extremely difficult if not impossible due to the various specific qualifying criteria for entitlement. As a consequence, where disability benefit entitlement could result in entitlement for an income-based benefit (due to allowances, premiums and disregards) accurate estimation would be extremely difficult.

In terms of why benefits are unclaimed, we would agree with previous Committee witness statements;

- There is still a stigma attached for claiming benefits
- Lack of awareness
- Complexity of the system both in terms of establishing what benefits are available and who administers it, and what forms need to be completed and what secondary use could that application have for other benefits to be considered. This complexity can mean in some cases incorrect advice is received from DWP staff about entitlement.

Moreover, based on their own experiences, advice providers have indicated further issues that may have an impact

- Fear, of having their benefit affected if they take certain actions whilst claiming benefits. For example where a client in receipt of Employment Support Allowance may retain entitlement to the benefit whilst engaging in permitted work, but doesn't accept work which may improve their financial situation for fear they may be called to a medical and their benefit stopped, or conversely, takes the work but stops claiming benefits to which they may well be entitled. This also occurs with those who themselves receive PIP but look after someone else – if Carers Allowance is claimed in these cases, it could have an adverse effect on PIP.
- Lack of support at initial claim stage for those, especially vulnerable, clients claiming benefits. The long telephone calls associated with some benefits such as DLA can be stressful, especially for those with mental and physical health issues. PIP forms are amongst the longest claim forms, and in many cases clients will seek support from advice services to complete these.
- Timeframes for form return. There can be a relatively small window for the return of forms, especially where support is needed for completion.

What are the gaps in knowledge/research and how can they be improved?

Gaps in knowledge/research could be addressed by more effective information sharing. There are currently both real and perceived barriers to this. In terms of real barriers, the DWP MOU generally restricts the use of DWP data unless this is for the administration of council tax or housing benefit, even when such information sharing would otherwise be GDPR and Data Protection Act 2018 compliant. Although recent changes to this permit some additional uses, this is consent based and extends beyond the requirements of data protection law. This in itself creates confusion as it is often unclear to staff when they need to seek consent to share information and consent is not necessarily the best lawful basis for sharing information for uptake purposes.

The statutory prohibition on secondary use of personal council tax data in the Local Government Finance Act 1992 can also restrict information sharing. It would be highly beneficial if this provision was amended or explicit power given to share information for benefit uptake purposes. As this legislation is restricted to Westminster, it is unlikely that any quick legislative change can be introduced, however in the absence of a power to share personal council tax data for appropriate benefit maximisation purposes aligned to GDPR, the Local Government Finance Act 1992 will continue to be an obstacle to this.

There are also some perceived barriers, which restrict inter-agency information flow. Some organisations are generally reluctant to share information due to their interpretation of data protection law and fear of increased GDPR fines.

Although greater clarity on existing information sharing powers would be helpful, all of the above obstacles would be addressed with an explicit information sharing power to maximise benefit uptake. Although unrelated to benefits, the Anti-social Behaviour etc (Scotland) Act 2004 provided a very effective information sharing power in section 139, which helped ensure that there is no uncertainty around inter-agency and inter-departmental information sharing for those purposes. It is suggested that this approach could be mirrored for benefit maximisation purposes.

It would certainly be useful to find out why individuals do not claim what they are entitled to on a systematic basis. Where it is recognised that a client may have been entitled to a benefit for some time before claiming, could that information be collected? Or perhaps where advice has been sought from an external agency, this could be recorded on the claim.

The Scottish Government funded 'Help to Claim' service may be in a good position to capture some useful information.

How can the administration of benefits be improved to maximise take-up? (Specific examples would be welcomed)

As above, an explicit information sharing power and designing systems and administration to maximise the use of the information would be of great assistance.

For example, this year the Scottish Social Security Agency launched Best Start Grant payments for nursery and school age children and embarked on a take-up campaign. At the same time, Local Authorities were embarking on take-up campaigns for Free School Meals and Clothing Grants.

Whilst difference in eligibility criteria may exist, it is in effect the same client group that could be targeted. Explicit data sharing agreements could have been made so that applications

for Best Start Grants could have been used by Local Authorities to consider Free School Meals/Clothing Grant entitlement, and vice versa.

Requests made to the Scottish Social Security Agency for data have been passed to the policy team for consideration; if the culture was to maximise take-up for those most in need then this could be considered in advance of launch dates and as part of system/process design for future benefits.

Consideration could also be given to simplifying the claim processes, even within Scottish Social Security benefits, for example, with a single online entry portal where all benefits were stored. Online solutions exist as benefits calculators, advising a client of all benefits they may be entitled to where they input their details. Could this be taken one stage further and actually become a claim initiation for the benefits where an entitlement is shown?

An option to name a 3rd party intermediary valid for a set period of time (or until rescinded) would also help vulnerable clients claim their entitlement.

Experience of Council Advice Works staff has also shown that DLA/PIP are never currently awarded without a medical, unless the claim is due to terminal illness. For this reason, those forms could be simplified greatly to encourage claims, with much fewer questions but rather allowing clients to explain their condition or where they have difficulty and more evidence coming from the client's medical/medical professional. This medical could also cover any ESA claim that has been made for simplicity.

How far is it possible for technology to create a more automated system, that uses information gathered for other reasons to award benefits automatically? What would the advantages/disadvantages be of greater automation?

Greater automation needs to be accompanied with an ability to share information more effectively. An explicit information sharing power would avoid any data protection concerns about automated decision making.

Decisions would have to be made on the level of automation applied to ensure that correct entitlements were given. Each organisation has different benefit systems (indeed not all Local Authorities use the same systems in Scotland) so automation would be difficult but, by using robotic technology for instance, difficulties could be overcome. By standardising data fields and output, data files could be interrogated for use by differing systems and it may be useful to pursue standardisation as a long-term aim.

Theoretically by strengthening understanding of data sharing and designing benefit/grant administration holistically (even if administered by differing agencies) take-up could be increased.

Full automation could lead to incorrect awards being made but possibly also open the likelihood of identifying unreported changes (or fraud). If residence and household composition in a particular claimed benefit was compared to Council Tax records for instance and the information provided found to differ, the veracity of information provided would need to be established. Such comparison isn't currently possible because of the

restrictions imposed by the Local Government Finance Act 1992; however, increased verification would invariably be an outcome of such a change.

As an example, if a single parent claims a Best Start Grant, the information provided is verified and entitlement is given. The same would also be the case if the same single parent applied for a Free School Meal or a Clothing Grant. If fully automated, consideration would need to be given to what would happen if residency was questioned by using Council Tax or other records and potential incorrect entitlement was identified. It may be that a system which intuitively gathers information that would suggest a benefit is payable could be a happy medium.

More automation would bring about a subsequent rise in costs of benefit/grant outlay. There would have to be a commitment from UK and Scottish Governments to fully fund increased take-up, taking into consideration the Fiscal Framework and other funding arrangements.

What can we learn from previous campaigns to increase take-up? (Specific examples of projects or approaches that improved benefit take-up, particularly those that were evaluated, would be welcomed.)

From experience of working with people before, during and after benefit take-up campaigns, local advice providers have noted that campaigns need to be ongoing and not short-term, centred around a launch of a benefit, or where political aims need to be met. In tandem with this they should be holistic to maximise take-up and also include potential future claimants rather than just those in immediate need. Raising the awareness of family, friends and support networks can be vital to success.

Campaigns need to be mindful that many benefits are circumstances led so it may be useful to focus publicity and effort along with inter-agency working when need is identified.

With the ever-changing media landscape, print media declining, but a gap in possible use of social media for some client groups, campaigns should use as wide ranges of media as possible. TV campaigns could also be affected by the wide-viewing preferences of target groups (more digital channels, increased use of on-demand services) and where TV and radio are used, the times of campaigns should be adjusted based on benefits being publicised, eg. daytime slots.

Involved professional can be a best route for some. One example of this is Healthy Start Vouchers, which was one of the most underclaimed benefits. In Lothian, where these were promoted through midwives and with the help of a dedicated welfare rights worker, uptake increased by over 13%. We have seen this in Renfrewshire too, with our Healthier Wealthier Children initiative, where promoting the service through professionals, including Children's Service staff, increased uptake in 2018 by 157%.

The 'Make the Call' campaign in Northern Ireland may also provide learning for Scotland. This is a specific campaign aimed at ensuring people in Northern Ireland get all the benefits they're entitled to. There is a website, split into client type and backed by a freephone number.

To generate calls, the service is advertised frequently throughout the year on all main media platforms and customers also call after referral from local benefit offices and through various partnership arrangements. The Northern Irish Department for Communities have set targets for benefit checks and monetary value of additional benefits claimed. More detail is available at communities-ni.gov.uk/articles/benefit-uptake-programme.

Are different approaches required for different benefits and different client groups?

Different approaches are required for different benefits and different client groups in terms of a take-up strategy. This will be based on;

- Age of client group
- Vulnerability of client group including support infrastructure
- Whether the client group physical and/or mental disabilities which may require additional support and more specific approaches
- Whether an overlap of policies exists (e.g. Tackling Child Poverty, Fuel Poverty etc)
- Whether an overlap between reserved and devolved benefit entitlement
- Locality including provision and availability of support services
- Whether benefit/grant is a one-off payment or ongoing support
- Whether there is any conditionality for entitlement
- Digital infrastructure (broadband/mobile provision)
- Where there are overlaps in provision/entitlement between benefits/grants provided by more than 2 agencies (DWP/HMRC/Local Authorities/Scottish Government/Third Sector)
- Whether or not explicit data sharing is possible

Approaches should also be evaluated, with ongoing monitoring of changes to social security policy considered for adapting approaches. It would seem that the already established Experience Panels would be an ideal starting point for identifying approaches initially.

What kinds of eligibility criteria ensure better take-up?

It is suggested that there are two types of eligibility criteria that ensure a better take-up;

- Universal Benefit entitlement – no or little means-testing (e.g. Child Benefit, free prescriptions etc)
- Life event entitlement – eligibility based on a standard life event (e.g. becoming unemployed, having a child, reaching state pension age, bereavement). In these instances, there are usually multi-agency interventions signposting to increase awareness (e.g. funeral director, midwife, employer, pension company, HMRC etc)

It may be that a simple system to capture information, indicate where there may be entitlement to a benefit, and take the details entered by the user as an initial claim to all benefits where there may be entitlement as suggested earlier may be an option, rather than focussing on changing eligibility criteria.

How might the development of Scottish social security impact on take-up of both reserved and devolved benefits?

It would be hoped that the development of Scottish Social Security and the administration of the devolved benefits in Scotland would have a positive impact on take-up through making the system customer centred.

So far, the devolved benefits have all been payments, grants and supplements that have no real interaction with reserved benefits entitlement. Next year, when the Scottish Social Security Agency is due to start making awards of disability/carers benefits, which consequently can affect entitlement to reserved benefits, more information will be available on the impact of the take-up of reserved and devolved benefits.

Anecdotal evidence from the Council Advice Works and Housing teams suggests that many would be applicants are put off applying for disability benefits through the DWP, influenced by their own experience (or of others) of the assessment regime. If the Scottish Security Principles and Charter, along with a more evidence-based entitlement assessment carried out in conjunction with health professionals, improves the perception of disability benefit assessment then that certainly would be a positive impact. It is likely that Scottish disability benefit entitlement will increase and that would have a consequential impact on reserved benefit entitlement due to additional elements/premiums being awarded.

It is important that the potential impact of increased disability benefit support is considered to maximise take-up of all other benefits whether it be reserved or devolved. This should include appropriate signposting through advice provision, but ideally would involve some sort of data sharing to maximise take-up of other devolved and reserved benefits/entitlements whilst minimising impact on customers.

It should be recognised that as Scottish Social Security develops, and local delivery staff come into post, this may cause some confusion for clients as to which agency is administering their benefit, how/who to contact etc. Roles and remits for the Agency and its staff should be clearly defined in advance and work done with Local Authorities, advice agencies and the third sector to avoid this. It would also be useful if Social Security Scotland staff had awareness of reserved benefits to give best advice.

Are there other questions you think the Committee should consider as part of this inquiry?

As outlined above, it would be helpful if there could be a focus on effective information sharing. Consideration could be given as to what can be done to reduce uncertainty over existing law. However, an explicit information sharing power could simply remove uncertainty.

It may also be worthwhile investigating the fiscal commitment to take-up (from UK and Scottish Government) and identify whether any increased benefit take-up could lead to a reduction in funding elsewhere, bearing in mind the complex Fiscal Framework that exists.



To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

Heading: Refugee Resettlement Programmes

1. Summary

- 1.1 Renfrewshire Council has supported national refugee resettlement programmes since 2015, participating in both the Syrian Vulnerable Persons Resettlement Scheme initially and subsequently the Vulnerable Children's Resettlement Scheme from 2017. Funding is received from the UK government to support the resettlement process, and at a local level, services and partners have built up considerable expertise in terms of supporting the resettlement of vulnerable refugees within local communities.
- 1.2 Participation in both schemes has now reached natural review points set by the Leadership Board, and approval is being sought to extend participation for a further two years.
- 1.3 Elected members are asked to note that in June 2019, the UK Government announced that a new single resettlement programme would replace these schemes, potentially from 2020. The scheme will also be extended to support resettlement of vulnerable people to those most at risk, and will not be limited to people with Syrian nationality. Officers will continue to review participation in the schemes, as these transition to new arrangements.

2. Recommendations

- 2.1 It is recommended that elected members:
- 2.2 agree to extend the Council's participation in both the Vulnerable People's Resettlement Scheme and Vulnerable Children's Resettlement schemes for a further period of 2 years;
- 2.3 note that this is subject to planned changes to the national schemes, with arrangements being kept under regular review by officers.

3. Background

- 3.1 Renfrewshire Council has supported refugee resettlement for a number of years, more recently formally participating in both the Vulnerable Person's Resettlement Scheme (VPRS) and the Vulnerable Children's Resettlement Scheme, in addition to supporting unaccompanied asylum seeking children arriving spontaneously in the area.
- 3.2 Services have used the associated funding received from the UK Government to develop specialist approaches to service delivery, and have developed real expertise with partners in terms of providing support for resettlement.
- 3.3 In addition to formal participation in the two schemes outlined in section 3.1, services also support a small number of unaccompanied asylum seeking children in Renfrewshire. The expertise and partnership links that have been established in supporting people through the refugee resettlement scheme, have also been utilised to ensure effective support is provided to this vulnerable group of young people.

4 Syrian Resettlement Scheme

- 4.1 In September 2015, the Council agreed to formally participate in the UK Government's Vulnerable Person's Resettlement Scheme (VPRS) which allows Syrian people affected by the humanitarian crisis to come to the UK and hold refugee status. This status allows Syrian people to live in the UK for up to 5 years and entitles refugees to access benefits and employment.

- 4.2 The Council receives funding from the UK Government to support individuals to successfully settle and integrate within local communities. This is broadly allocated and payable against education, social care costs, health costs and all other local authority costs and is tapered over a 5 year basis. The Council fulfils a critical lead role in terms of co-ordinating the support required by the refugees from Council services and from other agencies e.g DWP, Jobcentre, NHS and further education placements.
- 4.3 Since November 2015, a total of 162 Syrian Refugees have been resettled in Renfrewshire. Families are registered and attending various health services, including GP and Dental Practices, and are integrating well within communities across Renfrewshire undertaking employment training, and education placements.
- 4.4 In September 2017, the Leadership Board agreed to extend Renfrewshire Council's participation in VPRS for a further two years from November 2019. Further approval is now required and is being requested for a further period of 2 years, in order to allow services to continue to formally accept resettlement cases.

5. Vulnerable Children's Resettlement Scheme

- 5.1 This scheme was established several years ago to offer resettlement to children at high risk of harm and exploitation, along with their families. The children are identified by the United Nations as being most in need, and are often resettled to the UK from refugee camps and other unsafe environments across the Middle East and North Africa.
- 5.2 Renfrewshire Council receives funding from the Home Office in respect of children and young people living here under the VCRS scheme. All of Renfrewshire's VCRS cases are funded at the same level as unaccompanied asylum seeking children; this is currently £798 per week, per child for those aged under 18, and £200 per week for those aged over 18. A review of the rates for care leavers is ongoing, and in relation to the term of the funding given legislation in Scotland pertaining to the rights of care leavers.
- 5.3 In December 2017, the Leadership Board homologated approval for Children's Services to accept two family groups as part of the VCRS, in order to respond to a request by the UK Government to support urgent cases. The Board also gave approval for Children's Services to consider further VCRS cases for resettlement for a period of two years from the date of that Board. Further approval is now required and is

being requested for a further period of 2 years, in order to allow services to continue to formally accept resettlement cases.

6. Proposed future changes to resettlement schemes in operation

- 6.1 In June 2019, the UK Government announced that it would continue to support the resettlement of displaced vulnerable people once the current schemes come to an end during 2020. The VPRS and VCRS schemes will merge with the Gateway Protection Programme (a long-running UK refugee resettlement programme involving 18 local authorities) to form a single resettlement programme. The new scheme will not be subject to the same geographic restrictions as the VPRS and VCRS. The UK Government aims to resettle around 5000 people during 2020-21. At its June 2019 meeting, COSLA Leaders affirmed their willingness to participate in this scheme, however further detail on its operation is still being developed and shared. Officers will continue to review these plans as these emerge.

Implications of the Report

1. **Financial** – as outlined in this report.
2. **HR & Organisational Development** – as outlined in the report.
3. **Community Planning** – There are implications and opportunities for local communities as the refugees integrate within local communities. Council officers will work with local communities and partner organisations to support successful integration
4. **Legal** - none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – none.
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and

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

8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** - none.
11. **Privacy Impact** – none.
12. **COSLA** - COSLA supports the resettlement of refugees and unaccompanied asylum seeking children, and acts as a central point of contact for the Home Office in relation to Scottish local authorities.
- 13 **Climate Risk** - none

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



To: Leadership Board

On: 4 December 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 1 May 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 Elected members will be aware that a revised draft agreement between the UK Government and EU member states was reached during early October 2019. Subsequent to a range of parliamentary processes and discussion, members of the UK Parliament voted by majority to hold a general election on 12 December 2019, with the EU extending the Article 50 withdrawal period to 31 January 2020.
-

2. Recommendations

- 2.1 It is recommended that elected members note:
- The updated information provided within this report and;

- The activities undertaken by council officers to prepare appropriately for a no deal Brexit scenario as highlighted in the risk register attached at Appendix 1.
-

3. Background

- 3.1 Regular updates in relation to Brexit have been provided to members of the board, with a specific focus on providing information on the activities being undertaken by officers to prepare for the potential of the UK leaving the EU without a withdrawal agreement being in place.
- 3.2 In the last update to Board on 1 May 2019, it was reported that the EU had granted an extension to the Article 50 withdrawal process until 31 October 2019. Elected members will be aware that a new law was passed during September 2019, which is referred to as the Benn Act. This required the UK Government to request an extension to the withdrawal process from the EU to 31 January 2020, should a deal not be approved by the UK Parliament by 19 October 2019.
- 3.3 A revised draft agreement between the EU and UK Government was reached during October, however this still requires to move through all required parliamentary processes at a UK and EU level. The EU has subsequently agreed to extend the withdrawal period until 31 January 2020.
- 3.4 On 29 October 2019, MPs voted by majority to hold a general election on 12 December.

4. Preparations for no deal Brexit

- 4.1 Officers continue to undertake all required actions to prepare effectively for the potential of a no deal Brexit to be realised. The Chief Executive chairs a regular internal group which considers the organisation's readiness for a no deal Brexit scenario. The work of this group will be complemented by that of the Strategic Brexit Officer Group, which has recently been established and is chaired by the Director of Finance and Resources. This group will consider the medium to longer term impacts of EU exit, in terms of the Council's finances, the local economy etc.
- 4.2 In terms of the preparedness for a potential no deal Brexit, officers have continued to review activities in relation to:

- Availability of goods and services
- Support for vulnerable people / food insecurity
- Support for businesses
- The EU settlement scheme – making local people aware of the scheme and the requirement to apply, with digital support provided in libraries to get online.
- Workforce support including communications to staff and signposting to all relevant information

- 4.3 A copy of the risk register, with documented controls to mitigate impact, is provided within Appendix 1. All risks and associated controls / actions have been reviewed, with a specific focus on assessing levels of preparedness for a no deal Brexit over the winter period. The organisation has very well-established contingency planning arrangements and plans covering the winter period, in conjunction with all statutory partners.
- 4.4 Funding of £50,000 has been allocated to each Council by the Scottish Government to support contingency planning activities at local levels.
- 4.5 A key area of preparation for the council relates to the potential impact on the Council's supply chain of specific goods and services, and the requirement to mitigate the impact of this on the delivery of services, particularly those to vulnerable groups. For example, the Council's procurement team and service managers have worked very closely to consider the impact of availability of food products in terms of school meals, community meals, care homes etc. The impact of food price increases is also being monitored internally in terms of the impact on the Council's budget, as well as the impact on vulnerable people.

Export Health certificates

- 4.6 Within the report to Leadership Board on 1 May 2019, it was noted that specific impacts had been identified in relation to the Council's regulatory services in the events of a no deal Brexit being realised. In particular this related to the provision of export health certificates that would be required in relation to food inspection. Work has been progressed at a national level by COSLA in partnership with local authorities and professional organisations, on potentially options to manage the significant increase in certification which would be required should the UK leave the EU without a deal. This is likely to require additional funding at a local authority level, with discussions progressing between COSLA and the Scottish Government.

5. Next steps

- 5.1 Officers will continue to review levels of preparedness given any new or emerging information which is made available. Regular updates will continue to be provided to the Leadership Board, with a view to

providing information and assurance to elected members on levels of preparedness.

Implications of the Report

1. **Financial** – the financial risk to the Council continues to be closely monitored, with potential commodity price increases being kept under review.
2. **HR & Organisational Development** – as outlined in the report.
3. **Community Planning** – as outlined in the report.
4. **Legal** - none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – none.
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** - none.
11. **Privacy Impact** – none.
12. **COSLA** - Regular engagement has been undertaken with national groups and organisations and other local authorities through COSLA.
13. **Climate Risk** - none

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Appendix 1

"Context	Risk Statement	Owned by	Current Risk Control Measures in Place as at October 2019	Likelihood	Impact	Evaluation
<p>Brexit Readiness</p> <p>Context:</p> <ul style="list-style-type: none"> ▪ Potential for a 'no deal' Brexit ▪ Workforce implications ▪ Goods/ supply implications ▪ Funding implications ▪ Contractual implications ▪ Legislative implications ▪ Service implications ▪ Import/ export implications – increased certification required and impact on border control and regulatory services ▪ Public uncertainty ▪ Preparedness for a possible General Election taking place ▪ Potential data access risk (European servers) 	<p>The council needs to corporately and effectively prepare for Brexit and specifically a no deal Brexit, working alongside key partners, otherwise there is a risk of disruption to service provision, an increase in workforce and financial pressures and difficulty in responding effectively to impacts on the public (such as potential increases in costs of living and vulnerability).</p>	<p>Brexit Readiness Steering Group</p>	<p><u>GOVERNANCE</u></p> <p>(1) Brexit Readiness Steering Group established</p> <p>(2) Council engaged with a wide range of regional and national bodies focused on contingency planning for Brexit</p> <p>(3) CPP Brexit workshop undertaken and initial CPP risk assessment and action plan established with two follow-up sessions arranged</p> <p>(4) Brexit Contingency activation plan created</p> <p>(5) Chief Exec agreed to keep a watching brief on Scot Govt command and control arrangements and potential impact on council.</p> <p>(6) Strategic Brexit Risk group set up to address longer term risks</p> <p>(7) Ongoing briefings to CMT on supply chain/ sub-contractor risk</p> <p><u>WORKFORCE</u></p> <p>(8) Council staff lettered with information, Brexit team brief issued and Brexit page on Intranet and Website launched. Arrangements in place to enable any other employees impacted to come forward for advice. Website updated following Leadership Board paper and to reflect launch of Scottish Government website for preparing for Brexit. Council is promoting and signposting to the Scottish Government site.</p> <p>(9) Careful management of leave around the critical period CMT/ CRMT/ BRSG</p> <p>(10) Training events for relevant identified staff Continue to be carried out</p> <p>(11) Mapping of locations of home and workplace for front line staff completed</p> <p><u>GOODS, SERVICES & SUPPLIES</u></p> <p>(12) For product safety and food import/export – agreed recruitment to relevant posts – Nationwide working group established</p> <p>(13) NHS GG&C engaged with the Chief Pharmacist while working closely with colleagues in the Department of Health in England and with the pharmaceutical industry to ensure stocks of medicines are managed effectively</p> <p>(14) HSCP working with GPs to support appropriate public response re medication supplies</p> <p>(15) Children's Services and HSCP have identified groups or individuals where food is 'medicine' and numbers are relatively low</p> <p>(16) Scotland Excel have carried out a full category assessment of supply chains and for catering have additionally been liaising with school catering managers</p> <p>(17) Brakes have confirmed high levels of confidence in ability to continue supply.. Noting up to 4-day delay as reasonable worst-case scenario</p> <p>(18) Bunkered fuel tanks, salt levels and heating fuel sites are being kept topped up</p> <p>(19) National emergency plan for fuel in place</p> <p>(20) Local fuel allocation priorities determined</p>	03	04	12 High

			<p>(21)Boiler redundancy and redeployment of parts can be carried out</p> <p>(22)Food/ school meals stock being maintained</p> <p>(23)Border Force, Food Standards Scotland and Police Scotland engagement to discuss impact on partner agencies at the Airport - meetings ongoing</p> <p>(24)Advance purchasing of relevant identified items completed (service parts for lifts etc) - Requirement will continue to be reviewed by services</p> <p>PLACE</p> <p>(25)Corporate Communications team continuing to update public, staff and members as information becomes available</p> <p>(26)All key holders of Council data can either migrate information back to the UK or have given assurances that we will be able to access our data through them</p> <p>(27)Business Continuity Plans updated for Brexit</p> <p>(28)Care Home contingency plans in place (homes surveyed to ascertain impact re EU national employees)</p> <p>(29)Preplanning for potential General election in place</p> <p>(30)Digiteers and Citizens Advice Bureau available to support people needing to apply on line for settlement status</p> <p>(31)Insurance position for school trips has been clarified</p> <p>FUNDING</p> <p>(32)Council analysis completed to identify contracts based on euros</p>			
Linked Actions				Assigned	Due Date	Status
Workforce						
1.	All Actions Complete					
Goods, Services & Supply Chains						
2.	All Actions Complete					
Place						
3.	All Actions Complete					
Funding						
4.	All Actions Complete					

<p><u>Workforce:</u></p> <ul style="list-style-type: none"> ▪ Parts of workforce most at risk from the impact of EU withdrawal? ▪ Particular workforce issues that are specific to our local area? ▪ No. of Non-UK EU workers in council? ▪ Implications of withdrawal on long-term workforce planning? ▪ Implications for local workforce in our economic strategies ▪ Effect on organisation of reduced access to EU Labour ▪ Effect on ability to recruit were there to be a reduction in the currency value 	<p><u>Goods, services & supply chains:</u></p> <ul style="list-style-type: none"> ▪ Critical areas that may be impacted if supply interrupted? ▪ Availability of resources/need for stockpiling? ▪ 3rd sector providers/links to contingency planning? ▪ Supply chain resilience/discussions with suppliers? ▪ Effect on trading standards if mutual recognition ends between UK and EU ▪ Effect of new import and export checks that may be required ▪ Implications of any change to state aid rules and/or processes ▪ Effects on contracts of currency fluctuations ▪ Goods or services that local area relies on from EU countries ▪ Opportunities for collaboration with or to help suppliers 	<p><u>Place:</u></p> <ul style="list-style-type: none"> ▪ Issues identified through/ with CPP partners ▪ Issues identified through/ with private sector partners ▪ Dialogue with communities about possible effects of a no deal? ▪ Effects outwith organisation – e.g. any sectors in your area that rely on Non-UK EU workers ▪ Council priorities for providing support and assistance to communities? ▪ Impact on transport networks? ▪ Impact of large numbers of UK citizens returning from other parts of the EU 	<p><u>Funding:</u></p> <ul style="list-style-type: none"> ▪ Impact of any fluctuations in the currency rate to income (e.g. council tax, non-domestic rates) ▪ Impact of any fluctuations in the currency rate to expenditure ▪ Impact of the loss of any EU Funding (e.g. European Structural Funds) ▪ Impact on future economic growth ▪ Impact on any infrastructure and regeneration projects and plans ▪ Impact on social inclusion issues (e.g. welfare fund)
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To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

Heading: Full fibre development proposals

1. Summary

- 1.1 A critical element of the Council's current Digital Strategy 2016-2019 is to deliver a level of digital infrastructure that enables greater connectivity of citizens, communities and businesses.
- 1.2 To facilitate the development of this infrastructure, on 2 March 2018, Council approved £2 million of funding to support further investment in digital infrastructure in Renfrewshire as part of the Council's budget. The funding (being £1.500 million of capital resources and £0.500 million of revenue resources) was approved to specifically provide match funding for a bid to a Department for Digital, Culture, Media and Sport (DCMS) Full Fibre Network Fund.
- 1.3 Following a detailed programme of preparation, the Council was however, not selected to participate in the final stages of the DCMS funding application process. The market in relation to the provision of full fibre has however evolved significantly since the development of the Council's Digital Strategy, and an alternative funding model has been developed by officers which would seek to deliver a full fibre network in Renfrewshire, at a greater pace than those other local authority areas that have secured DCMS funding. In addition, as outlined in the paper below, this model could potentially lever in significant external investment in infrastructure in Renfrewshire, based on extensive market testing undertaken since Summer 2019. Subject to approval of the revised approach, a procurement exercise will be taken forward to deliver the infrastructure required.

2. Recommendations

2.1 It is recommended that elected members:

- Note the work undertaken by officers to develop proposals to deliver full fibre infrastructure in Renfrewshire in line with the aspirations of the Digital Strategy 2016-2019;
- Note that an initial bid to the Local Full Fibre Network Fund to facilitate the delivery of a full fibre network in Renfrewshire was not selected to progress to the final stages of award;
- Agree that the £2million of funding previously approved by Council to provide match funding for the DCMS application, is utilised to deliver full fibre infrastructure through the alternative approach identified in Section 4 of this report;
- Agree that officers proceed with an appropriate contract strategy to secure a single contract with terms and conditions covering the provision of a gigabit (and multigigabit in future) network to Council sites, acting as a springboard to launch gigabit connectivity services to residential and business users across Renfrewshire. A 20-year long term arrangement has been identified as the most appropriate arrangement and which will encourage long term investment in connectivity infrastructure across Renfrewshire; and
- Note that related contract authorisation reports will be submitted to a future Finance, Resources and Customer Service board for approval.

3. Background

3.1 Renfrewshire Council's Digital Strategy 2016-2019, sets out a vision of a digital Renfrewshire where:

"everybody has the opportunity to reach their digital potential and to maximise the wider economic, educational, health, social and cultural benefits for all".

3.2 The pace of digital development has been exponential in nature since the strategy's launch in 2016, with significant advances continuing to be made in terms of what citizens and businesses use technology to do. In turn this has driven increased demand and indeed expectation in terms of the internet connectivity that is required now and in the future - whether this is in terms of access to wifi or the speed of internet connection that is available to a business or to a home. Access to the internet itself is now considered as the fourth utility.

- 3.3 A critical element of the Digital Strategy was and remains the requirement to deliver a level of digital infrastructure that enables greater connectivity of citizens, communities and businesses. Infrastructure of this nature has the potential to deliver the following step changes:
- Drive economic growth, with Renfrewshire firmly placed on the map as a strong location for investment and innovation.
 - Support digital developments of the future – with opportunities to develop and maximise the opportunities in terms of digital learning, digital health and care and the design of “smart” places where digital is core to the provision of every day services.
 - Promote digital inclusion at an individual level, with greater access to the internet across communities.
 - Modernise the ICT infrastructure of the Council itself, with services and buildings across Renfrewshire benefiting from the availability of this level of infrastructure.
- 3.4 In recognition of the potential scale of these opportunities, a number of local authorities across the UK have been developing their approach to digital infrastructure, particularly in relation to investment in full fibre networks which deliver gigabit level connectivity across communities. This is often referred to as ultrafast broadband, delivering internet connection speeds of 100Mbps, far exceeding connection through superfast broadband (33Mbps).
- 3.5 In Renfrewshire, the initial approach to stimulating this level of investment involved targeting a bid to the Local Full Fibre Network Fund, operated by the Department for Digital, Culture, Media and Sport. On 2 March 2018, Council approved £2 million of funding to support further investment in digital infrastructure in Renfrewshire as part of the Council’s budget. The funding (being £1.500 million of capital resources and £0.500 million of revenue resources) was approved to specifically provide match funding for a bid to a Department for Digital, Culture, Media and Sport (DCMS) Full Fibre Network Fund.
- 3.6 In line with the budget decision of the Council in March 2018, officers progressed all required development work in order to submit an application to Wave 3 of the LFFN Challenge Fund, which was launched in summer 2018. As outlined in the report to board in December 2018, the application process and funding criteria were subject to significant change throughout the process. For example, a funding application cap of £4.5 million was put into place during the process, which also changed from a formal application submission process, to one which was more iterative and lengthier, culminating in only a small number of bids moving to the final application submission stage. This cap would therefore have limited the investment model available to the Council.
- 3.7 Ultimately, Renfrewshire Council was unsuccessful in terms of securing the funding targeted from DCMS. Should Renfrewshire Council have been successful in its

LFFN Challenge Fund application, it would have benefited from gigabit capable fibre connections across Council premises. The business case to deliver this would have involved a combination of funding streams including DCMS, Council and a private investor. The underlying strategy to be deployed through the initial bid, was that if an investor made that investment in Renfrewshire Council premises, they would build on this infrastructure foundation and continue to extend this to residential and business premises.

- 3.8 In order to deliver the intended outcomes set out in section 3.3 above, officers have used all information gathered through this process to develop an alternative approach which would continue to support the delivery of gigabit connectivity across Renfrewshire. As outlined above, the pace of development and change in the digital infrastructure sector has also been replicated in terms of digital service provision. In this context, soft market testing is now indicating the potential to deliver the same level of gigabit infrastructure, but at a much faster pace than those local authorities that have received DCMS funding previously. Approval is now being sought from members to progress this alternative approach for the delivery of gigabit connectivity, as set out in section 4 of this report.

4. Delivering gigabit connectivity in Renfrewshire – revised proposal

- 4.1 Despite not progressing to the final stages of the DCMS process, officers have continued to work on the development of an alternative approach to deliver gigabit connectivity in Renfrewshire given its recognised importance to the future prosperity of a modern Renfrewshire for both citizens and business. This work has identified the opportunity to achieve transformational change across Renfrewshire potentially at a level which would have been unlikely to have been secured through the DCMS model.
- 4.2 An initial business case has been developed, which uses an “anchor tenancy model” approach to stimulating investment in fibre infrastructure. This is similar to the approach which DCMS was seeking to introduce, whereby the Council looks to secure and fulfil its own connectivity requirements for ICT infrastructure with gigabit connectivity delivered to all Council sites, which subsequently provides the foundation and springboard for further commercial led investment. The experience of other local authorities and from intelligence gained through the soft market testing, indicates that the market has rapidly matured over the recent years and that this approach would trigger potentially significant levels of additional investment from commercial firms seeking to launch and provide services to residential and business users across Renfrewshire.
- 4.3 The scope of the initial service to be provided to the Council and which would act as the springboard to further investment would include the replacement of the Council’s

i) existing Wide Area Network, ii) existing Internet services iii) existing connectivity to the CCTV platform, and iv) connectivity to Urban Traffic Control (UTC) sites. The Contract would be structured to allow future service requirements to be satisfied, including replacing the existing Enterprise Telephony provision and future requirements that are expected to emerge from the Internet of Things (IoT) which has the potential to be a key enabler in transformation across many services. A 20-year term has been established as the most appropriate term for such a strategy, providing long term stability for the Council, whilst providing the provider with the long term period over which to progress a significant investment model in connectivity.

4.4 The potential outcomes that could be delivered through this approach include:

- More than 90% of Council owned premises connected to a gigabit network representing a vast improvement in digital connectivity, which will be a key facilitator in the modernisation of services but also across all the Council's learning estate;
- New high specification infrastructure to support the Renfrewshire economy;
- A private investor who could connect circa 60,000 premises providing access to leading digital connectivity and potentially introducing added competition into the market place to drive increased affordability;
- The potential investment in infrastructure of between £30 - £40million concluding by 2023 which supports:
 - Council business and transformation agenda;
 - Modernisation of the digital learning opportunities in schools;
 - Mobile 4G and 5G investment;
 - Competition at the infrastructure level promoting further investment from the market; and
 - Vast majority of Council house dwellings connected to a new leading infrastructure.

4.5 In the UK, managed communications services are a competitive market comprising of individual suppliers and consortia (i.e. Communication Service Providers). Each has their own specific strengths and weaknesses and it is anticipated that the Council's approach to the market will stimulate a positive response which will offer different approaches to meeting the Council's requirements.

5. Next steps

5.1 The commercial model for the contract between the Council and the chosen Communications Service Provider will be based on a managed service provided over an underlying communications infrastructure. It is expected that the Communications Service Provider will invest their own capital resources to build and / or lease the infrastructure assets required to provide the outcomes specified by the Council. The Council will provide the Communications Service Provider with a contribution to

support their investment in the underlying infrastructure. Recent soft market testing has highlighted the requirement for a Council capital investment of up to £2million. A managed service approach is recommended over a self-invest, build and operate model as the chosen approach as this transfers the capital investment risk, technology risk, implementation risk and operational risks to the Communications Service Provider who are better placed to mitigate and manage such risks over a long-term investment period.

- 5.2 The strategy and specification for the above has been developed following soft market engagement with both the market, Councils across the UK who have been early adopters of similar approaches along with support and advice of a third party, who has provided extensive market knowledge and expertise. The procurement process is proposed to commence in early December 2019 and conclude in February / March 2020.

Implications of the Report

1. **Financial** – proposals outlined in this report will be met from within the existing approved allocation of £2million by the Council that was previously approved to support the bid to the LFFN Challenge Fund, and other resources (i.e. current contractual revenue spend for the initial services).
2. **HR & Organisational Development** – none.
3. **Community Planning** – the delivery of gigabit (and multigigabit in future) connectivity will be a key component of the Council's ambitions, and those of its partners, to provide digital infrastructure to grow the economy, promote digital inclusion and enhance the environment.
4. **Legal** – the Council will require to put in place all required legal processes in relation to the implementation of gigabit (and multigigabit in future) connectivity.
5. **Property/Assets** – the proposals contained in this report would continue to support the delivery and development of significant property and assets in Renfrewshire.
6. **Information Technology** – as detailed in the body of this report.
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** – N/A.
9. **Procurement** – the Council will require to put in place all required procurement processes in relation to the implementation of gigabit (and multigigabit in future) connectivity.
10. **Risk** – None.
11. **Privacy Impact** – N/A.
12. **COSLA Policy Position** – COSLA is supportive of improved digital and mobile communications connectivity in Scotland and has expressed concerns to OFCOM in the past about a growing digital divide and the need to connect more remote rural communities.
13. **Climate Risk** – None.

Author Patrick Murray, Head of ICT, 0141 618 7361



To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

Heading: Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2): Progress to Date and Grant Award (5 George Place, Paisley)

1. Summary

- 1.1. In support of the Paisley Town Centre Heritage Asset Strategy, the Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2) project is being delivered. Funded by Historic Environment Scotland, National Lottery Heritage Fund and Council approved budgets, the TH/CARS2 project is being delivered over the 5-year period 2016-2021.
 - 1.2. This report provides an update on progress made to date and seeks approval to award a third-party TH/CARS2 grant, subject to approval by the funders, for building repair work at 5 George Place, Paisley.
-

2. Recommendations

- 2.1 It is recommended that the Board:
 - i. notes the progress made to date with the TH/CARS2 scheme; and
 - ii. approves the award of a third-party TH/CARS2 grant, subject to approval by NLHF and Historic Environment Scotland, for building repair work at 5 George Place, Paisley.
-

3. Background

- 3.1 The TH/CARS2 project continues to make good progress to deliver its aims of improving the historic fabric of Paisley town centre and providing opportunities for local people to take part in heritage education, training and events. The TH/CARS2 project is funded by Historic Environment Scotland (£998,554), National Lottery Heritage Fund (£1,882,000) and through approved service budgets for the delivery of the Paisley Town Centre Heritage Asset Strategy (£1,218,706). In addition, a level of investment from property owners will be secured as a contribution to the cost of third party grant funded works funded through the TH/CARS2 project. The anticipated total project value is therefore in excess of £4.5million.
- 3.2 At the Council meeting on 29 September 2016, it was agreed that Board approval is required to approve and award third party grants with a value above £100,000. An application for a building repair grant has been submitted for external works at 5 George Place. The total cost of the project is £283,000 and it is proposed that a grant of up to £245,000 is awarded subject to approval by the funders, Historic Environment Scotland and National Lottery Heritage Fund. This award of grant complies with the terms and conditions set by the funders. Any unused grant will be reallocated within the approved TH/CARS2 project.
- 3.3 The property at 5 George Place is a fine example of a Georgian townhouse located adjacent to Sma' Shot Cottages in the Paisley Town Centre Conservation Area. The category 'B' listed building is identified as a priority project within the TH/CARS2 scheme, and its restoration is compliant with the purposes of the scheme. The exterior of the building is in need of urgent repair and the proposed works will be carried out to a conservation standard to comply with the terms and conditions of grant. The proposed works include roof works, structural repairs to chimneys, rot works, replacement of rainwater goods, stone and render repairs and restoration of windows and doors.
- 3.4 Funding partners, National Lottery Heritage Fund and Historic Environment Scotland have indicated their support in principle for the project and are in the process of reviewing the full grant application. Decisions are due imminently and therefore members are asked to approve the award of grant subject to the approval of HES and NLHF. This will enable the grant award process to conclude within the required timescale for the works to begin on site early in 2020.

4. TH/CARS2 Progress to date

Building Repair Projects

- 4.1 There has been good interest in the Building Repair Grant scheme. One building repair project has been completed at 9 Gilmour Street and a grant has been awarded to Sma' Shot Cottages, with works shortly to commence on site. A further seven projects continue to progress towards full grant applications. Officers are working closely with property owners to accelerate progress and move projects forward to ensure full grant spend.

Shopfront Improvement Projects

- 4.2 Four shopfront improvement projects have been completed to a high standard at 30A & 30B High Street, 36 High Street and 44 High Street. A further seven projects continue to progress towards full grant applications. Promotion of the shopfront scheme in February 2019 generated renewed interest in the scheme.

Small Grants/ Restoration of Architectural Detail

- 4.3 Two small grant projects have been completed at 14 Smithhills Street and 43 High Street, both delivering repairs to traditional sash and case windows. A grant award has been made for works at 26 New Street and a further seven small grant projects are progressing towards full grant applications.

Heritage Education, Training and Events (HETE) Activity Plan

- 4.4 Good progress continues to be made with the delivery of the HETE activity plan. Activity valued at over £370,000 has been delivered or is currently underway. This includes £225,000 of TH/CARS2 grant and £145,000 of contributions from other sources including in-kind support and volunteer support.

A wide range of activity has been delivered in association with local community groups and stakeholders, with a focus on engaging young people and harder to reach groups. Effective partnership working has been key to the plan's success, with over 80 local and national organisations involved to date.

Activities are delivered across 3 themes, with a specific emphasis on learning through making:

- a. **Fabrication** (7 activities, 2 delivered, 5 underway) including '*Modelling Paisley*' and '*Sma' Shot Weavers in Residence*'.
- b. **Social Fabric** (24 activities, 10 delivered, 5 underway) including Paisley's Industrial and Cultural Heritage Conference 2018 and Paisley Architectural Heritage Conference 2019, the '*Homemaking Film*', and '*Paisley's Songwriting Heritage*'.
- c. **Built Fabric** (11 activities, 3 delivered, 2 underway) including '*White Cart River Story*', '*Pageant of Paisley*' and '*Winter Coats*'.

Further detail on the full programme of activities delivered to date can be found on the Paisley.is website at <https://paisley.is/th-cars2-hete-2/>

Public Realm

- 4.5 The first phase of public realm works was tendered through an open tender process in May 2019. Although this attracted good interest, tender returns were deemed non-compliant and a phased tender approach was then adopted that will enable works to progress. The first phase of works will be in George Place. Works are scheduled to be on site early in 2020. The next phase of works to be delivered is planned to be on the High Street opposite the Museum.

5. Next Steps

- 5.1 Subject to Board approval and subsequent approval by HES and NLHF, the TH/CARS2 grant will be awarded for the building repair works at 5 George Place.
- 5.2 Over the remaining period of the project, the TH/CARS2 will:
 - a. Continue to deliver the heritage education, training and events Activity Plan;
 - b. Coordinate the delivery of third-party building repair/restoration works and shopfront improvement works within the TH/CARS2 area;
 - c. Develop and deliver public realm improvements, and
 - d. In compliance with the requirements of the NLHF and HES grants, submit the required monitoring reports and grant claims, and
 - e. Continue to update Board at appropriate intervals in terms of the progress and achievements of the TH/CARS2 project.

Implications of the Report

1. **Financial** - Funding for this project utilises approved Council budgets for the implementation of the Paisley Town Centre Heritage Asset Strategy, approved by Council in February 2014 and February 2015 and summarised within the Council report in September 2016. Financial monitoring of this budget is undertaken by the Paisley Regeneration Programme Board. Grants awarded to the Council by NLHF and Historic Environment Scotland supplement this budget and are monitored in accordance with the terms and conditions of grant.
2. **HR & Organisational Development** - Four posts (full time) are embedded within the Regeneration Team on a fixed term basis for up to 5 years to align with the project funding and timescale. All costs of these posts are met by secured external funding and the Council's contribution to the overall project.
3. **Community Planning –**
 - *Our Renfrewshire is thriving – Progressing cultural and heritage-led regeneration projects results in a stimulus to the local economy via contracts won and visitors and user numbers. The TH/CARS2 Project will significantly support the objectives to develop Renfrewshire's economy, including its Town Centres as thriving places, supporting local places, businesses and communities.*
 - *Our Renfrewshire is well - The delivery of actions through the TH/CARS2 project have the potential to positively impact on physical, emotional and mental health and wellbeing. Implementing the project will assist Renfrewshire citizens to have a positive attitude to their community.*
 - *Our Renfrewshire is safe - Working in partnership with public and private sector stakeholders and organisations to achieve positive outcomes.*

- *Reshaping our place, our economy and our future - The project will contribute to meeting all of the outcomes of the Community Plan to;*
 - i. *Be one of the best locations in Scotland to invest, in terms of its people, businesses and local communities.*
 - ii. *Have a growing local economy creating employment for a well trained, qualified and motivated workforce where unemployment is reduced and employment opportunities are growing.*
 - iii. *Be the best connected local economy in Scotland, internationally, nationally and regionally.*
 - iv. *Have attractive environments and successful town centres created through successful area regeneration that contribute positively to local community and economic growth*
 - *Reshaping our place, our economy and our future – The TH/CARS2 project will secure the restoration and productive re-use of town centre buildings which will contribute to supporting growth and sustainable jobs. Increased footfall and the associated increased use of the High Street offers potential benefits to traders, assisting the economy of Paisley Town Centre.*
4. **Legal** - TH/CARS2 third party grants are awarded within the terms of the relevant Council policies and in compliance with the funders terms and conditions of grant. All grants awarded are subject to the Council's approved standard conditions and may, depending on the terms of the contracts of grant and the Council's own policies, require standard securities to be taken over the affected properties.
 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. 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** - In compliance with the NLHF and HES grants and in accordance with the Council's Project Management Framework, the TH/CARS2 project will actively monitor key risks and issues associated with project delivery.
 11. **Privacy Impact** - none
 12. **COSLA Policy Position** – None

13. **Climate Risk** – With cognisance of Historic Environment Scotland’s most recent guidance: ‘*A Guide to Climate Change Impacts: On Scotland’s Historic Environment, Our Place in Time, 2019*’, the repair and maintenance of Paisley’s historic fabric through TH/CARS2 will contribute to the restoration and repair of buildings and will improve the performance of properties over time.
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List of Background Papers

- (a) Report to Council 29th September 2016 ‘Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2): Grant Awards’
 - (b) Report to Economy & Jobs Policy Board: 31st August 2016 ‘Paisley Townscape Heritage/Conservation Area Regeneration Scheme (TH/CARS2): Grant acceptance’
 - (c) Report to Economy & Jobs Policy Board 18th March 2015 ‘Paisley Townscape Heritage/Conservation Area Regeneration Scheme (Phase 2)’
 - (d) Report to Economy & Jobs Policy Board: 19th November 2014 ‘Paisley Heritage Asset Strategy: Progress Report 2’
 - (e) Report to Economy & Jobs Policy Board: 3rd September 2014 ‘Paisley Heritage Asset Strategy: Submission of Funding Applications’
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To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

Heading: Renfrewshire Economic Profile (December 2019) and Economic Development Update

1. Summary

- 1.1 This report contains the fifth edition of the new Renfrewshire Economic Profile. These Economic Profile updates are brought to Board at 6 monthly intervals to allow members to track changes in the local economy through a set of key statistical indicators.
 - 1.2 The report also offers members the first in a series of “spotlight” reports on Renfrewshire’s principal employment locations. For December 2019 we have focused on Hillington Park. Future updates will focus on other employment locations such as Inchinnan Business Park, Glasgow Airport and Braehead.
 - 1.3 Following the September 2019 Board report on the European Social Fund position, this report bring members an update on potential implications for Renfrewshire Council.
-

2. Recommendations

- 2.1 Board members are asked to note:
 - i. the content of the December 2019 Renfrewshire Economic Profile;
 - ii. the content of the Hillington Park spotlight report; and
 - iii. the update regarding European Social Fund payments.
-

3. Background

- 3.1 Leadership Board receive 6-monthly updates relating to the economic performance of Renfrewshire. The last update of this type was presented to the Leadership Board in June 2019.
- 3.2 The purpose of the economic profile is to describe and track the local demographics and economic indicators within Renfrewshire on a 6-monthly basis. The range of indicators presented has also been extended to try to reflect a broader indication of the current health of the Renfrewshire economy and its content will be kept under review to ensure it continues to meet this aim. The data and analysis presented provides a context and a baseline to assess how well Renfrewshire performs in terms of its economic activities over time.
- 3.3 In terms of the profile, officers have selected Scotland and Glasgow city-region as the most appropriate comparators. The national average is a commonly used guide by most local authorities in terms of relative performance. The city-region Economic Strategy (Feb 2017) is now in the process of being refreshed with a publication date of a new Economic Strategy likely to be early 2020.
- 3.4 On 20th September 2019 Renfrewshire published its new 10-year Economic Strategy. The Strategy was very positively received by business and sets out a series of targets for achieving further sustainable and inclusive economic growth in Renfrewshire.
- 3.5 Members comments are welcomed on the format and content of the Economic Profile. On each publication the Profile will be shared with stakeholders and become the key source of data relating to the performance of the local economy. This will offer a relative benchmark from which to assess performance over time. The Profile will align with the forthcoming Renfrewshire Economic Strategy and Action Plan.

4. Key issues arising from Economic Profile

- 4.1 In previous version of these Economic Profile updates to Board officers had selected a range of the latest statistics against Renfrewshire Council Plan and Community Plan strategic objectives to allow members to see progress against some of the authorities' key priorities.
- 4.2 Given that Renfrewshire's Economic Strategy has now been published (September 2019) officers are of the view that the focus needs to move toward the emerging Action Plan for the Strategy (currently in preparation) and the key economic ambitions set out therein.

Renfrewshire Economic Strategy – key ambitions	Renfrewshire Economic Indicator (Dec 2019)	Comment
<p>Grow the working-age population by 5,000 people</p>	<p>Renfrewshire working age population has increased in the last 12 months (now approx. 114,500 persons – 64% of total population)</p> <p>After a few years of no growth, Renfrewshire’s population is now forecast to grow in the next two decades</p>	<p>Two factors will heavily influence Renfrewshire’s ability to meet this target:</p> <ul style="list-style-type: none"> • Being able to create a range and variety of attractive jobs for existing and future residents; • Linked directly to this is creating residential environments that are attractive enough to both attract new residents and retain those forming new households (eg. those leaving education or family home); <p>The working age population is fundamental to successful economies as they form the labour supply that attracts businesses to set up in Renfrewshire. Furthermore, this cohort (in employment) tend to have the highest disposable income and spend more on local services.</p>
<p>Add over 9,000 jobs to the economy from investments and planned actions</p>	<p>Renfrewshire’s employment rate is around 76% based on the latest statistics. This is higher than the national average.</p> <p>Currently about 88,000 Renfrewshire residents are in employment.</p>	<p>Clearly the creation of new jobs in Renfrewshire does not necessarily equate to increased levels of employment for residents (as these jobs can also go to non-residents).</p> <p>The 9,000 new jobs target has been calculated through extensive work on the known investments planned across Renfrewshire, including City Deal projects, new house building, known commercial developments, etc, considering construction jobs plus longer term job opportunities.</p>

Renfrewshire Economic Strategy – key ambitions	Renfrewshire Economic Indicator (Dec 2019)	Comment
		<p>It includes:</p> <ul style="list-style-type: none"> • 100 jobs at new factory for Scottish Leather Group in Paisley; • 80 jobs at MMIC; • 225 jobs at NMIS;
Add an additional £400million GVA each year to the Renfrewshire economy	<p>Renfrewshire's combined GVA (gross value added) amounts to £3.4 billion per year.</p> <p>GVA is an important measurement of the strength of the Renfrewshire economy.</p>	<p>In recent years the Renfrewshire GVA has not grown by as much as £400m in a number of years. This is therefore an ambitious stretch target.</p> <p>However, based on the known and planned investments in the area we believe that this level of growth is achievable.</p>
Grow the Renfrewshire manufacturing sector by 30% (£GVA)	<p>Manufacturing is the largest economic sector (by size) and accounts for 1 in 10 jobs in Renfrewshire and is worth up to £630m to the local economy (18% of the area's GVA).</p> <p>To achieve a 30% growth in the next 10 years would mean that manufacturing would then account for about one quarter of the total Renfrewshire economy (GVA).</p>	<p>Manufacturing is one of Renfrewshire's most important business sectors.</p> <p>The creation of the Advanced Manufacturing Innovation District Scotland (AMIDS) will be the key driver in achieving this target growth in GVA. It is envisaged that the planned investment at the Netherton Campus in the form of NMIS and MMIC will act as a catalyst for further investment in the sector locally.</p> <p>The Economic Strategy Action Plan will highlight a pathway for this including upskilling the local workforce, aligning the education system to this opportunity and ensuring that land / property is available for this sector in appropriate locations.</p>
Reduce economic inactivity by 15%, bringing over 3,000 local people into the workforce	<p>Of the 21,000 economically inactive in Renfrewshire (2018-19), over half of this cohort are either students (5,000) or long-term sick</p>	<p>By targeting employability initiatives at those furthest from the labour market, Renfrewshire can make the biggest difference to reducing inactivity, boosting the size of</p>

Renfrewshire Economic Strategy – key ambitions	Renfrewshire Economic Indicator (Dec 2019)	Comment
	<p>(6,600). A further 3,000 aged under 65 are classed as retired.</p> <p>The remainder in this group include those who currently look after the family home (3,700 people).</p>	<p>its labour pool and offering pathways to paid employment through initiatives with local employers.</p> <p>Reducing economic inactivity will also make a significant difference to Renfrewshire's productivity, which in turn will boost its GVA.</p>
Reduce by 60% the number of businesses reporting skills gap/shortages impacting on their performance	<p>The issue of skills gaps / shortages emerged strongly from businesses during the preparation of the Renfrewshire Economic Strategy (2019).</p> <p>To date this has not been a factor that has been included in the Economic Profiles presented to Board</p>	<p>The issue highlighted by businesses in Renfrewshire (both large and smaller) is that new entrants to the labour market and those seeking new roles have identifiable gaps in their skill sets for the positions on offer.</p> <p>This is an issue for all stakeholders to address (education, business, individual employees, etc) and one which the forthcoming Renfrewshire Skills Plan will begin to address in more detail.</p>

5. Spotlight On.....Hillington Business Park

- 5.1 This Economic Profile introduces a new section that seeks to focus on each of the main employment locations around Renfrewshire. The intention is to bring to members and the wider public's attention the scale and range of businesses and job opportunities that exist within the Council area.
- 5.2 In the first of these spotlight reports we have focused on Hillington Business Park – Renfrewshire's longest established large scale business location. The detailed report is attached at Appendix 2. Some of the key issues highlighted in the report are:
- About 1 in 10 of all Renfrewshire jobs are located at Hillington (8,000 jobs);
 - The Park is home to over 500 businesses;

- One third of the business at Hillington are in the manufacturing sector, with a further third being accounted for by two other sectors - construction and logistics / storage;
- In 2014 Hillington Park became Renfrewshire's first Simplified Planning Zone;
- There is scope for significant further development and job creation at Hillington Park primarily focused on industrial and warehousing uses;
- Ambitious plans outlined in new masterplan which could deliver 75,000 sqm of new floorspace.

5.3 Future spotlights will focus on, amongst others, Glasgow Airport, Inchinnan Business Park and Braehead. All of these specific locations contribute thousands of job opportunities for the local workforce and play a significant role in making the Renfrewshire economy the success it is at 2019.

6. Update on suspension of European Social Fund payments

- 6.1 It was reported to the 18th September 2019 Leadership Board that since February 2019 the European Social Fund (ESF) programme in Scotland has been in 'pre-suspension' due to audit and compliance issues at Scottish Government. As a result of this all payments from the European Commission to the Scottish Government, as Managing Authority, have been suspended and all payments from the Scottish Government to the ESF partners (including Renfrewshire Council) have also been suspended.
- 6.2 European Commission processes are such that 'pre-suspension' status lasts for a maximum of 9 months, following which the relevant programme moves into 'suspension' status if there are outstanding and unresolved audit issues. The European Commission has formally advised that the programme which entered 'pre-suspension' stage on 21 February 2019 moved into 'suspension' status from 15 November 2019.
- 6.3 The Scottish Government have stated that they are confident in the measures being put in place to address the Commission's concerns and that, as soon as the Commission indicate that they are fully satisfied with these measures, the suspension will be lifted. At the current time, until further information is provided by the Scottish Government, it is not possible to determine what progress has been made regarding the issues of non-compliance raised by the EC.

Implications for Renfrewshire Council:

- 6.4 The Council is an experienced lead partner when managing European funds and has followed the guidance offered appropriately. The Council has successfully claimed ESF to the value of £2.73M in the current programme and has had all activity audited and approved by Scottish Government. This indicates that the Council has correctly followed the guidance in place by Scottish Government. The Council currently has outstanding (checked and

verified) claims valued at £1,950,176 ESF caught up in the suspension (approved but not paid) and a further £406,502 ESF claims waiting to be submitted (ESF claims to end June 2019). The latter figure will approximately double when taken to the notified suspension date of 15 November 2019.

- 6.5 Renfrewshire Council have already put measures in place to reduce EU spend until there is a satisfactory resolution to the compliance issues. However, urgent information is now required from the Scottish Government relating to the likelihood of the suspension being lifted and the expected timescales for this. The Council now requires to determine whether further mitigating action is required and the situation can be managed or whether activity relating to these programmes needs to be reduced or stopped.

Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – none
3. **Community Planning** –
 - **Empowering our Communities** – the new Economic Profile will enable communities to have a clearer understanding of the relative performance of the Renfrewshire economy.
 - **Jobs and the Economy** - the new Economic Profile will present a clearer picture of the relative performance of the Renfrewshire economy. The Spotlight on particular employment locations will allow members, the public and Renfrewshire stakeholders to better understand the scale and variety of employment opportunities and business activity that takes places currently across the area.
4. **Legal** – none
5. **Property/Assets** - none
6. **Information Technology** – none
7. **Equality & Human Rights** -
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report.
8. **Health & Safety** - none
9. **Procurement** – none

10. **Risk** – none
 11. **Privacy Impact** – none
 12. **Cosla Policy Position** – not applicable.
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List of Background Papers


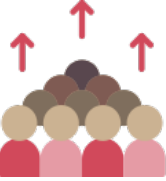






- (a) Economic Profile; Leadership Board; 19 June 2019

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



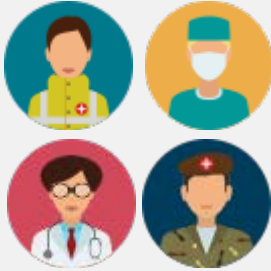

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Renfrewshire Economic Statistics (December 2019)

1. Population


	Renfrewshire	Scotland	Glasgow City Region
 <p>Population (2018)</p>	<p>177,790</p> <p>Increase of 4.1% on 2011</p>	<p>5,438,100</p> <p>Increase of 3.5% on 2011</p>	<p>1,834,180</p> <p>Increase of 3.5% on 2011</p>
 <p>Population projection (at 2041, 2016 based)</p>	<p>181,603</p> <p>3% increase on 2016</p>	<p>5,693,201</p> <p>5.3% increase on 2016</p>	<p>1,894,090</p> <p>4.2% increase on 2016</p>
 <p>Births</p>	1,746	52,248	18,372
 <p>Deaths</p>	2,147	59,911	20,531
 <p>Net migration</p>	1,340	20,900	9,050
<p>Components of population change (mid 2017 – mid 2018)</p>	+0.5% yearly change	+0.2% yearly change	+0.1% yearly change
 <p>Male</p>	76.2 years	77.0 years	<p>Renfrewshire has the 4th highest LE for males and the 4th highest life expectancy for females.</p> <p>Glasgow has the lowest male LE (73.4yrs) and East Ren. the highest (80.5yrs).</p> <p>Glasgow also has the lowest female LE (78.7yrs) and East Ren. has the highest (83.8yrs).</p>
 <p>Female</p>	80.2 years	81.1 years	
<p>Life Expectancy (2015-17)</p>			
 <p>% of population that is of the working age (16-64yrs) (at 2018)</p>	64%	64%	64%





2. Employment

	Renfrewshire	Scotland	Glasgow City Region
 <p>Employment Rate (Jul 2018 – Jun 2019)</p>	76.7%	74.7%	<p>Renfrewshire has the 2nd highest employment rate in the GCR.</p> <p>East Dunbartonshire has the highest (77.6%) and Glasgow City has the lowest (66.9%).</p>
 <p>Unemployment Rate (Jul 2018 – Jun 2019)</p>	4.3%	4.1%	<p>Renfrewshire has the 4th highest unemployment rate in the GCR.</p> <p>East Dunbartonshire has the lowest (2.9%) and Glasgow the highest (5.5%).</p>
 <p>Occupations (Workplaces in Renfrewshire; at 2018)</p>	<p>Renfrewshire has above average employment in:</p> <ul style="list-style-type: none"> • Manufacturing (9,000 jobs) • Transportation and storage (7,000) • Wholesale and retail trade (15,000) • Administrative and support services (11,000) 	<p>Scotland is closer to Renfrewshire in terms of the proportion for human health and social work employment but is significantly lower in the other sectors.</p>	<p>Renfrewshire has much higher proportions of employment than the GCR in:</p> <ul style="list-style-type: none"> • manufacturing, and • transportation and storage
 <p>Earnings (at 2019)</p>	<p>Median weekly earnings for full-time employees living in Renfrewshire are £626.90.</p> <p>Median weekly earnings for full-time employees working in Renfrewshire are £536.10.</p>	<p>Median weekly earnings for full-time employees living in Scotland are £577.70.</p> <p>Median weekly earnings for full-time employees working in Scotland are £576.70.</p>	<p>Renfrewshire has the 3rd highest resident earnings in the GCR with East Ren. the highest (£787.90) and West Dunbartonshire the lowest (£522.70).</p> <p>Renfrewshire has the 3rd lowest workplace earning in the GCR with Glasgow the highest (£589.20) and East Ren. the lowest (£491.90).</p>



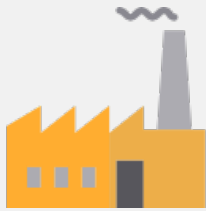
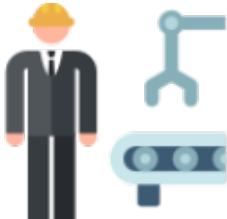
	Renfrewshire	Scotland	Glasgow City Region
 <p>Qualifications NVQ4 and above % of pop 16-64yrs (Jan-Dec 2018)</p>	40.5%	44.2%	Renfrewshire has the 4 th highest rate of qualification at this level with East Dunbartonshire the highest (55.7%) and West Dunbartonshire the lowest (35.2%).
 <p>Walk</p>	3.1%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





3. Business

	Renfrewshire	Scotland	Glasgow City Region
 <p>Private Enterprises (2019)</p>	<p>4,645 private enterprises in Renfrewshire</p> <p>85.9% have less than 10 employees</p> <p>0.6% have more than 250 employees</p> <p>This figure is for VAT and/or PAYE registered enterprises.</p>	<p>Slightly higher proportion of small enterprises (less than 10 employees) at 88%.</p> <p>Smaller proportion of large businesses (0.4%).</p>	<p>Equivalent proportion of small enterprises (less than 10 employees) at 87.6%.</p> <p>Smaller proportion of large businesses (0.5%).</p>



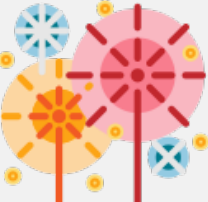
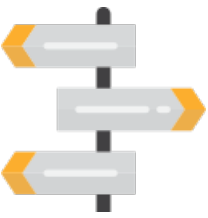
 <p>Business Start Ups (per 10,000 working age population, 2017)</p>	57.1	61.7	<p>59.9</p> <p>Renfrewshire had the 4th largest number of start-ups 650 (9%) with Glasgow City the most with 3,105 (36%) and Inverclyde the fewest with 215 (4%).</p>
 <p>Business Closures (per 10,000 working age population, 2017)</p>	52.2	58.2	<p>55.4</p> <p>Renfrewshire had the fourth largest number of closures in GCR at 595 (9%) with Glasgow City the most with 2,935 (44%) and Inverclyde the fewest with 200 (3%).</p>
 <p>GVA (2017)</p>	<p>£3.43 billion</p> <p>(see appendix one for full breakdown)</p>	<p>£91.8 billion</p>	<p>£26.7 billion</p> <p>This accounts for 29.1% of Scottish GVA.</p> <p>Glasgow City accounts for 44.5% of the overall region GVA. Renfrewshire has the fourth largest GVA (13%) with East Ren. the smallest at £588 million (2.2%).</p>
 <p>Town Centre Vacancy Rates (2019)</p>	<p>Paisley – 13.6%</p> <p>Renfrew – 8%</p> <p>Johnstone – 9.8%</p> <p>Erskine – 0%</p> <p>Braehead – 9%</p> <p>Linwood – 0%</p>	<p>Within Paisley Town Centre (as defined by the Local Development Plan) there is more than 1,000,000 sq. Ft. of retail/commercial space.</p> <p>The current overall number of ground floor commercial units is 420 with 57 units vacant.</p>	<p>The areas with the highest concentrations of vacant units include New Street (24%), the Paisley Centre (22.2%), the High Street (17.6%) and the Piazza Centre (16%).</p> <p>It should be noted that many of the units currently vacant are not in a suitable condition for immediate use.</p>

4. Manufacturing





	Renfrewshire	Scotland	Glasgow City Region
 <p>Number Employed in Manufacturing Sector (2017)</p>	<p>9,000</p> <p>This figure has remained stable on the 2016 figure but is a 12.5% increase on 2015.</p>	<p>182,500</p> <p>Glasgow City has the highest number of manufacturing jobs in the Scotland (18,000) and Orkney the lowest (350).</p>	<p>55,300</p> <p>Glasgow City has the highest number of manufacturing jobs in the GCR (18,000) and East Renfrewshire the lowest (700).</p>
 <p>Number Employed in Manufacturing Sector per 10,000 working age population (2017)</p>	<p>794</p> <p>Renfrewshire has a higher rate of employment in manufacturing than the GCR and Scottish rates. 10.7% of jobs in Renfrewshire are in manufacturing compared to 7.4% in Scotland.</p>	<p>523</p>	<p>461</p>
 <p>Manufacturing as % of total employment (2017)</p>	<p>10.7%</p> <p>This figure is down slightly on the 2016 figure (10.8%) due to a small increase in the size of the overall workforce.</p>	<p>7.4%</p> <p>Moray has the highest proportion of employment in manufacturing in Scotland (17.1%) and Edinburgh City the lowest (2.5%).</p>	<p>9%</p> <p>Renfrewshire has the highest proportion of employment in manufacturing in the GCR (10.7%) and East Ren. the lowest (3.3%).</p>
 <p>% of Scottish Manufacturing GVA (2017)</p>	<p>5.2%</p> <p>Renfrewshire contributes a higher proportion of Scottish manufacturing GVA than its overall contribution to Scottish GVA (3.7%).</p>	<p>100.0%</p> <p>Glasgow City produces the highest proportion of Scottish manufacturing GVA (10.1%) and Orkney Islands the lowest (0.2%).</p>	<p>30.4%</p> <p>Glasgow City produces the highest proportion of Scottish manufacturing GVA in the GCR (10.1%) and East Ren. the lowest (0.3%).</p>





 <p>Manufacturing as a % of GVA (2017)</p>	<p>18.3%</p> <p>Renfrewshire contributes the eleventh highest proportion of local GVA through manufacturing in Scotland.</p>	<p>14.4%</p> <p>Moray produces the highest proportion of local GVA through manufacturing (39.0%) and Edinburgh the lowest (4.5%).</p>	<p>14.6%</p> <p>West Dunbartonshire produces the highest proportion of local GVA through manufacturing in the GCR (39.3%) and Glasgow the lowest (8%).</p>
 <p>Expenditure (£) on R&D within businesses per head of population (2017)</p>	<p>160</p> <p>Renfrewshire has the 9th highest spend per head of population in Scotland.</p>	<p>230</p> <p>West Lothian has the highest spend per head (£882) and East Dunbartonshire the lowest (£17) of the reported figures.</p> <p>Note: 3 councils had figures too low to disclose</p>	<p>186</p> <p>Renfrewshire has the 4th highest per head expenditure on R&D in the GCR area.</p> <p>Glasgow City has the highest (£324) in the GCR area and East Dunbartonshire the lowest (£17).</p>
 <p>Manufacturing sector expenditure (£m) on R&D expenditure (2017)</p>	<p>17</p>	<p>593</p> <p>Edinburgh City has the highest spend (£190m) and Perth and Kinross the lowest (£1m) of the reported figures.</p> <p>Note: 14 councils had figures too low to disclose.</p>	<p>97</p> <p>Renfrewshire has the third highest expenditure on manufacturing R&D in the GCR area.</p> <p>North Lanarkshire has the highest (£52m) in the GCR area only three LAs reported figures</p>
 <p>Manufacturing R&D expenditure as % of total GVA (2017)</p>	<p>65%</p> <p>Renfrewshire spends a higher % of its R&D expenditure on manufacturing than the Scottish and GCR figures.</p>	<p>55%</p>	<p>50%</p> <p>North Lanarkshire has the highest % spend on manufacturing R&D in the GCR area (80%).</p>

5. Tourism

	Renfrewshire	Scotland	Glasgow City Region
 <p>Sustainable employment in tourism (at 2017)</p>	5,700	206,600	<p>58,900</p> <p>This accounts for 28.5% of Scottish sustainable tourism employment.</p> <p>Renfrewshire has the fourth highest level of employment (9.7%). Glasgow has the largest with 29,300 (49.8%) and East Renfrewshire the smallest with 1600 (2.7%).</p>
 <p>Total Visitor Spend (2016-18)</p>	<p>£68.8m</p> <p>This includes the spend for both day and overnight visitors.</p> <p>This is an increase of 10% on the figure for 2015-17 (£62.5m).</p>		
 <p>Visitors to Events from outwith Renfrewshire (2018)</p>	<p>38,392</p> <p>This is an increase of 14% on the figure for 2017.</p>		
 <p>All Visits to Attractions (2018)</p>	<p>1.36m</p> <p>This is down 23.1% on 2017</p>		

6. Housing

	Renfrewshire	Scotland	Glasgow City Region
 <p>Workforce lives and works in their Local Authority area (at 2011)</p>	52.6%	67.5 (of Scottish people live and work in their own local authority area)	Renfrewshire has the 4th lowest proportion of its workforce living and working in the LA area with Inverclyde the highest (75%) and East Renfrewshire the lowest (45.2%).
 <p>Supply of New Housing – Rate per 10,000 Population (2018/19)</p>	56.9 There was an increase in house building in Renfrewshire between 17/18 and 18/19 from 811 to 1,011	41.0 There was an increase in house building in Scotland between 17/18 and 18/19 from 19,320 to 22,273 .	33.7 Renfrewshire has the highest rate of new house building in the Glasgow City Region. South Lanarkshire has the next highest (50.5) and Inverclyde the lowest (21.9).
 <p>Supply of New Housing – Rate per 10,000 Population (average 2014/15 to 2018/19)</p>	41.5	35.2	30.5 Renfrewshire has the highest 5-year rate of new house building in the Glasgow City Region. South Lanarkshire has the next highest (35.6) and Inverclyde the lowest (19.3).
 <p>Urban Vacant and Derelict Land (Hectares; 2018)</p>	255	11,037	3,428 This is 31.1% of the Scottish total. Renfrewshire has the 4 th highest total area of vacant and derelict land in GCR (7.4%) with North Lanarkshire the highest with 1,334 hectares (38.9%) and East Renfrewshire the lowest with 52 hectares (0.7%).

 <p>Urban Vacant and Derelict Land as % of all Scottish V&D land (2018)</p>	<p>2.3%</p>	<p>100%</p>	<p>31.1%</p> <p>Renfrewshire has the 3rd highest % of Scottish V&D land in the Glasgow City Region with North Lanarkshire the highest (12.1%) and East Ren. the lowest (0.2%).</p>
 <p>Urban Vacant and Derelict Land as % of total land area (2018)</p>	<p>0.6%</p>	<p>0.1%</p>	<p>1.0%</p> <p>Renfrewshire has the 4th highest % of its total area classed as urban vacant or derelict with Glasgow City the highest (3.3%) and South Lanarkshire, East Dunbartonshire and East Renfrewshire have the joint lowest (0.2%).</p>
 <p>Breakdown of Tenure Type (2018)</p>	<p>Owner Occupied – 64%</p> <p>Private Rented – 10%</p> <p>Socially Rented – 23%</p>	<p>Owner Occupied – 59%</p> <p>Private Rented – 14%</p> <p>Socially Rented – 23%</p>	<p>Owner Occupied – 58%</p> <p>Private Rented – 12%</p> <p>Socially Rented – 27%</p>
 <p>Effective Land Supply % Brownfield (2018)</p>	<p>88%</p> <p>This figure is from Renfrewshire's Housing Land Audit. It represents the % of the land supply that will produce units in the next 7 years that is classed as brownfield.</p>		

Spotlight on...Hillington Park



Overview

Founded over 80 years ago as Scotland’s first Industrial Estate, Hillington Park is now Scotland’s largest Business Park at c.201 ha. In 2014 the site was awarded Simplified Planning Zone (SPZ) status which streamlines the planning of new development within the Park. This has encouraged further development, helping deliver sustainable economic growth across Renfrewshire and the wider City Region.

History

Hillington Park was established in 1938 to enhance industry and create jobs, to combat the effects of the 1930’s depression. It was designated as Scotland’s first “Special Area of Scotland” and was initially focused on developing new factories for the manufacturing and engineering sectors. It has since grown to include a wide range of sectors and uses.






A key employer for several years was Rolls Royce, who at its peak employed over 16,000 people. During WWII, over 23,000 Merlin aircraft engines were produced for models such as the Spitfire and Hurricane.

Responsibility for Hillington went from public to private ownership in 1991. The majority ownership was acquired in 2017 by Frasers Property who are headquartered in Singapore and have a local office within the Park.







Hillington Industrial Estate (1938)

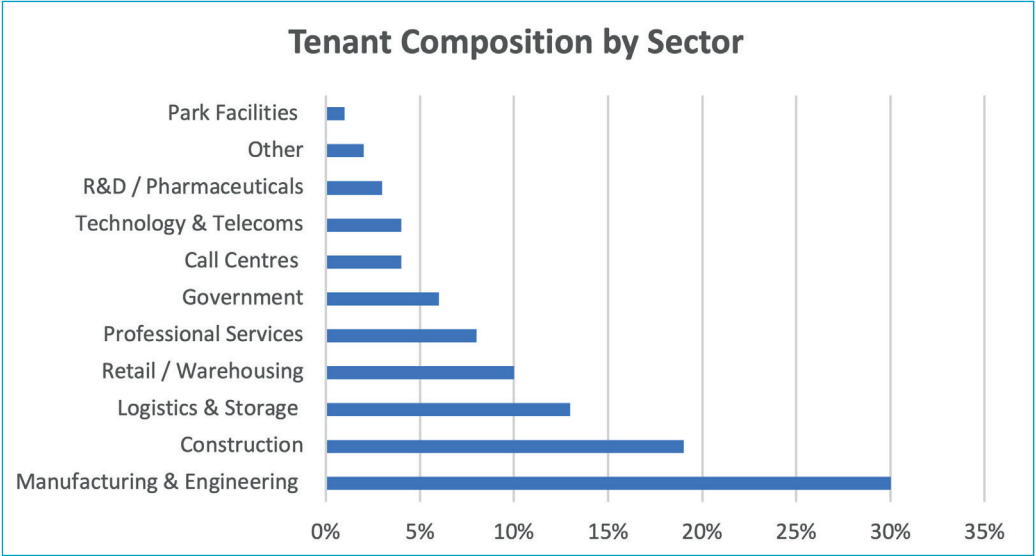
Key Data

-  Home to over 500 businesses
-  Employs over 8,000 people (8% of total Renfrewshire Jobs)
-  13% of Renfrewshire’s Manufacturing companies located on site
-  Accounts for 13% of Renfrewshire’s GVA
-  23ha of land available for future development

Key sectors

Well-connected destination:

-  • 3 miles from Glasgow Airport
-  • Located at M8 J26 (6 miles from Glasgow City Centre)
-  • 2 Train Stations (Hillington East, Hillington West) which provide 2-3 services per hour to Glasgow, Paisley and Inverclyde
-  • 26 Bus Stops (connections from Paisley and Glasgow)



Breakdown of Frasers Property Tenants

Case Studies

Recent success stories at Hillington:

Stone Features Direct who design, manufacture and fit natural stone worktops have doubled their manufacturing operation by leasing the 9,250 sq.ft industrial unit next door to their existing operation at Kelvin Avenue.

Pump Action manufacture, repair and maintain industrial-scale pumping equipment for clients such as Scottish Water, the NHS and the Oil and Gas sector. The company had outgrown its existing Hillington premises and have leased a 10,000 sq.ft industrial and office unit on Earl Haig Road on the back of a significant new contract with Scottish Water and will be recruiting and training more staff.

Fast-growing Renfrewshire financial technology business **Beeks Financial Cloud** has recently relocated its HQ and 40 staff to Hillington Park and expects to double its workforce over the next 2 years. The availability of super-fast broadband services and public transport options at Hillington Park was key to the decision to choose Hillington Park.

Future Plans

Frasers Property have in place ambitious proposals to enhance its reputation further, as one of Scotland's key employment locations. They have prepared a masterplan which could deliver over 765,000 sq.ft of new floorspace, primarily focused on industrial and warehousing but also with further car dealerships and food offers around the motorway junction in line with the SPZ. £15m has been allocated for investment in 2020 that will include development on the former Rolls Royce site with a first phase of industrial units totalling 100,000 sq.ft in three terraces. Negotiations continue with other businesses on bespoke-build schemes that could see that level of investment double next year.

This follows on from recent major new developments which have taken place at the Park, including construction of the Evolution 200 Series (four hi-spec industrial/warehouse units ranging from 17,728 - 23,950 sq.ft) and the West Coast Harley Davidson, Triumph, Volvo and Jaguar dealerships. An 8-acre site on the M8 Frontage has also been sold to Arnold Clark who are in the process of submitting a planning application to build a new BMW & Mini dealership.



Rocco Worktops



Rainbow Technologies



Keyfoam



Multi-packaging Solutions

“Hillington Park remains Scotland's largest and most vibrant business park which is home to a diverse community of business operations. The challenge for us is to sustain that through regeneration of the existing buildings and development of the extensive landbank to deliver production, logistics and general business accommodation that meets the demands of Scottish business now and for the future.”

Grant Edmondson,
Hillington Commercial Director. Frasers Property



To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

Heading: Community Empowerment Fund - guidance

1. Summary

- 1.1 On 2 March 2018, Council agreed to commit £1.5m of funding to establish a fund to be used to support community organisations to realise ambitions in relation to community asset transfer.
- 1.2 Subsequently on 20 June 2018, the Leadership Board approved the funding guidance required in order to launch the new Community Empowerment Fund. It was also agreed that a cross service officer group would be established to consider all applications, and to make recommendations the Communities, Housing and Planning Board in relation to funding decisions.
- 1.3 The fund has been very successful with 17 awards to date, and £256k of funding distributed in total.
- 1.4 A pipeline of applications has been supported and developed since the initiation of the fund by the Partnerships and Inequalities team within the Chief Executive's Service.
- 1.5 During the first year of the fund's establishment, feedback has been received from a range of stakeholders on its operation, including those applicants who have been successful or unsuccessful in attracting funding. The funding guidance approved in June 2018 has now been

reviewed and is presented as Appendix 1 for approval. The updated guidance provides greater clarity on the application process and criteria, for example, where funding requests exceed limits set for applications.

- 1.6 A key element of feedback has been the need for the Fund to operate with some degree of flexibility, given the significant range of projects and initiatives which community organisations are seeking support to develop. The guidance has been updated to include specific criteria to allow applications to be considered from community organisations to develop their ideas for community ownership of an asset, where the asset is not in the Council's ownership, or is not related to Community Asset Transfer as defined by the Community Empowerment Act 2015.
- 1.7 At the Communities, Housing and Planning Board on 29 October 2019, applications from Paisley 2021 Community Trust and Active Communities were approved in principle subject to the approval of the revised guidance by the Leadership Board on 4 December 2019.

2. Recommendations

- 2.1 Members are asked to:
- Approve the revised guidance for the Community Empowerment Fund; and
 - Note the decision of the Communities, Housing and Planning Board to approve awards in principle to both Active Communities and Paisley 2021 Community Trust, pending the approval of revised guidance at Leadership Board.

3. Background

- 3.1 At its meeting on 2 March 2018, Council agreed to commit £1.5million (£0.5mil in revenue and £1mil in capital) to establish a Community Empowerment Fund that will be used to support community asset transfers by providing up-front investment in the condition of assets prior to transfer.

- 3.2 The fund was intended to develop and strengthen the Council's response to the Community Empowerment (Scotland) Act 2015, with a specific focus on the community asset transfer process.
- 3.3 On 20 June 2018, Leadership Board approved the key objectives of the new Community Empowerment Fund, alongside fund guidance and criteria. The key objectives of the fund are to support and develop community organisations with a specific focus on assisting those organisations that wish to acquire and develop community assets in three ways:
- **Project:** Support the development of the Business Plan for an asset
 - **Organisation:** Develop the organisational capacity to manage and develop an asset
 - **Property:** Upfront investment in assets prior to or after transfer.
- 3.4 Applicants to the fund are required to evidence:
- Positive impact for local communities
 - The community are involved in the design and delivery of the project
 - Good working relationships and partnership with others
 - The project is financially sustainable
 - Strategic fit with the fund objectives and criteria
 - Value for money and leverage of additional funding and/or Resources.
- 3.5 An award of funding from the Community Empowerment Fund does not commit the Council to a particular outcome as part of the Asset Transfer process. It also does not commit the Council to funding further stages of the project as it develops, which will continue to be subject to a separate decision making process through relevant governance arrangements.
- 3.6 Following submission of the application form, officers work with the applicant to develop a more detailed understanding of the project and organisation and to inform the assessment of the application. Recommendations are then developed, with the final decision on the awarding of grants made by the Communities, Housing and Planning Board.
- 3.7 The fund has been very successful with 17 awards to date, and £256k of funding distributed in total. The majority of funding applications have been applications for revenue funding to support the development of the project or organisation, and most commonly, feasibility studies on specific properties and development of elements of the business case. It was anticipated that in the early stages of the fund there would be

more applications to develop project ideas, and as these projects develop, the nature of applications to the fund will develop as well.

4. Review of fund guidance

4.1 During the first year of the fund's establishment, feedback has been received from a range of stakeholders on its operation, including those applicants who have been successful or unsuccessful in attracting funding. The funding guidance approved in June 2018 has now been reviewed and is presented as Appendix 1 for approval.

4.2 Specifically the revised guidance:

- Provides greater clarity on the application process, covering issues such as the conditions where multiple applications to the fund will be considered.
- Has greater emphasis on the importance of engaging with Council officers early and prior to the submission of an application, and further detail on the timescales for board approval.
- Makes reference to the cross-service officer panel which considers applications and develops the recommendations for Board approval.
- Makes reference to the requirement to share any commissioned reports with the Council, and potentially other community organisations where this is appropriate.
- Provides further definition of the 'exceptional circumstances' which would allow applications to be considered beyond the agreed limits for awards.
- Explicit reference to applications relating to projects to develop non-Council assets, and assets not in public ownership.

4.3 A key element of feedback has been the need for the Fund to operate with some degree of flexibility, given the significant range of projects and initiatives which community organisations are seeking support to develop. The guidance has been updated to include specific criteria to allow applications to be considered from community organisations to develop their ideas for community ownership of an asset, where the asset is not in the Council's or public ownership. This would allow applications for project development or organisational costs to be considered only.

4.4 At the Communities, Housing and Planning Board on 29 October 2019, applications from Paisley 2021 Community Trust and Active

Communities were approved in principle subject to the approval of the revised guidance by the Leadership Board on 4 December 2019.

5. Next Steps

- 5.1 The introduction of the Community Empowerment Fund has also provided greater insight into the experience of community organisations involved in the Community Asset Transfer process, and in particular, the actions the Council can take to support organisations undertaking this process. This will continue to be an area of focus for relevant services.

Implications of the Report

1. **Financial** – Council approved the allocation of £1.5million to establish the Community Empowerment Fund in March 2018.
2. **HR & Organisational Development** – none.
3. **Community Planning** – Strategic Partnership Agreements with community organisations support a drive to redefine the Council's relationships with community groups and organisations, in order to achieve shared outcomes and objectives.
4. **Legal** - none.
5. **Property/Assets** – none.
6. **Information Technology** – none.
7. **Equality & Human Rights** – none.
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – none.

- 9. **Procurement** – none.
- 10. **Risk** - none.
- 11. **Privacy Impact** – none.
- 12. **COSLA** - none.
- 13 **Climate Risk** - none

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

Renfrewshire Council Community Empowerment Fund

Guidance

The Council is committed to building strong, safe and resilient communities and recognises that one of Renfrewshire's greatest assets is its thriving network of local community groups and organisations.

Community groups are increasingly playing a strong role across Scotland in planning and delivering services that meet local needs, complementing those provided by public services. This community provision has a particular strength in developing innovative and flexible activities that are valued by local people and helps to build a real sense of community pride and cohesion.

There is also increasing interest among community groups in becoming owners or custodians of publicly owned buildings and land through options such as community asset transfer. This is helping to ensure that we get as much productive use as possible from the assets in our communities, harnessing the ideas and capabilities of local people.

Renfrewshire Council is committed to promoting and supporting the principles of community empowerment and encouraging interest in community asset ownership and principally, community asset transfer. The Council has committed £1.5 million to establish a Community Empowerment Fund to support community groups to develop their ideas. The total funding is split £0.5 million revenue funding and £1 million capital funding.

Through the Community Empowerment Fund we particularly seek project ideas that:

- Make good use of assets and have the support of local communities.
- Are capable of being viable and sustainable community enterprises.
- Complement existing services in an area by providing additional activity.
- Fit with the aims of the Our Renfrewshire Community Plan and Renfrewshire Council Plan.

What is the purpose of the fund?

The purpose of the fund is to support community organisations to acquire and develop community assets. The fund will be able to support and develop community organisations with a specific focus on assisting those organisations that wish to acquire and develop community assets in three ways:

- **Project:** Support the development of the Business Plan for an asset
- **Organisation:** Develop the organisational capacity to manage and develop an asset
- **Property:** Upfront investment in assets prior to or after transfer

The fund is designed to support the development of community organisations and build their capacity to undertake potential asset transfers. As such, it is not required that a group has already acquired an asset to apply for the Community Empowerment Fund, so groups are welcome to apply for the fund before or during the asset transfer process.

What is Community Asset Transfer?

Asset transfer is a process to allow a community organisation to take over publicly-owned land or buildings, in a way that recognises the public benefits that the community use will bring. That may be a discounted price, a grant or other support, or simply the agreement to transfer something the public authority did not plan to sell. If the land is put up for sale or lease and a community body offers the best (or the only) bid, that is just a commercial transaction.

An **asset** is something that has value to someone. In relation to "asset transfer" under the Community Empowerment Act it means land and any buildings or other structures on the land, like bridges, walls or piers. It does not include vehicles or equipment.

More information on asset transfer, including guidance for community bodies, can be found on the Scottish Government website [here](#).

While the primary purpose of the fund is to support the asset transfer of Council assets, there may be circumstances where applications will be considered for project relating to non-Council assets. This will be considered where organisations can demonstrate that an asset will be brought into community ownership, and demonstrate clear benefits for the wider community. Applications for projects seeking to acquire assets for community ownership, but not using the Community Asset Transfer process, will be considered, but this can only be for project development related costs, and applications which include a contribution to the cost of acquiring the property cannot be considered.

Who can apply?

Any constituted voluntary or community organisation can apply.

It should be noted that organisations must be 'Community Transfer Bodies' to be eligible for Community Asset Transfer. While this is not a requirement for applications to this fund, organisations should be aware of and working towards this status.

When can I apply?

The fund launched in 1st July 2018 and is now open to applications. Early engagement with the Council is always advised before submitting an application, and may help with understanding the Fund's guidance, process and timescales.

Applications will be approved by Renfrewshire Council's Communities, Housing and Planning Board. Submission of an application prior to a specific meeting of the board does not guarantee the application will be considered at the next Board.

How much can I apply for?

Grants will be considered in two categories:

- Funding applications to **develop the project or organisation**, up to a value of £10,000
- Funding applications for costs related to **property**, up to a value of £50,000

In exceptional circumstances, grants exceeding these values may be considered. This might include, but is not limited to:

- The project represents a significant capital project with a robust business case
- The organisation has been successful in leveraging in external funding to Renfrewshire
- The organisation can demonstrate extensive community engagement in support of its project, including strong relationships and partnerships in the area.
- The organisation is recognised as a key strategic partner for Renfrewshire Council, and for example, has a formal Strategic Partnership Agreement in place

Organisations can submit more than one application to the fund, where there is demonstrable progress in the development of the project since the last application. For example, an application for funding to complete a feasibility study at the early stages of a project may be followed by an application for capital costs later in the asset transfer process. Each individual application will be considered on its own merit.

What we are looking for

Projects should promote or improve economic development, regeneration, public health, social wellbeing, environmental wellbeing or reduce socio-economic inequalities in line with both the Council Plan and Community Plan priorities.

It will be important that applicants to the fund will be able to demonstrate the following:

Able to demonstrate positive impact for local communities

- You have identified the community need for your project, as well as clearly showing the changes your project will bring.
- You can clearly explain the impact your project will have for the community, and how you will know whether you have achieved change.

The community are involved in the design and delivery of the project

- You can evidence how the community are involved in the development of your idea, and supportive of your plans.
- Your plans show the community will continue to have a voice in the delivery and oversight of your project.

- You are able to demonstrate a clear commitment to equality, diversity and inclusion, making sure that different types of people are supported and empowered to engage with your project.

Good working relationships and partnership with others

- You can demonstrate that you are able to develop and sustain good working relationships with others.
- You have a clear commitment to partnership working.

The project is viable and sustainable

- You are able to demonstrate how your project can be financially sustainable.
- Your organisation has the appropriate skills, experience and qualifications to deliver the project, or has a plan for engaging people who do
- Your organisation should have suitable governance arrangements in place for the scale of the project, and should have clear succession plans in place for the recruitment of Board members or trustees

Strategic fit with the fund objectives and criteria

- You understand how your project fits with the strategic priorities of Renfrewshire Council and Renfrewshire Community Planning Partnership.
- Your project is complementary to existing facilities and provisions in the local area.

Value for money and leverage of additional funding and/or resources

- You are able to demonstrate value for money
- You are able to identify and secure other funding sources to support the development of your project, including the leverage of additional funding into Renfrewshire.

The information required on these issues should always be proportionate and appropriate to the scale and type of project involved. Following the submission of the application, further information may be requested in order to support the application.

If an application is successful in gaining funding for studies or reports relating to the project, organisations will be required to share these reports with the Council, and in circumstances where an Community Asset Transfer is not yet complete, the Council may request that information is shared with other community organisations where relevant.

How are the decisions made?

Applications to the Community Empowerment Fund are made on Renfrewshire Council's standard Application Form for Voluntary and Community Organisations.

Following submission of the application form, officers will work with the applicant to develop a more detailed understanding of the project and organisation and to inform the assessment of the application.

Recommendations will then be developed by a panel of Council officers from across a range of Council services, with the final decision on the awarding of grants made by Communities, Housing and Planning Board.

Applicants should note that a successful funding application to the Community Empowerment Fund to support development of a project idea is not an indication of the outcome of a subsequent asset transfer request. Each asset transfer request will be considered on its own merits.

Applications for the funding will be considered throughout the year, with approvals made by elected members on the Council's Communities, Housing and Planning Board. Deadlines for the submission of applications are available on the website, but it should be noted that submission of an application by the deadline does not guarantee that a decision will be made at the next available Board.

Please note that information is provided to the Communities, Housing and Planning Board on all applications, whether they are recommended for approval or not.

Grant conditions

All grants will be subject to Renfrewshire Council's standard Grant Conditions.

- £1,000 to less than £10,000: All grant payments will be authorised by the Council subject to satisfactory compliance procedures outlined in the Grant Conditions and subject to scrutiny of any grants claims and receipts/invoices by the Council. Once agreed all grant payments will normally be made in one or two instalments at the Council's discretion.
- £10,000 or more: All grant payments will be authorised by the Council subject to satisfactory compliance with the bookkeeping and accounts procedures outlined in the Grant Conditions and subject to scrutiny of any grants claims and receipts/invoices by the Council. Once agreed, a schedule of grant payment will be agreed and may be paid in advance at the Council's discretion.

Please note: Grants are made payable to applicant organisations or individuals detailed in the main application form. Grants awards are not transferrable to other organisations or entities.

Attachments to your application

Organisations and Groups should provide supporting evidence as follows:

- Bank Statement less than three months old.
- Copy of your most recent Annual Accounts or Income and Expenditure Statement. These should be less than 15 months old, dated and signed as approved. (you may provide a link to OSCR/Companies House submitted file)
- New organisations should submit estimates of income and expenditure for the first 12 months
- A signed, dated copy of the organisation's Constitution or Memorandum and Articles of Association. (you may provide a link to OSCR/Companies House submitted file)

- Any other relevant reports or information to support your application such as supporting evidence (including media coverage, press cuttings, images, past publicity materials, reviews and letters of support) (PDF's preferred)

What other support is available?

Advice and support for applicants will be available from Renfrewshire Council Chief Executive's Service, who can also signpost to specialist advice as required on different aspects of community asset transfer and development of community organisations.

Early discussions regarding development of projects is strongly advised.

Who do I need to contact?

Telephone: 0141 618 7408

Enquiries email: communityplanning@renfrewshire.gov.uk

Completed applications should be emailed to: rcgrantapplications@renfrewshire.gov.uk

By Post: Grant Applications, Community Empowerment Fund, Renfrewshire Council, Cotton Street, Paisley PA1 1JD

Useful links

Community asset transfer strategy and guidance

<http://www.renfrewshire.gov.uk/article/6265/Our-Renfrewshire-community-plan-2017---2027>

Our Renfrewshire Community Plan

<http://www.renfrewshire.gov.uk/article/6265/Our-Renfrewshire-community-plan-2017---2027>

Renfrewshire Council Plan

<http://www.renfrewshire.gov.uk/ourplan>



To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

Heading: Strategic Partnership Agreement - Paisley 2021 Community Trust

1. Summary

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

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

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

2. Recommendations

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

3. Background

- 3.1 "Our Renfrewshire" – Renfrewshire's Community Plan for 2017-2027 sets out a vision for Renfrewshire of "Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive".
- 3.2 Partnership working is key to the delivery of the community plan, and to achieving the outcomes which all partners have agreed to target in Renfrewshire. Renfrewshire has a strong and resilient community sector, with a range of organisations delivering services and supports with public sector agencies.
- 3.3 Work is continuing to build on the principles and requirements of the Community Empowerment (2015) Act and to extend this further to redefine the relationships services and officers have with local community groups and organisations. New funds were introduced in 2018 to further support community empowerment and wider community development through the Community Empowerment Fund, Green Spaces Fund and Villages Investment Fund. These funds built on the success of the Cultural Heritage and Events fund, with a focus on

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

- 3.4 Following on from the establishment of the funds, a single point of contact was established through the Chief Executive's Service, with a view to working closely with community groups and organisations and to link these organisations to relevant Council services and officers as projects and proposals develop.
- 3.5 A Strategic Partnership Agreement was originally piloted with Linwood Community Development Trust, in recognition of the partnership working taking place in relation to the development of a new community facility at Mossedge, which received Council and Scottish Government Funding through the Regeneration Capital Grant Fund.
- 3.6 A further Strategic Partnership Agreements has now been developed between the Council and Paisley 2021 Community Trust (PCT). The purpose of this agreement is to set out how both the Council and PCT will work closely together to strengthen collaborative and partnership working, supporting mutual learning and identifying opportunities for further collaboration where appropriate.
- 3.7 Strategic Partnership Agreements reinforce the commitment to partnership working – they are not legally binding in nature and are non-exclusive in nature, allowing both parties to step back from the agreement if appropriate.
- 3.8 Section 4 of this report provides an overview of the Strategic Partnership Agreement in relation to PCT. Subject to approval this will be formally enacted and subject to regular review, with the lead officer within the Council being the Head of Policy and Commissioning. The initial period for each Strategic Partnership Agreement is one year.

4 Strategic Partnership Agreement – Paisley 2021 Community Trust

- 4.1 Paisley 2021 Community Trust (PCT) and Renfrewshire Council (the Council) share a common objective of driving cultural, social and economic regeneration in Paisley and each is committed to working collaboratively and co-productively with each other to support the achievement of their respective agreed strategic objectives.
- 4.2 This Strategic Partnership Agreement (SPA/ Agreement) sets out how PCT and the Council will engage and strengthen collaborative and partnership working, support mutual learning, and focus efforts on

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

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

Implications of the Report

- 1. **Financial** – applications for Council funding are independent to the Strategic Partnership Agreement and subject to board approval.
- 2. **HR & Organisational Development** – none.
- 3. **Community Planning** – Strategic Partnership Agreements with community organisations support a drive to redefine the Council's relationships with community groups and organisations, in order to achieve shared outcomes and objectives.
- 4. **Legal** - none.
- 5. **Property/Assets** – none.
- 6. **Information Technology** – none.
- 7. **Equality & Human Rights** – none.
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's

website.

8. **Health & Safety** – none.
9. **Procurement** – none.
10. **Risk** - none.
11. **Privacy Impact** – none.
12. **COSLA** - none.
- 13 **Climate Risk** - none

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

A Strategic Partnership Agreement

between

Paisley 2021 Community Trust

and

Renfrewshire Council

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1. PURPOSE OF THE AGREEMENT

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

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

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

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

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

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

2. BACKGROUND

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

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

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

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

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

- Reshaping our place, our economy and our future
- Building strong, safe and resilient communities
- Tackling inequality, ensuring opportunities for all
- Creating a sustainable Renfrewshire for all to enjoy
- Working together to improve outcomes

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

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

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

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

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

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

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3. FOCUS AREAS FOR COLLABORATION AND CO-PRODUCTION

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

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

4. JOINT WORKING PRINCIPLES

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

This will be achieved by adopting the following principles:

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

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

5. GOVERNANCE ARRANGEMENTS

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

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

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

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

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

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

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

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

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

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

6. MONITORING AND EVALUATION

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

7. PERIOD OF AGREEMENT

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

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

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

SIGNED:

Gary C Kerr

(Chair/ Trustee – PCT)

For and on behalf of Paisley 2021 Community Trust:

Andy Campbell

(Deputy Chair/ Trustee - PCT)

For and on behalf of Paisley 2021 Community Trust:

Councilor Iain Nicolson

(Leader – Renfrewshire Council)

For and on behalf of Renfrewshire Council:

8. APPENDIX A - CINEMA FOR PAISLEY HIGH STREET

Notes of Agreement:

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

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

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

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

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

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

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

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

This is likely to be required in relation to:

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



To: Leadership Board

On: 4 December 2019

Report by: Head of Policy and Commissioning

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 recommended from the second 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. Renfrewshire Leisure administers the fund on behalf of the Council, with decisions on funding continuing to be made by the Leadership Board.
- 1.4 The current funding round was launched in June 2019, with the deadline for submissions of 1 October 2019.
- 1.5 A total of £302,318 was awarded in Round 1 of the fund at the Leadership Board of 1 May 2019.
- 1.6 A total of four applications with a total value of £149,769 were received in the current round, of which two recommendations for grant award are made in this round with a total recommendation of £66,425 leaving a balance of £11,257 from the total £380,000 available in this fund.

- 1.7 It is recommended that the balance of £11,257 be used to support small grants of up to £3k to support the development of organisational development and sustainability plans for local cultural organisations. It is proposed that the two unsuccessful applicants be invited to apply to this. It is further proposed that authority to award these grants be delegated to the Director of Communities, Housing and Planning Services, following an assessment process.
- 1.8 The allocated funding would therefore be distributed, and there are no further funding rounds currently scheduled.
- 1.9 Further work will be undertaken on addressing the long-term sustainability of the CODF, in the context of Renfrewshire's refreshed cultural strategy, Right for Renfrewshire and in conversation with national funders regarding partnership opportunities.

2. Recommendations

- 2.1 It is recommended that the board:
- i. notes the continued level of interest generated in this second round of the Cultural Organisations Development Fund;
 - ii. approves the recommended grant awards, as detailed in Section 5 of this report to the total value of £66,425
 - iii. approves the use of the balance of £11,257 for a further round of small grants to support growth plans, and delegates authority to the Director of Communities, Housing and Planning to make the awards; and
 - iv. notes that officers will undertake further work on the longer term sustainability of the fund.

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 was identified from the resources committed to the delivery of the UK City of Culture 2021 bid legacy, with further £20,000 from bid legacy budgets resulting in a total budget of £380,000.
- 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 June 2019, with a deadline of 1 October 2019 for Round 2 applications.
- 4.2 A total of four applications were received by the deadline of 1 October 2019, totalling a funding request of £149,769.
- 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 further development and alternative sources of funding will be offered.

5. Assessment recommendations

- 5.1 Two applications are recommended for approval, totalling £66,425, leaving a total of £11,257 remaining in the fund.
- 5.2 Two applications are recommended for refusal, and one application is recommended for part award. Requests not funded total £82,344
- 5.3 The organisations recommended to be funded by the Cultural Organisations Development Fund are Right2Dance (full award) and Paisley Opera (part award). They join the organisations funded in the first round to form a developmental cohort over a three year period: Erskine Music and Media Studio, STAR Project, Outspoken Arts, CREATE Paisley and PACE Theatre Company.

Applications recommended for refusal are: Coats Memorial Preservation Trust and Creative Renfrewshire.

Details of successful and unsuccessful applications are provided in the attached appendix.

Full feedback and guidance will be offered to those organisations which were not awarded funding.

- 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.

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
13. **Climate Risk** - none

List of Background Papers:

- a) *Cultural Organisations Development Fund and Management of Cultural Grant Programme, Leadership Board 19 Sep 2018*
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Author: Laura McIntyre, Head of Policy and Commissioning

Recommended for Funding			
Applicant	Project Summary	Amount Requested	Amount Recommended
Right2 Dance	Right 2 Dance are a well-established organisation with a strong track record in developing excellence in dance, who have set out their strategic development pathway clearly within their application. The proposal strongly met the purpose of the fund in building capacity within the organisation. The proposed activity covers three main areas - staffing and governance, branding and communication and participation opportunities. The additional capacity will support Right2Dance to do more work in schools	£57,425	£57,425
Paisley Opera	Paisley Opera have a successful track record of developing and delivering culturally excellent operas with strong community benefit. There is strong potential for Paisley Opera to grow and develop as a unique cultural organisation in Renfrewshire through additional investment. Whilst a clear case was made for the fundraising consultant, it was not made clear how the proposed artistic and marketing posts at low cost would produce additional tangible outcomes nor how these posts would be sustained in the longer-term without further business development. It is proposed to support the fundraising consultant and the development of a growth plan	£33,144	£9,000

Recommended for Refusal			
Applicant	Project Summary	Amount Requested	Amount Recommended
Coats Memorial Preservation Trust	Coats Memorial Church is a valuable heritage asset. The application focuses on the development of a multi-purpose venue as a commercial organisation, the proposed activity did not focus on the development of cultural excellence for Renfrewshire, and therefore does not meet the fund's objectives of supporting organisations with a strong track record in delivering successful cultural programmes, and in developing cultural excellence. The application presented some inherent financial risks and the longer-term sustainability of the venue or venue manager post were not sufficiently addressed. There were therefore a number of weaknesses in meeting the criteria of the fund. It is recommended that the applicant meets with officers from Renfrewshire Council and Renfrewshire Leisure to pursue other avenues for support	£40,000	-

Creative Renfrewshire	<p>Creative Renfrewshire exist to support the local creative sector in Renfrewshire. However, there were a number of issues with the application which mean that it is not possible to recommend a CODF grant to the organisation at this stage. There is a definite need to support the development of the creative sector, particularly creative freelancers, in Renfrewshire. However, the application did not provide sufficient evidence to demonstrate that the proposed activity would meet this need. There was a lack of evidence that CODF investment would produce tangible outcomes. Furthermore, there were a number of inherent financial weaknesses and risks. It is recommended that Creative Renfrewshire work with Renfrewshire Leisure to pursue other avenues for supporting the creative sector in Renfrewshire</p>	£18,200	-
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To: Leadership Board

On: 4 December 2019

Report by: Director of Communities, Housing and Planning Services

Heading: Culture, Heritage and Events Fund (CHEF) Review and Recommendations for Future Development

1. Summary

- 1.1 This report provides a review of the Culture, Heritage and Events Fund (CHEF) in its initial phase and recommendations for next steps in its development.
 - 1.2 A background paper, reviewing CHEF against its objectives and the step changes developed for the UK City of Culture Bid Legacy Programme (Future Paisley) is attached as an appendix.
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2. Recommendations

- 2.1 It is recommended that the Leadership Board:
 - (i) notes the success of CHEF to date as a funding programme, and the outcomes that have been delivered as detailed in the attached review;
 - (ii) considers, in light of the demonstrated success of the programme and the high level of demand, identifying additional funding as part of budget deliberations to allow further funding rounds in 2020/2021; and
 - (iii) notes that subject to further funding being identified, that the current criteria, application and support process for applicants will be revised to take account of the findings of the review, and that further work will be taken forward to consider the longer term sustainability of this funding programme, in the context of the refreshed cultural strategy and in conversation with national funders regarding future partnership opportunities.

3. Background

- 3.1 The Culture, Heritage and Events Fund (CHEF) was established in 2016 to generate new cultural and creative activity in support of Paisley's UK City of Culture 2021 bid and its legacy. While activity initiated in 2016 and 2017 often related directly to Paisley's bid, funded projects have supported the growth of the culture, heritage and events sectors across Renfrewshire as an integral part of the area's long-term social and economic regeneration.
- 3.2 CHEF was launched in February 2016. An initial fund of £500,000 was doubled in February 2017 to provide £1m for activities to support the bid. A further £140,000 was added in March 2018 to support relevant bid legacy activities up to 2021. This brings the total resources to £1.14m. While the fund was intended to last until 2021, demand has been extremely high, and all funds have now been awarded with no funds currently available for new activity.
- 3.3 CHEF has seven objectives:
1. Increase the number of people taking part in creative activity in Renfrewshire;
 2. Increase opportunities for young people to develop their creative ambition;
 3. Stimulate the local economy;
 4. Realise the potential contribution creativity can make to education, social inclusion and quality of life;
 5. Strengthen and broaden the network of people developing exciting cultural and creative projects and events in Renfrewshire;
 6. Increase the number of people visiting Renfrewshire;
 7. Raise the profile of Renfrewshire throughout the UK.
- 3.4 As illustrated in the evaluation report attached, CHEF-funded projects have contributed to all seven objectives, with particular strengths in objectives 2, 4 and 5 – those most related to social transformation, improving quality of life and prospects for residents of all ages across Renfrewshire.
- 3.5 In summary:
- 359 applications have been received with a total value of £3,973,967;
 - £1.14m has been awarded in total to 135 cultural, heritage and events projects across Renfrewshire;
 - there have been 11 funding rounds between 2016 and 2019;
 - competition has been fierce with an application success rate of 38%;
 - the average grant award was £8,444;
 - grants range from £800 (awarded to Nil by Mouth for Buddies, a schools photography project aiming to tackle sectarianism) to £25,000 (awarded to Roar Connections for Life, for creative approaches to reducing loneliness and social isolation in older people);

- CHEF has supported a wide range of activities including workshops, festivals, events, performances, murals, tours, recordings and the production of new work in film, animation, digital, dance, visual arts, craft, illustration, textiles, heritage, music, literature, theatre and drama, creating new opportunities for our communities;
- CHEF-funded activity has been delivered by a balance of professional artists, producers and arts organisations, businesses, schools, further and higher education institutions, local third sector and community groups, with communities empowered to lead their own cultural and creative projects;
- activity has taken place in towns and villages across Renfrewshire;
- a significant proportion of projects have taken place in communities in the lowest SIMD deciles;
- 72 (or 53% of) projects have developed specifically for children and young people.
- 50 (or 37% of) projects were focused explicitly on improving participants' health or social inclusion;
- 88 (or 65% of) projects involved involve formal and informal education and learning activities, such as workshops and classes, covering all ages;
- 18 (or 13% of) projects have focused explicitly on business development and/or creative entrepreneurship; and
- CHEF-funded activity has taken place with older people in all eleven Council sheltered housing complexes in Renfrewshire.

- 3.6 The attached report demonstrates that the CHEF programme has comprehensively achieved the objectives of extending opportunities to participate in culture and creativity to thousands of people across Renfrewshire and has made a positive contribution to the achievement of step changes agreed by the Future Paisley Partnership Board (formerly the Paisley Bid Legacy Partnership Board).
- 3.7 Members will be aware that the total funds of £1.14m that were earmarked to support this funding programme have been fully committed, and this report proposes in light of the positive impact of the funding programme and the continuing high level of demand, that consideration is given through the budget process to identifying additional funding to support further funding rounds in 2020/21.

- 3.8 Subject to the approval of additional funding, the criteria and processes relating to applications for CHEF will be revised building on the findings of this review, and further work will be undertaken to examine the longer term sustainability of this funding programme, in the context of the refreshed cultural strategy and in conversation with national funders regarding partnership opportunities.
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Implications of the Report

1. **Financial** – If approved £150,000 of the Council's resources will be earmarked to support two funding rounds in 2020/21.
2. **HR & Organisational Development** – The administration of the CHEF is completed by Renfrewshire Leisure Cultural Services on behalf of the Council.
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving – the CHEF programme has enabled a diverse range of individuals and groups to participate and experience culture and cultural programmes.*
 - *Our Renfrewshire is well – engagement in cultural activities can have a positive impact on health and wellbeing.*
 - *Building strong, safe and resilient communities – the CHEF programme has delivered cultural activities throughout Renfrewshire, and contributed to building stronger and connected communities.*
 - *Tackling inequality, ensuring opportunities for all – a significant proportion of the projects have taken place in areas of deprivation and/or have focused on participants health and social inclusion.*
 - *Working together to improve outcomes - CHEF-funded activity has been delivered by a balance of professional artists, producers and arts organisations, businesses, schools, further and higher education institutions, local third sector and community groups, with communities empowered to lead their own cultural and creative projects*
4. **Legal** – n/a
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. 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** – *n/a*
9. **Procurement** – *n/a*
10. **Risk** – *n/a*
11. **Privacy Impact** -*n/a*.
12. **COSLA Policy Position** –*n/a*.
13. **Climate Risk** – *n/a*

List of Background Papers

Culture, Heritage and Events Fund (CHEF): Review and Recommendations for Future Development

The foregoing background papers will be retained within Communities Housing & Planning Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Leonie Bell.

Author: Leonie Bell, Strategic Lead, Cultural Regeneration

Culture, Heritage and Events Fund (CHEF): Review and Recommendations for Future Development

1. Purpose of the Background Paper

- 1.1 This paper is an appendix to the Leadership Board report, 'Culture, Heritage and Events Fund (CHEF): Review and Recommendations for Future Development'. It provides a review of CHEF in its initial phase 2016-19, to accompany the recommendations presented in the report.

2. Background to CHEF

- 2.1 The Culture, Heritage and Events Fund (CHEF) was established in 2016 to generate new cultural and creative activity in support of Paisley's UK City of Culture 2021 bid and its legacy. While activity initiated in 2016 and 2017 often related directly to Paisley's bid, funded projects have supported the growth of the culture, heritage and events sectors across Renfrewshire as an integral part of the area's long-term social and economic regeneration.
- 2.2 CHEF was launched in February 2016. An initial fund of £500,000 was doubled in February 2017 to provide £1m for activities to support the bid. A further £140,000 was added in March 2018 to support relevant bid legacy activities up to 2021. This brings the total resources to £1.14m. While the fund was intended to last until 2021, demand has been extremely high, and all funds have now been awarded with no funds currently available for new activity.
- 2.3 CHEF has seven objectives:
1. Increase the number of people taking part in creative activity in Renfrewshire;
 2. Increase opportunities for young people to develop their creative ambition;
 3. Stimulate the local economy;
 4. Realise the potential contribution creativity can make to education, social inclusion and quality of life;
 5. Strengthen and broaden the network of people developing exciting cultural and creative projects and events in Renfrewshire;
 6. Increase the number of people visiting Renfrewshire;
 7. Raise the profile of Renfrewshire throughout the UK.
- 2.4 As this report will show, CHEF-funded projects have contributed to all seven objectives, with particular strengths in objectives 2, 4 and 5 – those most related to social transformation, improving quality of life and prospects for residents of all ages across Renfrewshire.
- 2.5 CHEF, alongside its sister fund the Cultural Organisations Development Fund (CODF), has enabled the delivery of projects which are entirely devised and led by the local community and cultural sector on their own terms.
- 2.6 As part of Future Paisley, the UK City of Culture bid legacy programme, and in alignment with CODF, CHEF now has a vital strategic role to play in empowering communities across Renfrewshire to lead social and economic change through culture and heritage.

3. CHEF at a glance

3.1 In this initial phase of CHEF:

- 359 applications have been received with a total value of £3,973,967.
- £1.14m has been awarded in total to 135 cultural, heritage and events projects across Renfrewshire.
- There have been 11 funding rounds between 2016 and 2019.
- Competition has been fierce with an application success rate of 38%.
- The average grant award was £8,444.
- Grants range from £800 (awarded to Nil by Mouth for Buddies, a schools photography project aiming to tackle sectarianism) to £25,000 (awarded to Roar Connections for Life, for creative approaches to reducing loneliness and social isolation in older people).
- CHEF has supported a wide range of activities including workshops, festivals, events, performances, murals, tours, recordings and the production of new work in film, animation, digital, dance, visual arts, craft, illustration, textiles, heritage, music, literature, theatre and drama, creating new opportunities for our communities.
- CHEF-funded activity has been delivered by a balance of professional artists, producers and arts organisations, businesses, schools, further and higher education institutions, local third sector and community groups, with communities empowered to lead their own cultural and creative projects.
- Activity has taken place in towns and villages across Renfrewshire.
- A significant proportion of projects have taken place in areas of deprivation – for example 19 (or 14% of) projects have involved activity in Ferguslie Park alone.
- 72 (or 53% of) projects have developed specifically for children and young people.
- 50 (or 37% of) projects were focused explicitly on improving participants' health or social inclusion.
- 88 (or 65% of) projects involved involve formal and informal education and learning activities, such as workshops and classes, covering all ages.
- 18 (or 13% of) projects have focused explicitly on business development and/or creative entrepreneurship.
- CHEF-funded activity has taken place with older people in all eleven Council sheltered housing complexes in Renfrewshire.
- CHEF has been complemented by the Cultural Organisations Development Fund (CODF) as a lever for change.

4. Overview of achievements, challenges and opportunities

- 4.1 As an open access grant fund, CHEF is integral to achieving the ambitions of Future Paisley, the UK City of Culture bid legacy programme. Alongside the Cultural Organisations Development Fund (CODF), CHEF aims to strengthen Renfrewshire's cultural sector and infrastructure.
- 4.2 Since 2016, CHEF has played a strategically important role in building creative momentum and generating a critical mass of culture, heritage and events activity led by individuals, organisations and communities other than the Council or Renfrewshire Leisure, on their own terms. This is vital in creating healthy, diverse and sustainable creative and cultural communities across Renfrewshire.
- 4.3 CHEF is playing a vital role in achieving the step change to establish Paisley as a centre of excellence for cultural regeneration through leadership, partnership, participation and collaboration.
- 4.4 As a lever for change, CHEF has addressed a gap in community engagement and ownership of culture, heritage and events. It has provided a banner for officers in Renfrewshire Leisure and a variety of council departments to engage with businesses and communities. Having one central open access fund for culture, heritage and events has enabled officers to be more responsive to the community's needs, and provide a more joined up approach to funding.
- 4.5 CHEF has also supported the development of the Council's and Renfrewshire Leisure's relationships with national organisations such as Creative Scotland and Event Scotland. It has helped to build external confidence in the council's commitment to cultural regeneration.
- 4.6 CHEF has contributed to the five of Future Paisley's step changes in the following way:
- **Grow a significant new dimension to Paisley's economy**
- 4.7 CHEF has contributed to the local economy in a range of ways. It has supported the development of the creative industries in Renfrewshire, a key growth area identified in Renfrewshire's Economic Strategy. CHEF has also indirectly supported Renfrewshire's service industries through festivals and events, increasing footfall in Paisley and supporting the town's local businesses.
- 4.8 CHEF has provided paid employment for artists and supported the employability of local people, particularly young people. It has also built capacity and supported the professionalisation of local artists and creative organisations. This is a long-term process and something that, in alignment with CODF, requires further support and development.
- **Paisley will be recognised for its cultural excellence**
- 4.9 CHEF has funded a broad range of high quality arts, crafts, film and heritage activity. It has developed home-grown talents and brought nationally-recognised artists and acts to Renfrewshire.

- 4.10 Applicants to CHEF have been wide-ranging, including individual artists, musicians and entrepreneurs; new and established professional and amateur arts, events, media and heritage organisations; youth work organisations; community groups; third sector organisations; schools and nurseries; churches; further and higher education institutions. CHEF has empowered and enabled this broad range of individuals, organisations and communities to develop and lead their own creative activities. It has done much to raise cultural ambition in Renfrewshire.
- 4.11 CHEF has supported the development of new creative organisations, annual events and partnerships that did not exist before. It has also enabled established organisations and creative practitioners to develop new culture, heritage and events activity, diversify participants and reach new audiences. This new cultural ecology needs to be nurtured by Renfrewshire Council, Renfrewshire Leisure and partners to be able to develop and thrive in the longer term.
- **Lift Paisley's communities out of poverty**
- 4.12 CHEF has made a wide-ranging contribution to local residents' health and wellbeing, educational attainment, skills development and social cohesion, all of which are closely correlated with the ambition behind this step change. Tackling the relationship between poor mental health and poverty in our communities is a priority for Future Paisley. CHEF has shown that participating in creative and cultural activity can improve mental health for people living in poverty in Paisley. CHEF has also created new opportunities for care experienced young people to develop their talents and leadership skills through the arts and culture. This supports Future Paisley's long-term and preventative approach to improving outcomes for community members.
- **Transform Paisley into a vibrant cultural town centre; and**
 - **Radically change Paisley's image and reputation in Scotland, the UK and internationally**
- 4.13 CHEF-funded festivals and events have animated Paisley town centre. These have complementing the annual signature events led by the Council and projects led by Renfrewshire Leisure, building Paisley and Renfrewshire's local, regional and national status. CHEF has also used the visual arts and culture to support physical improvements to Paisley town centre.
- 4.14 CHEF-funded projects have helped raise Paisley and Renfrewshire's profile. Much of CHEF's initial activity was developed in support of Paisley's UK City of Culture bid, helping to put Paisley 'on the map' as a cultural destination. Since the bid, CHEF has continued to generate activity that supports efforts to transform media narratives of the area.
- 4.15 There are a number of strengths, challenges and opportunities for developing the fund.
- 4.16 Some applicants have found CHEF more accessible than other national cultural and heritage funding schemes. This has been a strength of the scheme. As there was previously no designated Council culture, heritage and events fund, applicants previously competed with community groups for Local Area Committee funds. CHEF has therefore filled a gap in funding provision. There is a need to continue to support emerging artists and organisations at different stages in their development, who may not yet be ready to apply for Creative Scotland grants or comparable culture and heritage funding schemes.

- 4.17 A small group of applicants have repeatedly applied and been awarded CHEF funding for annual festivals, events and projects, and have become heavily reliant on CHEF for these activities to exist. This presents an issue around the sustainability of these activities which have become a core part of Renfrewshire's annual calendar.
- 4.18 There has been an issue with the quality of a proportion of applications in each funding round, with some applicants submitting incomplete or poor quality applications showing weaknesses in project planning. Steps have been taken to address this over the past year. Improved guidance for applicants has been developed with clearer information on the application requirements and an application checklist. Unsuccessful applicants have also been provided with feedback on their application and advice on next steps. However, this has only been partially successful. Some applicants have repeatedly submitted poor quality applications which the assessors and panel are not able to recommend for funding. There remains a low skills base preventing some applicants from being successful.
- 4.19 The reliance on written submissions may present a barrier for some potential applicants, particularly those who may be dyslexic, are visually impaired or have less developed literacy skills. This is an access, equality and diversity issue that might be addressed through the development of the fund in the future.
- 4.20 The system of holding two or three funding rounds per year has presented a number of challenges to applicants. The timing of application deadlines has not always aligned with the timing of annual festivals, events and cultural programmes. Each funding round has generated very high demand, which has resulted in large numbers of unsuccessful applications. It is also likely that the large number of under-developed and poor quality applications is linked to the pressure to submit an application by the deadline. It is recommended therefore that Renfrewshire Council and Renfrewshire Leisure officers examine opportunities to improve the efficiency of CHEF according to the needs of the cultural sector and local communities.
- 4.21 The establishment of CHEF has created demand and expectations, including new annual events, which the fund is not currently able to meet in the future due to lack of funds. This demand cannot be referred to other funding schemes and creates a strategic gap at a crucial stage in development.
- 4.22 The £1.14m awarded so far has been distributed in eleven funding rounds, with an average of £103,636 awarded in each funding round. In terms of future funding requirements, based on two funding rounds, £150,000 would be sufficient to allow one further year's funding in 2020.

5. Geographical spread of activity

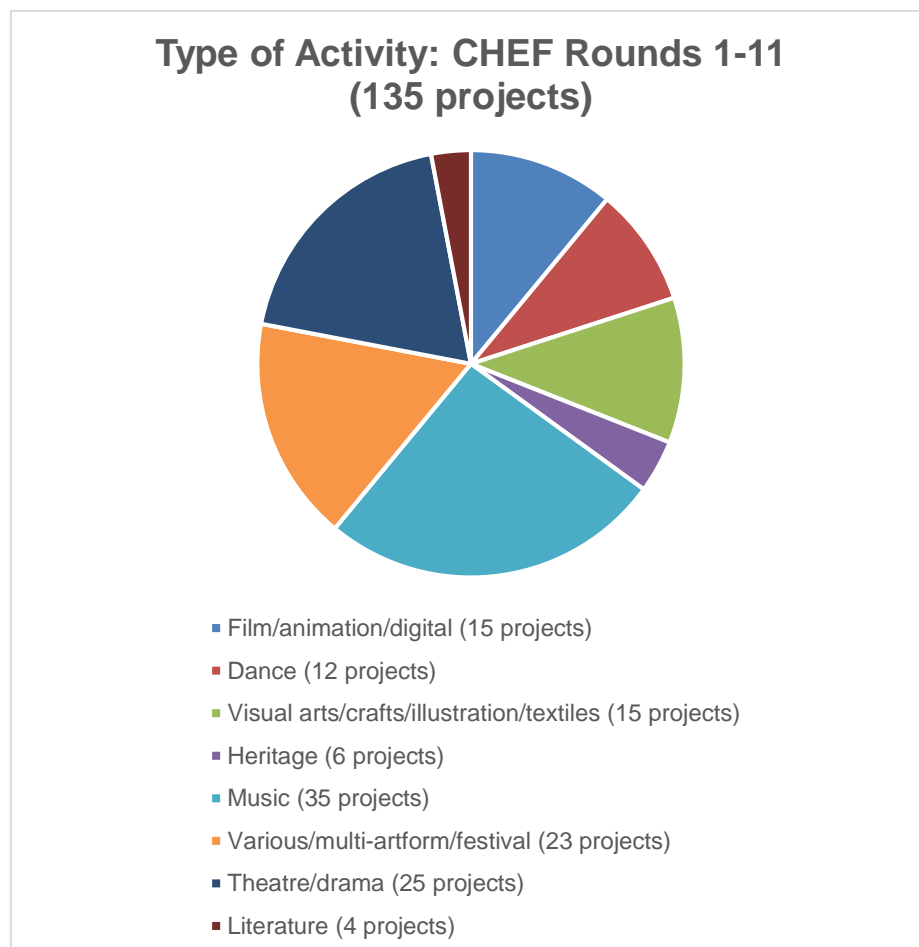
- 5.1 The geographical reach of CHEF-funded projects has extended across Renfrewshire and beyond, to a national and global arena. As would be expected for a fund created to support Paisley's UK City of Culture bid and its legacy, a large proportion of activity took place in Paisley. However, there was also a substantial amount of activity in towns and villages outwith Paisley.
- 63% of projects took place in Paisley.
 - 45% of projects took place in towns and villages outside Paisley or were Renfrewshire-wide.

- 4% of Round 1-11 projects took place outside Renfrewshire. This includes projects which have toured to London, New York, Edinburgh or across Scotland, or involved research activity in Glasgow museums or creative input in London (for example, Lisa Kowalski's EP was recorded in Paisley and remixed in a London studio).
- Several projects – including those involving activity outwith Renfrewshire – each took place in a number of locations (hence the percentages above totalling more than 100%). For example, Paisley YMCA led a project that took place in libraries and YMCAs in Paisley, Johnstone, Linwood and Renfrew.
- Some projects (such as Morgan Spence's Animate Paisley) have extended their geographical reach through the Internet and media.

5.2 There have been no specific criteria related to the geographical spread of activity in this initial phase of CHEF. There was an initial discussion with a small group of elected members at the August CHEF briefing, who represented wards across Renfrewshire, and they were supportive of continuing the current criteria.

5.3 It is recommended that planning around the next phase of CHEF should consider whether there should be any specific criteria or targeted development activity in specific towns and villages to encourage an equitable geographical spread of CHEF activity in the future.

6. Range of activity supported by the fund



- 6.1 CHEF has supported a wide range of activities including workshops, festivals, events, performances, murals, tours, recordings and the production of new work in film, animation, digital, dance, visual arts, craft, illustration, textiles, heritage, music, literature, theatre and drama.
- 6.2 A large proportion of projects supported by the fund were in the performing arts, which reflects a particular strength of Paisley and Renfrewshire.
- 6.3 The fund has supported fewer literature and heritage projects, though it should be noted that heritage activities are also included in some projects designated 'various' in the chart earlier in this report, which involve a mix of different activities. Literature may be an area for broader cultural development activity in Renfrewshire.

7. Review of CHEF activity against the fund's objectives

Objective 1: Increase the number of people taking part in creative activity

- 7.1 CHEF funded projects have enabled more people to take part in creative activities across Renfrewshire. CHEF has enabled the creation of new connections, collaborations and partnerships, not just between arts and heritage professionals, local businesses and third sector organisations but Renfrewshire residents more broadly.
- 7.2 At this stage, there is no comprehensive or robust data on how many new connections have been made, nor the total number of people to have taken part in creative activity as a result of CHEF. While measures are now in place to collect consistent sets of data on participant and audience numbers, data has not been collected consistently by all grant holders since 2016. There is also a lack of robust baseline data on participation in creative activity in Renfrewshire. There are therefore deficits in data which mean it is not possible to determine precisely the cumulative total nor the full extent of the increase in numbers of people taking part in creative activities funded by CHEF.
- 7.3 However, it is clear that CHEF has created opportunities for thousands of people across Renfrewshire to take part in creative activity over the past three years. For many community members, these opportunities would not otherwise exist.
- 7.4 As well as empowering communities to develop their own new creative activities, many festivals, events and performances have reached new audiences in Renfrewshire.
- 7.5 This is a crucial step in building a critical mass of creative and cultural activity in Renfrewshire, which will support the area's social and economic development.

Voluntary Arts Festival 2017: Renfrewshire

CHEF funding: £18,000

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- Increase opportunities for young people to develop their creative ambition;
- 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;
- Raise the profile of Renfrewshire throughout the UK.

CHEF enabled 16 community groups and 2,834 visitors, volunteers and active participants across Renfrewshire to participate in the 2017 national Voluntary Arts Festival.

- 90% of the groups participated in the festival for the first time.
- 100% of groups stated they would participate again.

The community groups led events at venues in Paisley, Linwood and Renfrew, attracting participants and audiences from towns and villages across Renfrewshire.

Local residents could try out a multitude of creative activities including: theatre, needlecraft, jewellery, photography, ceilidh dancing, choirs, cheerleading, scrapbooking, rope making, painting, digital arts, sculpture, accordion playing, wool spinning, candle making, felting, writing, book folding, jazz music, gospel, hip hop dancing, gardening and storytelling.

Audiences and participants were inspired, commenting:

- 'It's so amazing and so glad I came.' Molly (Water Balloon Painting, Paisley)
- 'Excellent example of arts, photography, dance, community singing and diversity.' (Photography Exhibition, Linwood)
- 'Great activity and tester to try so many art projects.' Danielle (Needlecraft Workshop, Paisley)
- 'This was a great event. It was great to see a large number of teenagers, all enjoying and participating in a fantastic night of music and dance.' Eleanor (Family Ceilidh, Paisley)

Paisley Opera

CHEF funding: £10,000 in round 5; £14,960 in round 7; £18,800 in round 11

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- Increase opportunities for young people to develop their creative ambition;
- 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;
- Raise the profile of Renfrewshire throughout the UK.

CHEF support has been crucial to the development of Paisley Opera, the first opera company of its kind in Scotland. Paisley Opera was established in 2017 through a partnership between highly experienced professional singers, musicians, stage directors and technicians and a volunteer chorus of local community members from a broad range of backgrounds. Its strategy from the beginning has been to grow interest from communities in and around Paisley, thus making Paisley Opera genuinely rooted within the local community.

The company exists to:

- Make opera and all its associated art forms fully accessible to all the people of Paisley, Renfrewshire and beyond. To break down the barriers associated with opera by performing in unusual venues, eg. work places, hospitals, schools, community groups, and presenting opera in a way that is as accessible as possible to all kinds of people.
- Work within the local community encouraging anyone who wants to, to sing in the chorus or volunteer in other ways.
- Give opportunities to school children, and students to be involved in professional opera of the highest standard.
- Produce performances of the highest possible artistic standards.

Paisley Opera was awarded £10,000 in 2017 to stage *The Witches of Paisley* at Paisley Abbey, followed by an award of £14,960 in 2018 to stage *La Bohème* at the University of the West of Scotland. Both productions were ambitious and accessible, and sold out.

Funding of £18,800 has been awarded to build on this success with a new production and commission from a talented young composer in the coming year.

Objective 2: Increase opportunities for young people to develop their creative ambitions

- 7.6 CHEF has significantly increased opportunities for children and young people to develop their creative ambition. Crucially, it has created new opportunities for young people living in target SIMD areas and young people who haven't experienced these cultural and heritage events and activities before to take part. It has built children and young people's confidence and pride in their creative achievements and their home town.
- 7.7 Of the 135 projects funded in this initial phase, 72 projects (or 53%) were specifically developed for children, young people and families.
- 7.8 Of the 19 projects involving activity in Ferguslie Park, eight are targeted specifically at children, young people and families, with a further seven aimed at the community in general (remaining projects are aimed at older people and women).
- 7.9 CHEF has provided opportunities for young people to take part in new creative activities in schools and nurseries across the area, which support attainment in subjects across the curriculum. CHEF projects have supported young people's creative skills development in further and higher education institutions as well as in youth work settings.
- 7.10 A particular strength of CHEF has been to create new opportunities for children and young people not provided in mainstream education. As the case study below shows, CHEF has removed barriers to the arts and culture for young people that have the most to gain but would not otherwise have the opportunity to take part.

Articulate Cultural Trust: 4 – A Creative Collaboration

CHEF funding: £22,333

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- Increase opportunities for young people to develop their creative ambition;
- 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.

Articulate enables arts access and participation for children and young people who face significant barriers and are least likely to engage in creative activity, yet have the greatest potential to benefit from taking part.

4 was a year-long creative project led by drama practitioner, playwright and experienced foster carer Nicola McCartney, which showcased the spirit, aspirations and creativity of care experienced young people and celebrated their creative voice during Scotland's Year of Young People.

The project involved 10 young people with experience of living in residential, kinship, foster or adoptive care in Renfrewshire, some of whom had multiple addictions. Articulate worked in partnership with Renfrewshire Council Throughcare Service and Renfrewshire Adolescent Drug and Alcohol Resource (RADAR) on the project, which met the underlying ethos of the Children and Young People (Scotland) Act 2014 in taking responsibility for improving the lives of care leavers.

Care leavers experience many challenges as a result of their early life experiences. The effects of trauma, neglect and loss can have long-lasting effects and negatively impact on the ability to develop healthy relationships and sustain education. The young people involved in the Throughcare Service and RADAR have enormous potential, which they often struggle to meet due to the challenges they face.

Young participants built their confidence through engagement in a creative process in which their life stories were transformed into plays and films with a professional playwright. Driven by the wishes of the young people, their stories were performed by professional actors, accompanied by a soundtrack developed by the young participants with professional composer Duncan Chapman, in a performance at Paisley Arts Centre. The young people also took part in an arts residency at Cove Park artists centre in Argyll and were offered coaching and mentoring. Opportunities were provided for the participants to explore the creative industries as a potential career option.

In phase two of the project, all young participants are now working towards achieving an Arts Award qualification, accredited nationally by Trinity College London, reflecting the growth in their creative and leadership skills.

Participants commented:

- 'It gave young people like me, who are care experienced, the chance to do something we wouldn't normally get a chance to do.'
- 'It gives us a purpose. It gives you opportunities to do things based on what you're good at.'

A short film was made about the project, which can be viewed here:

<https://www.articulatehub.com/4>

YDance: Look Up, Look Under, Look Out

CHEF funding: £13,500

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- Increase opportunities for young people to develop their creative ambition;
- 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.

YDance is the national dance organisation for children and young people in Scotland. *Look Up, Look Under, Look Out* aimed to develop children's creative dance skills and engage their imagination, to enable them to explore the history of the architectural wonders that lie in their communities, and to express this through dance. Children had the opportunity to rediscover their town and its history and reflect on their own connections with these places.

The project was designed to encourage schools that did not access arts activity, and better equip teachers to continue to offer dance in their schools. Eight primary schools from across Renfrewshire were selected in consultation with Catherine Harbon, Learning and Access Officer at Renfrewshire Leisure. Each school chose a local historic building which was used as a stimulus for learning. Primary 4 and 5 pupils from each primary school were led by YDance in a 90-minute weekly session for a period of on average ten weeks to create their dance pieces.

The historical visits, cross curricular lessons and creative dance classes culminated in a performance inspired by what the children had discovered. This celebration of achievement was held at Johnstone Town Hall, where children from all eight schools took part in two sell-out performances, attended by 250 people including the Chief Executive of Creative Scotland.

220 children – 55% of whom hadn't experienced dance before – participated in the project. 85% of all pupils thought that the project was excellent or very good. 87% of pupils who hadn't experienced dance before said they thought it was excellent or very good.

Teachers commented:

- 'My class have gained a lot of confidence and they got the experience to perform in front of a large audience which many would never have the opportunity to do.' (Fordbank Primary, Johnstone)
- 'A child who is poor academically shone.' (Arkleston Primary, Renfrew)
- 'Lots of children grew in confidence as the weeks progressed.' (Lochwinnoch Primary School)
- 'The children gained confidence, team work skills and a sense of achievement.' (St Paul's Primary, Paisley)

Children commented:

- 'I liked getting the chance to perform something and show people what I can do.' (Lochwinnoch Primary pupil age 9)
- 'I like that it's mostly about working together' (Howwood Primary pupil age 9)
- "I liked how it was a different type of dancing I have never done. I loved it." (St Fillan's Primary pupil age 10)

- 'I liked how we learned while dancing.' (Howwood Primary pupil age 9)
- 'It was the best dance ever. I loved the moves that we did.' (Inchinnan Primary School pupil age 8)
- 'It was fun working in a group and going on stage and meeting new friends from different schools.' (St Pauls Primary pupil, age 9)
- 'I liked how we got to dance and have so much fun and I would love to do it again.' (St Fillan's Primary pupil, age 9).



Photo credit: Kieran Campbell

Paisley YMCA: DAY 21

CHEF funding: £8,177

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- Increase opportunities for young people to develop their creative ambition;
- 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.

The DAY 21 programme delivered a 40-week digital music making and film project to young people aged 8-18 living across Renfrewshire in 2016 and 2017.

The 89 participants created immersive short videos in virtual reality, 360 landscapes and immersive Touch Cast green screen activities, exploring what Paisley and the UK City of Culture bid meant to them. They also produced digital soundscapes and performed live in Paisley, at the Biscuit Factory in Edinburgh and at the Tollbooth in Stirling, with some forming bands.

70% (62) of the young people involved had never previously created music or produced a film using digital technology and came to realise they were part of the arts and cultural community in Paisley and wider Renfrewshire. Paisley YMCA have since secured funding from other sources to develop the longer-term legacy of this project, and have created a digital wellness creative pathways project for the young people involved.

Youth & Programme Development Manager Darran Gillan commented: 'We had such a positive experience of the support over the funded period that resulted in raised profile of the YMCA in Paisley as a digital cultural youth work provider. As a legacy, Paisley YMCA plan to develop more digitally based creative workshops, not only for young people in Paisley but through the Makerspace for people aged 30 and above, as this project has helped us realise that there is an entrepreneurial element to these projects that in the future will stimulate the local economy.'

Objective 3. Stimulate the local economy

- 7.11 CHEF has contributed to the local economy in a range of ways, using culture and creativity to support a number of the Council's broader strategic priority areas.
- 7.12 CHEF has supported the development of the creative industries in Renfrewshire, a key growth area identified in Renfrewshire's Economic Strategy. CHEF has supported the professionalisation of those aspiring to work in the creative industries, providing new skills, employability and business development opportunities. 18 projects have focused explicitly on business development and/or creative entrepreneurship. However, a large number of other projects have supported this implicitly – for example, by providing paid employment for artists or increasing young people's employability. Notably, CHEF has provided paid employment for local artists and musicians with disabilities and long-term health conditions, which had presented a barrier to employment.
- 7.13 CHEF has supported the establishment of creative businesses that did not exist before and has helped established businesses to grow, often with relatively small grant awards. Investment in some new businesses has led others to develop their own creative micro-enterprises. CHEF is helping to create the conditions to build a Renfrewshire as an entrepreneurial and enterprising environment for the creative industries.
- 7.14 CHEF has used the visual arts and culture to support physical improvements to Paisley town centre, such as the Paisley First Mural Trail and the development of Sma Shot Cottage, aiming to increase footfall and support the town's local businesses. This has built upon the Council's town centre strategies.
- 7.15 CHEF-funded festivals and events have drawn visitors and their associated spending power to the area from outside Renfrewshire – and in some cases internationally.
- 7.16 There has been a heavy reliance on unpaid and voluntary contributions from project partners. The full extent of this support-in-kind has often gone unrecorded by grant recipients. Many applicants have tended not to take a full cost recovery approach to their CHEF applicant budgets. This is indicative of a broader need to continue to support the process of professionalisation and capacity building in the cultural, heritage and events sectors.

The Amayzing Workshop, Linwood: Leathercraft Workshops

CHEF funding: £1,000

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- 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 cultural and creative projects in Renfrewshire.

CHEF funding supported the establishment of The Amayzing Workshop in Linwood as both a business and a community resource. While building on the local historic industry of leatherwork, the workshop brought something new to the area, aiming to develop a new craft community and a sustainable business.

The Amayzing Workshop's model was based on learning from elsewhere in the UK, in particular a leathercraft company based in Manchester who developed a thriving craft community based in their shop, which led to a number of new business ventures amongst their pupils as well as volunteers who train newcomers.

CHEF funding was supplemented by personal investment to buy tools and materials needed to set up the workshop in its new premises. This enabled the Amayzing Workshop team to run leathercraft classes for various groups of people, some of whom might not normally engage in creative activity, encouraging them to try something new. Whilst some have developed a new hobby and interest, others have embarked on their own new business ventures.

Frances Simpson commented: 'A number of our clients have gone on to produce work which they have been able to sell. Several have used the classes as a means of developing products for a new business enterprise and a couple have used them to upskill to improve their range of work that they market in a variety of ways. For example, one gentleman already made items of wood and metal in a Viking style and came to us to learn leathercraft so he can now make and sell items such as arm-bracers and leather pouches etc. He has a stall at the Vikingar week in Largs and sells widely on the internet. Another has set up a small business producing designer belts which are marketed in some of the designer clothing shops in Glasgow. Another client expanded his range of jewellery that he markets on ETSY and various craft markets to include leatherwork.'

Since its establishment, The Amayzing Workshop has been successful in attracting clients from a wide range of backgrounds. Taking a socially inclusive approach, the workshop has enabled clients to build their confidence, employability and prospects for the future, as well as technical skills.

Frances Simpson commented: 'We worked with a young man who is autistic and helped him broaden his ability to mix with others and were delighted when he started a course at college this summer, which we hope will lead him to a job in engineering. His confidence grew as he mixed with a range of our other clients and we also involved him in other activities including helping with a stand at the annual craft exhibition at the SECC.'

Leathercraft classes in Linwood can be booked via The Amayzing Workshop's website: <https://www.amayzingworkshop.co.uk/>

Objective 4: Realise the potential contribution creativity can make to education, social inclusion and quality of life

- 7.17 This has been a major strength of CHEF in this initial phase. CHEF has made a wide-ranging contribution to local residents' health and wellbeing, educational attainment, skills development and social cohesion.
- 7.18 A large proportion of projects (88 or 65%) involve formal and informal education and learning activities, such as workshops and classes, covering all ages. As noted above, CHEF has provided new creative learning opportunities in schools and nurseries, supporting attainment across the curriculum. It has also enabled West College Scotland and the University of the West of Scotland to lead creative learning projects and events with the local community.
- 7.19 50 (or 37% of) projects were devised with an explicit health or social inclusion purpose. These projects have had a broad range of outcomes, such as improved mental health in participants and reduced isolation in older people. CHEF projects have enabled children with additional needs to improve their wellbeing and provided paid employment and increased employability for artists and musicians with disabilities and long-term health conditions.
- 7.20 A significant proportion of projects have taken place in areas of deprivation across Renfrewshire. Projects taking place in Ferguslie Park, for example, included festivals, events, workshops, performances, public sculpture and compositions, which were wide-ranging in their aims, from intergenerational activity to reduce loneliness and isolation to enabling young parents to gain new creative and practical skills to fostering positive relations between school pupils.
- 7.21 CHEF projects have promoted cultural diversity and social cohesion. Workshops, festivals and events, such as Paisley Mela, Africa in Motion film festival, South Asian dance classes and the establishment of a new Polish Roots Club promoting Polish-Scottish cultural connections, have celebrated the growing cultural diversity of Renfrewshire's communities.
- 7.22 Many projects have been based on collaborations involving partners with strong expertise in health and social inclusion as well as the arts, culture and heritage. For example, Theatre Nemo working with vulnerable young people referred by housing associations on a visual arts and local heritage project; Renfrewshire Health and Social Care Partnership were a key partner in the Scottish Mental Health Arts and Film Festival; and CHEF enabled more carers to enjoy the health and support benefits of singing in Renfrewshire Carers Centre's Choir.

Forever Young: Uplifting Renfrewshire Folk

CHEF funding: £9,305

Participants:

Tenants from Renfrewshire Council sheltered housing and amenity complexes in Johnstone, Renfrew and Paisley (including the West End, Ferguslie Park, Shortroods, Gallowhill, Charleston and Castlehead), working with a professional playwright and director, actors and drama students from the University of the West of Scotland.

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- Increase opportunities for young people to develop their creative ambition;
- 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.

Forever Young is a constituted group of Council tenants living in sheltered housing in towns across Renfrewshire. The group successfully applied for CHEF funding to give them the opportunity to take part in intergenerational music, creative writing, drama and heritage activities to keep active and reduce the effects of loneliness and isolation.

The tenants, which included older people with long-term ill health and disabilities, worked in collaboration with professional playwright and director Karen Herbison, actors Fraser Stokes and June Brogan Glen and drama students from the University of the West of Scotland during 2018 and 2019.

Creative workshops took place in all eleven sheltered housing complexes in Renfrewshire, with tenants working alongside playwrights and actors to write and produce a high quality musical drama. A cast of 19, including 13 sheltered housing tenants, performed in two sold out shows of Uplifting Renfrewshire Folk at the Starlight Music Theatre in Paisley. Tenants also supported drama students in developing theatre work for their degrees.



The production told stories that touched audiences, showcasing new and original sketches and featuring monologues, poetry and song, with many of the scenes and stories shared from tenants' real life experiences. Sheltered housing resident Rita lived her dream of dancing on stage in a ballgown, whilst other residents shared their memories of the mill days, raising a family and growing up during the war.

The project has increased quality of life amongst participants. Friendships were created through the project, reducing loneliness and isolation amongst tenants – something that has been celebrated through subsequent outings to Loch Lomond. Since the project, tenants at Springbank Road Sheltered Housing have taken to writing poetry and monologues for fun. The impact of the funding has had a lasting effect and demonstrates that culture and creativity is for everyone no matter what age.

Finding Yourself

CHEF funding: £7,312

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- Increase opportunities for young people to develop their creative ambition;
- 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.

Finding Yourself was delivered through a partnership between four local voluntary sector organisations: Create Paisley, Recovery Across Mental Health (RAMH), STAR Project and Engage Renfrewshire. It aimed to find creative solutions and strategies for positively impacting the mental health and wellbeing of local people in Paisley, building resilience and inner strength.

The project, which was co-funded by the Robertson Trust, Scottish Children's Lottery and others, involved 403 participants of all ages including 105 young people and 112 toddlers. 97% of participants working with STAR Project resided in an area of deprivation and were experiencing the impact of poverty. The project focused on engaging some of Paisley's most vulnerable community members using arts and therapeutic activity to increase aspiration, hope, resilience and wellbeing whilst reducing stigma. The lead partners based their approach on empowering people to work towards achieving their potential, facilitating them to recognise their own value and have an increased sense of purpose and achievement.

Over a period of a year, participants took part in a broad range of creative activities, including 62 creative sessions, co-produced workshops and events and the design and planning of a community labyrinth for Fountain Gardens with professional artist Jim Buchanan. Art workshop sessions at STAR saw 261 participants exploring and creating temporary labyrinths using various techniques and materials such as light, artificial snow, stone, paint, pebbles, salt, paper, tissue and threads (relating to Paisley's thread mill heritage). RAMH provided a total of 679 wellbeing and mental health support sessions, such as counselling and employability, for 16-29 year olds, many of whom were affected by adverse childhood experiences.

Create Paisley formed Young Creators, a youth-led events team who create, design and deliver their own events in collaboration with other young people and partner organisations. The group planned and delivered Open Mind Fest, a youth mental health arts festival in May 2019, as well as an anti-valentines party and a Christmas open mic night.

Research and evaluation conducted during the project showed statistically significant results in improving participants' wellbeing. Two cohorts of participants were tracked throughout the project, with those reporting a low wellbeing score at the start of the project reporting a moderate to high wellbeing score at the end.

Research conducted during the project also investigated whether there is a benefit to third sector organisations working together to improve wellbeing in a community setting. The results have shown the strengths of a consortium approach, which partners will build upon in the future.

Objective 5: Strengthen and broaden the network of people developing cultural and creative projects in Renfrewshire

- 7.23 CHEF has played a developmental role in the cultural and creative ecology of Renfrewshire, creating new connections and partnerships between a broad range of organisations and individuals. CHEF funds have supported the establishment and development of new cultural organisations and festivals, such as Paisley International Tango Festival, which did not exist before.
- 7.24 CHEF has funded projects led by a wide section of the Renfrewshire community, from schools and nurseries to voluntary organisations to the local university and college to individual artists and arts organisations to community groups. CHEF has empowered and enabled a wide range of community members to develop and lead their own creative activities. CHEF has also enabled established organisations to diversify participants and reach new audiences.
- 7.25 CHEF has built confidence and generated momentum, supporting crucial steps towards building a critical mass of cultural, heritage and events activity led by partners other than the Council and Renfrewshire Leisure. As the Renfrewshire Disability Arts Forum stated, their CHEF-funded partnership project 'has helped us to become more ambitious and adventurous'.
- 7.26 Some applicants have found CHEF more accessible than other national cultural and heritage funding schemes. This has been a strength of the scheme. As there was previously no designated Council culture, heritage and events fund, applicants used to compete with community groups for Local Area Committee funds. CHEF has therefore filled a gap in funding provision for cultural activity. There is a need to continue to support emerging artists and organisations at differing stages in their development, who may not yet be ready to apply for Creative Scotland grants or comparable culture and heritage funding schemes.
- 7.27 As noted above, a small group of applicants have repeatedly applied and been awarded CHEF funding for annual festivals, events and projects, and have become heavily reliant on CHEF for these activities to exist. This presents an issue around the sustainability of these activities which have become a core part of Renfrewshire's annual calendar.

The Ladies A, B & C

CHEF funding: £3,500

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- 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.
- Raise the profile of Renfrewshire throughout the UK.

Project Partners:

- Renfrewshire-based artist Lil Brookes of Gatekeeper Art
- The Disability Resource Centre, Paisley
- Paisley Museum and Heritage Centre
- The University of the West of Scotland
- Glasgow Life
- The National Library of Scotland Archive of Moving Images

In this film and heritage project, Renfrewshire-based artist Lil Brookes worked alongside partners with a group of women participants from the Disability Resource Centre in Paisley, including some non-sighted clients, volunteers and social care staff. The project explored some of the forgotten women in Paisley and Renfrewshire's past, who contributed to their community, yet who were unknown to the participants before taking part in the project. The participants also discussed issues pertinent to women's lives today. The project was a response and celebration of the centenary of women getting the right to vote in 1918, and a way of giving these forgotten women of Paisley and Renfrewshire a voice again.

Over an eight-week period, the group visited Paisley Museum, Heritage Centre, and Glasgow Life Museum Store and the National Library of Scotland Archive of Moving Images in Glasgow to undertake research. During these field trips, participants listened to talks from heritage experts and were able to handle artefacts. Following a series of workshops, participants produced a project film and three short information films.

The film was launched by Provost Cameron as part of the Scottish Mental Health Arts Festival 2018 and later shown at Doors Open Day 2018. The films have been donated to the National Library of Scotland, where they have become part of Scotland's national collection of archived films and will be available to a national and international audience well into the future.

Paisley Dates n Mates Drama Club

CHEF funding: £2,160

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- Increase opportunities for young people to develop their creative ambition;
- 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.

Dates n Mates is Scotland's national dating and friendship agency run by and for adults with learning disabilities. They run several events per month on varying scales with the sole aim of improving the social network of members. They organise and deliver regular events in a safe and friendly environment in order to tackle social isolation often felt by those with learning difficulties.

The organisation was awarded CHEF funding for a fortnightly drama course for members, leading up to a summer showcase event in County Square as part of the Paisley 2021 Big Weekend. The group jammed away with Arhythmagrooves and wowed the audience with their set on raising awareness of disability hate crime. The group's further drama sessions culminated in a Christmas pantomime performance at Johnstone Town Hall.

Group member Hughie commented: 'It's a great to meet other people and learn new skills. I am helping other drama members build their confidence.'

Graham Watret, Director of Dates n Mates, commented: 'Some members started the group and found it difficult to be themselves and were a bit shy and now they're wild! They know how get their voices heard!'

Objective 6: Increase the number of people visiting Renfrewshire

- 7.28 As with objective 1, data on visitor numbers had not been collected consistently or comprehensively by all grant holders since 2016, therefore it is not possible at this stage to determine the exact number of people visiting Renfrewshire in relation to CHEF-funded activity. There is also a lack of robust baseline data prior to 2016. However, it is very likely that CHEF has made a strong contribution notably through festivals and events.
- 7.29 CHEF-funded events have attracted thousands of people to Paisley town centre in particular, supporting Paisley's UKCoC bid, and contributing to town centre renewal strategies and the Future Paisley step change: transform Paisley into a vibrant town centre. These have ranged from a new annual international Tango festival, Paisley Mela, opera and pop concerts, and national events such as the Scottish Alternative Music Awards.
- 7.30 While festivals have taken place in other areas of Renfrewshire – for example, CHEF has supported Lochwinnoch Arts Festival – the vast majority of most festivals and events took place in Paisley. While it is necessary to maintain the momentum generated by festivals and events to transform Paisley, a consideration for CHEF's future development is how the fund can do more to support festivals and events in other towns and villages across Renfrewshire.

Paisley International Tango Festival

CHEF funding: £9,780 in round 3; £12,500 in round 6; £14,400 in round 8

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- 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 cultural and creative projects in Renfrewshire;
- Increase the number of people visiting Renfrewshire;
- Raise the profile of Renfrewshire throughout the UK.

Paisley Tango Ltd was established in 2016 with two part-time employees to promote Argentine Tango to Paisley and the wider Scottish community. £9,780 of CHEF funding was awarded to establish a new Paisley International Tango Festival as an annual event, with two further festivals supported in 2018 and 2019.

The festival aims to increase participation in dance at a local level throughout the year, leading to improved social, emotional and physical wellbeing, and to increase the number of national and international visitors to Paisley and showcase the town as a multi-faceted hub of creativity. The festivals have attracted world-class talent and hundreds of visitors to Paisley from Scotland and beyond, showcasing local dancers and musicians alongside international talent.

Hundreds of people attended the first festival at Coats Memorial Church in August 2017. Masterclasses were led by internationally renowned tango dancers from New York, Lyon, Russia and Australia. Free taster sessions were offered, with participants encouraged to take part in classes held locally after the festival.

Event organiser, Drew Moir said, 'It's fantastic that we've had such overwhelming support for the event not just in Paisley but from the whole of Scotland. People have come from Europe, America and even Australia to visit the festival and it's given them a great excuse to visit Paisley and Scotland. It's great to be able to show that Paisley can host international events like this.'



The 2018 festival, staged at Wallneuk North Church and the Lagoon Centre Arena, attracted over 500 participants and audience members, some returning for their second year, some travelling from all over the UK, Europe and even the USA just to attend the festival.

Drew Moir commented: 'The Paisley International Tango Festival 2018 cemented Paisley's place on the "Tango Map". Paisley Tango Ltd not get approached by 2-3 professionals a month who want to be invited to perform here, a testament to the organisation and friendly environment our town can create. The Paisley Tango scene would not exist without funding from CHEF so there are many grateful people who now dance on a regular basis. I hope to grow the scene and continue the partnership with Renfrewshire Leisure, CHEF, Paisley.is and all the other great organisations that are bringing Paisley back to life.'

Objective 7: Raise the profile of Renfrewshire throughout the UK

- 7.31 CHEF has raised the profile of Paisley and Renfrewshire and helped put Paisley 'on the map' as a cultural destination.
- 7.32 Much of the activity developed to raise the profile of Renfrewshire was initially focused on Paisley in connection with its UK City of Culture bid. However, CHEF has also continued to support profile-raising activity during the bid legacy period and remains an area to build upon in the future.
- 7.33 Festivals and events have had a strong role to play in raising the profile of Renfrewshire to audiences in Scotland and beyond. CHEF has enabled Renfrewshire to take part in festivals with a national profile, such as the Voluntary Arts Festival and Scottish Mental Health Film Festival. CHEF also enabled Renfrewshire to benefit from the extensive publicity generated by hosting the Scottish Alternative Music Awards (SAMAs) in Paisley for the first time. The SAMAs were promoted on national radio and newspapers with, for example, Paisley band Sway featuring on The Janice Forsyth Show on BBC Radio Scotland, their first time on radio. The Paisley International Tango Festival is an example of a new festival established with CHEF funds that has added Paisley to a national and international arts circuit.
- 7.34 In addition, some comparatively small scale projects have done a great deal to raise the area's profile. For example, the Morgan Spence case study shows how a teenager based in a Renfrewshire village created an exceptional project with a relatively small amount of funding that had a global reach, boosting Paisley's profile in the run up to the town being shortlisted for UK City of Culture.

Morgan Spence: Animate Paisley

CHEF funding: £3,200

CHEF objectives met:

- Increase the number of people taking part in creative activity in Renfrewshire;
- Increase opportunities for young people to develop their creative ambition;
- Realise the potential contribution creativity can make to education, social inclusion and quality of life;
- Strengthen and broaden the network of people developing cultural and creative projects in Renfrewshire;
- Raise the profile of Renfrewshire throughout the UK.

Morgan Spence received a CHEF award as a 17 year old filmmaker who had set up his own production company whilst still a Johnstone High School pupil. His project, *Paisley Lego Movie*, aimed to raise awareness of Paisley's rich heritage, culture and architectural history by using Lego to make a short animated film. The three minute film took four months to create and features landmarks from the town including Paisley Abbey and the Town Hall, famous faces such as Paolo Nutini and David Tennant and even references to Paisley Pattern – all painstakingly rendered in Lego and animated. Morgan also led twelve animation workshops in schools and in Paisley Museum with pupils and local community members.

Paisley Lego Movie was launched in St Charles' Primary School in Paisley in February 2017. The film release led to extensive media coverage, featuring in such media platforms as The Guardian, the BBC's Daily Politics show, BBC online, STC's Live at 5 show, and a near clean sweep of Scottish media, including Clyde 1, Heart FM, Scottish Sun, Daily Record, Herald, Scotsman, National, Metro, Evening Times, Press and Journal, Sunday Herald and Sunday Post, as well as local media. The estimated total media reach of output across print, online and broadcast news was 6.5 million. The estimated total value of media coverage generated was £200,000.

Famous faces featured in Morgan's video, including Gerard Butler, took to Twitter to praise Morgan's work and back the bid. The film's total Twitter reach has been well into six figures.



Morgan stated, 'Renfrewshire Council has supported my films for several years, involving me in Lego exhibitions back in 2013 and 2014. So it was a privilege for me to be able to promote the town in this way. My parents and grandparents went to school and worked in Paisley and I'm delighted to have been able to play a small part in enhancing the town's bid to become City of Culture.'

Morgan has since secured a position with BBC News Scotland as a journalist with the digital video and social media team.



To: Leadership Board

On: December 4, 2019

Report by: Chief Executive

Heading: Renfrewshire Visitor Plan 2018-2021 – Year 2 update

1. Summary

- 1.1 The Renfrewshire Visitor Plan to 2021 was approved by Leadership Board in December 2017 and a Year 1 updated provided in December 2018, with mid-year progress reported in June 2019. The report presented provides members with a detailed overview of Year 2 activity and progress against the strategy targets.
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2. Recommendation

- 2.1 Members are asked to note Year 2 progress at **Appendix 1 and 2**. A further progress report will be brought back to Leadership Board in December 2020.

3. Background

- 3.1 The Renfrewshire Visitor Plan was developed in consultation with national tourism partners and the local sector and was approved by Leadership Board in December 2017. It runs to 2021. The sector identified a number priority actions for inclusion in the plan:
- Establish a tourism business network
 - Share data and insights
 - Improve the attractiveness of entry points to the region
 - Increase support for volunteer-led attractions
 - Improve the consistency in seasonality and extend opening hours

- Create new products, trails and itineraries to spotlight all of Renfrewshire
- Improve facilities and itineraries for Travel Trade

3.2 The marketing and communications service has four specific key objectives in relation to the visitor plan:

- To lead the ongoing development of Renfrewshire's Visitor Plan to 2021 and manage the delivery model
- To lead the development and implementation of the destination brand and manage destination marketing
- To lead the strategic development and delivery of major events
- To lead the development of an active industry network, coordinating funding, knowledge share and business growth opportunities and linking to the national agencies

3.3 Delivery of the wider visitor plan and achieving 2021 targets is driven through seven strategic portfolios, led by officers who represent various council services and sit on the council's internal tourism development group. Quarterly progress is reported to the Tourism Sub-Group (a sub-group of the Renfrewshire Economic Leadership Panel) – created to examine tourism sector performance and provide a platform for cross-sector destination development. Membership of the Tourism Sub-Group includes senior stakeholders in the tourism sector and is chaired by the General Manager of the Holiday Inn, Glasgow Airport.

4. **2019 progress against objectives**

4.1 The Visitor Plan identified 5 objectives and a series of targets to grow Renfrewshire's visitor economy:

- Increase destination marketing to grow opportunities to see or hear (OTSH) something positive about Renfrewshire as a visitor destination
2019 Update: *The 2020 target of 120million OTSH per year was exceeded with 177million OTSH achieved in 2019. The Paisley.is website is performing very well with 554,646 page views year-to-date in 2019, exceeding the 2020 target of 250,000 page views.*
- Increase visitor numbers by 4% year on year
2019 Update: *Day visits to Renfrewshire have increased from 2.25 million to 2.41 million, with holiday nights also increasing from 37,000 per annum to 50,000 per annum. Visits to local attractions monitored by the Moffat Centre have decreased from 1.76m to 1.36m in 2019 – reflecting a City Region trend. Specific contributors to Renfrewshire's figures include the closure of Paisley Museum as part of its £42million transformation, and new visitor counting methodology being implemented at a key commercial attraction.*

- Increase visitor spend in Renfrewshire by £31m by 2020
2019 Update: *Day visitor spend is expected to reach the 2020 target of £70m, with £60.8m per annum reported in 2019, compared to £51m in 2018. Overnight visitor spend has fallen from £11m to £8m – despite holiday nights increasing. Further analysis of the VisitScotland data is ongoing to establish the correlation between holiday nights and overnight visitor spend.*
- Enhance the visitor experience in Renfrewshire by building capacity and developing a quality product
2019 Update: *183 trainees are now registered on Paisley Welcomes customer service excellence and product familiarisation training and a further 3 new visitor products have been developed. This has included 2 new products for Travel Trade and a new consumer-facing product – The ‘Wallace Begins’ trail. The Council’s visitor events programme has continued to grow, with Paisley Food Festival, The Spree and EventScotland supported Halloween Festival all increasing visitor numbers and listing at UK must-see events. The overall visitor impression rating has increased marginally from 6.4/10 to 6.47/10.*
- Support tourism business growth and collaboration
2019 Update: *51 businesses and agencies are now actively engaged in a tourism business network and 33 tourism and hospitality companies have been assisted through business support - 4% of total council business support provision. The Renfrewshire Economic Leadership Panel Tourism-sub group is now formally established as the strategic forum for industry and have co-created the annual action plan, with tourism identified as a key growth sector in Renfrewshire’s Economic Strategy.*

Detailed progress on the Visitor Plan objectives is outlined in **Appendix 1**.

5. 2019 highlights and activity overview

- Renfrewshire’s Economic Strategy launched in October and identified Tourism as a key growth sector and new dimension to Renfrewshire’s economy.
- Year 2 of the destination marketing brand has been implemented in full – generating 177million OTSH something positive about Renfrewshire as a destination. Destination brand activity has generated 3,644 positive media articles with a PR value of £6.8 million. 12 familiarisation visits from travel media were supported (**see Appendix 3**).
- 5 visitor campaigns were delivered in spring/summer and autumn/winter, in partnership with VisitScotland, to promote Renfrewshire attractions, days out

and events to a national audience. Campaigns linked Renfrewshire product and areas of sector investment with key target audiences within the VisitScotland portfolio and visiting travel media (**campaign analysis see Appendix 3**).

- Official visits from Malcolm Roughead OBE, Chief Executive of VisitScotland and Lord Thurso, Chair of VisitScotland have increased Renfrewshire's profile and initiated discussions on how VisitScotland can support the development and re-opening of Paisley Museum.
- Attendance at VisitScotland Expo supported the launch of two new products for Travel Trade, with attendance confirmed in 2020 to launch Paisley Museum. Paisley Is was represented at the 2019 World Travel Market, strengthening our relationship with VisitBritain and international travel media.
- Supported by Digital Tourism Scotland, we launched the 'Wallace Begins' trail to a consumer audience – a self-guided driving tour, promoted in partnership with VisitScotland and linking the Wallace Monument in Elderslie to the National Monument in Stirling and Dumbarton Castle (**see Appendix 3**).
- Collaboration with international fashion house Hermes in early 2019 produced a branded '*Paisley from Paisley*' scarf and jewellery collection, sold world-wide and generating significant media coverage (**see Appendix 4**).
- Publicity for Paisley Museum achieved national and international coverage through specialist and mainstream media (**see Appendix 4**).
- The council's visitor events programme continues to grow and achieve national recognition. 4 major visitor events were successfully delivered: Paisley Food and Drink Festival, British Pipe Band Championships, The Spree and Paisley Halloween Festival (**see Appendix 5**).
- The EventScotland supported Halloween Festival was attended by 41,000 and achieved UK-wide and international media coverage - listing with Halloween events from around the world pre and post event and has been shortlisted for the second time for a VisitScotland Thistle Award.
- The Spree was extended again in 2019 to include Wee Spree, attended by over 2,000 children, and the popular Spree for All fringe programme, which was extended across Renfrewshire towns and villages and saw 2,500 people attend events across Lochwinnoch, Johnstone, Kilbarchan, Renfrew and Paisley. 12,274 people attended the festival in total, delivering a combined economic impact of £410,000.
- Volunteer-reliant heritage attractions across Renfrewshire are benefiting from dedicated support through the regeneration team and the Great Places Scheme – the first of its kind in Scotland. Five partnerships have been

identified for 2020; Paisley Abbey, Sma' Shot Cottages, Thread Mill Museum, Lochwinnoch Arts Festival and Inchinnan Historical Interest Group.

- An increasing number of Renfrewshire tourism businesses are now actively engaged in a tourism network and benefitting from access to industry events, training and support. A rolling programme of engagement is timetabled and underway with support from Renfrewshire Chamber of Commerce, VisitScotland and Digital Tourism Scotland. 183 clients are now receiving Paisley Welcomes customer service excellence and product familiarisation training.
- We have improved our audience insights through the development of an online data hub, collating multiple visitor data sources to improve analysis of visitor information and behaviours and help to develop our audience. This is a new model not used by any other local authority in Scotland. This was enhanced through new visitor survey commissions and the reprofiling of existing surveys and will enable sharing and benchmarking of data across the sector.
- Led by West College Scotland, a Hospitality Skills Employer Forum was launched to place students into key tourism and hospitality businesses across Renfrewshire.
- Location filming in 2019 has included Outlander and Elizabeth is Missing (BBC), both in Paisley, and Channel 4's Deadwater Fell, starring David Tennant, filming in Kilbarchan, with follow up meetings with Scottish Screen scheduled in 2020.
- The destination website and marketing collateral (consumer and trade), was updated in 2020 and includes things to see and do visitor information, blogs, trip inspiration and new photography representing all Renfrewshire towns and villages.
- This year's Johnstone Christmas Lights Switch On event (November 30) has been included within 'St Andrew's Fair Saturday' programme. Participation in the programme provides an international and national platform to highlight the event's successful and exemplary fundraising and awareness raising activities delivered by St. Vincent's Hospice and Active Communities.

Detailed portfolio activity is included at **Appendix 2**.

6. Spotlight on targets

Progress against 3 targets in the Visitor Plan require further explanation and will be monitored throughout 2020 and in the planning for Renfrewshire's visitor strategy from 2021.

- Visitors to events – The 2020 target for visitors to major events was projected prior to the UK City of Culture decision and included the hosting of a new annual music festival at St James Park. Due to site costs and economic impact analysis the event was not progressed. A review of the events programme commissioned in 2019 provides options for an alternative Paisley based festival in 2022. A full business case and funding package will be developed. Future event visitor numbers should include data from Renfrewshire Leisure and other commercial partners.
- The latest figures from VisitScotland/VisitBritain indicate that overnight spend in Renfrewshire is falling, despite an increase in holiday nights from 37,000 per annum to 50,000. This could be due to a greater number of stays being shorter overall in 2016-18 compared to 2015-17 i.e. more people were staying but only for one night, indicative of airport related stays. Further analysis will be required.
- Employment in tourism related industries – The Scottish Government publish employment statistics by sector annually, but two years in arrears. The figure reported in this year's report is therefore employment as at 2017. This is prior to the start of tourism development activity and the launch of the destination brand brought by the Renfrewshire Visitor Plan and more recently by the Economic Strategy. The figure for 2020 will not be available until 2022. Although showing a decline in the year, the figure of 5,700 shows a stabilising of employment in the sector having been above 5,500 over the previous 3 years and well ahead of the sector low point of 4,500 employed in 2012. The same 2-year lag in reporting applies to industry turnover.

7. Recommendation

- 7.1 Members are asked to note Year 2 progress at **Appendix 1 and 2**. A further progress report will be brought back to Leadership Board in December 2020.

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) Background Paper 1: Renfrewshire Visitor Plan 2018

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Appendix 1: Renfrewshire Visitor Plan objectives and 2019 progress

Increase destination marketing to grow OTSH (opportunities to see or hear) something positive about Renfrewshire			
Impact measure	2018 update	2019 update	2020 target
Launch a new destination website and monitor unique page visits	<p>Destination website launched in March 2018 and endorsed by VisitScotland with Year 1 target of 100,000 unique visits. Year 2 target of 175,000 unique visits has already been exceeded:</p> <ul style="list-style-type: none"> Website visits: 237,490 year-to-date Unique page visits: 190,808 year-to-date <p><i>Figures: 8 March – 2 November 2018</i></p>	<p>Destination website endorsed by VisitScotland with Year 3 target of 250,000 unique visits exceeded:</p> <ul style="list-style-type: none"> Website visits: 554,646 page views year-to-date Unique page visits: 438,003 unique page views 198,363 users <p><i>Figures: 1 November – 1 November 2019</i></p>	250,000 unique web visits.
Number of media familiarisation visits	<p>7 media visits completed:</p> <ul style="list-style-type: none"> Ken Symon, Scottish Business Insider (visitor economy) Cat Harvey, BBC Radio Scotland (Travel) Scots Magazine (9-page travel feature) 	<p>12 familiarisation trips completed:</p> <ul style="list-style-type: none"> Group influencer trip to Paisley Food and Drink Festival where nine social media influencers experienced the Food and Drink Festival, media familiarisation The Independent travel writer – Renfrewshire weekend and British Pipeband Championships. 	20 media visits per year placing Renfrewshire in national and international media.

	<ul style="list-style-type: none"> • Reviewers from popular music blogs The Fountain, Louder Than War and RaveChild covered shows at The Spree. • ‘We’re the Millers’ family bloggers (10,000 subscribers) visited Paisley Halloween Festival. 	<ul style="list-style-type: none"> • Dutch Golfers magazine, the largest golfing publication in the Netherlands visited Renfrewshire to experience Mar Hall and Gleddoch’s golf course and accommodation. • Working with VisitBritain, we hosted a Danish journalist for five days to experience Paisley and Renfrewshire as a visitor. 	
Positive coverage - opportunities to see or hear something positive about Paisley and Renfrewshire because of destination marketing – national, international and social media	<p>298 million OTSH year to date with PR value: £3.1 million.</p> <p><i>Figures: Nov 2 2017 – Nov 2 2018</i></p>	<p>177 million OTSH year-to-date</p> <p>Number of pieces of coverage: 3,644 – with PR value of £6.8 million</p> <p><i>Figures: Nov 1 2018 – Nov 1 2019</i></p>	120 million OTSH per year.
Partnership with VisitScotland	<p>Partnership activated with VisitScotland. This includes:</p> <ul style="list-style-type: none"> • Paisley.is marketing materials displayed in iCentres – leaflets and digital screens • VisitScotland attendance and support at two Renfrewshire tourism business events • VisitScotland endorsement for Excellence in Tourism ROCCO award • Visit Scotland website copy and images refreshed on visitscotland.com 	<p>Partnership continued with VisitScotland. This includes:</p> <ul style="list-style-type: none"> • Four digital marketing campaigns endorsed VisitScotland campaigns including Food and Drink festival, spring/summer, paisley Halloween and autumn/winter campaigns including Wallace Begins Trail • Site visit by Chair of VisitScotland, Lord Thurso to Paisley Museum • Official visit from Malcolm Roughead OBE, Chief Executive of VisitScotland, to our destination stand at EXPO 	Permanent profile for Renfrewshire within Visit Scotland digital and campaigns.

	<ul style="list-style-type: none"> Digital marketing campaign in progress for Feb/March 2019 	<ul style="list-style-type: none"> Paisley.is marketing materials displayed in iCentres – leaflets and digital screens VisitScotland attendance and support at two Renfrewshire tourism business events VisitScotland endorsement for Excellence in Tourism ROCCO Award 	
Partnership with Glasgow Life	Partnership focus on development of City Region destination marketing strategy with campaign partnership to be activated 2019.	Worked closely with Glasgow Life to support the delivery of regional content and promotion through social media channels	Permanent profile for Renfrewshire within People Make Glasgow digital and campaign.

Increase visitor numbers by 4% year on year			
Impact measure	2018 update	2019 update	2020 target
Visits to Renfrewshire attractions	<p>1.76 million, Scottish Visitor Attraction Monitor, Moffat Centre (2017).</p> <p><i>Across the City Region, Renfrewshire's growth was in third place out of eight.</i></p>	<p>1.36 million, Scottish Visitor Attraction Monitor, Moffat Centre (2018).</p> <p><i>Across the City Region four Local Authorities reported a decline, including Glasgow City. Renfrewshire's 2018 results were impacted by the closure of Paisley Museum & Art Gallery mid-way</i></p>	1.99 million visits to Renfrewshire attractions

		<i>through the season as well as a major attraction changing methodology.</i>	
Visitors to events (from out with Renfrewshire)	29,752 visitors (Culture Republic/James Law Research 2018)	29,945 visitors (EKOS 2019)	100,000 visitors to events.
Day visits to Renfrewshire	2.25 million: VisitScotland / Great Britain Day Visits Survey. (GBDVS, 2015-17)	2.41 million: VisitScotland / Great Britain Day Visits Survey. (GBDVS, 2016-18)	3.32 million day-visits.
Holiday nights in Renfrewshire	37,000 per annum VisitScotland / Great Britain Tourism Survey. (GBTS, 2015-17) <i>Plus, an additional 19,000 holiday/leisure trips</i>	50,000 per annum VisitScotland / Great Britain Tourism Survey. (GBTS, 2016-18) <i>Plus, an additional 23,000 holiday/leisure trips</i>	55,000 holiday nights.
Partnership with Glasgow to promote Paisley product	Joint destination marketing strategy developed and approved by City Region Cabinet.	Implementation of strategy underway via City Region.	3 million visitors to Glasgow and wider region by 2023.

Increase visitor spend in Renfrewshire			
Impact measure	2018 update	2019 update	2020 target
Day visitor spend in Renfrewshire	£51.5.1 million per annum VisitScotland / Great Britain Day Visits Survey (GBDVS, 2015 -17).	£60.8 million per annum VisitScotland / Great Britain Day Visits Survey (GBDVS, 2016 -18).	£70 million
Overnight visitor spend in Renfrewshire	£11 million per annum VisitScotland / Great Britain Tourism Survey (GBTS, 2015 - 17).	£8 million per annum VisitScotland / Great Britain Tourism Survey (GBTS, 2016 - 18).	£14.6 million

Enhance the visitor experience in Renfrewshire by building capacity and developing a quality product			
Impact measure	2018 update	2019 update	2020 target
Customer-facing staff and volunteers undertaking customer service excellence training	Paisley Welcomes customer service excellence and product familiarisation training programme launched June 2018 - 73 trainees to date	Paisley Welcomes has been further developed - <ul style="list-style-type: none"> • 183 trainees on the system • ScotRail partnership in development to rollout in 2020 • Trainees include Glasgow Airport taxi desk and two Renfrewshire taxi companies as well as tourism businesses • Major event volunteers trained 	500 customer facing staff trained.

Increase our 'overall impression' visitor rating	6.4/10 (STR, 2018)	6.47/10 (STR, 2019)	8.0/10
Number of new itineraries and trails	3 new products developed: <ul style="list-style-type: none"> Launched new Paisley Walking Trail – Regional Launched Renfrewshire, Great Things to See and Do – Scotland-wide Launched Four Paisley Architects 	3 new products developed: <ul style="list-style-type: none"> The pattern that changed everything - travel trade itinerary The home of Scottish heroes - travel trade itinerary Wallace Begins Trail - Scotland-wide, consumer facing 2 products refreshed with new content: <ul style="list-style-type: none"> Paisley Walking Trail – Regional Renfrewshire, Great Things to See and Do – Scotland-wide 	8 new products developed and launched (cumulative)

Support tourism business growth and collaboration			
Impact measure	2018 update	2019 update	2020 target
Number of businesses actively engaged in a business network	34 businesses & agencies participating in network activity: <ul style="list-style-type: none"> Two seminars supported by VisitScotland Two Scottish Enterprise Tourism Innovation & Social Enterprise workshops Creation of Renfrewshire Economic Leadership Panel, Tourism Sub-group (industry Chair) 	51 businesses, partners and agencies participating in network activity: <ul style="list-style-type: none"> One awareness session and two in-depth workshops by Digital Tourism Scotland Two seminars supported by VisitScotland 	80 businesses engaged.

	<ul style="list-style-type: none"> Establishment of Tourism Rocco Award Paisley Welcomes 	<ul style="list-style-type: none"> Renfrewshire Economic Leadership Panel Tourism Sub-group feedback incorporated into new Economic Strategy New hospitality employer forum begun as result of above group and led by WCS; linking students with local hospitality businesses Second year of Excellence in Tourism ROCCO Award 	
Employment in tourism related industries	<p>5,800</p> <p>Scottish Annual Business Survey (SABS, 2016), ScotGov.</p> <p><i>Note: (5,700 was reported but has been revised by SABS)</i></p>	<p>5,700</p> <p>Scottish Annual Business Survey (SABS, 2017), ScotGov.</p>	7,150
Tourism related industry turnover	<p>£158.8m</p> <p>Scottish Annual Business Survey (SABS, 2016), Scottish Government.</p> <p><i>Note: (£159.2 million was reported but has been revised by SABS)</i></p>	<p>£158.2m</p> <p>Scottish Annual Business Survey (SABS, 2017), ScotGov.</p>	£210 million.

Appendix 2 – Renfrewshire Visitor Plan portfolio progress 2019

Portfolio 1	Leadership and Skills	
Portfolio summary	We will build our capacity as a region for tourism growth, developing skills, delivering customer service training and creating new partnerships	
Year 2 Projects	Progress	Impact and evaluation
Maximise private / public sector leadership and collaboration	<p>The Renfrewshire Economic Leadership Panel Tourism Sub-group has become the strategic forum for industry and partner engagement</p> <ul style="list-style-type: none"> Co-created the visitor action plan for 2019 and contributed to new Economic Strategy Developed new Hospitality Employer Forum, led by West College Scotland Plans to establish a restaurateur industry group <p>A programme of industry events was designed and implemented in 2019 – covering a range of themes, including VisitScotland campaigns, digital marketing and major events.</p>	<p>Regularly engaged and connected tourism sector, linked with key partners including VisitScotland, Renfrewshire Chamber of Commerce and Paisley First – increasing partnerships and knowledge and data share - 51 businesses participated in sector events during 2019.</p> <p>Tourism formally identified as a new dimension to the Renfrewshire economy providing focus for sector growth.</p> <p>Increased awareness and area readiness for major events, providing an end-to-end visitor experience</p>
Expand Paisley Welcomes customer service programme	<p>Paisley Welcomes module continues to be updated to reflect new product information and is key information source for Renfrewshire's tourism sector, including what's on information. The system has established itself as single point of truth for the sector.</p>	<p>Improved customer service and end-to-end visitor experience through a well-informed sector and appropriate cross-promotion of visitor activity.</p> <ul style="list-style-type: none"> 183 trainees are the system, including Glasgow Airport taxi desk, Renfrewshire taxi companies. 36 Event Volunteers have been trained and accredited. Heritage attractions engaged including Sma' Shot Cottages, The Heritage Centre, and town centre tour guides.
Build our local tourism capacity and profile through	<p>Continued to provide support and advice to tourism and hospitality sector through Economic Development Team, Tourism Officer and Marketing and Communications Team:</p>	<p>Resilient and connected tourism business base with 33 businesses assisted in 2019 and good participation across events and development support:</p>

business support and advice	<p>Secured and delivered workshops from national skills development programme and Digital Tourism Scotland. Business support workshops included: digital skills, customer care and Digital Boost.</p> <p>Ongoing business support being provided through Business Gateway and Business Growth teams, as well as Tourism Officer and Great Places Scheme Officer.</p>	<ul style="list-style-type: none"> • Digital Tourism Scotland sessions - 42 • Business workshops - 12 • DigitalBoost - 1 • Marketing support - 1 • Growth Company Development Funding for Business expansion - 2 • Business opportunities events – 51 <p>LEADER funding has supported 2 Renfrewshire projects through grant funding to support the development of luxury lodges:</p> <ul style="list-style-type: none"> • Larch Green Lodges (promoting renewable energy): • Nethermill Lodges
Build a skills pipeline to meet anticipated growth in the sector	<p>Established a new Employer Forum hospitality skills initiative led by West College Scotland, borne out of the Renfrewshire Economic Leadership Panel Tourism Sub-group. Initiative links further education with businesses in Renfrewshire and places local students in local hospitality businesses.</p>	<p>Impact and evaluation will be available in 2020 against the following aims:</p> <ul style="list-style-type: none"> • To grow and retain locally trained talent within the region • Actively address skills gaps identified by industry • Strengthen employability partnership to support inclusive growth

Portfolio 2	Destination Development	
Portfolio summary	We will support business development and build sense of place	
Year 2 Projects	Progress	Impact and evaluation
Improving the visitor journey	<p>Engagement sessions held with public transport providers on area connectivity.</p> <p>A package of ambassador route improvements identified to make the entry points to Renfrewshire more attractive; application submitted to Transport Scotland Low Carbon Travel and Transport Challenge Fund Round 3 – expected April 2020. Renfrew Road pilot undertaken.</p> <p>The digital visitor journey has been enhanced through positioning of inspirational content, packages and itineraries on www.Paisley.is and through key partnerships.</p>	<p>Renfrew Road pilot resulted in a range of environmental and infrastructure improvements at main access point to the area, including improvements to signage and lighting.</p> <p>Digital journey - visitors to Renfrewshire are better equipped to plan their visit in advance and link to related attractions and places of interest – with website traffic increasing from 237,490 web visits in 2018 to 554,646 web visits and 198,363 users in 2019 Source: <i>Google Analytics</i></p>
Implement a package of interventions to promote Paisley and maintain visitor footfall during major capital infrastructure works	<p>Established a dedicated point of contact to develop positive links between the council and traders and local venues. Projects include:</p> <ul style="list-style-type: none"> • Retail academy • Spend Local marketing campaign for Paisley, Johnstone and Renfrew • Paisley Welcomes customer care scheme • Retail development workshops • Monthly trader surgeries • Paisley Town Centre newsletter • Re-programming of events to enhance economic benefit to High Street businesses 	<p>Resilient, engaged and well-informed business base</p> <p>1,700 subscribers to Town Centre Newsletter (monthly)</p> <p>Traders pro-actively involved in major events including hosting programme;</p> <ul style="list-style-type: none"> • Sma Shot Day – 10 activities hosted • Paisley Halloween Festival – 6 workshops hosted • Paisley Christmas Lights Switch-on – 6 workshops hosted <p>Feedback from businesses reported a positive trading environment during Food Festival, Paisley Halloween Festival & Christmas lights.</p> <p>Sma' Shot Cottages recorded a year on year increase during July of 210% specifically because of re-location of Sma Shot Day festivities.</p>

Portfolio 3	Destination marketing	
Portfolio summary	We will capitalise on the positive profile of the area generated by Paisley's 2021 campaign and market Renfrewshire nationally and internationally	
Year 2 Projects	Progress	Impact and evaluation
Develop partnerships to increase share of voice nationally and internationally (B2C and B2B) and deliver engaging campaigns	<p>Delivered 5 consumer campaigns Implemented visitor campaigns in partnership with VisitScotland to drive traffic to Paisley.is and align Renfrewshire product with VS audience segments (see Appendix 3):</p> <ul style="list-style-type: none"> Food and Drink Festival - 2 to 4-hour drive-time day trippers: engaged sightseers, natural advocates and food-loving culturalists. Spring/summer visitor campaign targeting 1 to 2 hour drive-time day trippers: adventure seekers and natural advocates, and 2 to 4 hour drive-time overnight visitors: engaged sightseers, food-loving culturalists, curious travellers. Products: Renfrewshire outdoors, best alternative city breaks, spa weekends, 48 hours in Paisley and Easter family fun. Paisley Halloween Festival - 1 – 2 hour drive-time audiences: day trippers, adventure seekers and families. Autumn/winter visitor campaign with VisitScotland endorsement: Spa breaks - 1-2 two-hour day trippers: food-loving culturalists, Wallace Begins Trail - 2-hour drive engaged sightseers <p>Developed collateral for trade and consumers Inclusion of Renfrewshire product through VisitScotland consumer and trade messaging:</p> <ul style="list-style-type: none"> iCentre advertising Scotland-wide Visit Scotland Regional guide Exhibitor at Visit Scotland Expo 2019 and confirmed for 2020 Renfrewshire web content updated on VisitScotland. <p>City Region marketing - implementation of City Region marketing strategy plan in partnership with Glasgow Life & development of regional content and promotion through social media channels.</p>	<p>Consumer campaigns Endorsement by Visit Scotland has generated national awareness and increased international trade links</p> <p>VisitScotland paid for visitor campaign has been analysed and generated over 5.7 million impressions of the Paisley Is brand, building brand awareness and profile, and over 30,000 click through to www.paisley.is:</p> <ul style="list-style-type: none"> Food and Drink Festival: 755,685 impressions 5,064 clicks Spring / Summer: 2,826,660 impressions 5,673 clicks Halloween: 927,165 impressions 8,044 clicks Autumn / Winter: 1,228,944 impressions 13,600 clicks <p>Audience numbers for Food Festival up from 15,000 to 19,750 with Halloween attendance up from 34,000 to 41,000.</p> <p>Consumer collateral Reprint and distribution of Paisley.is marketing literature, google ad word campaign, Herald panorama, Evening Times supplements, inflight magazines (LoganAir and Glasgow Airport), Paisley is branded taxi, tourist, bedroom brochures and social media content.</p>

	<p>Phase 1 of Scotrail partnership delivered:</p> <ul style="list-style-type: none"> • Halloween Festival - Scotrail social media channels • Advertising across main urban and commuter routes across the region 	<p>Scotrail commuter advertising for 2019 British Pipe Band and Paisley Halloween Festival reached 700,000 commuter audience.</p>
<p>Building the profile of Paisley and Renfrewshire as a visitor destination</p>	<p>4 national PR campaigns delivered to support major visitor events Strategic PR campaigns designed and implemented to support Food and Drink Festival, Halloween Festival, British Pipe Band Championships and The Spree Festival. Coverage generated across digital, broadcast and targeted press.</p> <p>Reached UK and International audiences</p> <ul style="list-style-type: none"> • Delivered 12 media familiarisation trips from UK and international press showcasing key Paisley and Renfrewshire propositions • Management of London-based PR has increased brand profile with Visit Britain, and increased brand placement in travel media. This included Paisley.is being represented at the World Travel Market 2019. <p>Carried out brand analysis and benchmarking to identify opportunities for future development</p> <ul style="list-style-type: none"> • Independent assessment of www.paisley.is undertaken by VisitScotland and included search engine optimisation (SEO) audit and user experience (UX) evaluation. A website improvement plan has been developed to deliver recommendations. 	<p>PR campaigns – Nov 2018 - 2019</p> <ul style="list-style-type: none"> • generated 177 million OTSH year-to-date against annual target of 120 million. • 3,644 individual media articles with a PR value of £6.8 million. • 12 media familiarisation trips – UK and international travel press (see Appendix 3) <p>Website statistics – Nov 2018 - 2019</p> <ul style="list-style-type: none"> • 554,646 page views • 438,003 unique page views • 198,363 users <p>Source: <i>Google Analytics</i></p> <p>Social media reach and impressions</p> <ul style="list-style-type: none"> • Facebook and Twitter - 3.9m (3,876,417) • Instagram average monthly reach - 10,538 • Total audience = 5,619 <p>This includes Paisley.is, Paisley Halloween Festival, the new Paisley Food and Drink Festival and The Spree festival Instagram accounts</p>

Portfolio 4	Product development	
Portfolio summary	We will create world-class visitor experiences and remove accessibility barriers.	
Year 2 Projects	Progress	Impact and evaluation
Develop new itineraries that package and link Renfrewshire attractions for key target audiences	<p>Council-led product development</p> <ul style="list-style-type: none"> Two travel trade itineraries developed for VisitScotland EXPO 2019; <i>The Pattern that Changed Everything</i> and the <i>Home of Scottish Heroes</i> (William Wallace and the Bruce/ Stewart dynasty). Consumer facing William Wallace itinerary developed for autumn 2019 via Digital Tourism Scotland; The Wallace Begins Trail launched with a partnership marketing campaign with VisitScotland (see Appendix 3) Wallace Begins Trail development has resulted in a partnership with the National Wallace Monument in Stirling, who are promoting Wallace Trail Expanded visitor events programming with additional investment in Food Festival, British Pipe Band Championships, The Spree and Paisley Halloween Festival, supported by EventScotland. <p>Heritage product development</p> <ul style="list-style-type: none"> Paisley Abbey introduction of paid-for guided tours. The Secret Collection has expanded its tour offering to four per week. <p>Sector-led product development:</p> <ul style="list-style-type: none"> Permission granted for a new 196 bed hotel at Glasgow Airport. Designs approved for converting St James House, Paisley, into a hotel 2 new eco-lodges at Langbank. Ingliston Country Club venue development, plus 'Fest' events Stanely Apartments doubled portfolio, expanding from 2 to 4 properties. Open Road Tours have invested £500,000 to extend luxury campervan fleet. Gleddoch House Hotel - £1.5 million investment including Spa, golf driving range, upgrades to golf course. Secured 4 awards at Regional Scottish Hotel Awards including Best Country House Hotel and Best Hotel Whisky Bar. Bowfield Hotel and Country Club – investment in Spa offer. Mar Hall – investment in Spa offer. 	<p>The impact of 2019 product development will be monitored through visitor survey and attractions monitor and reported in December 2020.</p>

Build national profile of Paisley Museum Reimagined	<p>Establish Charitable Fundraising Trust Paisley Museum Reimagined Ltd received charitable status in April 2019. Trustees and high profile Patrons recruited to lead and promote Capital Appeal. Visual brand created and fundraising website will launch in January 2020.</p> <p>Build VisitScotland and travel trade awareness Paisley Museum confirmed as key product at VisitScotland EXPO 2020.</p> <p>Delivered a UK-wide PR campaign to build profile of the project:</p> <ul style="list-style-type: none"> • National and international coverage on launch of 'Paisley from paisley' collaboration with Hermes - featured on BBC Scotland, The Guardian, and international fashion magazine Harper's Bazaar (see Appendix 4). • Museum design revealed: international reach through world's best-read architecture website ArchDaily, international design and art publications designboom, Blooloo and Apollo, plus sector-leading publications Museums Journal and Architects Journal. • UK and Scottish news media coverage secured - The Times, Mail Online, The Sun, STV, Scotsman, Metro, the I and Daily Express. PR milestones included coverage included project funding announcements and planning permission granted (see Appendix 4). 	<p>2019 media reach for Paisley Museum - 15 million OTSH, with 300 media mentions.</p>
Support volunteer-reliant heritage attractions	<p>Year 1 of Great Places Scheme delivered – aiming to build capacity in community groups who have a stake in representing Renfrewshire's heritage and culture.</p> <ul style="list-style-type: none"> • Ongoing registration of heritage organisations to the Great Place Scheme • Survey completed to identify skills gaps within Heritage attractions to enable targeted support that will build capacity and sustainability. • 50 organisations will be selected to participate in The Organisation Development programme to address key skills gaps • The scheme brings together organisations who can collaborate on joint projects and activities, with a possibility of accessing event funding in 2020. • Secured partnership with Engage Renfrewshire to match volunteers to key opportunities with identified heritage bodies. A Renfrewshire-wide volunteering campaign will launch in 2020. 	<p>Dedicated support to build capacity and to professionalise heritage attractions:</p> <p>63 organisations have been registered and 43 highlighted for support over the next 12 months. 5 key partners have been identified for specific support:</p> <ul style="list-style-type: none"> • Paisley Abbey • Sma' Shot Cottages • Paisley Thread Mill Museum • Lochwinnoch Arts Festival • Inchinnan Historical Interest Group

	<ul style="list-style-type: none"> Website in development to create networked heritage resource that will work with Paisley.is to raise the profile of heritage attractions – April 2020 launch 	
Develop food and drink product	<p>Produced and delivered Paisley Food and Drink Festival - successfully delivered Festival in partnership with Platform and reached a national media and visitor audience.</p> <p>Increased profile of local restaurants and cafes through major events programme Activity has focused on creating more opportunities for local food and drink businesses to participate in the annual events programme. This included opportunities for cafes and restaurants to host activities on site as part of major events.</p> <p>All media and influencer familiarisation trips have included visits to local restaurants and cafes.</p> <p>Taste Our Best VisitScotland 3 Renfrewshire businesses are being supported to sign up to VisitScotland Taste Our Best Quality Assurance Scheme.</p> <p>Great Place Scheme – Channels to Market Preliminary work to develop a Food Strategy is underway, designed to reduce barriers for individuals to enter the food production market, develop Renfrewshire's food provenance and raise the area's profile as a food and drink destination.</p>	<p>Paisley Food and Drink Festival, listed as UK event and one of Scotland's largest outdoor food and drink festivals, with 19,750 attendees (25% from outside Renfrewshire).</p> <p>Event generated 118 pieces of positive media coverage and over 4.5m opportunities to see or hear something positive about Paisley.</p> <p>9 food and travel bloggers and influencers attended the 2019 festival.</p>

Portfolio 5	Events & Festivals	
Portfolio summary	We will drive the growth in visitor numbers to our events programme through implementation of the Renfrewshire events strategy	
Year 2 Projects	Progress	Impact and evaluation
Review events programme and national context of festival and events	Review completed by Pete Irvine and an opportunity for a new multi-arts festival identified for 2022 as part of the final EventScotland themed year – The Year of Scotland’s stories.	A full business case will be developed in 2020
Design and deliver the council’s 2019 visitors events programme	<p>15 events were delivered by the council’s events team in 2019 – with an expected audience of 160,000. Four major visitor events were delivered, all achieving national media coverage and generating £2.8 million combined economic impact for Renfrewshire.</p> <ul style="list-style-type: none"> • Paisley Food and Drinks Festival – 19,750 attendees (listed as UK food festival and most popular food festival in Scotland) • British Pipe Band Championships – 10,000 attendees • The Spree – 12,270 attendees (delivered ticket income of £65,000 and national media coverage, included ‘Wee Spree’ and ‘Spree for All’ – which took place across Renfrewshire venues) • Halloween Festival – 41,000 attendees (nominated for a VisitScotland Thistle Award and achieving international media coverage) 	<p>Full impact and evaluation of the 2019 visitor events programme can be found at Appendix 5</p> <p>Programme will be expanded in 2020 to accommodate Radical War commemoration, Galway 2020 partnership and new event Colours of the Cart.</p>
Establish mechanisms to develop and support new national-events for Renfrewshire	<p>Successfully secured £36,000 EventScotland Themed Year Funding – Scotland’s Year of Coast and Waters to develop ‘Colours of the Cart’, a new event to be incorporated within Sma’ Shot Festival 2020.</p> <p>Positive relationship developed with Cycle Scotland, EventScotland and SweetSpot to identify opportunities to bring OVO Energy Tour Series to Paisley in 2022. Paisley identified as potentially viable venue for a leg of the Tour Series. This would require a minimum three-year commitment by the Council. Minimum indicative budget required £156,255 per annum for 3 years (figure does not include costs for pre and post event road cleaning and the cost of pre-event route preparation and maintenance). Proposal is cost-prohibitive.</p>	<p>Colours of the Cart will be evaluated in 2020.</p> <p>Proposal for a Renfrewshire-wide mass participation cycling event is being progressed by Renfrewshire Leisure.</p>

Portfolio 6	Data and Insights	
Portfolio summary	We will improve our baseline data and profiling of visitors to Renfrewshire and share insights with the sector to improve customer journey, product and campaigns	
Year 2 projects	Progress	Impact and evaluation
Establish joint industry data hub	A sector dashboard has been developed and is being tested with the industry through our Tourism Sector Group. This includes data from sources such as: Scottish Visitor Attraction Monitor (Moffat Centre); Paisley Visitor Survey (STR); Great Britain Day Visitor Survey (VisitBritain/ VisitScotland)	First full year of data will be available in June 2020

Portfolio 7	Business tourism / MICE (Meetings, Incentives, Conferences, Events)	
Portfolio summary	We will identify opportunities that match the scale of Renfrewshire venues	
Year 2 Projects	Progress	Impact and evaluation
Development of market intelligence of the current business tourism market	<p>Commissioned market analysis to support business planning for retail and catering strands of Renfrewshire Leisure business.</p> <p>Business modelling and strategic planning are underway for development of conferencing and events at Paisley Town Hall, Paisley Arts Centre and Paisley Museum & Art Gallery.</p>	Awaiting results of business modelling and commission – to be reported by Renfrewshire Leisure.

- Total page views: 4,939
- 78% of users aged from 45 to 65+ years of age

Page 275 of 314

VisitScotland digital advertising campaign

Four-week Facebook campaign

- Target: 2 hr drive time of Renfrewshire. Engaged Sightseers (Excluding those who like VS FB Page)
- 588,346 impressions
- 4,002 clicks

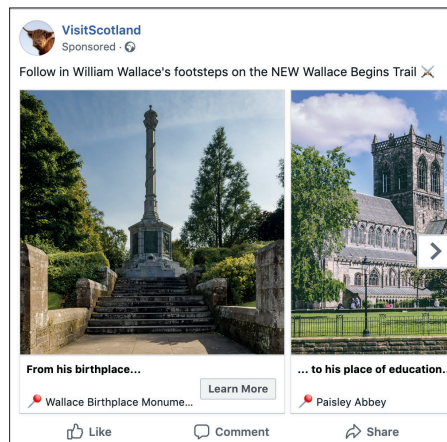
Advert 1



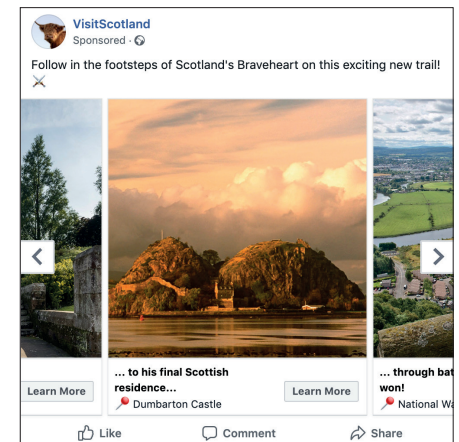
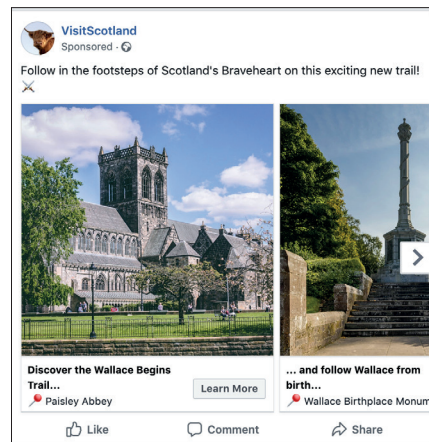
Advert 2



Advert 3



Advert 4

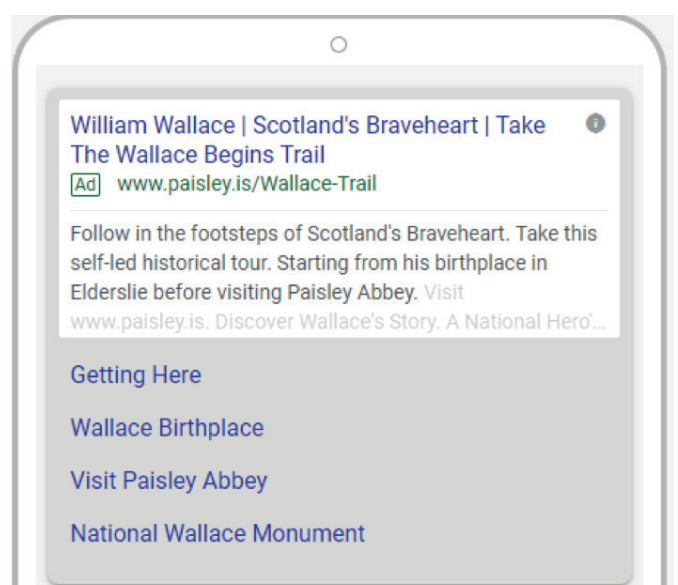


Google adwords campaign

Five-week running from 23 Oct–30 Nov

As at 6 November:

- Impressions: 27,904
- Clicks: 405



[illegible]


Paisley

Now

www.paisley.js
f t @


Check out all the fantastic things to do in and around Paisley this winter.

There's so much happening in Paisley this winter





Paisley Halloween Festival
Fri 25 & 26 Oct

Paisley Fireworks Spectacular
Sat 2 Nov



Paisley Christmas Lights Switch On
Sat 18 Nov





Renfrewshire is the destination for authentic experiences and unexplored gems.

A little bit of history, culture and natural heritage and a sparkling blend of beautiful green spaces await you in Renfrewshire.

It's home to historic Paisley - Scotland's largest town, the place that made the iconic world-famous Paisley Pattern and is just 15 minutes from Glasgow. It's also home to the world's largest and oldest working steam railway in the UK, including the role of the railway in the development of the town.

World class culture and architecture, from a world-renowned and award-winning glass extension, to the world's oldest and grandest castle that still stands today, and the world's oldest and grandest castle that still stands today.

There's so much to see and do in Renfrewshire. It's a place where you can enjoy the best of both worlds.

177million opportunities to see or hear (OTSH) something positive about Renfrewshire has been generated since in the past year. This exceeds the 2020 target of 120m OTSH per year.

Here are some headlines...



Record crowds for Paisley Halloween Festival

BBC News online



The 15 best Halloween events in Scotland

i newspaper



Paisley set to host its biggest and best Food and Drink Festival this weekend

Scotsman

The UK's best foodie weekends
i newspaper

Best food festivals around Scotland
Scots Magazine

50 of the best free days out
i newspaper

Photo feature in global online gallery showcasing Halloween celebrations around the world
BBC News online

The return of Paisley French fashion house restores fabric of Scottish town
The Guardian

Paisley Halloween Festival listing
Waitrose Weekend's UK events What's On page

Scottish Field's top 10 walks in the Glasgow area
Scottish Field

Weekend days out The 15 best spring walks in Scotland
The Herald

Paris fashion house inspired by Paisley
The Times (Scotland)

In pictures: How the new Paisley Town Hall will look
STV (web)

Pipe bands gear up for championships
Evening Times

Road bridge over Clyde due to open up by 2022
The Metro

Seven good ideas for seven days in Scotland
The National

Spree festival line-up bigger than ever
Evening Times

30 best UK food and drink festivals and trips 2019: from Michelin stars in Berkshire to beer tasting in Belfast
iNews

Architects reveal sneak peak of Paisley Museum's £42m transformation
Museums and Heritage Advisor

Top things to do this weekend—The Spree
The Metro

Amanda Levette wins green light for 'radical' £42m Paisley Museum revamp
The Architects Journal

Talking Tourism
Renfrewshire Chamber of Commerce

Plans are positive for Paisley
Paisley Daily Express

Making the news

Renfrewshire Council's unique 'Paisley from Paisley' collaboration with high-end French fashion house Hermes saw international media and digital coverage in March 2019 reaching an estimated 10 million people. The story inspired a TV and radio news package on BBC Scotland, a visit to the town from The Guardian, and was featured in international style bible Harper's Bazaar. It was also picked up by national news outlets including Mail Online, The Times, The Sun, the Daily Express, Metro, the i, and STV. The Paisley: The Secret Collection museum store also featured in the i paper as the subject of a feature on how heritage can be used to reinvent town centres.

BAZAAR

FASHION BEAUTY CULTURE TRAVEL AWARDS SEASON

4 of 107

SHOP NOW

There's no such thing as having too many Hermès scarves. Now we've been given another reason to invest in another thanks to the brand's new collaboration with the Scottish town of Paisley, home of the famed print of the same name. The Hermès graphic design team were invited to visit Paisley's Museum, which is undergoing a £42 million makeover, using its rich archives to create the label's own print interpretation. The colourful results cover silk and cashmere scarves, shawls, a pendant and a range of bangles, which - as well as being available to buy - will be displayed in Paisley Museum & Art Galleries' permanent collections.

Paisley shawl, £570, Hermès

Paris fashion house inspired by Paisley

Gabriella Bennett

One of the world's most famous haute couture houses has swapped the traditional paisley pattern for a vibrant, multi-coloured design inspired by the town of Paisley in Scotland.

Designers from Hermès, the Parisian silk scarf specialist, flew to Paisley to explore the town as part of a research trip to the Paisley Museum and Art Galleries. The museum, which is undergoing a £42 million refurbishment, will be holding the town's rich textile heritage on display in 2022 after a £42 million refurbishment.

Dan Coughlan, textiles director at the museum, said: "During the 18th and 19th centuries, Paisley was one of the most important textile centres in Scotland, famous for its high-quality fashion fabric. The fine silk, gauzes and figured muslins of the 18th century, followed by the 19th century shawls, were in demand in Paris and other European cities. Much of the legacy of this great textile tradition is now preserved in Paisley Museum. This collaboration with the world-famous and internationally renowned fashion house Hermès can be used by today's designers to continue Paisley's tradition of creating textiles with provenance, quality and craftsmanship."

One of two scarves designed by Hermès that will be displayed in Paisley's textile history.

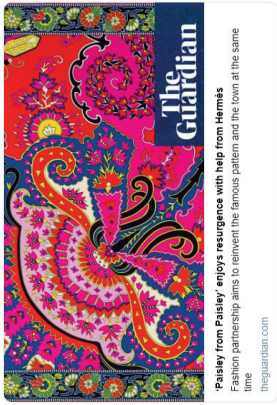
SDI @ScotDevInt · Mar 9

When fashion house @Hermès Paris wanted to launch a new line, they looked to Paisley in Scotland for inspiration and **Paisley from Paisley** was born. [ow.ly/43z2nubjE](#) #ScotlandNow #TradeScotland #CreativeScotland



The Guardian @guardian

'Paisley from Paisley' enjoys a resurgence with help from Hermès



3:48 PM · 15 Mar 2019

26 Retweets 73 Likes

FRENCH fashion chiefs really went to town in creating these vibrant designs — visiting Paisley Museum to study the iconic patterns. Hermès' 2019 collection includes two scarves and a bangle inspired by textiles its team saw displayed in their place of origin. Christine Duvigneau, the project's artistic director said: "We hope our designs serve as a worldwide ambassador for Paisley."

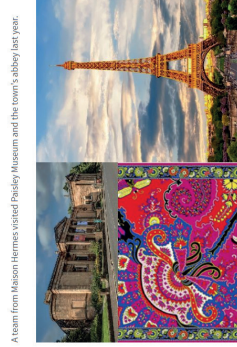


Can heritage help save the high street? Paisley's museum repository welcomes visitors to old Littlewoods store

To optimise empty sites, some towns are getting creative. By Jan Mardland



French fashion house takes Paisley pattern to Paris



Valerie Wilson @valeriewilson57 · Mar 16

Great article in @guardian today highlighting the amazing collection @PaisleyMuseum and collaboration with fashion house **Hermès**. The archives at **Paisley** are world class. The costume collection @FolkTransport includes some beautiful **'Paisley'** shawls, including this one c1860.

jane craigie @jane craigie

'Paisley from Paisley' enjoys resurgence with help from Hermès - well done to Penny Martin @thegentlewoman for having the vision - this story is about so much that's good - #collaboration #belief #heritage & a visionary local council

Architects' Journal

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NEWS

Amanda Levetete wins green light for 'radical' £42m Paisley Museum revamp

30 DECEMBER 2019 • BY RICHARD WHITE

Amanda Levetete's practice AL_A has won planning consent to transform Paisley Museum and Art Gallery into a £42 million 'world-class destination'

Page 4 of 4

THE TIMES THE SUNDAY TIMES

Teachers, a lesson in keeping students well informed

Sign up now

Paisley Museum weaves rich past into its future

Marc Horne
August 30 2019, 12:01 am,
The Times

World

archdaily

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ArchDaily > Architecture News > AL_A Unveils New Paisley Museum Transformation in Scotland

AL_A Unveils New Paisley Museum Transformation in Scotland

STV News

Scotland ▾ Paisley

THE HYPOCOURT RESTAURANT CLUBHOUSE

BOOK NOW


HOME / Glasgow & West

Paisley Museum gets £2m boost to become 'world class'

The Scottish Government confirmed financial support for the ongoing transformation.

Peter Cassidy
20 September 2019

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News ▾ Glasgow News

Paisley Museum to receive £42m for renovation project


The Category A-listed Victorian building's extension and renovation was approved by Reg...

MUSEUMS + HERITAGE ADVISOR

By Daniel Hawkins & Laura Ferguson

Museums + Heritage Advisor brings together industry news, views and features from across the sector

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THE SCOTSMAN

SCOTLAND'S NATIONAL NEWSPAPER

News People Transport Crime Weather Scottish News Politics Opinion

New look for Paisley's Victorian museum revealed



AL_A

News

AL_A wins competition to redesign Scotland's Paisley Museum

2 September 2019 | By GCR Staff | 0 Comments


WAVIN

Our SIA8 compliant attenuation solution takes every box.

GCR

GLOBAL CONSTRUCTION REVIEW

Markets Markets CIOB PROCORE TRENDS



Event highlights

19,750 Attendees

4,855 Unique visitors

£328,883 Economic impact

£779,292 Local spend

£58.81 → Average spend per person

→ The new vegan zone provided a strong hook for press/media interest

26 volunteers supported the event with a total of 166 volunteering hours

97% of attendees were satisfied or very satisfied with the event

42% of attendees were new and had never attended the food festival before

One full day was definitely not enough to see everything it had to offer, so I'm already marking my calendar for my next visit. Springtime provided the perfect landscape of cherry blossom covered trees- enough to make any Instagram enthusiasts heart flutter- so I'm thinking same time next year Paisley? Deal. See you then!

Sophie's Suitcase blog
4 May 2019

Marketing and PR highlights and achievements...

4,649,940 Media coverage OTSH

£230,497 Combined PR value

118 Number of articles (print, online or broadcast pieces of coverage)

Media familiarisation trips for nine bloggers with a total following of 201k:

- Rough Measures
- Leigh Travers
- Scottish Quine
- veganpixie
- Sophie's Suitcase
- Bei Na Wei
- Hari Ghotra
- It's All Vegan
- MsMarmiteLover



It goes without saying that you should definitely head to Paisley Food & Drink Festival for the food that's on offer, especially with their new dedicated veggie & vegan zone. As you can imagine, with a glut of plant-based street food at my fingertips and a VIP pass that allowed me to taste as much as I could physically consume, I feasted to my stomach's content—and boy oh boy, did I feast!

Leigh Travers
The Fox and Feather blog, 4 June 2019

Media coverage highlights include:

- The Times (Print and Online)
- Sunday Times (Print and Online)
- Daily Mail (Print)
- iNews (Print and Online)
- Country and Townhouse (Online)
- The Herald (Print and Online), Scottish Field (Online)
- Glasgow Live, Herald (Print)
- Daily Record (Online)
- Scotsman (Online)
- Sunday Post (Online), Edinburgh News (Print)
- 5pm.com blog (Online)
- Clyde 1 (Broadcast x 3)

Partnerships activated

- Visit Scotland
- @Glasgow_Gourmet
- Platform on Tour
- Gin71
- Camra
- Zero Waste Scotland

Digital performance

18,901 Featured Event page

→ Unique page views

Mobile was most popular device 72% of users

The event homepage was the most-visited page during campaign

→ www.paisley.is /featured_event/paisley-food-and-drink-festival

Google adword campaign activated 26% CTR

1,796,044 Total social media OTSH

878,448 Total social media engagement

Media partnerships with The List, The Skinny, The Herald, The Poster Associates and Direct Distribution.

Social media highlights

- Partnership with Instagram influencer @Glasgow_Gourmet
- Fam trip for x9 bloggers from London, Bristol and Aberdeen. Total following 201k
- Full event day coverage, including Facebook Live walkaround of festival site and Gary Maclean cooking demo
- Sharing trader content
- The Paisley Food and Drink Festival Instagram grew to an audience of 1019 followers.

Marketing activation and campaign overview

8,972,071 Total marketing OTSH

Marketing highlights:

- VisitScotland digital media buy
- Paid partnership with Instagram influencer @Glasgow_Gourmet
- Partner toolkit
- The Skinny—Food & Drink Guide
- The List—Eating and Drinking Guide and the Scottish guide to festivals
- Glasgow Subway carriage cards
- Itison
- The Herald 4 page panorama
- Digital billboards
- Glasgow wide poster campaign.
- Word of mouth, Paisley.is website and a leaflet were the most recognised marketing channels

27% of attendees attracted from outwith Renfrewshire



Event highlights

10,000
Attendees

8,890
Unique visitors

£379,000
Economic impact

→ 23% increase
from 2018 event

£37,000
Local spend

96%
of visitors

98%
competing band members
satisfied or very satisfied with event

It's a town that punches well above its weight, an ambitious underdog determined to take its place at the table and unapologetically show off its best bits. The tourism website is design-y and fresh; there's a packed schedule of events post-Pipe Band Championships, from Sma' Shot Day (one of the oldest workers' festivals in the world) to music and arts festival The Spree; and Paisley even launched a bid (and got pretty far) to be 2021 city of culture, despite not even being a city. It just missed out to Coventry, but no matter—this is a town that seems to live by the mantra 'go big or go home'.

Helen Coffey
The Independent (London), 20 June 2019

Marketing and PR highlights and achievements...

13,202,000
Media coverage OTSH

12,579,676
Reach

£336,702
Combined PR value

212
Number of articles (print, online or
broadcast pieces of coverage)

Local press: focus on Renfrewshire
Schools Pipe Band

Media familiarisation trips:

- Helen Coffey, The Independent—Paisley: Why there's far more to this Scottish town than Paolo Nutini and patterns

Media coverage highlights include:

- Press Association Scotland
- BBC 2 (Broadcast)
- Clyde 1 (Broadcast)
- Heart Radio (Broadcast)
- BBC Scotland (Online)
- STV (Online x 2)
- The Herald (Print)
- Sunday Express (Print)
- Edinburgh Evening News (Print)
- The National (Print x 2 and Online)
- Sunday Post (Online)
- Glasgow Live (Online)
- Evening Times (Print and Online)
- Scottish Field (Online)

Partnerships activated

- Royal Scottish Pipe Band Association
- National Piping Centre
- Piping Today and Piping Times
- Media partnerships with The Herald and The List

Digital performance

9,586
Unique page views

Featured Event page

3,908
page views

→ Info about visiting Renfrewshire for competing bands

Google adword campaign activated

582,000
Total social media OTSH

Social Sign In Campaign
339,765
Reach approx

Breakdown

- Facebook Event Page: 123.6K Reach approx 3.6K Responses approx
- Boosted posts: 69,809 Reach
- On the day/post event Facebook: 35,082 Reach approx
- On the day/post event Twitter: 13.5K impressions approx

Social media highlights

- Pre-event competition 24.1k Reach, 3.7k engagements
- Facebook Live of march past 12k Reach, 2.9k engagements
- American drum major Charlie Brown video 15.5k Reach, 2.5k engagements
- One week to go video 16.5k Reach, 2.2k engagements
- Renfrewshire Schools Pipe Band performance 6.5k Reach, 900 engagements

Marketing activation and campaign

Highlights include:

- Transvision screen at Glasgow Central Station
- Posters on Scotrail passenger panels: Ayrshire & South-Western routes to include visitors/attendees from N Ireland
- 6-sheet poster panels at Paisley Gilmour Street Station
- Dedicated event flyer distributed at Greenock Ocean Terminal to cruise ship passengers on-land on event day
- Renfrewshire Makar commissioned to write and perform a poem about bagpiping

38%
of attendees attracted from
outwith Renfrewshire



Event highlights

12,724

Attendees

Record ticket sales

in event history—record income generated

Ticket buyers from USA, Australia and Switzerland

2,822 attendees at Wee Spree kids programme

→ Highest figures on record

Spree for All fringe festival organised with local youth music groups

2nd year of successful co-staging of events with Lochwinnoch Arts Festival

£149,000

Direct economic impact

Expanded Spree for All fringe programme with shows taking place in Erskine, Johsntone, Kilbarchan, Renfrew and Lochwinnoch

£262,000

Local spend

Marketing and PR highlights and achievements...

7,561,315

Media coverage OTSH

£200,577.39

Combined PR value

108

Number of articles (print, online or broadcast pieces of coverage)

Media familiarisation trips:

→ Fiona Shepherd, The Scotsman



Partnerships activated

- Regular Music
- Tennent's Lager (event sponsors)
- Lochwinnoch Arts Festival
- LNP Promotions
- The Bungalow live music venue
- Paisley Art Institute
- Paisley FM
- Renfrewshire Leisure

Media coverage highlights include:

- BBC Radio Scotland (broadcast x4)
- Clyde 1 (broadcast x1)
- The Metro (print and online)
- The Metro (Scotland – print)
- NME (online)
- Sunday Times (Scotland – print x3)
- Sunday Mail (print)
- Daily Record (print and online x2)
- The i (paper for today – Scotland x3)
- Glasgow Live (online x2)
- Edinburgh Live (online)
- Sunday Post (print)
- Sunday Post (online x2)
- The List (print x3)
- The List (online)
- The Skinny (online)
- The Herald (online)
- Evening Times (print x 3)

Digital performance

Dedicated festival website (www.thespree.co.uk)

57,045

→ unique pages views
Jun 2019 – Oct 2019

3million

Approx social media OTSH



The Spree festival Instagram grew to an audience of

404 followers

Media partnerships with The Herald, The List and The Skinny



Paisley's annual festival of music and arts, The Spree, has been growing steadily recently and this year organisers had to get a bigger Spiegeltent to accommodate demand for events such as a celebration of the music of native son Gerry Rafferty and Karine Polwart's Scottish Songbook.

Fiona Shepherd
The Scotsman, October 2019

Marketing activation and campaign

Highlights include:

- Glasgow Underground platform posters
- Scotrail passenger panels
- Digital billboards on key commuter routes
- Glasgow and Edinburgh Live
- 5pm.co.uk
- The List and The Skinny cultural publications
- Glasgow city centre poster campaign
- Partner toolkit for social media engagement

Most successful festival yet with record attendances and ticket sales

THE SPREE

PAISLEY 11-19 OCTOBER

GLASVEGAS GRUFF RHYS

HUE & CRY

JERRY SADOWITZ MAKE COMEDY GRATE AGAIN!

THE SNUTS

HAYSEED DIXIE

PP ARNOLD

KARINE POLWART'S SCOTTISH SONGBOOK

RODDY HART, EMMA POLLOCK & RAB NOAKES GERRY RAFFERTY SONGBOOK

MALCOLM MIDDLETON

LOST MAP'S LOST WEEKEND

MODSTUFF

COMEDY LATES

TICKETS ON SALE NOW

WWW.THESPREE.CO.UK

THE SPREE FESTIVAL

PAISLEY

RENFREWSHIRE COUNCIL

Event highlights

41,000

Attendees up 17% year on year

£824,250

Combined local spend and economic impact

£16,950

Award of National Programme funding from EventScotland

Winners of 'Best Festival or Outdoor Event' at E-Awards 2019

Shortlisted for 'Best Cultural Event or Festival' at Scottish Thistle Awards and 'Best Cultural Event' at Sunday Herald Culture Awards

Record numbers of community participants in the parade, building on partnerships established through Year of Young People including Kibble, Renfrewshire Young Carers and Spinners Gate

Improving and promoting inclusion through a major event—partnership with Spinners Gate and Disability Resource Centre in developing aerial performance with disabled performers, participation in the parade, progression of quiet spaces and autism friendly sensory arts activity and additional accessible viewing platforms

Marketing and PR highlights and achievements...

18,155,862

Media coverage OTSH

£439,675.98

Combined PR value

111

Number of articles (print, online or broadcast pieces of coverage)

Media familiarisation trips:

- STV What's On Programme
- BBC Radio Scotland
- Scots Magazine

Media coverage highlights include:

- BBC (online x 2)
- BBC Radio Scotland
- Clyde 1
- The Metro (print),
- The List (online)
- The Herald (online and print x 2)
- Sunday Times (print)
- Glasgow Live (online)
- The National (print x2)
- The Sun (print and online)
- The Scottish Sun (print and online)
- Daily Record (print and online)
- Sunday Mail (print)
- The Scotsman (print and online)
- I News (print and online)
- Daily Telegraph (print – Scotland)
- Daily Telegraph (print – UK)

Digital performance

49,030

Unique page views on Featured Event page

Mobile was most popular device

80%

of users

14%

CTR

Google adword campaign activated

The event homepage was the most-visited page during campaign

→ www.paisley.is/featured_event/paisley-food-and-drink-festival

1.6million

Total social media reach and impressions



90,000

Total social media engagement

Media partnerships with The List, The Skinny, The Herald, The Poster Associates and Direct Distribution.

Social media highlights:

- Facebook Live of Halloween Parade 46k reach, 14k engagements
- Facebook Live of Into the Dark aerial performance 21k reach, 4k engagements
- Facebook Gallery 6k reach, 2k engagements
- The Paisley Halloween Festival Instagram grew to an audience of 763 followers.

Partnerships activated

- VisitScotland
- EventScotland
- Cirque Bijou
- Paisley First
- Renfrewshire Chamber of Commerce
- All or Nothing
- Spiritmedia



Dark Circus lights up the night: Thousands flock to Paisley's Halloween festival parade

The Scotsman

Marketing activation and campaign overview

Marketing highlights include:

- STV advert on channel and VOD
- Glasgow Underground carriage cards
- Scotrail passenger panels
- Digital billboards
- Edinburgh trams
- Glasgow & Edinburgh Live
- VisitScotland digital media buy
- The Skinny
- The List
- The Herald 4 page panorama
- Glasgow wide poster campaign
- Partner toolkit

26%

of attendees attracted from outwith Renfrewshire



Event highlights

153,474

Attendees

£1.675m

Economic impact and local spend
from Summer programme

Launched new events toolkit—offering
practical advice for communities/individuals
to design, deliver, market and fund events

Hosted event advice surgeries in
Bridge of Weir, Linwood, Renfrew and Paisley
with 27 groups registering to take part

108 volunteers committed

540 volunteering hours supporting
the events programme

£208k

additional funding generated

Overall satisfaction rating of

97%

Opportunities to see and
hear something positive about
Paisley and Renfrewshire

177million

Media coverage OTSH

£6.8 million

Combined PR value

3644

Number of articles (print, online or
broadcast pieces of coverage)

12 Media familiarisation trips

Digital performance

554,646

Page views year-to-date

438,003

Unique page visits

198,363

Users

→ Highlights from The Spree Festival, Paisley Halloween Festival,
British Pipe Band Championship and Paisley Food and Drink Festival.





To: Leadership Board

On: 4 December 2019

Report by: Chief Executive

Heading: Six Monthly Monitoring Report – Renfrewshire Leisure Limited

1. Summary

- 1.1 On 1st May 2019, the Leadership Board approved Renfrewshire Leisure's annual business plan priorities and the arrangements in place to monitor the delivery of the plan. Core aspects of the monitoring arrangements are the monitoring meetings with Renfrewshire Leisure and the six monthly progress reports submitted to the Leadership Board.
- 1.2 This report aims to provide the board with an update on the performance of Renfrewshire Leisure: to highlight key achievements over the last six months; to provide a summary of the environment in which the organisation is operating within; and to outlining the priorities for the next six months.
- 1.3 The Head of Policy and Commissioning is the Council officer nominated to monitor Renfrewshire Leisure and along with Head of Finance is an observer at Renfrewshire Leisure's Board meetings. The Head of Policy and Commissioning has met with senior officers from Renfrewshire Leisure to review performance on a quarterly basis.
- 1.4 Section four of this report contains a table with the national performance indicator data for cultural and leisure services. The national performance benchmarking data for 2018/19 is currently being validated and is due to be published by the Improvement Service later in the year.
- 1.5 Renfrewshire Leisure's key achievements over the last six months include:
 - **Active Schools Pupil Survey** – the Active Schools teams worked closely with schools, school pupils and their families to conduct sector leading research to identify physical activity levels in Renfrewshire. The survey

data enables sporting activities to be tailored to children's differing sporting interests and needs, in recognition of the links between physical activity and health and attainment. The research is also being used to strategically plan future services to improve the life chances for children in Renfrewshire;

- **Renfrewshire School of Sport and Education (RSSE)** – this initiative gives students training for leisure and sports coaching awards and qualifications for future employment. Each student completed twenty after school sessions, child protection training and placements to gain volunteering experience coaching and delivering sixty hours of sports activities to younger children. Over the last year, sixty-nine young people across Renfrewshire completed their RSSE training and carried out over 7,500 volunteering hours for sports activities;
- **Providing opportunities for children to participate in sport** – to ensure that they are fit, healthy, having fun, developing their skills and gaining confidence through participation in sport. Over the last year, 238,000 participants took part in our Active Schools sessions, over 3,500 participants took part in our competitive school sports sessions and 6,800 participants attended our sports holiday camps. Maintaining the number of sessions and range of sports catered for is dependent on external funding being available to continue the programme. The recent cessation of local area committee funding will impact on the service provision and children's health and attainment outcomes;
- **Move More programme shortlisted for the Renfrewshire Chamber of Commerce (ROCCO) Community Champion award.** The nomination recognises the work of the Move More team to integrate physical activity and clinical care for people affected by cancer. The programme delivered in partnership with Macmillan and NHS colleagues creates pathways into cancer specific physical activity classes in the community led by specialist instructors and is one of several activity programmes delivered with the NHS to keep the local community healthy and active;
- **Paisley 10k and fun run 2019** – was launched by Olympian and Commonwealth Games athlete Callum Hawkins. The third largest in Scotland, over 3,400 runners took part in the Paisley 10k and fun run event in August, with hundreds more people lining the streets of Paisley to enjoy the event;
- **Progressing the cultural infrastructure investment programme** with the Council and partners. The projects form part of the ambitious £100 million cultural and infrastructure investment programme to support delivery of the cultural regeneration aspirations for the area:
 - *Paisley Museum Reimagined* – the enabling work for the development of this historic visitor attraction was completed in September. The technical design and exhibition design work for the museum is underway and preparations for the displays in the museum are being developed through engagement with stakeholders and interest groups to create story displays. Staff from Renfrewshire Leisure and Kairos

Women's Group attended the British Museum National Programmes Conference in November to share this approach. In August the round 2 funding bid was submitted to NLHF;

- *Paisley Central Library Learning and Cultural Hub* – premises on the High Street are currently being refurbished for Paisley Central Library Learning and Cultural Hub. Earlier in the year, Paisley Central Library relocated temporarily to modular units beside the Lagoon Leisure Centre. Arrangements were put in place to ensure that the public can continue to access IT facilities and online services whilst the library site is being refurbished. The Libraries team are continuing to work with Council and DWP colleagues to ensure access and support is available for people accessing Universal Credit;
 - *Paisley Town Hall* – Cultural services staff are working closely with the Council project team to develop the concept design for this facility to create a vibrant performance space and civic venue;
 - *Paisley Art Centre* – the proposals for the refurbishment of Paisley Arts Centre are being developed, as part of the programme to optimise venue space and maximise usage across all the cultural venues;
 - *St James' Playing Fields and Sports Facilities* – proposals for investment in a cycling track and water-based hockey pitch beside the ON-X, new pavilions at St James' Playing fields and refurbishment of Ferguslie Sports Centre are being developed with the Council's project team.
- **Engaging with VisitScotland to develop a tourism strategy** for the development of the town centre venues. Renfrewshire Leisure hosted a visit of Lord Thurso, Chair of Visit Scotland to the museum and town centre on 17th October and will continue to engage with VisitScotland to develop a strategy to enhance the tourism offer to increase visitor numbers.
 - **Delivering the Arts Legacy Programme** – in celebration of Renfrewshire's rich cultural heritage and providing opportunities for local people to participate in cultural activities in their communities. 35 film showings took place throughout Renfrewshire to celebrate the works of local filmmakers and the diversity of our local towns;
 - **Supporting Renfrewshire's Attainment Challenge** through investment in the school library service in primary and secondary schools. The library service has been successfully engaging with and encouraging children to read for pleasure, to participate in national Reading Challenges and to join fun activities in our libraries including our popular Bookbug sessions that also encourage parents to read to children at home. 511 Bookbug sessions were delivered in our libraries;
 - **Improving literacy and learning on the Skoobmobile.** Over the last year, over 16,600 children have participated in the Skoobmobile's play and story telling activities. The initiative which visits and engages with pre-five, primary and additional support need establishments and community venues aims to encourage a love of reading and social engagement through play to improve the life chances for children and their families. This includes dedicated opportunities for families first;

- **Successfully partnering with UWS and East Renfrewshire Libraries** to obtain funding from the Public Libraries Improvement Fund for the “Virtually Together” project. The project tackles social isolation and loneliness in older adults using virtual reality technology as a means of creating shared experiences in sessions delivered in libraries and care environments. At a recent “Supporting Healthy Communities” event in Glasgow, the partners demonstrated the technology and talked about the project to other library and health professionals from across Scotland;
- **Tackling Period Poverty** by providing access to free to use female hygiene dispensers and products within Renfrewshire Leisure sport centres libraries and town halls. Renfrewshire Leisure is participating in the Scottish Government initiative in partnership with the Council to install and stock female hygiene dispenses and products within our facilities.
- **Tackling climate change by reducing our carbon emissions and energy usage** – through the implementation of our energy saving plan, with measures including the rollout of LED lighting and install photovoltaic solar panels in six of our sports centres and Johnstone Town Hall.

2. Recommendations

- 2.1 It is recommended that the Leadership Board:
- I. Notes the performance update and progress being made by Renfrewshire Leisure in the delivery of the Business Plan for 2019/20.

3. Background

- 3.1 The Services Agreement with Renfrewshire Leisure forms the basis of the funding arrangement and sets out the terms for Renfrewshire Leisure to deliver cultural, leisure and sport services within Renfrewshire. This specification:
- relates to the management of the cultural, leisure and sports facilities operated by Renfrewshire Leisure within the council area; and
 - sets out expected standards, specifications, procedures and other requirements to be followed by Renfrewshire Leisure in the provision of cultural, leisure and sport services.
- 3.2 One of the terms in the Services Agreement is for the development on an annual Business Plan. Renfrewshire Leisure’s Business Plan for 2019/20 was approved by the Leadership Board in May 2019. The Business Plan is closely aligned to the strategic priorities set out in the Renfrewshire Council Plan 2017-2022 and Renfrewshire Community Plan 2017-2027.
- 3.3 Over the last year, the quarterly monitoring reports submitted to the Council have been developed further to provide a mix of financial, operational and customer related performance information which demonstrate Renfrewshire

Leisure's delivery of the services agreement and the contribution to Council Plan priorities.

- 3.4** Renfrewshire Leisure operates in a complex and challenging financial environment where it must carefully balance the provision of services for the good of the community, with the delivery of some services in a commercial setting, to ensure that it remains financially sustainable and meets its non-profit making charitable objectives. The organisation is managing significant financial pressures and over the last few years has met deficits from reserves; this remains a key challenge for the organisation.

4 Performance monitoring

- 4.1 Renfrewshire Leisure currently reports on approximately seventy operational performance indicators to meet the terms of the services agreement; five of which are reported nationally on behalf of the Council through the Local Government Benchmarking Framework.
- 4.2 Performance reports are provided quarterly to the Renfrewshire Leisure Monitoring Officer and Renfrewshire Leisure also participates in the Chief Executive's six monthly performance review process. Renfrewshire Leisure's annual report for 2018/19 is due to be published shortly and will be available to access on their website.
- 4.2 The main cultural and leisure performance indicators for Renfrewshire Leisure are summarised in the table below:

Indicator	Actual 2017/18	Actual 2018/19	Q2 2019/20
Number of attendances at indoor sports and leisure facilities excluding pools	1,516,973	1,682,040	TBC
Number of attendances at pools	443,841	477,588	226,910
Number of attendances outdoor facilities	124,269	126,082	22,953
Number of visits to museums	89,378	63,688*	22,008*
Number of visits to libraries	584,693	515,156	201,582
% of adults satisfied with libraries	94%	90%	Annual data
% of adults satisfied with museums and galleries	77%	82%	Annual data

Note: The closure of Paisley Museum during 2018/19 is reflected in the figures reported above. The public have access to the secret collection, during the construction period.

Performance Context:

The table above shows data for the previous two years and performance data at quarter two. The closure of Paisley Museum in September 2018 to enable the decant and pre-construction work to commence will impact on our relative performance to other Councils and trusts in 2018/19.

Implications of the Report

1. **Financial** – as detailed in the report.
2. **HR & Organisational Development** – not applicable
3. **Community/Council Planning** –
 - *Our Renfrewshire is thriving* – Our services recruits and trains volunteers and creates a pathway into employment;
 - *Our Renfrewshire is well* – Our cultural, leisure and sport services and programmes help to maintain positive physical and mental health and well-being;
 - *Our Renfrewshire is fair* – our services and programmes are accessible to all our citizens;
 - *Reshaping our place, our economy and our future* – development and delivery of the cultural infrastructure investment programme supports the regeneration aspirations for the area;
 - *Building strong, safe and resilient communities – Tackling inequality, ensuring opportunities for all* – our services and activities are accessible to all our citizens;
 - *Creating a sustainable Renfrewshire for all to enjoy –our programmes build sustainability through volunteer and community development;*
 - *Working together to improve outcomes* – partnership working to deliver shared outcomes remains a key priority in our company strategy.
4. **Legal** – not applicable
5. **Property/Assets** – not applicable
6. **Information Technology** – not applicable
7. **Equality & Human Rights**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – not applicable.
9. **Procurement** – not applicable.
10. **Risk** – not applicable.

11. **Privacy Impact** – not applicable.
 12. **Cosla Policy Position** –not applicable.
 13. **Climate Risk** – not applicable.
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List of Background Papers

(a) n/a

Author: Laura McIntyre, Head of Policy and Commissioning, telephone
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To: Leadership Board

On: 04 December 2019

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

Heading: Adult Social Work Services – 6 Monthly Update Report 2019/20

1. Summary

- 1.1 Adult Social Work Services were delegated to Renfrewshire Integration Joint Board (IJB) on 1 April 2016. These services are managed through the Health and Social Care Partnership (HSCP). Six monthly reports are provided to the Leadership Board outlining key activities and providing a summary of current performance.
- 1.2 This report provides an up to date summary from June – December 2019.
-

2. Recommendations

- 2.1 It is recommended that members note:
- the contents of this report updating activity and performance of adult social work services delegated to the IJB; and
 - that the 2019/20 annual performance report will be presented to the Board on 17 June 2020.
-

3. Background

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

- Social work services for adults and older people
- Services and support for adults with physical disabilities and learning disabilities
- Mental health services
- Drug and alcohol services
- Adult protection and domestic abuse
- Carers' support services
- Community care assessment teams
- Support services
- Care home services
- Adult placement services
- Health improvement services
- Aspects of housing support, including aids and adaptations
- Day services
- Respite provision
- Occupational therapy services
- Reablement services, equipment and telecare

3.2 Whilst regular reporting in relation to these services is reported in detail to the Integration Joint Board (IJB), it was previously agreed that regular updates would be provided to the Leadership Board in relation to the delegated services. This ensures oversight of the key achievements, challenges and wider context relating to the delivery of these services.

4. National Direction

4.1 Public Health Reform

4.1.1 Despite improvement over time, average life expectancy in Scotland remains significantly lower than in other countries of the UK and the rest of Western Europe. There are also marked differences between the most and least deprived areas of Scotland.

4.1.2 The Public Health Review published in February 2016 described how public health can work more effectively to increase healthy life expectancy and reduce inequalities. In responding to this review, the public health reform programme was established and is a partnership between the Scottish Government and the Convention of Scottish Local Authorities (COSLA) and has three key components:

1. the development of Public Health Priorities
2. establishing Public Health Scotland
3. the development of a whole system approach to public health.

Public Health Priorities

- 4.1.3 The Scottish Government and COSLA agreed six Public Health Priorities in June 2018. These are intended to support national and local partners across Scotland to work together to improve healthy life expectancy and reduce health inequalities in our communities. The priorities are:
1. A Scotland where we live in vibrant, healthy and safe places and communities.
 2. A Scotland where we flourish in our early years.
 3. A Scotland where we have good mental wellbeing.
 4. A Scotland where we reduce the use of and harm from alcohol, tobacco and other drugs.
 5. A Scotland where we have a sustainable, inclusive economy with equality of outcomes for all.
 6. A Scotland where we eat well, have a healthy weight and are physically active.
- 4.1.4 The Scottish Government and COSLA are currently building on the approaches and engagement that have helped develop the priorities, in order to drive a strong focus on effective partnerships of national and local government, the NHS and wider public services, the third and private sectors and communities themselves.

Public Health Scotland

- 4.1.5 A new national public health agency is being established, which brings together three domains of public health into one organisation. Public Health Scotland will come into being on 1 April 2020 and will be comprised of: NHS Health Scotland; Health Protection Scotland and Information Services Division.
- 4.1.6 In July 2019, Professor Jim McGoldrick was appointed the Shadow Chair of Public Health Scotland. This was followed by the appointment of the first chief executive Angela Leitch in September 2019. Public Health Scotland will have a key contribution to make in supporting the delivery of these priorities, with a focus on supporting the delivery of change at a local level, and providing data, intelligence and leadership in digital innovation.

4.2 The Public Bodies (Joint Working) (Scotland) Act 2014

- 4.2.1 Integration Schemes offer a blueprint for the delivery of integrated services, setting out how the partner organisations, the Health Board and Local Authority, will locally work jointly to integrate and plan for services in accordance with the Public Bodies (Joint Working) (Scotland) Act 2014. The partner organisations, Renfrewshire Council and NHS Greater Glasgow and Clyde must carry out a review of their Integration Scheme every 5 year for the purpose of identifying whether any changes to the Scheme are necessary or desirable.

- 4.2.2 In line with the Act, the Renfrewshire Integration Scheme must be reviewed by June 2020. The Schemes will be updated to reflect progress made with integration, the proposals / recommendations made in the Audit Scotland and Ministerial Strategic Group Review of Integration. This approach will allow greater consistency in approach and will also enable any amendments to all the existing stated hosted arrangements to be jointly agreed. Prior to being submitted to the Scottish Government for approval, the revised Integration Scheme will require to be agreed by both Renfrewshire Council and NHS Greater Glasgow and Clyde Health Board.

5. Partnership Activities relating to the delegated functions

5.1 Modernising our services

- 5.1.1 Renfrewshire HSCP has a Change and Improvement Programme which is focused on proactively developing health and social care services in line with national direction and statutory requirements. The programme is delivered by the following four workstreams:

1. Optimising joint and integrated working and shifting the balance of care.
2. Statutory Requirements, National Policy and Compliance.
3. Service Reviews.
4. Delivering Safe and Sustainable Services.

Workstream 1: Optimising joint and integrated working and shifting the balance of care

- 5.1.2 This workstream seeks to establish a health and social care service managed and delivered through a single organisational model, unlocking the benefits which can be derived from streamlined, joined up and wherever possible, integrated working.

- 5.1.3 A number of service improvements/developments are ongoing:

- Work to build an effective and dynamic approach to 'locality' and 'cluster' based working, and to build collaboration and joint working between services to better support the needs of local patients and service users.
- Implementation of a Joint Unscheduled Care action plan with colleagues in the RAH, which aims to demonstrate how the HSCP can reduce demand on Acute Services and create a compelling case for resource transfer.
- The Care at Home Services Transformation Programme has been continuing to work with staff, service users, trade unions and partners to develop services which will enable us to better manage the ongoing demand for our services, within current budgets, whilst supporting people to remain as independent as possible with their own home.

- The HSCP has formally agreed a contract with Totalmobile Ltd to provide the Care at Home Scheduling and Monitoring System which officially commenced from 29 April 2019. Initial testing and setup up of the new system is underway with Care at Home staff, which will inform the full implementation approach. Full implementation is scheduled for the end of 2020.

Workstream 2: Statutory Requirements, National Policy and Compliance

- 5.1.4 The current work programme for this workstream includes: the GP Contract; the requirement to upgrade telecare equipment from analogue to digital; embedding Self-Directed Support (SDS); delivery of the new Dementia Strategy; the introduction of Free Personal Care for Under 65s; the replacement of the Social Care Case Management system and the Supported Living Framework.

More recently, the HSCP together with its partners has undertaken Scottish Government self-assessments in relation to health and social care digital maturity and the Ministerial Steering Group's review of health and social care integration.

- Digital is central to addressing the challenges and realising the opportunities we face in health and social care, and it has a key role in developing the ways that we improve health and wellbeing outcomes through tailored, person-centred care. The digital maturity assessment aims to baseline, measure and enable ongoing monitoring of the readiness of all NHS Scotland, Local Authorities and Integration Authorities. The overall outputs will be used to review, shape and re-design services using the correct resources in the right place and at the right time as part of the Scottish Government's Digital Health and Care Strategy. It is intended that the self-assessment will be completed every 18-24 months as progress is made towards delivery the ambitions of the strategy.
- As detailed in the 2018/19 Annual Adult Social Work Services report to the Leadership Board on 19 June 2019, a Ministerial Strategic Group for Health and Social Care undertook a 'Review of Progress Under Integration Authorities' and produced a set of 26 proposals.

The Ministerial Strategic Group required every Health Board, Local Authority and IJB to evaluate their current position in relation to this report and the Audit Scotland report, and take action to make progress using the support on offer. Renfrewshire's evaluation has been submitted to the Scottish Government and an action plan approved by the Integration Joint board is currently being implemented.

Workstream 3: Service Reviews

5.1.5 In June the Integration Joint Board approved several service reviews, an update on each of these reviews is as follows:

1. Learning Disabilities Services – Over the last six months the HSCP has led a significant programme of consultation and engagement with carers, families, staff, providers and in particular with the people who use the service. This has informed the development of an action plan which will become the work plan for the Learning Disability Planning Group. The HSCP will continue to work closely with families, carers and staff to ensure that people with a learning disability can live their best life in Renfrewshire
2. Older People Services – Phase 1 of the review has concluded and the intention of Phase 2 of the review is to build upon the momentum already established, ensuring that the focus is on delivering the best possible outcomes and quality of life to all older people in Renfrewshire, with a clear emphasis on supporting greater numbers of older people to remain living in the community for as long as possible. Actions already progressed include:
 - Reinvigoration of the Older People's Steering Group
 - Formation of an Older People's Reference Group
 - Review of best practice
 - Workforce Capability – structured and comprehensive communication with staff to enable them to effectively embrace new ways of working
 - Reframing of the eight themes from Phase 1 – a review of the Phase 1 themes has resulted in two broad categories:
 - Service Themes (Health & Wellbeing / Early Intervention & Prevention / Services & Supports / People & Community).
 - Cross-Cutting Themes (Place / Partnership Working / Information and Communication / Enablers).

These will be tested with the project Steering Group and Reference Group before being explored in detail during the co-design workshops

3. Addictions Services - The Whole Systems Review of Addiction Services has been completed and has now reached its implementation phase. To take forward the recommendations from the Review, an Implementation Steering Group has been established, supported by Renfrewshire Alcohol and Drug Partnership. Key areas of progress include:
 - Funding has been secure from the Alcohol and Drugs Partnership to refurbish the Whitehaugh Centre, Glasgow Road, Paisley to develop a recovery hub. It is anticipated that this work will be completed early 2020. In the interim, a Recovery Forum has also been established with key stakeholders who will lead the development of a programme of activities which will be provided as part of the recovery orientated system of care.

- It has been agreed that Renfrewshire will adopt NHS Greater Glasgow & Clyde Share Care Model to enhance current provision in Renfrewshire. The new model will also incorporate a training and development element and will be implemented early 2020.
- Communication and engagement with staff regarding the review is ongoing, however a series of events and briefings have already taken place.
- The post of Service Manager for Addictions has been recruited and will be instrumental in providing strong leadership in further developing a recovery and outcome focused service to meet the needs of service users supported by a highly developed workforce.

Workstream 4: Delivering Safe and Sustainable Services

- 5.1.6 As outlined in the Chief Finance Officer's 'Financial Report 1 April 2019 to 31 July 2019', the HSCP Senior Management Team, led by the Chief Finance Officer, has developed a two-tiered financial planning model. This will enable Renfrewshire to address our 2019/20 financial pressures, whilst in parallel introducing a more strategic approach to ensure the financial sustainability of the organisation in the medium term.
- 5.1.7 The short-term financial planning work for 2019/20, Tier 1, is being supported by experienced external support to provide independent challenge to SMT thinking. This work is focused on where we can derive benefits from a more integrated organisational structure. Proposals will be presented to the IJB for approval in late 2019 / early 2020.
- 5.1.8 The HSCP's medium term approach, Tier 2, to develop a 2022/23 Delivery Plan recognises the need for a radical programme of financial and service re-modelling which focuses on the way we work and engage with each other, our communities and our partners, all of which will take time.

5.2 Key Partnership Activities

- 5.2.1 The HSCP has been working closely with Healthcare Improvement Scotland on the living and dying well with frailty collaborative. This is an opportunity for the HSCP and one of our GP Clusters to work together to improve earlier identification, anticipatory care planning and shared decision-making, to ensure that people aged 65 and over living with frailty get the support they need, at the right time, at the right place. By November 2020 the collaborative will aim to:
- Reduce the rate of hospital bed days per 1,000 population for people aged 65 and over by 10%.
 - Reduce the rate of unscheduled GP home visits per 1,000 population for people aged 65 and over by 10%.
 - Increase the percentage baseline of Key Information Summaries (KIS) for people living with frailty by 20%.

- 5.2.2 Over the past 12 months, Renfrewshire HSCP and Renfrewshire Council have been working closely with Macmillan Cancer Support to develop the Macmillan Renfrewshire Improving the Cancer Journey (ICJ) project. Since the last update to the Leadership Board on 19 June 2019, significant progress has been made to further develop the project including:
- Recruitment of two Renfrewshire ICJ Co-ordinators.
 - Induction and training plan for staff has been agreed by the ICJ Board and will be delivered over a four-week period commencing 2 December 2019.
 - ICT, HR and managerial arrangements are in place.
 - Accommodation for staff has been identified within Johnstone Town Hall.
 - A service user group has been established and representatives from the group are now members of the ICJ Board.
 - Engagement with existing organisations, services and groups has been undertaken and will be ongoing.
 - Performance monitoring and indicators have been drafted and discussed by the ICJ Board.
- 5.2.3 It is anticipated that the project will receive its first referrals in January 2020, as planned. The HSCP will continue to support the development and delivery of the ICJ project in Renfrewshire.
- 5.2.4 The HSCP Chief Officer and members of the senior management team continue to support Renfrewshire Community Planning Partnership's Alcohol and Drugs Commission – one of the first of its kind in Scotland. The commission is working to build a true picture of alcohol and drug use across Renfrewshire to help improve life outcomes for people in our communities.
- 5.2.5 Since its inception in April this year, the Commission has discussed the impact that alcohol and drug use has on individuals and families, and members will make recommendations about how partners can work together to take a fresh approach to tackling alcohol and drug use.
- 5.2.6 One of the most important parts of the work of the Commission continues to be listening to the voices of those with lived experience: talking to service users and people in recovery. To hear these voices, Commission members have visited Renfrewshire services including the Sunshine Recovery Café, the Renfrewshire Men's and Women's Groups, Renfrewshire Family Support Group, and Renfrewshire Adolescent Drug and Alcohol Resource (RADAR).
- 5.2.7 The Commission will continue to review how services are operating across Renfrewshire and consider how best to reach people most in need of support, before reporting on its findings in early 2020 to Renfrewshire Community Planning Partnership.





- 5.2.8 A multi-agency response is typically warranted for assessment and subsequent intervention to address issues arising from hoarding that impacts on individuals, communities and partnership services. Within Renfrewshire several examples of hoarding behaviours have emerged and has led to significant resource implications, including demands on staff time and financial resource implications.
- 5.2.9 In recognition of the impact of hoarding behaviours, a multi-agency short life working group has been established to develop a cross-partnership approach to identifying and managing such cases. The intent is to develop interagency strategies and training as well as being a direct resource for individual practitioners.

6. Adult Social Work Performance Overview

- 6.1 Adult Social Work services are managed and monitored via regular internal HSCP professional governance and operational management arrangements, including meetings, case management, and regular service and case reviews. These meetings involving Heads of Service and Service Managers take place on a four to six-weekly basis, covering a variety of local and national strategic and operational indicators. They allow Managers to scrutinise and discuss performance data, agree remedial action, timescales for improvement, and consider future challenges which may affect services to allow planned actions and mitigation where appropriate.
- 6.2 In addition to internal scrutiny, performance is reported at every Integration Joint Board meeting, with the Scorecard presented twice yearly. The report charts data for the last three years, and where possible, associated targets, the 'performance direction of travel' and whether the indicator is currently on track to meet target. The reports provide a detailed picture of what is working well, current challenges and intended remedial action where necessary.
- 6.3 The Renfrewshire IJB Scorecard reports on Adult Social Work indicators alongside a variety of both local and national health service indicators. All indicators are reported under the nine national health and wellbeing outcomes. The most recently reported performance data recorded for Adult Social Work Services is detailed in Appendix 1 of this report.
- 6.4 To better understand the impact that our adult social work services are having on individuals and communities, a series of case studies are included within Appendix 2 of this report.



7. Current Adult Social Work Services Performance

7.1 Current performance for the 19 Adult Social Work Services' indicators is as follows:

Performance Indicator Status		No.
	Target achieved	1
	Warning	1
	Alert	2
	Data only	15



7.2 Areas of Strength – Green Indicators

The following indicator is rated green and is consistently exceeding the target of 55%.

Status	Performance Indicator	16/17 Value	17/18 Value	18/19 Value	19/20 Value	Target	Direction of Travel
	Percentage of clients accessing out of hours home care services (65+)	89%	89%	89%	Q2 – 89%	55%	

7.3 Warning – Amber Indicator

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

Status	Performance Indicator	16/17 Value	17/18 Value	18/19 Value	19/20 Value	Target	Direction of Travel
	Average number of clients on the Occupational Therapy waiting list	340	302	349	Q2-365	350	

7.3.1 It is well documented that the demand for Adult Services is increasing, over the past 3 years contacts received by the service has risen by 5% from 28,757 in 2016/17 to 30,314 in 2018/19. Given that occupational therapy (OT) assessments constitute a substantial element of these contacts, the number of assessments carried out in the last 3 years (2016/17-2018/19) is in excess of 3,400, in addition the number of reviews completed increase by 36% in the same time period from 3,777 in 2016/17 to 5,132 in 2018/19.





7.3.2 Over this period the OT service has been reorganised, resulting in improved working practice. However, the upwards trend in contact rates has continued and demands to complete assessments and reviews has impacted the services capacity, while the resource to respond has remained static. This has resulted in the upwards pressure on the OT services

7.3.3 Actions to address performance

- To address high levels of demand in particular geographic areas, managers are now allocating OT work across the whole Renfrewshire area to ensure a more even distribution.
- OT duty systems are ensuring non-complex cases are dealt with quickly and not added to the waiting list.
- Urgent cases will be seen more quickly, and lower priority may wait longer.

7.4 Areas for Improvement

The performance indicators included within the table below are rated as red and behind target.

Status	Performance Indicator	16/17 Value	17/18 Value	18/19 Value	19/20 Value	Target	Direction of Travel
	Percentage of long term care clients receiving intensive home care (national target: 30%)	27%	28%	28%	Q2 – 25%	30%	
	Sickness absence rate for HSCP Adult Social Work staff (work days lost per FTE)	3.65	4.34	4.13	Q1 – 4.64	2.40	

7.4.1 Factors that require to be considered in relation to the percentage of long term care clients receiving intensive home care including:

- The service continues to routinely review individuals home care needs and requirements which may result in amending the level and/or provision of services.
- The percentage is calculated using national criteria and excludes the support provided by our community meals service. However, where food preparation support is provided by frontline care at home staff this can be included, this therefore results in higher percentages of service users meeting the criteria of "intensive home care". The figures should therefore not be considered in isolation from our approach.

7.4.2 The HSCP senior managers are working with Renfrewshire Council services to support staff and improve attendance. Recent and planned actions to improve absence performance includes:

- HR operational teams continue to work closely with service's management teams to identify areas that require greater support. This will result in strategies to support the employees in those areas to return to work.
- A review of the current supporting attendance policies covering all staff continues. Meetings have taken place with the respective trades unions to ensure this is a fully collaborative process;
- Continued delivery of supporting attendance training at a corporate level for managers, with the provision of tailored training for managers and employees at a service level on request;
- Ongoing work to improve the absence information available to managers and to streamline supporting attendance related processes to facilitate prompt absence reporting, recording and updating of relevant systems.

8. Next Steps

8.1 The annual performance report on delegated Adult Social Work functions will be reported to the Leadership Board on 17 June 2020.

Implications of the Report

1. **Financial - none.**
2. **HR & Organisational Development - none**
3. **Community/Council Planning – none**
4. **Legal – none.**
5. **Property/Assets – none**
6. **Information Technology – none**
7. **Equality & Human Rights**

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**
 13. **Climate Risk** – no risk, however a cross party working group has been established to tackle the climate emergency declaration
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List of Background Papers











None




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
Adult Social Work Services Scorecard as at the end of Quarter 2 2019/20

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




National Outcome 2: People are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community							
Performance Indicator	16/17 Value	17/18 Value	18/19 Value	19/20 Value	Target	Direction of Travel	Status
Percentage of clients accessing out of hours home care services (65+)	89%	89%	89%	Q2 – 89%	55%		
Average number of clients on the Occupational Therapy waiting list	340	302	349	Q2-365	350		
Percentage of long term care clients receiving intensive home care (national target: 30%)	27%	28%	28%	Q2 – 25%	30%		
Homecare hours provided - rate per 1,000 population aged 65+	460	459	444	Annual Indicator due end November 2019	-	-	
Percentage of homecare clients aged 65+ receiving personal care	99%	99%	99%	Q2 – 99%	-	-	
Population of clients receiving telecare (75+) - Rate per 1,000	29.13	39.47	40.17	Annual Indicator due end November 2019	-	-	
Percentage of routine OT referrals allocated within 9 weeks	-	-	52%	Q2 – 46%	-	-	

National Outcome 6: People who provide unpaid care are supported to reduce the potential impact of their caring role on their own health and wellbeing							
Performance Indicator	16/17 Value	17/18 Value	18/19 Value	19/20 Value	Target	Direction of Travel	Status
Number of adult carer support plans completed for carers (age 18+)	-	-	93	Q1 – 25 Q2 data due end November 2019	-	-	
Number of adult carer support plans refused by carers (age 18+)	-	-	78	Q1 – 5 Q2 data due end November 2019	-	-	
Number of young carers' statements completed	-	-	78	Q1 – 19 Q2 data due end November 2019	-	-	




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

National Outcome 7: Health and social care services contribute to reducing health inequalities							
Performance Indicator	16/17 Value	17/18 Value	18/19 Value	19/20 Value	Target	Direction of Travel	Status
Number of Adult Protection contacts received	2,578	2,830	2,723	Q2 – 1,542	-	-	
Total Mental Health Officer service activity	200	200	723	Q2 - 319	-	-	
Number of Chief Social Worker Guardianships (as at position)	107	117	113	Q2 - 118	-	-	
Percentage of children registered in this period who have previously been on the Child Protection Register	12%	23%	24%	Q2 – 28%	-	-	

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

Performance Indicator	16/17 Value	17/18 Value	18/19 Value	19/20 Value	Target	Direction of Travel	Status
Sickness absence rate for HSCP Adult Social Work staff (work days lost per FTE)	3.65	4.34	4.13	Q1 – 4.64	2.40		
No. of SW employees, in the MTIPD process, with a completed IDP	543	909	1,000	Annual Indicator Available June 2020	-	-	

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

Performance Indicator	16/17 Value	17/18 Value	18/19 Value	19/20 Value	Target	Direction of Travel	Status
Care at Home costs per hour (65 and over)	£23.56	£22.40	Due early 2020	Due early 2021	-	-	
Direct Payment spend on adults 18+ as a % of total social work spend on adults 18+	3.7%	4.25%	Due early 2020	Due early 2021	-	-	
Net residential costs per week for older persons (over 65)	£360	£414	Due early 2020	Due early 2021	-	-	

Case Studies

Case Study 1: Adult Support and Protection (ASP)

Mrs Q is a 56 year old woman who lived alone. In early 2017 she became involved with alcohol services due to concerns about increasing alcohol use and potential dependency. Her first adult at risk referral was compiled in January 2018 by a staff nurse at the alcohol clinic. She was concerned about Mrs Q after she had reported a fall (to which she bruised her face) and alleged an assault had also taken place in the community. Further information was gathered from her sister that highlighted concerns that people were waiting at the local ATM for Mrs Q and they were asking her for money. Mrs Q had an established diagnosis of Alcohol Related Brain Damage (ARBD).

Under the Adult Support and Protection (Scotland) Act 2007, Section 4 inquiries took place which highlighted several vulnerabilities including excessive alcohol use, access to money, inability to maintain appointments and concerns about being exploited by others. Increasing welfare concerns were received through-out early 2018 and a risk assessment was completed recommending further ASP intervention. An AP Case Conference was held in July 2018 and Mrs Q was placed on a detailed Adult Support and Protection plan. Her Social Worker was able to build rapport through the weekly visits that the plan enforced and under the legislation shared concerns with housing, police and health services. It became increasingly clear that Mrs Q was at ongoing risk of significant harm and in addition her physical and mental health was worsening (she had a historical brain injury from childhood, was developing epilepsy and her ARBD was worsening). Hospital admission was sought and Mrs Q's status as an adult at risk of harm provided priority for available ward space.

Mrs Q was detained and hospitalised in August 2018. She was admitted into psychiatric care to assist her with an alcohol detoxification and to provide an opportunity to undertake an assessment of her mental state. Her admission also allowed Social Work to complete an assessment of needs in a less chaotic environment with input from nursing and OT. The assessment of need concluded that Mrs Q had a high level of care needs and would benefit from supported accommodation. Again, being subject to an ASP plan allowed for Mrs Q to have an increased priority for support (both in relation to a placement and budgeted support) and she was able to move relatively quickly into her new home. Mrs Q was not liable for charges for her support either whilst she remained on an ASP plan which allowed her time to settle into the routine and for a review to take place to ensure she was happy, and her needs were being met.

Mrs Q has excelled since she moved to the supported accommodation. The ASP plan ensured that Mrs Q had intensive support during her last few months in hospital and first few in the community from her care team. Regular core groups ensured that the central professionals were all aware of important information and plans of contact could be made. Mrs Q benefited from a weekly visit from at least one professional which meant any issues could be quickly highlighted and addressed and managers requested more detailed oversight which added a further layer of protection. Most importantly Mrs Q felt safe and supported. She understood people were concerned about her and that she was at risk in the past. She demonstrated insight into not wishing to return to her previous lifestyle, and has not returned to drinking alcohol. She admits she used this to cope with loneliness in the past. Now in her supported accommodation as she has access to support staff, and she advises she no longer feels lonely and therefore has no need to become intoxicated. She is now highly motivated to stay away from the individuals that took advantage of her. ASP intervention ended at a review meeting in July 2019.

Case Study 2: Renfrewshire's Learning Disabilities' Gateway Service

Ryan's Story

Over a period of many years I gradually lost most of the skills I needed to live on a day to day basis. My mobility deteriorated, and I withdrew from the activities I used to love. My hearty, baritone laugh became a barely-audible whisper. I was the drummer in a rock band at my day service. We used to raise money at our charity gig! But eventually I just sat at the drums staring in front of me. Even when prompted I didn't respond. I didn't appear interested in any of the things going on around me.

The same happened on the hill walking group. I physically slowed down, taking ages to walk a short distance. I'd often stop mid-stride, or on stairs with one foot on one step and one on another. Sometimes I'd walk sideways, slowly, stopping a lot.

At lunch I lost the ability to pick up a spoon, put it into my soup, move it to my mouth and eat it. I simply got stuck at one point in the process and had to be prompted and physically shown how to do it. Even that stopped working.

I'd still be sitting at lunch an hour after all my friends had already finished. Sometimes staff had to actually feed me. I stopped cooking and doing jigsaws. I wouldn't pay attention to the iPad or my DVD player. I lost interest in social group activities. Physical tics appeared, and I would Grimacee and seem to pull faces. I often became anxious and scared. Sometimes I would have loud outbursts: shouting, waving my hands and sweating profusely. I would often go to a quiet room to calm down.

At home my family found it extremely difficult to cope with these changes in my behaviour, especially in the social settings I used to enjoy. My sleep became disturbed and I was often tired on arrival at Gateway. My communication skills faded away – once I could use a complex picture symbols system to communicate my needs, eventually I found it difficult to recognise a single picture.

The deterioration was relentless, and nobody knew where it would end. Well, that was up until a few months ago. Something remarkable happened and I can now do most of the things I used to. My family have noticed a marked improvement in my life skills and are continuing to offer me all the love and support I need on this journey.

If you want to know what changed for me please read Gateway's Story!

Gateway's Story

Ryan's developing symptoms were closely observed and recorded by concerned Gateway staff. Gateway is a specialist autism-specific day service. Our experienced team are highly trained in strategies and interventions that support the profile of autism. These include SPELL, sensory integration, Picture Ex-change Communication System (PECS), Touch Trust, DIR Floortime, Intensive Interaction, Promoting Positive Behaviour, massage and music therapy. There are many more.

We employed the full range of our interventions to support Ryan, but nothing seemed to be working. Then there was a Eureka moment. At a conference on Autism and Movement, Gateway's team leader heard a delegate speak of Autism and Catatonia. She was struck by how similar the symptoms matched the behavioural evidence the team had been gathering.

She shared her understanding with a psychologist within the Renfrewshire Learning Disabilities Service (RLDS) team who at the time was mentoring a trainee clinical psychologist, who had neurology experience. She then compiled a report discussing Ryan, his autism, epilepsy and catatonia.

Her findings were then presented to the psychology team and a psychiatrist. This led to Ryan being given a formal diagnosis of Autism and Catatonia. The team prescribed medication for Ryan. Unfortunately, the medication could not be given to Ryan in a hospital setting, so a RLDS practice nurse became involved to monitor any potential adverse side effects. Thankfully, however, the medication had a positive impact. Ryan began to become more aware and alert.

A physiotherapist then became involved to encourage physical movement and advised Gateway staff on an exercise regime for Ryan. Gateway decided to assign a single worker to Ryan to ensure consistency in his care. He was partnered with a staff member from the Autism Connections' team who then began the process of reintroducing the PECS system. A speech and language therapist was also on hand to offer valuable advice. Ryan is now beginning to use his communication aid in various settings; at the centre, in restaurants and supermarkets etc.

He has once again taken his rightful place behind the drums in the 'Gateway Clash' rock band. His mobility has improved. His life skills and independence have increased and he is more aware of the people and activities around him.

Case Study 3: GP referrals to Integrated Alcohol Team and reducing the number of inappropriate attendances at the Emergency Department and emergency admissions

Tony, 56 years old – Alcohol Use, Gastritis (stomach complaint), Angina (heart condition), Claudication (leg complaint affecting mobility)

The GP contacted Tony, who has a long history of alcohol use but was keen to get better. The GP referred Tony to the local Integrated Alcohol Team and the Link Worker based within the surgery. He also referred Tony to Gastroenterology at the local hospital for treatment for his stomach complaint. Tony has now attended hospital and has been through alcohol detoxification. This has led to reduced symptoms and Tony's life is getting back on track.

Brian, 38 years old – Diabetes, Mental Health Issues, Alcohol Abuse

The GP contacted Brian who has multiple issues, mainly around alcohol use leading to poor control of his diabetes. The GP referred Brian to the Integrated Alcohol Team and encouraged him to keep his diabetes appointments. As a result, Brian is now drinking less and his diabetes is much better controlled.