

## Notice of Meeting and Agenda Leadership Board

Date	Time	Venue
Wednesday, 26 April 2023	13:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

MARK CONAGHAN  
Head of Corporate Governance

### Membership

Councillor Iain Nicolson (Convener): Councillor Jacqueline Cameron (Depute Convener):

Councillor Alison Ann-Dowling: Councillor Michelle Campbell: Councillor Graeme Clark: Councillor Gillian Graham: Councillor Neill Graham: Councillor Anne Hannigan: Councillor Alec Leishman: Councillor Marie McGurk: Councillor Iain McMillan: Councillor Jim Paterson: Councillor Emma Rodden: Councillor John Shaw: Councillor Andy Steel:

### 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 email  
[democratic-services@renfrewshire.gov.uk](mailto:democratic-services@renfrewshire.gov.uk)

### 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.

## **Hybrid Meeting**

Please note that this meeting is scheduled to be held in the Council Chambers. However, it is a hybrid meeting and arrangements have been made for members to join the meeting remotely should they wish.

## **Webcasting of Meeting**

This meeting will be filmed for live or subsequent broadcast via the Council's internet site – at the start of the meeting the Convener will confirm if all or part of the meeting is being filmed. To find the webcast please navigate to

<https://renfrewshire.public-i.tv/core/portal/home>

## **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**

<b>1</b>	<b>Revenue and Capital Budget Monitoring Report</b>	<b>1 - 14</b>
----------	---	---------------

Joint report by Chief Executive, Director of Finance & Resources and Chief Finance Officer, Renfrewshire Health & Social Care Partnership

## **Fairer Renfrewshire**

<b>2</b>	<b>Fairer Renfrewshire Sub-committee</b>	<b>15 - 18</b>
----------	--	----------------

Minute of Meeting of the Fairer Renfrewshire Sub-committee held on 22 March 2023

<b>3</b>	<b>Fairer Renfrewshire Update</b>	<b>19 - 32</b>
----------	-----------------------------------	----------------

Report by Chief Executive

## **Community Planning**

<b>4</b>	<b>Funding for Engage Renfrewshire 2023-2024</b>	<b>33 - 44</b>
----------	--	----------------

Report by Chief Executive.

## **Leisure and Culture**

<b>5</b>	<b>Refurbishment of Tennis Courts in Renfrewshire Parks and Development of Tennis in Renfrewshire Parks</b>	<b>45 - 52</b>
----------	---	----------------

Report by Director of Environment, Housing & Infrastructure.

**6      Review of OneRen's Annual Business Plan – 2023-2024      53 - 80**

Report by Chief Executive

**Strategic Leadership and Oversight**

**7      Bus Partnership Funding - Paisley Town Centre      81 - 86**

Report by Director of Environment, Housing & Infrastructure.

**8      Review of Renfrewshire's Public Transport Provision      87 - 92**

Report by Director of Environment, Housing and Infrastructure



**To:** Leadership Board

**On:** 26 April 2023

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

**Heading:** Revenue and Capital Budget Monitoring as at 6 January 2023

## 1. Summary of Financial Position

- 1.1. The projected revenue outturn at 31 March 2023 for those services reporting to the Leadership Board is an underspend position of £0.004m.
- 1.2. The projected capital outturn at 31 March 2023 for projects reporting to the Leadership Board is a breakeven position against the revised budget for the year.
- 1.3. This is summarised in the table below and further analysis is provided in the Appendices.

<b>Table 1: Revenue</b>				
<b>Division</b>	<b>Revised Annual Budget £000</b>	<b>Projected Annual Outturn £000</b>	<b>Budget Variance (Adv)/Fav £000</b>	<b>Budget Variance %</b>
Adult Services	93,607	92,765	842	0.9%
Chief Executives	20,570	21,408	(838)	(4.1%)
<b>Total</b>	<b>114,177</b>	<b>114,173</b>	<b>4</b>	<b>0.0%</b>

<b>Table 2: Capital</b>				
<b>Division</b>	<b>Revised Annual Budget £000</b>	<b>Projected Annual Outturn £000</b>	<b>Budget Variance (Adv)/Fav £000</b>	<b>Budget Variance %</b>
Chief Executives	38,926	38,926	0	0%
Leisure Services	1,688	1,688	0	0%
<b>Total</b>	<b>40,614</b>	<b>40,614</b>	<b>0</b>	<b>0%</b>

## 2. Recommendations

2.1. Members are requested to:

- (a) Note the projected Revenue outturn position detailed in Table 1 above;
- (b) Note the projected Capital outturn position detailed in Table 2 above; and
- (c) Note the budget adjustments detailed at sections 4 and 6.

## 3. Revenue

- 3.1. The Revenue Budget Monitoring report at Appendix 1 identifies a projected annual underspend of £0.004m for all services reporting to this Board. Detailed division reports can be found in Appendix 2, along with an explanation of each significant projected variance.
- 3.2. The projected outturn is based on information currently available, and assumptions made by service budget holders.
- 3.3. The main reasons for the projected outturn position are indicated in the appendices showing both the subjective analysis (what the budget is spent on) and the objective analysis (which division is spending the budget).
- 3.4. The most significant areas to bring to member's attention are outlined below:
  - OneRen continues to experience increased cost and reduced revenue generation in the short to medium term as a result of both temporary and more permanent behavioural changes in recovery from COVID-19. In addition the level of pay award agreed for 2022/23 is in excess of the level of budgetary provision made, resulting in an increased forecast overspend. OneRen is also facing steeply increasing utilities costs which are currently being managed within existing resources through close financial management. The Board and management team of OneRen continue to put measures in place to mitigate the level of financial support required.
  - Within Adult Services, managed by Renfrewshire HSCP, the service continues activity in response to the pandemic, which includes providing support to external care providers in order to ensure their ongoing financial sustainability.

At Period 10, the service estimates that costs of £2.419m will be incurred specifically in relation to COVID-19 Adult Social Care services by the end of the financial year; this includes costs related to financial sustainability payments to private adult and elderly care providers. The projected costs are however based on the current position and may change depending on any further impact of COVID on internal and externally provided services.

The Scottish Government provided the HSCP with additional COVID-19 funding in the final quarter of 2021/22, and this was held as an earmarked reserve and utilised to fund COVID-19 costs incurred this financial year. In this context, additional costs specifically relating to the COVID-19 response are not therefore included within this report. The uncommitted proportion of this funding was returned to the Scottish Government in February 2023.

#### **4. Revenue Budget Adjustments**

- 4.1. Members are requested to note from Appendix 1 that budget adjustments totalling £0.207 million have been processed since the previous report to board; this relates to the allocation of budget to fund the 2022/23 pay settlement.

#### **5. Capital**

- 5.1. The Capital Investment Programme 2022/23 to 2026/27 was approved by the Council on 3 March 2022.
- 5.2. For the Chief Executive's Service, the approved capital spend for 2022/23 is £38.926m (£44.981m approved Capital Plan). For Leisure Services, the approved capital spend for 2022/23 is £1.688m (£0.754m approved Capital Plan).
- 5.3. Further details can be found in Appendix 3.

#### **6. Capital Budget Adjustments**

- 6.1. Since the 2022/23 budget was approved in March, budget adjustments totalling £5.121m have arisen. £6.580m of these adjustments have occurred since the previous board report as a result of:

- **Leisure Services**

Budget carried forward into 2023/24 from 2022/23 (£0.698m):

- Community Halls Refurbishment: (£0.698m) to reflect expected timing of work at Steeple Hall and Bargarran.

- **Chief Executives**

Budget carried forward into 2023/24 from 2022/23 (£5.882m) based on updated cashflows for the following projects:

- Glasgow Airport Investment Area: (£2.700m);
- Clyde Waterfront and Renfrew Riverside: (£2.646m);
- AIMIDS South: (£0.536m).

---

## Implications of this report

### 1. Financial

The projected budget outturn position for the revenue budget reported to the Leadership Board is an underspend of £0.004m. Income and expenditure will continue to be monitored closely for the rest of the financial year and, where necessary, steps will be taken to mitigate any overspend.

The projected outturn position for capital budgets reported to the Leadership Board is breakeven. The Capital programme will continue to be monitored closely for the rest of the financial year.

### 2. HR and Organisational Development

None directly arising from this report.

### 3. Community/Council Planning

None directly arising from this report.

### 4. Legal

None directly arising from this report.

### 5. Property/Assets

Capital projects will result in new assets (City Deal) and refurbishment, and improvement to Cultural Infrastructure and Public Realm assets.

### 6. Information Technology

None directly arising from this report.

### 7. Equality and 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

None directly arising from this report.



**9. Procurement**

None directly arising from this report.

**10. Risk**

The risk that the Council will overspend its approved budgets for the year will be managed at a Council-wide level by the Chief Executive and Directors.

**11. Privacy Impact**

None directly arising from this report.

**12. Cosla Policy Position**

N/a.

**13. Climate Risk**

None directly arising from this report.

---

**List of Background Papers**

The Capital Investment Programme 2022/23 to 2026/27, approved by Council on 3 March 2022

---

**Authors:** Revenue - Valerie Howie, Finance Business Partner  
Capital - Geoff Borland, Finance Manager



**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD**

Objective Summary	Approved Annual Budget at Period 8	Budget Adjustments	Revised Annual Budget at Period 10	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Adult Services	93,607	0	93,607	92,765	842	0.9%	1,021	(179)
Chief Executive's Service	20,363	207	20,570	21,408	(838)	(4.1%)	(835)	(3)
<b>NET EXPENDITURE</b>	<b>113,970</b>	<b>207</b>	<b>114,177</b>	<b>114,173</b>	<b>4</b>	<b>0.0%</b>	<b>186</b>	<b>(182)</b>

Subjective Summary	Approved Annual Budget at Period 8	Budget Adjustments	Revised Annual Budget at Period 10	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	44,111	211	44,322	43,833	489	1.1%	682	(193)
Premises Related	815	0	815	917	(102)	(12.5%)	(53)	(49)
Transport Related	837	0	837	475	362	43.2%	349	13
Supplies and Services	15,522	0	15,522	16,268	(746)	(4.8%)	(747)	1
Third Party Payments	76,446	487	76,933	77,461	(528)	(0.7%)	(727)	199
Transfer Payments	6,430	900	7,330	7,167	163	2.2%	332	(169)
Support Services	91	0	91	74	17	18.7%	16	1
Depreciation and Impairment Losses	0	0	0	0	0	0.0%	0	0
<b>GROSS EXPENDITURE</b>	<b>144,252</b>	<b>1,598</b>	<b>145,850</b>	<b>146,195</b>	<b>(345)</b>	<b>(0.2%)</b>	<b>(148)</b>	<b>(197)</b>
Income	(30,282)	(1,391)	(31,673)	(32,022)	349	1.1%	334	15
<b>NET EXPENDITURE</b>	<b>113,970</b>	<b>207</b>	<b>114,177</b>	<b>114,173</b>	<b>4</b>	<b>0.0%</b>	<b>186</b>	<b>(182)</b>



**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES**

Objective Summary	Approved Annual Budget at Period 8	Budget Adjustments	Revised Annual Budget at Period 10	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Older People	60,147	0	60,147	60,920	(773)	(1.3%)	(846)	73
Physical or Sensory Difficulties	7,536	0	7,536	7,354	182	2.4%	198	(16)
Learning Difficulties	21,251	0	21,251	20,200	1,051	4.9%	1,240	(189)
Mental Health Needs	3,870	0	3,870	3,497	373	9.6%	437	(64)
Addiction Services	803	0	803	794	9	1.1%	(8)	17
<b>NET EXPENDITURE</b>	<b>93,607</b>	<b>0</b>	<b>93,607</b>	<b>92,765</b>	<b>842</b>	<b>0.9%</b>	<b>1,021</b>	<b>(179)</b>

Objective Heading	Key Reasons for Projected Variance
Older People	Spend within care at home continues to increase as the service continues to support delayed discharges and demand.
Physical or Sensory Difficulties	Underspends in employee costs reflecting national recruitment issues facing all Health & Social Care.
Learning Difficulties	Underspends in employee costs reflecting national recruitment issues facing all Health & Social Care. Further underspend within adult care placements reflective of the current client profile but subject to change depending on demand and the implementation of planned adult care placements over the financial year.
Mental Health Needs	Underspends in employee costs reflecting national recruitment issues facing all Health & Social Care. Further underspend within adult care placements reflective of the current client profile but subject to change depending on demand and the implementation of planned adult care placements over the financial year.

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD - ADULT SERVICES**

Subjective Summary	Approved Annual Budget at Period 8	Budget Adjustments	Revised Annual Budget at Period 10	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	38,952	0	38,952	38,483	469	1.2%	661	(192)
Premises Related	442	0	442	486	(44)	(10.0%)	(51)	7
Transport Related	836	0	836	474	362	43.3%	349	13
Supplies and Services	2,220	0	2,220	2,099	121	5.5%	120	1
Third Party Payments	76,320	487	76,807	77,335	(528)	(0.7%)	(727)	199
Transfer Payments	4,265	904	5,169	5,004	165	3.2%	332	(167)
Support Services	87	0	87	70	17	19.5%	16	1
Depreciation and Impairment Losses	0	0	0	0	0	0.0%	0	0
<b>GROSS EXPENDITURE</b>	<b>123,122</b>	<b>1,391</b>	<b>124,513</b>	<b>123,951</b>	<b>562</b>	<b>0.5%</b>	<b>700</b>	<b>(138)</b>
Income	(29,515)	(1,391)	(30,906)	(31,186)	280	0.9%	321	(41)
<b>NET EXPENDITURE</b>	<b>93,607</b>	<b>0</b>	<b>93,607</b>	<b>92,765</b>	<b>842</b>	<b>0.9%</b>	<b>1,021</b>	<b>(179)</b>

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE**

Objective Summary	Approved Annual Budget at Period 8	Budget Adjustments	Revised Annual Budget at Period 10	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Chief Executive and Management	299	(31)	268	265	3	1.1%	3	0
Policy and Commissioning	4,627	152	4,779	4,767	12	0.3%	11	1
Marketing and Communications	3,703	86	3,789	3,784	5	0.1%	9	(4)
City Deal & Infrastructure	0	0	0	0	0	0.0%	0	0
Leisure Services (incl Renfrewshire Leisure)	11,734	0	11,734	12,592	(858)	(7.3%)	(858)	0
<b>NET EXPENDITURE</b>	<b>20,363</b>	<b>207</b>	<b>20,570</b>	<b>21,408</b>	<b>(838)</b>	<b>(4.1%)</b>	<b>(835)</b>	<b>(3)</b>

Objective Heading	Key Reasons for Projected Variance
Chief Executive and Management	No significant projected year end variances to report.
Policy and Commissioning	No significant projected year end variances to report.
Marketing and Communications	No significant projected year end variances to report.
City Deal & Infrastructure	No significant projected year end variances to report.
Leisure Services (incl Renfrewshire Leisure)	The projected overspend position reflects the significant challenges OneRen continues to face following the pandemic and its impact on commercial income, in addition to the higher level of pay award now agreed for 2022/23.

**RENFREWSHIRE COUNCIL**  
**REVENUE BUDGET MONITORING STATEMENT 2022/23**  
**1 April 2022 to 6 January 2023**

**POLICY BOARD : LEADERSHIP BOARD - CHIEF EXECUTIVE'S SERVICE**

Subjective Summary	Approved Annual Budget at Period 8	Budget Adjustments	Revised Annual Budget at Period 10	Projected Outturn	Budget Variance (Adverse) or Favourable		Previous Projected Outturn Variance	Movement
	£000	£000	£000	£000	£000	%	£000	£000
Employees	5,159	211	5,370	5,350	20	0.4%	21	(1)
Premises Related	373	0	373	431	(58)	(15.5%)	(2)	(56)
Transport Related	1	0	1	1	0	0.0%	0	0
Supplies and Services	13,302	0	13,302	14,169	(867)	(6.5%)	(867)	0
Third Party Payments	126	0	126	126	0	0.0%	0	0
Transfer Payments	2,165	(4)	2,161	2,163	(2)	(0.1%)	0	(2)
Support Services	4	0	4	4	0	0.0%	0	0
Depreciation and Impairment Losses	0	0	0	0	0	0.0%	0	0
<b>GROSS EXPENDITURE</b>	<b>21,130</b>	<b>207</b>	<b>21,337</b>	<b>22,244</b>	<b>(907)</b>	<b>(4.3%)</b>	<b>(848)</b>	<b>-59</b>
Income	(767)	0	(767)	(836)	69	9.0%	13	56
<b>NET EXPENDITURE</b>	<b>20,363</b>	<b>207</b>	<b>20,570</b>	<b>21,408</b>	<b>(838)</b>	<b>(4.1%)</b>	<b>(835)</b>	<b>(3)</b>



RENFREWSHIRE COUNCIL  
CAPITAL INVESTMENT STRATEGY - NON-HOUSING SERVICES  
1st April to 6th January 2023  
POLICY BOARD: LEADERSHIP

Project Title	Prior Years Expenditure to 31/03/2022*	Current Year 2022-23						Full Programme - All years			
		Approved Budget 2022-23	Budget Adjustments in 2022-23	Revised Budget 2022-23	Projected Outturn 2022-23	Budget Variance (Adverse) or Favourable		Total Approved Budget to 31-Mar-27 £000	Projected Outturn to 31-Mar-27 £000	Budget Variance (Adverse) or Favourable	
	£000	£000	£000	£000	£000						
<b>LEISURE SERVICES</b>											
Leisure Investment Programme	52,279	0	321	321	321	0	0%	52,600	52,600	0	0%
Grass Pitches & Changing Facilities	3,872	0	369	369	369	0	0%	4,241	4,241	0	0%
Community Halls Refurbishment	1,710	754	244	998	998	0	0%	3,433	3,433	0	0%
Lagoon Internal Play Centre	0	0	0	0	0	0	0%	1,000	1,000	0	0%
<b>Total Leisure Services</b>	<b>57,861</b>	<b>754</b>	<b>934</b>	<b>1,688</b>	<b>1,688</b>	<b>0</b>	<b>0%</b>	<b>61,274</b>	<b>61,274</b>	<b>0</b>	<b>0%</b>
<b>CHIEF EXECUTIVES</b>											
<b>City Deal Projects</b>											
Glasgow Airport Investment Area	38,662	2,314	-766	1,548	1,548	0	0%	43,053	43,053	0	0%
Clyde Waterfront & Renfrew Riverside	21,821	37,714	-11,554	26,160	26,160	0	0%	117,748	117,748	0	0%
Airport Access	2,934	0	0	0	0	0	0%	141,991	141,991	0	0%
<b>Economic Development</b>											
GAIA Regeneration	2,109	0	1,891	1,891	1,891	0	0%	5,500	5,500	0	0%
AMIDS: Public Realm Phase 1 Netheron Square	246	2,726	962	3,688	3,688	0	0%	3,933	3,933	0	0%
AMIDS: District Heating Network	3,882	2,007	1,204	3,211	3,211	0	0%	7,093	7,093	0	0%
AMIDS: South	415	220	2,208	2,428	2,428	0	0%	42,328	42,328	0	0%
<b>Total Chief Executives</b>	<b>70,069</b>	<b>44,981</b>	<b>(6,055)</b>	<b>38,926</b>	<b>38,926</b>	<b>0</b>	<b>0%</b>	<b>361,646</b>	<b>361,646</b>	<b>0</b>	<b>0%</b>
<b>TOTAL LEADERSHIP BOARD</b>	<b>127,930</b>	<b>45,735</b>	<b>(5,121)</b>	<b>40,614</b>	<b>40,614</b>	<b>0</b>	<b>0%</b>	<b>422,920</b>	<b>422,920</b>	<b>0</b>	<b>0%</b>

\*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.



## Minute of Meeting

### Fairer Renfrewshire Sub-committee

Date	Time	Venue
Wednesday, 22 March 2023	10:00	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

**Present:** Councillor Jacqueline Cameron, Councillor Graeme Clark, Councillor Anne Hannigan, Councillor Alec Leishman, Councillor Marie McGurk, Councillor Iain Nicolson, Councillor Jim Paterson

#### Chair

Councillor J Cameron, Convener, was unable to attend the meeting in person at the Council Chambers. In accordance with the approved protocol for hybrid meetings, the Depute Convener, Councillor Clark, chaired this meeting of the Sub-committee.

#### In Attendance

L McIntyre, Head of Policy and Commissioning and A Armstrong-Walter, Strategic Partnership and Inequalities Manager (both Chief Executive's); and D Low, Democratic Services Manager and D Cunningham, Assistant Committee Services Officer (both Finance & Resources).

#### Declarations of Interest

There were no declarations of interest intimated prior to the commencement of the meeting.

#### Webcasting of Meeting

Prior to the commencement of the meeting the Depute Convener intimated that this meeting of the Sub-committee would be filmed for live or subsequent broadcast via the Council's internet site.

### 1 **Cost of Living Update**

There was submitted a report by the Chief Executive relative to a number of recent developments in the cost-of-living crisis including changes to the rate of inflation; the continued rise in the inflation rate for food; and the extension of the UK Government's Energy Price Guarantee from 1 April to the end of June 2023.

**DECIDED:** That the report be noted.

### 2 **Fairer Renfrewshire Programme Update**

There was submitted a report by the Chief Executive relative to progress made on the key priorities of the Fairer Renfrewshire Programme for March - June 2023 which included participation and engagement; developing the Local Child Poverty Action Report; developing the Fairer Food Renfrewshire programme; evaluating the Winter Connections Programme; developing and delivering budget investments including holiday activities and winter school clothing grant; and evaluating the Tackling Poverty Programme.

**DECIDED:** That the report be noted.

### 3 **Parental Employability Support Fund**

The Economic Development Manager, Chief Executive's, gave a presentation on the Parental Employability Support Fund, a user-based model of delivery that supported parents into work as well as helping those already in work to increase their household income.

**DECIDED:** That the presentation be noted.

### 4 **School Holiday Childcare and Food Provision**

Under reference to item 2 of the Minute of meeting of this Sub-committee held on 1 February 2023, there was submitted a report by the Chief Executive relative to the review of the current provision of funds to increase the provision of meals and social activities over school holiday periods.

The report intimated that there was a range of activity programmes and funding sources for holiday activity provision locally and the report recommended that officers continued to map current provision and coverage to ensure maximum impact, and make sure provision was reaching the families that needed it most. The report advised that officers were awaiting notification of the Scottish Government resource allocation to Renfrewshire Council from the Scottish Government Holiday Food and Childcare programme.

The report advised that Council had agreed a further allocation of £100,000 of funding as part of the Council budget approved on 2 March 2023 and that this allocation would provide a programme of summer activities for children and young people from low-income families, encouraging them to access a wide range of activities and healthy food. It was anticipated that this fund would be supplemented by Scottish Government resource as was the case in 2021/22.

**DECIDED:** That the report be noted.

### 5 **Fairer Renfrewshire Lived Experience Panel**

The Strategic Partnership & Inequalities Manager, Chief Executive's, gave a presentation on the membership and operation of the Fairer Renfrewshire Lived Experience Panel.

**DECIDED:** That the presentation be noted.





---

**To:** Leadership Board

**On:** 26 April 2023

---

**Report by:** Chief Executive

---

**Heading:** Fairer Renfrewshire Update

---

## **1. Summary**

- 1.1 The Council and its partners continue to work together to progress the Fairer Renfrewshire Programme, with a strong shared focus currently on the local response to the cost-of-living crisis.
- 1.2 This paper provides a summary of the key headline issues relating to the cost-of-living crisis locally, as reported to the Fairer Renfrewshire Sub-Committee. While there are some encouraging signs of economic recovery, such as a predicted fall in inflation rates and wholesale energy prices during 2023, it is important to recognise that households locally are still experiencing a range of financial pressures and for many, significant financial hardship.
- 1.3 Previous papers to board have provided an update on the significant level of investment and focus that the Council and its partners have made in terms of responding to the cost of living crisis and financial insecurity through the Fairer Renfrewshire Programme. As confirmed as part of the Council's budget in March 2023, all tranches of funding available to support the Programme have been brought together to support the development and implementation of the Fairer Renfrewshire Programme, with an overall funding envelope of in the region of £5m allocated to support this.
- 1.4 This paper makes recommendations for the allocation of an additional £1.025m of Council funding for initial investment during 2023/24, focussed on supporting the financial security of people in Renfrewshire. A key priority for 2023 will continue to be income maximisation and reducing household expenditure to help households cope with the ongoing cost-of-living crisis.

- 1.5 Work also continues to develop the Council's approach to issues such as poverty and inequality in the medium term, and to develop high-quality, evidence-based poverty interventions locally which maximise the impact of Council resources moving forward. The paper notes particular activities being undertaken in relation to support for low income families around the cost of the school day and around holiday activity and food support.
- 1.6 In terms of the wider Fairer Renfrewshire programme and the Alcohol and Drugs Commission work, Section 6 of this report provides an overview of the Recovery Change Fund, and sets out a recommendation to award further funding to extend an existing project funded by the Recovery Change Fund. Additionally, a review of the Fund will be undertaken to assess links with other national funding streams and to develop options for the funding going forward.
- 1.7 There continues to be a significant amount of ongoing work and activity under the Fairer Renfrewshire banner, with priorities for the Fairer Renfrewshire programme over the coming quarter including the:
- Development of the poverty and participation test of change, working alongside the newly established lived experience panel to develop recommendations and the shape of future work
  - Developing and delivering budget investments including holiday activities and winter school clothing grant
  - Producing Renfrewshire's Local Child Poverty Action Report
  - Commencing a 'deep dive' data exercise around child poverty as a Community Planning Partnership, focussing on the six priority family groups
  - Establishing the Fair Food Renfrewshire partnership, using the Sustainable Food Places toolkit
  - Continuing the evaluation of projects within Tackling Poverty Programme and exploring future options with services around required priorities going forward
  - Delivery of the remaining Winter Connections programme, and associated evaluation of the programme.

---

## 2. Recommendations

- 2.1 It is recommended that elected members:
- Note the progress made in relation to key projects within the Fairer Renfrewshire programme
  - Allocate £818,812 to extend the delivery of projects within the Tackling Poverty Programme for 2023/24, as detailed at Section 4.
  - Allocate £140,000 to develop a dedicated family advice team to provide income advice to families with children in Renfrewshire, as detailed at Section 4.



- Delegate authority to the Head of Policy and Commissioning to flexibly manage the Council's allocation of £100,000 for holiday activities and food in consultation with the Council Leader, as detailed at Section 5.
- Award Renfrewshire Citizens Advice Bureau grant funding of £42,000 to extend their Welfare Rights project for an additional year throughout 2023/24 as detailed at Section 5.
- Allocate £20,000 to extend the Fuel Insecurity Pilot for a further 6 months from April 2023 as detailed at Section 5.
- Approve the allocation of £5,012 from the Recovery Change Fund to support the initiative detailed in Section 6.

---

### 3. Background

- 3.1 As elected members will be aware through previous updates to the Leadership Board, the Council is in the process of developing and delivering a new Fairer Renfrewshire Programme. This brings together all previous programmes that have been developed to tackle the inequalities that exist across Renfrewshire's communities, including those relating to poverty, alcohol and drugs and COVID recovery, and has an immediate focus on the local response to the deepening cost-of-living crisis.
- 3.2 The Fairer Renfrewshire Sub-Committee continues to meet to provide oversight of all related activities being undertaken, with the latest meeting being held on 22 March 2023. A Fairer Renfrewshire Officer Group has also been established which currently meets monthly and is chaired by the Head of Policy and Commissioning.
- 3.3 Renfrewshire Council's 2023-24 budget, agreed on 2nd March 2023, outlined several investments related to the Fairer Renfrewshire programme including bringing together the current Fairer Renfrewshire funding alongside the Tackling Poverty and Social Renewal reserve funds into a single resource estimated at £5million. As part of the Budget the following funding decisions were confirmed:
- £0.068m over 2 years to support the recently agreed 10% increase in delivery of advice services by Renfrewshire Citizens Advice Bureau
  - £0.300m to support a £50 winter school clothing payment to each child eligible for school clothing grant
  - £0.100m to provide a programme of summer activities for children and young people from low-income families, encouraging them to access a wide range of activities and healthy food
  - Council also agreed to top-up funding of £0.200million to the Scottish Welfare Fund, to be drawn from Welfare Reform reserve

- 3.4 This paper provides an overview of the activities that have been progressed through the Programme since the last update to board, and also seeks to provide an update on national and local policy developments which continue to impact the local response.

### **Current context**

- 3.5 On 22 March 2023, the Fairer Renfrewshire Sub-committee considered a cost-of-living update report which provided an overview of recent statistics and research in relation to the cost-of-living crisis. Key points to highlight to the Board include:
- It was reported at the Fairer Ren Sub-Committee that the rate of inflation had fallen to 10.1% (January 23), after reaching a high of 11.1% in October. The inflation rate has since increased to 10.4% (March 23), with an unexpected jump following a surge in food prices resulting from a shortage of salad items, and then resumed its downward trajectory to 10.1% (April 23).
  - The inflation rate for food has continued to rise. The ONS report the cost of food and non-alcoholic beverages has risen by about 19.1% in the year to March, its highest rate since August 1977.
  - In response to higher-than-expected UK inflation, the Bank of England raised interest rates by a quarter of a percentage point to 4.25% on 23<sup>rd</sup> March 2023.
  - The energy regulator Ofgem announced that its quarterly cap on household bills for average dual-fuel direct-debit customers will fall by around 23% from £4,279 for the January to March quarter to £3,280 from 1 April. The UK Government's Energy Price Guarantee, which limits the maximum costs of energy, will be kept at £2,500 from 1st April, to the end of June: a three month extension.
  - It is predicted the Energy Price Cap will fall below the level of the Energy Price Guarantee in July, which would mean the increase in the Energy Price Guarantee would not impact on bills as households pay whichever is the lower of these two rates. The current prediction by Cornwall Insight is that the Energy Price Cap will fall to £2,013/year for the period 1 July 2023 – September 2023.
- 3.6 In terms of recent research undertaken, the Fairer Renfrewshire Sub-Committee considered some of the following key findings and the potential impact in Renfrewshire. These included figures released by the Office for National Statistics on 27 February 2023 which show the impact of the cost-of-living crisis, including on eating, heating and on mental health. The ONS's latest data found that from November 2022 to January 2023:
- Around 1 in 11 (9%) adults reported they had often or sometimes run out of food and could not afford to buy more in the past month.
  - Around half of adults reported that they were buying less when food shopping (50% in the latest period, 49% in the previous period); 40% reported this in both the latest and the previous period, and 10% reported this for the first time in the latest period.
  - Around 1 in 8 (13%) reported they had cut down meal size or skipped meals in the past month because there was not enough money for food; 21% of these adults reported they had done so on more than 14 days in the month.
  - Around 2 in 10 adults (19% in the latest period, 23% in the previous period) reported that they were occasionally, hardly ever, or never, able to keep comfortably warm in the past two weeks; 12% had reported this in both the latest and the previous period (22

November to 18 December 2022), and 7% reported this for the first time in the latest period.

- Around a third (34%) agreed (strongly agreed or agreed) that increases in the cost of living had negatively affected their mental health.

- 3.7 While inflation is expected to fall over 2023, the continuing cost-of-living crisis means households are still experiencing significant financial pressures at this time. As a result, there is an ongoing requirement for the Council to provide support to households to mitigate the crisis where possible. The scale of crisis and finite nature of the Council's resources will require a targeted approach moving forward.
- 3.8 In March 2023, the Department for Work and Pensions released new statistics on children in low-income families. These statistics provide information on the number and proportion of children living in relative and absolute low income, before housing costs, across the United Kingdom. This data is available to ward level, and therefore provides local area insights for smaller geographical areas.
- 3.9 The proportion of children in low-income families in Renfrewshire has been steadily rising since 2014/15. Data for 2020/21 showed a fall in child poverty, with rates continuing to rise in the 2021/22 financial year. It is advised that the data from 2020/2021 has significant caveats, as data collection was affected by the coronavirus pandemic. Figures from this year are subject to additional uncertainty for several reasons and therefore caution should be taken when using this data in comparison with other years.
- 3.10 For 21/22, the percentage of children in relative low income, before housing costs in Renfrewshire is 20%, representing 5,960 children. The rate for Scotland is 20.8%. In 2020/21, the rate recorded for Renfrewshire was 14.9%, and for 2019/20 was 18%.
- 3.11 All wards in Renfrewshire saw rises in the proportion of children in low-income families, with some wards more marked than others. There continue to be particularly high proportions of children in low-income families in both Paisley North West and Renfrew South and Gallowhill wards, with children living in relative low income rates at 31.5% and 36.8% respectively and a particularly sharp increase for the Renfrew South and Gallowhill ward.
- 3.12 Officers are undertaking a 'deep dive' child poverty data exercise, to support the Local Child Poverty Action Plan as well as the wider Fairer Renfrewshire programme. While a key focus of this exercise will be the six child poverty priority groups, this exercise will also consider child poverty from a local area perspective – with a particular focus on understanding the drivers of marked increases in child poverty rates in some areas in Renfrewshire, and the potential actions that can be taken as a Council and with our partners.

---

## 4. Tackling Poverty

- 4.1 The existing 5 year Tackling Poverty Programme is now coming to an end in its existing form, with this portfolio now continuing as part of Fairer Renfrewshire programme.

- 4.2 There are eight projects currently running as part of the Tackling Poverty Programme, and most of these now represent ongoing service delivery, or additionality to existing services.
- 4.3 Work taken forward as part of the Fairer Renfrewshire will represent a much more targeted use of resources moving forward, with a sharpened focus on priorities within the Fairer Renfrewshire programme to better reflect the current challenges around poverty and inequality and recognising the limited nature of the Council's resources.
- 4.4 Any projects continuing as part of Fairer Renfrewshire will be reviewed and updated to sharpen focus as a poverty intervention and alignment to wider programme, including impact measurement and reporting.
- 4.5 This paper provides proposals to extend funding for projects within the Tackling Poverty Programme for a further year from the Fairer Renfrewshire budget.
- 4.6 It is recommended that £818,812 is allocated to sustain the projects within the current Tackling Poverty Programme at its current level. This includes:
- The **Families First** approach continues to offer early years and family support services, including parenting support. It is anticipated the Families First model will continue to be adapted to align to the Scottish Government's Whole Family Wellbeing policy agenda. Dedicated income maximisation and welfare rights advice for families will continue to be provided as part of a new wider family advice service.
  - The **Cost of the School Day** fund will continue 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.
  - **Breakfast clubs** within specific establishments will continue, providing a healthy breakfast to all pupils universally. Tackling Poverty funding provides free breakfast service in nine primary schools, and to children and young people entitled to Free School Meals in one secondary school. The project relieves financial pressure on low-income families, but most importantly, makes sure that children start the school day ready to learn.
  - **Energy Advice** will also continue to be offered to people who need support to reduce their energy bills, manage fuel debt and improve the energy efficiency in their homes. The Tackling Poverty programme currently funds one energy advocate within the team.
  - The **Peer Health** project will continue in partnership with Active Communities, working with young people in 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, with a focus on mental health.
  - **Skoobmobile** will continue to provide a mobile public library service directly to children and families in communities. 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.
  - The programme will continue to provide additional resource to **Street Stuff** activities during the holidays and at weekends, along with the provision of free healthy meal, in

addition to the resources provided by the Scottish Government's School Holiday Childcare and Food programme.

- The **Healthier, Wealthier Children** service will continue to provide targeted advice and support to new and expectant parents managing changes to finances and supporting them to claim benefits they are entitled to, as part of a new wider family advice service.

- 4.7 All projects within the Tackling Poverty Programme are currently being evaluated to inform the future direction of this work. The first phase of this evaluation will focus on Energy Advocacy, Breakfast Clubs, Families First and Street Stuff, followed by Peer Health, Cost of the School Day, Skoobmobile and Healthier Wealthier Children in the second phase.
- 4.8 Over the course of 2023/24, options will be developed for each of the projects within the programme. It should be noted that several projects are linked to Council motions, transformation plans and/or national Scottish Government commitments – a corporate approach is being developed working alongside services and reporting to the Fairer Renfrewshire Officer Group.
- 4.9 Building on this corporate approach, the Fairer Renfrewshire Sub-Committee and Fairer Renfrewshire Officer Group will also review the wider range of supports available to low-income families with a view to building a holistic approach to addressing child poverty locally. This work is underway related to holiday childcare and food as detailed at Section 5 in this report, with work also commenced on reviewing practice around the management of School Meal Debt.

## Family Advice

- 4.10 Dedicated income advice for families is provided in two projects in the current Tackling Poverty project, Families First and Healthier Wealthier Children. In addition to current provision, there have also been a number of local developments in this area – including the funding of Citizens Advice Bureau to provide an advice service within schools.
- 4.11 Recognising the impact of dedicated income maximisation support for families with children, officers have undertaken work to redesign current advice provision for families to increase the capacity and reach of our advice services.
- 4.12 It is recommended that a new dedicated family advice service is established within Advice Works, providing a team of income advisors who would develop relationships and pro-active referral routes with Council services and partners. This would include:
- existing services and referrals routes for families such as Healthier Wealthier Children and Families First
  - key emerging policy and service areas focussed on holistic support for families such as Parental Employability and Whole Family Wellbeing
  - early years and primary school settings, complementary to the advice service for secondary schools being designed with Renfrewshire Citizens Advice Bureau. In particular, there are opportunities to explore how the service can work alongside school office staff to address issues such as school meal debt more proactively.

- developing relationships with community and voluntary sector organisations providing support for families, with a particular focus on reaching the child poverty priority family groups.
- 4.13 This team will work with families to maximise household income through income advice, but also seek to increase take-up of wider supports provided by the Council for families, for example, free school meals, school clothing grants or employability supports for parents.
- 4.14 It is recommended that £140,000 of Fairer Renfrewshire funding is allocated to pilot this family advice model for an initial period of one year.

## **5. Update on Fairer Renfrewshire Programme**

- 5.1 In the last update provided to the Leadership Board on 22 February 2023, elected members were provided with an overview of the key activities that had been undertaken in the period. The following sections provide an update on key activities undertaken in the period since the last Leadership Board, as well as a number of recommendations to extend existing cost-of-living supports within the Fairer Renfrewshire Programme.

### **Supporting low income families**

- 5.2 As part of the programme, officers are working across services and with partners to consider supports that are provided linked to the school day. This includes the provision of breakfast support and free school meals. Specific work is being progressed in relation to the consideration of potential debt that may accrue within the school environment, such as in relation to school meals. As outlined above within this report, proposals have also been developed to look at different models of family advice provision which will be implemented in partnership with learning establishments. A further report on these issues will be provided to the Fairer Renfrewshire sub-committee.

### **Holiday childcare and food**

- 5.3 An update on the holiday childcare and food provision was provided to the Fairer Renfrewshire Sub-Committee on 22 March 2023. This report provided further detail on the policy context of school holiday childcare provision nationally alongside an overview of national and local provision.
- 5.4 A motion was proposed at Council in September 2022 seeking to establish a fund to increase the provision of meals and social activities for school children over school holiday periods throughout Renfrewshire. Council agreed the request be forwarded to the established Fairer Renfrewshire Sub-committee for consideration. It was agreed that the sub-committee should review the current provision over school holiday periods and seek to identify any gaps which may require to be addressed.
- 5.5 It should be noted Council agreed a further allocation of £100,000 in its budget agreed on 2nd March 2023.

This allocation is to provide a programme of summer activities for children and young people from low-income families, encouraging them to access a wide range of activities and healthy food. It is anticipated that this fund will be supplemented by Scottish Government resource as was the case in 2022/23.

- 5.6 Evaluation work is currently underway on elements of Street Stuff programme funded by the Tackling Poverty Programme, which funds the provision of food alongside activities as well as provision across holiday periods not currently funded by Scottish Government. There is also a current consultation exercise underway for young people aged 10-25 being run by Community Learning and Development to inform future provision of activities.
- 5.7 Work is underway alongside the Fairer Renfrewshire Lived Experience Panel to explore holiday childcare provision in more detail, with a particular focus on understanding the experiences, needs and barriers of low-income households. It is hoped that work will help inform the allocation of the additional £100,000 from the Council's budget for additional summer activities for children and young people from families on low-incomes. Initial themes from discussions with the Panel include:
- Increasing awareness of existing provision, and how the current offer is communicated and promoted
  - Coverage of provision for different age ranges, with possible gaps identified for preschool children and also older teenagers
  - Some activities have additional cost barriers, for example transport and food
  - Discussion around targeting and eligibility, making sure those that need it the most can access, but recognising the potential barriers and stigma of eligibility criteria
  - Need to achieve fairness and consistency across different areas, balanced with local approaches suitable for different communities
  - Importance of working with young people to identify the activities that they want to participate in
- 5.8 Recognising the need to develop this work at pace and in advance of the summer holiday period, it is recommended that the Head of Policy and Commissioning is delegated authority to allocate the £100,000 additional funding allocated by Council in consultation with the Council Leader, informed by the evaluation and engagement work underway and subject to funding being confirmed by Scottish Government.
- 5.9 A number of options are currently being explored as part of this work, designed to be complementary to the programme of activities for summer 2023. This includes the potential opportunity to work with and provide grant funding to third sector organisations to target specific activities which address any existing gaps in provision.
- 5.10 Further detail will be brought to Leadership Board in June outlining how funding has been allocated.

#### **Lived experience panel**

- 5.11 Further to updates provided at both Leadership Board and Fairer Renfrewshire Sub-Committee, progress continues to develop lived experience models locally, particularly the

development of a panel of people with lived experience of poverty to inform the Council's policy and practice.

- 5.12 A diverse panel of 15 people has been recruited. The Panel have met formally six times, as well as meeting in-between panel meetings to debrief and develop the work alongside a community artist to create a record of their experience.
- 5.13 Work is underway to plan an event in June which will bring the Panel together with the Fairer Renfrewshire Sub-Committee to discuss and showcase the work of the Panel and the plans ahead.
- 5.14 An evaluation of the process has also been carried out by Poverty Alliance to explore how these types of participation processes can inform work going forward, and to inform the development of the model moving forward. Officers are currently undertaking contract arrangements to extend the existing panel arrangements for a further year.

### **Welfare Rights Project**

- 5.15 Currently, Renfrewshire Citizens Advice Bureau are funded to provide Welfare Rights service. Agreed by Council in 2020, this project has been running for 2 years since April 2021, with current funding arrangements coming to an end in April 2023.
- 5.16 The service provides additional capacity for advice, assistance, support, and where necessary representation in making and maintaining claims across the range of welfare benefits. In the 22/23 financial year, this project assisted 256 clients with a total of £205,637.53 of client financial gain – and this figure is expected to rise following additional case reviews carried out at year end.
- 5.17 Almost half of the cases dealt with by the service relate to Personal Independence Payment, and around a third relate to Universal Credit. Monitoring information and feedback from Renfrewshire Citizens Advice Bureau indicates that their clients are still experiencing a number of incorrect decisions around benefit claims, exacerbated by COVID related pressures on both social security and health services.
- 5.18 The introduction of Social Security Scotland's Adult Disability Payment from August last year has meant an increased demand for this benefit with a Welfare Rights specialist needed to assist clients to challenge decisions through the reconsideration process, and ultimately assist with appeals to tribunal. In addition, the DWP aims to have completed the moves of all legacy cases with Tax Credits, all cases on Income Support and Jobseeker's Allowance and all Housing Benefit only cases onto Universal Credit by the end of 2024/25. This tranche of managed migration is likely to result in additional demand, with a welfare rights adviser required to ensure correct entitlement inclusive of the appropriate transitional protection element.
- 5.19 Recognising the increased levels of demand being experienced for this service because of changes to benefit administration and the current cost-of-living crisis, it is recommended that this project is sustained for a further year from 1 May 2023 at a cost of £42,000.



It is recommended that this represents a final extension period for this project to manage demands detailed within this report.

### **Fuel Insecurity Pilot**

- 5.20 In addition to the provision of energy advice through the Council's energy advocacy project, the Fairer Renfrewshire programme has funded additional capacity for direct fuel support and energy advice recognising the unprecedented demand for support with energy costs.
- 5.21 The Fuel Insecurity Pilot has seen the Council work alongside three partners, Linstone Housing Association, Renfrewshire Foodbank and Renfrewshire Citizens Advice Bureau (RCAB), to provide a consistent referral mechanism for direct support with fuel costs, linked to energy advice. The funding for this project comes to an end in April 2023.
- 5.22 In terms of the energy advice element of this project. From 1 October 2021 to 31 March 2022, 132 clients were supported, with a total of £22,079.42 in client financial gain. From 1 April 2022 to 28 March 2023, 213 clients have been supported, with a total of £37,452.35 in client financial gain reported. The adviser was also involved in supporting generalist volunteers to help with the explosion of demand for energy advice over this period. Energy advice is the most common advice topic people currently contact RCAB regarding, and over this period the RCAB has dealt with an additional 802 energy related enquiries. Over the period, RCAB have also supported 827 enquiries relating to the Council's Financial Insecurity Winter Payment, and their direct referral route to this fund has resulted in a further £115,923.00 in financial gains for clients.
- 5.23 Demand for energy advice remains at an all-time high and it is expected that there will be a number of changes for consumers in the coming months, including the planned end to the Energy Price Guarantee at the end of June 2023 and the end of the UK Government's £400 universal cost of living payment to support with energy bills. With energy prices expected to fall, and more suppliers coming forward to offer better rates for fixed term contracts, this may also add to the demand for advice around best deals and changing suppliers.
- 5.24 It is recommended that funding for energy advice is extended for a further 6 months, while continuing to monitor the energy crisis and local demand for advice and support.

### **Winter Connections**

- 5.25 The Winter Connections programme has now been running throughout March, with all funding allocated across 38 community projects and across the network of Renfrewshire libraries.
- 5.26 The evaluation of the programme is currently underway, and will be used to inform future grant funding programmes as well as to assess whether the programme should be repeated in the future.

## 6. Recovery Change Fund

- 6.1 As previously agreed by the Leadership Board, the Recovery Change Fund remained open for new applications until end February 2023. One application was submitted during the period. A formal evaluation process was undertaken by a multiagency Assessment Panel, including officers from Renfrewshire Council, Renfrewshire HSCP, and Engage Renfrewshire, scoring the application using a scoring matrix with weightings against key criteria agreed by Leadership Board:
- Impact: the extent to which activities will make a positive impact on the lives of those affected by alcohol and/or drugs, and how this can be evidenced.
  - Social connection: the extent to which the initiative provides opportunities to reduce social isolation and loneliness for individuals and families impacted by alcohol and drug use.
  - Sustainability: how you could sustain the level of support you would be offering beyond the funding period.
  - Innovation: how new and innovative the project is, particularly for applicants piloting new ideas.
  - Past experience/track record: the extent to which your organisation has past experience of providing support to individuals, families, and communities.
  - Partnership working: the extent to which projects work in partnership with others, including the wider recovery network.
- 6.2 The Panel recommends that the Street Connect project detailed in the table below is awarded £5,012 funding. The project was awarded £4,279 at September 2022 Leadership Board. If approved, the combined funding awarded to Street Connect would total £9,291, with the Recovery Change Fund typically allowing for grants of up to £10,000.

Organisation	Funding Requested	Purpose of the Project	Decision
Street Connect	£5,012 (previously awarded £4,279)	Following a successful pilot, Street Connect has requested additional funding to extend the duration of the project from six months to one year. The project provides a female one to one support worker for women affected by substance use, to offer holistic, relationship-based support to help women find acceptance, increase self-esteem and confidence, achieve reduction in / freedom from substance use and disengage from abusive relationships. The project will also increase the hours for the male support worker to support more men on a one to one level.	Recommend for approval

- 6.3 Progress on all projects funded through the Recovery Change Fund will be monitored, with regular updates provided to the Leadership Board.
- 6.4 An initial review of the Recovery Change Fund will be undertaken over Summer 2023, in order to assess links with other national funding streams and to develop options for the funding going forward.

## 7. Next steps

7.1 Priorities for the Fairer Renfrewshire programme over the coming quarter include:

- Development of the poverty and participation test of change, working alongside the newly established lived experience panel to develop recommendations and the shape of future work
- Developing and delivering budget investments including holiday activities and winter school clothing grant
- Producing Renfrewshire's Local Child Poverty Action Report
- Commencing a 'deep dive' data exercise around child poverty as a Community Planning Partnership, focussing on the six priority family groups
- Establishing the Fair Food Renfrewshire partnership, using the Sustainable Food Places toolkit
- Continuing the evaluation of projects within Tackling Poverty Programme and exploring future options with services around required priorities going forward
- Delivery of the remaining Winter Connections programme, and associated evaluation of the programme.

## Implications of the Report

1. **Financial** – the allocations detailed within this paper would be funded from the identified Fairer Renfrewshire programme budget
2. **HR & Organisational Development** – none
3. **Community/Council Planning** – the Fairer Renfrewshire is a key partnership programme, which is very closely aligned to the delivery of the priorities agreed within the recently refreshed Community Plan.
4. **Legal** - none
5. **Property/Assets** - none
6. **Information Technology** - none
7. **Equality and Human Rights** – A key element of the Fairer Renfrewshire programme is to tackle inequality and to ensure services and supports are targeted to support people experiencing financial insecurity and poverty. A core part of our approach is to engage with local groups and communities, and those with lived experience to identify opportunities to reduce these inequalities and barriers to accessing support.
8. **Health and Safety** - none
9. **Procurement** – none
10. **Risk** – none
11. **Privacy Impact** – none

12. **COSLA Policy Position** – none

13. **Climate Risk** – none

---

**Author:** Laura McIntyre, Head of Policy and Commissioning



---

**To:** Leadership Board

**On:** 26 April 2023

---

**Report by:** Chief Executive

---

**Heading:** Funding for Engage Renfrewshire 2023-2024

---

## 1. Summary

- 1.1 This paper outlines proposals for the allocation of £360,610 of grant funding to Engage Renfrewshire for 2023/24. Together with annual core Scottish Government funding and wider income generation, this grant funding enables Engage Renfrewshire to provide a range of activities and supports across the area and to operate as Renfrewshire's third sector interface organisation.
- 1.2 As is required by the Council's grant funding arrangements, a grant support agreement is jointly developed each year by the Council and Engage Renfrewshire, setting out the key outcomes which Engage Renfrewshire will contribute to the delivery of in Renfrewshire. The proposed grant support agreement for the financial year 2023/24 is attached as Appendix 1 to this report.
- 1.3 This outcomes framework is flexible, and Council officers work with the Chief Executive at Engage Renfrewshire to develop and adapt requirements at an operational level as is necessitated. For example, in light of the pandemic and cost of living crisis, officers worked with Engage to request support in new and emerging activities. This flexibility is a core feature of the current model of funding and has recently been illustrated in terms of a request made to Engage Renfrewshire to support wider community activities relating to community integration and asylum dispersal.

- 1.4 Section 4 of this report provides a brief overview of the key activities which have been progressed by Engage Renfrewshire during 2022/23 in its role as third sector interface, with a particular focus on those areas of activity which are most relevant to the grant support agreement developed with the Council.
- 1.5 As outlined in Section 1.1, funding at this level has been provided by the Council for a number of years. Engage Renfrewshire have not submitted a requisition for an annual increase to the level of grant funding allocated, and are actively managing emerging additional cost pressures within the total resources available to the organisation.
- 1.6 Elected members are asked to note that work will commence to formally review the funding arrangement with Engage Renfrewshire going forward. This is linked to the Connected Communities programme which will now be led by the Head of Policy and Commissioning Service following the retirement of the former Director of Communities and Housing.
- 1.7 As part of this programme, work is ongoing to strengthen the relationship between the Council and partners across the third and community sectors, with a core focus on ensuring that the total resources available to support organisations across sectors is directed most effectively. Officers will work closely with Engage Renfrewshire to review the current funding model, and to develop recommendations for future consideration by elected members. This could potentially involve the implementation of a new commissioning model, rather than the allocation of grant funding on an annual basis.
- 1.8 The strength of current partnership working arrangements between the Council and Engage Renfrewshire has been recognised by external bodies, and plays a key role in delivering the key outcomes identified by all community planning partners in Renfrewshire's Community Plan. Officers will continue to work very closely with the Chief Executive of Engage Renfrewshire to continue to develop and strengthen this relationship as the review progresses and proposals are brought forward for consideration by elected members.
- 1.9 Initial priorities over the period of 2023/24 are set out within the grant support agreement at Appendix A, whilst the overall organisational priorities of Engage Renfrewshire are also provided in Appendix B.
- 

## 2. Recommendations

- 2.1 It is recommended that the Leadership Board:

- approves grant funding of £360,610 to Engage Renfrewshire to deliver the service outlined within the grant support agreement attached at Appendix A

---

### 3. Background

3.1 Engage Renfrewshire is the designated Third Sector Interface (TSI) for the Renfrewshire Council area. Engage provides services to support the operation and growth of community and voluntary sector organisations (also known as the third sector), including Social Enterprises, within the area. The organisation:

- supports social enterprises, community development trusts, charitable groups, mutual aid groups and more.
- helps groups to build capacity and to be safe, by providing information, advice and training for everything from charitable structures to funding.
- support volunteer involving organisations with recruitment and volunteer support, and work with individuals to find them rewarding and uplifting volunteer opportunities. They also work with local charities and public sector bodies to promote volunteering for all.

3.2 Engage Renfrewshire is funded to provide support to local community and voluntary sector organisations by the Scottish Government, and to deliver against the TSIs outcome framework for Scotland.

3.3 Engage Renfrewshire is based in the Engage Hub in Ferguslie Park, and a number of local organisations from both the third and public sector are tenants within the Hub. Membership of Engage Renfrewshire is free to organisations and individuals.

3.4 Engage also generates its own income through trading, through the provision of financial and payroll services to individuals, organisations and voluntary groups who employ people. The Payroll Service provides support to over 100 self-directed support clients who employ approximately 200 staff. During 2022, Engage Finance managed approximately £4.3million on behalf of its clients. Engage are aiming to continue to grow this function, building on their commitment to Third Sector financial governance support.

---

#### 4. Key activities delivered during in 2022/23

4.1 Engage Renfrewshire has delivered against the key activities within the Grant Support Agreement throughout 2022/23. Key activities include:

- Building capacity within the community and voluntary sector by supporting members to access development, support and funding. Engage membership continues to grow and Engage now has a membership of 431, including 417 local groups.
- Co-ordinating the Renfrewshire Social Enterprise network, enabling members to access specialist support to develop their organisations. Engage have helped RenSEN members secure an additional £152,000 of investment and seen £57,000 in cash grants allocated.
- Supporting and promoting various local funding initiatives including Multiply, the Winter Connections programme, Culture Arts and Health Social Care and Cultural Heritage and Event Funding.
- Managing and distributing the Community Mental Health and Wellbeing Fund. Alongside monitoring the delivery of projects Engage are working with cross-sector partners to develop the Renfrewshire Community Wellbeing Network.
- Supporting the Community Planning Partnership, including chairing the Forum for Empowering Communities, connecting Renfrewshire's third sector to the wider Community Planning agenda and supporting other partnership groups and activities relating to children and young people, employability, connectedness and mental health and wellbeing.
- Representatives on all Local Partnerships, and in particular supporting a partnership approach to identifying appropriate community funding sources
- Supporting local volunteering activity, promoting Volunteers Week and co-ordinating Saltire Awards across Renfrewshire.
- Continuing to lead the Renfrewshire Affordable Credit Alliance, and supporting third sector organisations to support people around affordable credit options. Renfrewshire Affordable Credit Alliance was awarded the Stop Loan Sharks Charter Mark in November. Initially funded by Renfrewshire Council, Engage successfully secured external funding to continue this work and moving forward there will be increased focus on illegal money lending prevention, while promoting the affordable borrowing options.
- Establishing and growing the Renfrewshire Integration Network (IN-Ren) and supporting wider community integration of New Scots in Renfrewshire.



- 4.2 Further information on Engage Renfrewshire's full range of services and activities for 2021-22 can be found within their Annual Report <sup>1</sup> published on their website.

---

## 5. Grant funding for 2023/24

<sup>1</sup> [engage-annual-report-2022.pdf \(engagerenfrewshire.org\)](#)

- 5.1 The recommended grant award would allow Engage Renfrewshire to continue to operate in Renfrewshire, and continue to support the delivery of the following key strategic priorities:
- Building Renfrewshire's community and voluntary sector capacity
  - Representing the third sector in the delivery of our Community Plan and its strategic priorities
  - Providing the strategic and operational lead for volunteering in Renfrewshire
- 5.2 A refreshed outcomes framework has been developed to support this funding arrangement. As outlined in Section 1, this remains flexible in order that support can be requested by the Council and community planning partnership in relation to emerging priorities. Particular strategic priorities for 2023/24 include supporting emerging programmes of work in relation to Fairer Renfrewshire, Climate emergency, Digital, Equalities and Refugees and Asylum seekers.
- 5.3 Further detail can be found within the Grant Support Agreement detailed at Appendix A. Appendix B sets out a one-page summary of Engage Renfrewshire's Business Plan for 2023/24, which will be used to inform monitoring of performance during 2023/24.
- 5.4 Engage Renfrewshire will continue to submit a quarterly performance monitoring report to officers in Renfrewshire Council Chief Executive's Service for review and agreement.
- 
-

## 6. Next Steps

- 6.1 As outlined in Section 1 of this report, elected members are asked to note that work will commence to formally review the funding arrangement with Engage Renfrewshire going forward. This is linked to the Connected Communities programme which will now be led by the Head of Policy and Commissioning Service following the retirement of the former Director of Communities and Housing.
- 6.2 Work is underway to review a number of functions with key interactions with the work of Engage Renfrewshire, namely:
- Community capacity building
  - Community planning support
  - Community Asset Transfer
  - Grant funding and community investment
- 6.3 As part of this programme, work is ongoing to strengthen the relationship between the Council and partners across the third and community sectors, with a core focus on ensuring that the total resources available to support organisations across sectors is directed most effectively. Officers will work closely with Engage Renfrewshire to review the current funding model, and to develop recommendations for future consideration by elected members.
- 6.4 Officers will continue to work very closely with the Chief Executive of Engage Renfrewshire to continue to develop and strengthen this relationship as the review progresses and proposals are brought forward for consideration by elected members.

---

## Implications of the Report

1. **Financial** – commitment of £360,610 in grant funding to Engage Renfrewshire.
2. **HR & Organisational Development** - None
3. **Community/Council Planning** – funding for the Third Sector Interface supports the third sector contribution to all priorities detailed within both the Council and Community Plans.
4. **Legal** – None
5. **Property/Assets** - None

6. **Information Technology** - None
7. **Equality & 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. Supporting the Third Sector Interface would have a positive impact on equalities outcomes, by developing and engaging a range of diverse voices in the community planning process and supporting the development of equalities-led third sector organisations.
8. **Health & Safety** - None
9. **Procurement** - None
10. **Risk** – Funding the Third Sector Interface mitigates risk of community and voluntary sector organisations not being able to contribute to community planning outcomes.
11. **Privacy Impact** - None
12. **Cosla Policy Position** – Cosla supports the principle of community planning as a means of improving outcomes and reducing inequalities and the importance of Third Sector Interfaces in delivering this.

---

**List of Background Papers** - None

---

**Author:** Annabelle Armstrong-Walter, Strategic Partnerships and Inequalities Manager, annabelle.armstrong-walter@renfrewshire.gov.uk



## **GRANT SUPPORT AGREEMENT**

**between:**

**ENGAGE RENFREWSHIRE**

**And**

**RENFREWSHIRE COUNCIL**

### **1. AGREEMENT OVERVIEW**

1.1 This is an agreement between Renfrewshire Council, a local authority incorporated under the Local Government etc (Scotland) Act 1994 and having its Headquarters at Renfrewshire House, Cotton Street, Paisley, PA1 1AX and Engage Renfrewshire, a company limited by guarantee, having a registered company office at 10 Falcon Crescent, Paisley, Renfrewshire, PA3 1NS and a registered charity number of SC018453.

1.2 Engage Renfrewshire is a third sector interface that supports charities and other not-for-profit groups. Engage Renfrewshire empowers other organisations to be safe, resourceful and effective, and to grow and develop their services. Their aim is to “support local organisations to be well managed, well resourced, well represented and well connected”. They have a leadership and coordinating role that is both regional and national.

1.3 This Grant Support Agreement relates to the provision of Third Sector Interface activities by Engage Renfrewshire in the Renfrewshire during financial year 2023/24.

1.4 The Grant amount to be paid to Engage Renfrewshire relative to the support it will provide pursuant to this Grant Support Agreement is £360,610, payable quarterly in advance and commencing from 1st May 2023 until 31 April 2024. The Grant is governed by the Council’s Conditions of Grant forming appendix A of this Grant Support Agreement.

### **2. GOALS AND OBJECTIVES OF THIS GRANT SUPPORT AGREEMENT**

2.1 This Grant Support Agreement sets out the elements of support provided by Engage Renfrewshire pursuant to its award of grant funding from Renfrewshire Council.

### **3. PERIODIC REVIEW**

3.1 The Grant Support Agreement will be reviewed on an annual basis following the end of the financial year. Performance against the service agreement will be

reviewed on a quarterly basis or on a more frequent periodic basis where determined by Renfrewshire Council.

#### 4. SUPPORT AGREEMENT

4.1 Engage Renfrewshire is required to develop and maintain positive relations with and between community and voluntary groups operating within Renfrewshire.

4.2 Engage Renfrewshire is required to demonstrate the provision of the following support in fulfilment of its remit as the Third Sector Interface organisation for Renfrewshire:

### Building Renfrewshire's community and voluntary sector capacity



### Representing the third sector in the delivery of our Community Plan and its strategic priorities



## Providing the strategic and operational lead for volunteering in Renfrewshire



### 5. MANAGEMENT OF AGREEMENT

Maintain a membership database of community and voluntary organisations who are members of Engage Renfrewshire and ensure data protection in accordance with General Data Protection Regulations. Provide on request data and analysis regarding membership and trends.

Provide Renfrewshire Council with all appropriate management information necessary to manage the performance of the agreement. Reports are required on a quarterly basis, aligned to grant payments, setting out performance against the elements of service outlined above. A quarterly meeting between Renfrewshire Council Chief Executive's Service and Engage Renfrewshire will take place to discuss performance and agree any changes required to deliver fully the elements of service required.

Please confirm that you can comply with the Grant Support Agreement:

RESPONSE: YES, CAN COMPLY

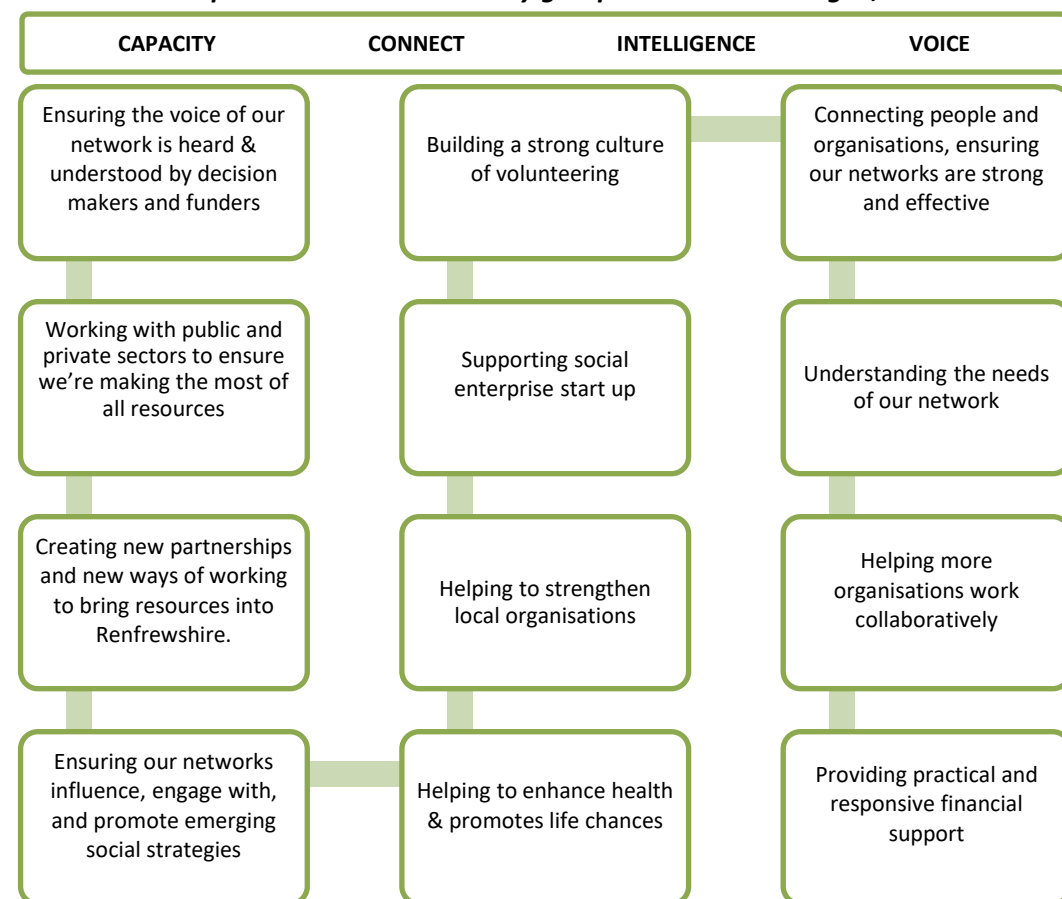
☐

NO, CANNOT COMPLY (please comment)

☐

# Engage Renfrewshire – Business Plan 2023/24

*Our aim is to help charities and community groups to be well managed, well resourced, well represented and well connected.*



## Schedule of Monitoring

Quarterly updates prepared for Engage Renfrewshire board & Renfrewshire Council

Annual report for Scottish Government

## Medium Term Outcomes (2023 to 2028)



## During 2023/24 we will:

- Support Scottish Government, Renfrewshire's Community Planning Partnership and Renfrewshire's communities within the 'Recovery' agenda
- Align ourselves to key strategies including the SE & Volunteering Action Plan, ensuring the strength of the sector's role in supporting recovery
- Deliver on agreements associated with the Community Mental Health & Wellbeing fund
- Support high standards of volunteer recruitment and management within our network while promoting volunteering as part the employability pipeline
- Promote social enterprise as a viable business model through workshops and training programmes
- Assist partners to increase and develop their awareness and understanding of the local third sector
- Promote the outcomes and oversight attained from the 2022/23 Renfrewshire Social Enterprise Overview Report
- Promote Engage Financial Services to all members and partners
- Arrange and facilitate area based initiatives in support of developing community assets
- Support the delivery of the IN-Ren Network and support equality
- Support external funding applications being submitted by members
- Provide advice and support in response to humanitarian crises as they arise
- Support volunteer recruitment and develop positive destinations
- Survey the impact of volunteering
- Promote digital as a platform for engagement and use digital communications to promote the work of the Third Sector
- Deliver a training timetable reflective of the needs of our members
- Support promotions and engagement sessions around access to fair and affordable forms of credit.
- Work well with the private sector through engagement with Renfrewshire Chamber of Commerce
- Promote financial governance as a key responsibility for local organisations and local trustees
- Develop a Health led Volunteer Post in association with the HSCP



**ENGAGE**  
RENFREWSHIRE





---

**To:** Leadership Board

**On:** 26 April 2023

---

**Report by:** Director of Environment, Housing & Infrastructure

---

**Heading:** Refurbishment of Tennis Courts in Renfrewshire Parks and Development of Tennis in Renfrewshire Parks

---

## **1. Summary**

- 1.1 The Council is currently working with the Lawn Tennis Association (LTA), in partnership with OneRen, to submit a formal bid for funding to refurbish tennis courts in up to three sites within Renfrewshire's estate, namely Robertson Park, Renfrew: Brodie Park, Paisley and Park Road, Johnstone.
- 1.2 Tennis courts within parks and open spaces owned by the Council are vital community assets that can help widen the impact of the physical and mental health benefits of being active through sport. The LTA intends that any investment will provide affordable, engaging, and accessible opportunities for the public to play tennis.
- 1.3 The grant process is being managed through the Council's project management framework. As the project involves infrastructure changes to Council assets the project is being led by Environment, Housing & Infrastructure.
- 1.4 As part of the grant funding agreement, the LTA requires that an approved court booking system (using the Clubspark APP) is introduced to support the effective utilisation of any refurbished court, and that work is undertaken to develop tennis within the Council area. The Council will lead on the maintenance and upkeep of any refurbished facility, it is proposed that One Ren would lead on booking, coaching programmes and sports development arrangements should the bid be successful.
- 1.5 The Council is therefore working closely with OneRen to develop this aspect of the bid. As the Council is not able to transfer the asset directly to OneRen as has

been the case in other Council buildings, a formal legal agreement is required to be approved with OneRen to ensure due diligence with the contract terms and conditions associated with the grant. (Attached as appendix 1)

- 1.6 The subsequent legal arrangements with One Ren will be reported through the next appropriate OneRen board.
  - 1.7 Financial modelling work is currently being carried out in conjunction with Environment, Housing & Infrastructure, OneRen and Finance. The revenue and capital costs will be determined following agreement on operating models and will be dependent on the number of sites funded.
- 

## **2. Recommendations**

It is recommended that the members of the Leadership Board:

- 2.1 Note the work already undertaken to support the bids to the Lawn Tennis Association (LTA) bid to refurbish tennis courts and develop tennis as a sport in up to three sites within Renfrewshire.
  - 2.2 Delegate authority to the Director of Environment, Housing & Infrastructure:
    - (a) to determine which, if any, of the three sites listed in paragraph 3.7 are suitable for refurbishment using LTA funding, taking account of the factors set out in paragraph 3.8.
    - (b) in consultation with the Head of Corporate Governance, to enter into funding agreements with the LTA for any of the three sites, on the principal terms and conditions set out in appendix 1 titled Annex 2.
    - (c) in consultation with the Head of Corporate Governance, to enter into agreements with OneRen in order to meet the requirements of any funding agreements.
  - 2.3 Note that an update report will be presented to board which will provide further detail on the funding bid, required governance and, capital and revenue costs.
  - 2.4 Note it is anticipated that a report will be submitted to the OneRen board on 15 June 2023 seeking approval for the proposed Heads of Terms and agreements between the Council and OneRen.
- 

## **3. Background**

- 3.1 In October 2021 the UK Government and the Lawn Tennis Association announced an investment into public park tennis courts for local communities. The Government were investing £22 million along with a committed spend from the LTA of £8.5 million.

- 3.2 The main aim of the project is to see thousands of public park tennis courts in poor or unplayable condition being refurbished for local communities. It was established that across England, Scotland and Wales 45% of park courts were deemed as poor, very poor or in an unplayable condition and that half of the unplayable venues were in the most socially deprived areas.
- 3.3 Park tennis court facilities owned by local authorities are vital community assets that can help widen the impact of the physical and mental health benefits that being active through the sport of tennis can bring. The LTA reports that there are currently 1.7 million adults and many more children who play tennis in a local park every year, and park tennis courts are particularly important for providing affordable, engaging, and accessible opportunities for more female players and those from lower socioeconomic backgrounds, as well as being the most popular venue for women to play after they have left education.
- 3.4 The LTA's ambition is to drive participation across park tennis sites, as well as ensuring the future sustainability of these sites. In addition to paying for the refurbishment of courts, the new investment will also pay for implementation of sustainable operating models for the facilities, with specialist programmes and support to ensure courts are both affordable and utilised.
- 3.5 This scheme will include:
- Access to an online booking platform (Clubspark)
  - Digital gate access technology
  - Access to local tennis leagues
  - Support for coaching
- 3.6 Renfrewshire Council registered an interest in the funding stream and has been working actively with the LTA Parks Investment Delivery Officer since May 2022 along with OneRen who are essential in terms of the project's delivery of this sport for the booking system, delivery of coaching, assisting with the operating model and developing tennis as a sport.
- 3.7 The three sites chosen for potential investment are as follows: -
- Robertson Park, Renfrew                      3 full size courts
  - Brodie Park, Paisley                              5 full size and 2 mini courts
  - Park Road, Johnstone                            4 full size courts
- 3.8 Whilst three sites are being considered It should be noted that the LTA have advised that Robertson Park and Brodie Park have been prioritised for initial funding. Park Road, Johnstone will be added if funds become available.
- 3.9 The sites at Robertson Park and Brodie Park both form part of the Common Good, and it will be necessary to ensure that any steps taken in connection with these sites comply with the statutory rules in this respect, possibly involving an application to the Court for consent to appropriate part of the land for this purpose.

- 3.10 In order to allow appropriate governance and oversight of this project and to enable the Council to proceed with formulating a legal agreement with OneRen there is a requirement to authorise delegated authority to the Director of Environment, Housing & Infrastructure to allow the matter to be progressed. This project is being supported by the Council's Legal & Democratic Services who will provide advice and confirm the approach for legal compliance required to ensure the Council's interests are protected throughout this process.
- 

## Implications of the Report

1. **Financial** – This is currently being modelled and will be detailed in a future report prior to any formal agreements being signed. The Council will also require to consider how it would fund any capital replacement costs which may be an obligation under the grant agreement.
2. **HR & Organisational Development**- none
3. **Community/Council Planning** –
  - Our Renfrewshire is well – Improved access to sports facilities will improve health of participants.
  - Reshaping our place, our economy, and our future – Improvements to our assets and protecting them for future use.
  - Tackling inequality, ensuring opportunities for all - Free access to sports will be available to residents at designated times along with coaching for young people.
  - Working together to improve outcomes – Working in partnership with LTA and OneRen will improve access to this sport.
4. **Legal** – This project is being supported by the Council's Legal & Democratic Services who will provide advice, confirm the approach, and prepare the legal documents required to ensure the Council's interests are protected throughout this process.
5. **Property/Assets** – There will be a significant improved impact on the assets that are refurbished.
6. **Information Technology**- OneRen will be required to sign up to the national booking system used by LTA.
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**- none
9. **Procurement** – The Council will be using procurement frameworks established by the LTA to procure refurbishments and gate infrastructure to facilitate the booking scheme.
10. **Risk** – There is a risk that the funding allocated from the LTA could be recovered if the terms and conditions of the award are not met. This will be mitigated by a legal agreement with OneRen and enhanced documented specification of maintenance from Environment, Housing & Infrastructure.
11. **Privacy Impact** - none
12. **Cosla Policy Position**- none

---

#### List of Background Papers

- (a) Background Paper- None
- (b) Appendix 1- Grant Award Terms and Conditions

---

**Author:** Karen Anderson, Sustainability, Place & Assets Manager

## ANNEX 2

### Tennis Terms and Conditions

- 1) Project Terms** - The following table shows the Standard Obligation Period for each Project type/funding amounts.

Category	Grant funding amount/Type of Agreement	Standard Obligation Period end date
A	Gate access projects only	The date falling 5 Years after Installation Date
B	Any project requiring repainting	The date falling 10 years after Completion Date
C	Any project requiring resurfacing valued between £5000 and £149,999	The date falling 15 years after Completion Date
D	Any project valued over £150,000	The date falling 21 years after Completion Date

You shall meet the following requirements, in relation to any court/s in question and more widely as applicable, for at least the applicable Standard Obligation Period.

### **2) Maintenance, Repair and Refurbishment**

A court maintenance schedule shall be implemented to ensure that the:-

- Playing surface is kept clean to preserve its playing characteristics.
- Free drainage of surface water is maintained throughout the life of the court.
- Court looks attractive and well cared for at all times and achieves a reasonable life span.
- Court is kept to a standard that tennis can be played at all times.
- Signage is kept in good condition at all times.

These objectives shall be achieved by measures including:-

- Making repairs to courts and nets as required to maintain the court playing characteristics at all times.
- Regular sweeping or vacuuming leaves and other debris from the surface.
- Periodic power washing of the surface.
- Applying both moss and weed killer when required.

### **3) Court Refurbishment and Replacement**

- For all projects in categories B to D - To undertake as a minimum a repaint of the courts within the Standard Obligation Period. However where identified seek to utilise income generation to resurface courts as required.
- For all Projects in categories C and D – To undertake as a minimum a resurface of the courts within the Standard Obligation Period.

### **4) Digital Journey to Court**

Online Booking

- Ensure all courts are available for public booking throughout park opening hours.
- Ensure all Your tennis venues, courts and activities are promoted and accessible through LTA Play online booking using Clubspark (or any future LTA Operations-approved alternative booking system or aggregator). Booking access to be available through the LTA website and booking app.

Gate Access Systems (For a minimum period of 5 Years)

- Ensure the gate access control system is operational at all times, completing any repairs as required with immediate effect or as soon as possible.

- Ensure access codes are provided to users as per agreement with a gate supplier approved by Us.
- Ensure that the gate access control system provides end users access to the courts remotely, both generating access codes and providing onward transmission to end users in order to open the gate.
- Ensure an annual service of the gate and access control system, including: (i) testing the keypad and replacing the batteries; and (ii) checking the gate and access control system are operational, including the internal manual exit and self-closer function of the gate.

## **5) Sustainability and Pricing**

- A pricing policy to be set by You across the courts owned or operated by You that is open and affordable to everyone and the courts operated in a way that ensures sustainability.
- A charging model can help develop resources that can be re-invested into on-going maintenance and repairs and future court refurbishments. Using the features of Clubspark, charging can be flexible to include coaching, season ticket, be venue specific or court time specific to contribute to on-going costs/replacement.
- As a minimum there must be a clear sustainability plan that shows how court maintenance and replacement is secured over the Standard Obligation Period to meet the conditions in paragraphs 2 and 3 above.

## **6) Operating, Coaching, Free Park Activities & Competition Provision**

- All tennis courts with tennis markings only (at the completion of refurbishment) to continue for the sole use of tennis post refurbishment.
- You shall appoint a designated person/department within Your organisation or an Operator to manage the courts and any associated tennis facilities, where “Operator” means an external third party organisation or independent coach, recognised by LTA Operations and meeting LTA Operations standards.
- You shall organise a quarterly meeting to review progress and data with LTA Operations and appointed Operators.
- Each park containing courts to be categorised as either available for booking of courts only or available for booking of courts and coaching activities and then operated accordingly.
- All parks containing courts to be attached to a Local Tennis League and You shall agree to promote before each launch.
- For all parks identified and categorised for coaching, You commit to working with LTA Operations to deliver a free tennis offer either through an Operator or a charity like Tennis For Free.
- You shall support the launch of all sites, and thereafter any ongoing promotion of LTA Operations’ national tennis campaigns and promotions to increase opportunities to drive tennis participation, displaying promotional material to maximise impact.
- You shall display signage which promotes how players can access the courts and (in a form agreed with us in advance) recognises DCMS and LTA Tennis Foundation as project funders.

## **7) Registration**

- Each venue to be registered for the Standard Obligation Period with LTA Operations under its venue registration scheme, or replacement thereof. Registration to be free for the designated period.

## **8) Clawback in the event of non-compliance**

You agree to notify us of any non-compliance with the terms of this Annex 2. In such circumstances, or if We become aware of any non-compliance, You agree to meet with us to seek to agree an appropriate way to remedy such non-compliance. If, however, such non-compliance persists, We are entitled to require You to repay the Grant paid under this Grant Agreement (increased in line with inflation using the Consumer Prices Index or any comparable successor index), or such part of the Grant as we consider appropriate in light of the non-compliance in question.








---

**To: Leadership Board**

**On: 26<sup>th</sup> April 2023**

---

**Report by: Chief Executive**

---

**Heading: OneRen's Annual Business Plan for 2023-2024**

---

## **1. Summary**

- 1.1 OneRen submits an annual Business Plan to the Council which sets out the charity's priorities for the year ahead and outlines how it will deliver the services specified in the Service Agreement. The business planning process provides the opportunity to assess the context in which the charity is operating and to consider how it is responding to changing community and customer needs.
- 1.2 OneRen's five year business strategy is the charity's roadmap and reflects the goals of key stakeholders including Council and Community Planning Partnership objectives and forms the basis of the business plan.
- 1.3 In preparing the Business Plan for 2023-2024, OneRen recognises the challenging economic environment in which the public sector is operating and identifies the activities and actions that will be undertaken by OneRen during 2023-2024 to achieve its vision: everyone locally living lives that are healthy, happy and fulfilled. It is based on the charity's mission to improve the community's health and wellbeing by working in partnership to design and deliver a range of life-enhancing and accessible cultural, leisure and sporting opportunities that meet local needs and improve life chances across the population, and is framed around the four strategic objectives for: a healthy community; a sustainable local economy; a great place to live, play and visit; a high performing, sustainable charity.

- 1.4 OneRen's transformation programme will continue to be developed, in preparation for the operational phase of the cultural venues currently under construction and, to continue to support the financial sustainability of the organisation.
- 1.5 It is acknowledged in this post pandemic recovery period that there are factors which will continue to impact on the charity's operating model, including OneRen's support of the region's mass vaccination programme. OneRen's Leadership team and Board will need to regularly review and address any further changes in the charity's operating environment during the year.
- 1.6 The implementation of Business Plan actions and achievement of key priorities will be reviewed on a quarterly basis by the monitoring officer of OneRen, the Head of Policy and Commissioning, to assess compliance with the service agreement and funding arrangement. It is the recommendation of the OneRen monitoring officer that overall, the Business Plan meets the conditions of the service agreement and progress updates on the delivery of the Plan will be reported to the board on a six-monthly basis during 2023-2024.

---

## 2. **Recommendations**

- 2.1 It is recommended that the Leadership Board:
1. agrees OneRen's annual Business Plan for 2023-24 as set out in appendix one.
  2. notes the monitoring arrangements in place for the Head of Policy and Commissioning (the nominated monitoring officer) to undertake quarterly performance monitoring meetings with OneRen and to provide six monthly progress reports to the Leadership Board.

---

## 3. **Background**

- 3.1 The remit of the Leadership Board includes the required delegations relating to OneRen, with the Head of Policy and Commissioning in the Chief Executive's Service the nominated officer responsible for monitoring and reporting on the performance of OneRen.

- 3.2 OneRen is responsible for the strategic management, operation and development of cultural, leisure and sport services in Renfrewshire. It provides indoor and outdoor sport and leisure, town halls, community venues, libraries, heritage, arts, museums, sports and health development services for the public of Renfrewshire.
- 3.3 An annual Business Plan is developed by OneRen which sets out the charity's main priorities and actions for the year ahead. The Business Plan is submitted to the Council in line with the terms of the Service Agreement and reflects the priorities set out in the Council Plan where they relate specifically to the role and remit of OneRen.
- 3.4 The Plan recognises the main factors which will influence OneRen over the next few years; particularly, the economic environment in terms of managing significant inflationary cost pressures, extended post pandemic income recovery period and impact of the cost-of-living crisis on our local communities, customers and employees; the major investment being made in Renfrewshire's cultural venues - Paisley Town Hall, Paisley Learning and Cultural Hub and Paisley Art Centre due to re-open in 2023/24 and Paisley Museum later in 2024.
- 3.5 A copy of the annual Business Plan is attached in an appendix to this report.

#### **4. Review of OneRen's Business Plan for 2023/24**

- 4.1 One of the requirements of the Service Agreement is for OneRen to produce an annual Business Plan for review by the Head of Policy and Commissioning OneRen's monitoring officer). OneRen's Business Plan was approved by its Board of Directors on 16<sup>th</sup> March 2023. The plan sets out OneRen's priorities and key actions for 2023-2024 within the context of the charity's current operating environment.
- 4.2 The Head of Policy and Commissioning reviewed OneRen's Business Plan in consultation with other Council officers, to assess whether it met the requirements set out in the Service Agreement. The findings are set out in the sections below.
- 4.3 The funding arrangement supports delivery of the service specification set out in the Service Agreement to deliver cultural, leisure and sport services in the Renfrewshire area. It sets out the standards, procedures and other requirements to be followed by OneRen.
- 4.4 Overall, the plan takes account of current Council Plan priorities and the plan is clearly linked to local and national strategies and references and aligns to local social and economic recovery plans and the role OneRen has in their delivery.

The focus on OneRen's strategic objectives which collectively support an outcomes approach more explicitly recognises the work of the Community Planning Partnership, the Council and other key stakeholders.

---

## **5. Annual Business Plan - performance profile and priorities**

- 5.1 OneRen's plan for 2023-2024 reflects the dynamic environment in which the organisation is operating.
- 5.2 Balancing increased community need with inflationary and budget pressures faced by all public sector organisations remains OneRen's primary task. OneRen also continues to support the Council and NHS in delivering the region's ongoing mass vaccination programme through the provision of venues and staff. The year ahead combines a focus on continuing the recovery from the pandemic and returning income streams, as well as finalising preparations to bring some of Renfrewshire's most significant cultural venues back into operation including new operating models and financial plans.
- 5.3 OneRen's Business Plan takes account of the challenging financial picture for the public sector and the charity's transformation programme will continue to be developed to support the financial sustainability of the organisation.
- 5.4 OneRen's five-year business strategy is its roadmap upon which the business plan is based and reflects the goals of key stakeholders, including Council and Community Planning Partnership objectives. The strategic direction for 2023-2024 remains focused on effective delivery for Renfrewshire, working to the strategic objectives previously outlined, by driving forward the following key areas, and the activities outlined in the plan:
- Building health and wellbeing programmes across culture, leisure and sport services through effective pathways between programmes and services, creating a core social prescribing offer, focusing on the most socially isolated and inactive, in collaboration with partners.
  - Progressing the transformation programme by reviewing current operating models and organisational design to ensure culture, sport and leisure services play a meaningful, pivotal, yet sustainable, role supporting the health and wellbeing of local communities through the delivery of the strategic objectives.
  - Continually working to ensure delivery for Renfrewshire by looking for ways in which we can transform outcomes by being open to delivering services in new ways.

- Continuing to transform the charity's business model to be sustainable and high-performing by building on the initiative, drive and professional development of staff, and in partnership with the Council and other stakeholders, action the key recommendations from previous review work undertaken.
- Effectively partnering with the Council on the cultural infrastructure programme and Future Paisley, enhancing Renfrewshire's key attractions and cultural programme for local residents whilst placing them on a national and international stage to encourage direct and indirect benefit to communities through the provision of ambitious new services and related inward investment.

---

## 6. Annual Business Plan – financial arrangements

- 6.1 OneRen sets an operating budget each year which identifies the expected expenditure to implement obligations under the service agreement. The budget is financed by a combination of Council funding, external grants and earned income. Over the last year, OneRen has operated in extremely challenging economic conditions, with exceptional energy costs adding an estimated £1million of additional expenditure for the charity alongside rising supply costs and pay pressures. These costs have been actively managed by One Ren during the period.
- 6.2 The business model requires OneRen to earn more than 40% of its total operating costs which it achieves largely through the leisure operations. Cultural and leisure services were severely impacted by the pandemic restrictions and, despite the current economic challenges, income and attendance numbers are showing continuing signs of recovery. However, the operating outlook for the charity and sector is expected to remain challenging in 2023/24, with inflation rates at 10%, volatility remaining in the energy markets, supply cost pressures and the cost-of-living crisis.
- 6.3 In this context, a range of assumptions were built into OneRen's financial strategy for 2023/24 regarding inflation rates and income levels. The service payment for 2023-2024 has been budgeted at £12,425,600. Together with the return to operation of key cultural venues in 2023-2024, changes to the Service Agreement may be required in order to ensure services are delivered within available financial resource. The assumptions in the financial strategy will be regularly reviewed and revised on a quarterly basis through OneRen's Board to reflect any further changes in the operating environment.
-

## 7. Governance arrangements

- 7.1 OneRen has eleven company directors with a range of experience in business, community, cultural, leisure and sports activities. The Board is comprised of six independently appointed directors, two staff directors and three appointments by Renfrewshire Council, which are currently Councillor Hughes, Councillor Gillian Graham and Councillor Hannigan. The Head of Policy and Commissioning and Head of Finance and Business Services are Council observers to the Board.
- 7.2 The Head of Policy and Commissioning (OneRen's monitoring officer) holds meetings with officers from OneRen on a quarterly basis to review the performance report and authorise payment of the service payment. An update on the progress of OneRen's Business Plan is provided to the Leadership Board on a six-monthly basis.

## 8. Conclusion

- 8.1 The Head of Policy and Commissioning has reviewed OneRen's Business Plan for 2023-2024 and concludes that it meets the conditions of the Service Agreement.
- 8.2 The plan recognises the changes in consumer behaviour and the longer-term impact this is likely to have on both service usage and income and has built into its plans actions to mitigate these risks. The new strategy and focus on partnership approach will enable the charity to continue to deliver for Renfrewshire.

## Implications of the Report

1. **Financial** – The annual Business Plan for OneRen covers the financial year 2023-24. The budget for the provision of cultural and leisure services delivered by OneRen in 2023/24 is £12,425,600.
2. **HR & Organisational Development** – An organisational redesign is in progress to realign staffing resources to achieve delivery of business plan priorities.
3. **Community/Council Planning** – Senior officers in OneRen were involved in the development of the Council Plan and Community Plan and the key strategic priorities in OneRen's Annual Business Plan are closely aligned to both of these plans, specifically in relation to Council plan priorities relating to tackling inequality, health and wellbeing and cultural and economic regeneration amongst others.

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

---

#### List of Background Papers

- (a) None.

---

**Author:** Laura McIntyre (0141 618 6807) [laura.mcintyre@renfrewshire.gov.uk](mailto:laura.mcintyre@renfrewshire.gov.uk)







# ONEREN

Business Plan  
2023-24

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



---

## CONTENTS

---

INTRODUCTION	1
BUSINESS PLANNING	2
ONEREN'S BUSINESS STRATEGY	3
NATIONAL POLICY CONTEXT	5
RENFREWSHIRE STRATEGIC CONTEXT	6
BACKGROUND	7
ACTIVITY PLAN 2023-2024	9
APPENDIX A	16
FINANCIAL CONTEXT	16
FEES AND CHARGES 2023-2024	17

oneren.org

#WeAreOneRen

@weareoneren   

---

## Introduction

OneRen is the trading name of Renfrewshire Leisure Limited, a company limited by guarantee with charitable status.

It is the local charitable trust established by Renfrewshire Council to provide culture, leisure and sporting opportunities to help people enjoy active and healthy lives. We are passionate about the part we play in improving life-long physical and mental health in every one of our communities. Our trust provides a range of affordable, accessible and ambitious services that are open to all and that improve personal, social and economic outcomes.

OneRen's business plan for 2023-24 sets out the key priorities for the year ahead. The plan outlines the activities we will undertake to achieve our vision: Everyone locally living lives that are healthy, happy and fulfilled. It is based on our mission to improve our community's health and wellbeing by working in partnership to design and deliver a range of life-enhancing and accessible cultural, leisure and sporting opportunities that meet local needs and improve life chances across the population, and is framed around our four strategic objectives: A Sustainable Economy; A Healthy Community; A Great Place to Live, Play

and Visit; and A Sustainable, High-Performing Charity.

This is a rolling plan which is updated annually to reflect emerging changes for the region and any new priorities which may impact on the delivery of our long-term objectives. Progress is reported to the OneRen Board of Directors and the Council's Leadership Board. Quarterly performance reports to the Council's chief executive office are made through the Council's monitoring officer for OneRen. We measure and report on progress through performance indicators.



Integrity Creativity Excellence Fairness



---

## Business Planning

---

Since refreshing the business strategy in 2021 and working to our four strategic objectives, this year's plan continues to reflect the learning and innovative practice developed as we have negotiated the pandemic and as we support communities during the current cost-of-living-crisis and wider economic challenges. These extraordinary times have enabled us to think creatively about the range of ways we continue to deliver for Renfrewshire and how we are responding to changing community and customer needs. Balancing increased community need, with inflationary and budget pressures faced by all public sector organisations remains our primary task.

Our business model requires us to earn more than 40% of our total operating costs, which we achieve

largely through our leisure operations. In 2020-21 this income stream was, in the main, closed off to us, due to Covid-19 restrictions and remains severely impacted still. Furthermore, OneRen continues to support the Council and NHS in delivering the region's ongoing mass vaccination programme through the provision of venues and staff.

The year ahead combines a focus on continuing the recovery journey from the pandemic and returning income streams, as well as finalising preparations to bring some of Renfrewshire's most significant cultural venues back into operation. Whilst these developments present significant and exciting opportunities, it is important to acknowledge the risks they present at a time when Scotland's leisure and culture sectors are still deeply affected by the impacts

of the pandemic and subject to long term recovery.

As such, in planning for 2023-24, we acknowledge national and local strategic contexts within our own strategy, business delivery plans and activity.

The business plan for 2023-24 takes account of the challenging financial picture for the public sector and our transformation programme will continue to be developed to ensure we can accommodate potential future savings requirements whilst minimising impacts on service delivery and jobs. Our 5-year business strategy is our roadmap and reflects the goals of key stakeholders including Council and Community Planning Partnership objectives.



---

Integrity Creativity Excellence Fairness

---

## OneRen's Business Strategy

In 2021 we launched OneRen's new business strategy following a significant piece of research and review undertaken with staff, partners and other stakeholders.

As a community planning partner, we have sought to integrate the partnership's work in our new strategic plan, such as the social renewal plan, Renfrewshire's economic strategy, the recommendations of the alcohol and drugs commission, Renfrewshire's Promise and the vision for Paisley town centre, all of which will continue to influence the design of our programmes and services.

### Our Vision

Everyone locally living lives that are healthy, happy, and fulfilled.

### Our Mission

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

### Our Values

#### Integrity

We value honesty and high ethical standards in how we work within and outwith our organisation; we are passionate in our determination to always do the right thing.

#### Excellence

We will work collaboratively in pursuit of our community's shared goals; in everything we do, we aim to deliver a quality experience and actively champion high standards.

#### Creativity

We will work collaboratively in pursuit of our community's shared goals; in everything we do, we aim to deliver a quality experience and actively champion high standards.

#### Fairness

We focus on inclusion to ensure we deliver for everyone across our community; we are caring and kind to each other and in the way we support the community.



Integrity Creativity Excellence Fairness

## Strategic Objectives

### A sustainable local economy

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

### A healthy community

We aim to help everyone lead healthier, happier and more fulfilled lives. We want to play an active role in improving health and well-being outcomes, addressing inequalities and improving life chances amongst the people of Renfrewshire. We will work collaboratively to deploy a range of interventions to tackle poor mental and physical health in our community.

### A great place to live, play and visit

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

### A high-performing, sustainable charity

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



## National Policy Context

Public services in Scotland continue to operate in a challenging environment, never more so than with the devastating impacts on communities caused by the Covid-19 pandemic. Prior to Covid-19, the dominant trend was one of increasing demand with diminishing resources over the past decade with leisure and culture sectors seeing significant reductions in funding nationally. OneRen's remit touches on a wide variety of national and local policy contexts. These include:

- National Performance Framework
- Public health, wellbeing and sport
- Active Scotland Outcomes Framework
- Tourism, events and destination marketing
- Cultural
- Heritage
- Learning
- Communities
- Equalities

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

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

The main challenges influencing these drivers are:

- Demographic shifts including an ageing population
- Increasing social care and health demands
- Funding pressures
- Poverty and inequality
- Improving public sector outcomes and transformation
- Enabling sustainable economic growth
- Economic and political issues linked to Brexit and Covid-19

In February 2021, the Scottish Government's latest update clearly indicated that we should not anticipate a return to 100% normal activity, and this is evidenced by the fact that our revenue streams, particularly in leisure, remain at around 80% of pre-pandemic levels.



## Renfrewshire Strategic Context

OneRen's objectives are aligned to Community Planning Partnership and Council outcomes to ensure that, through the contract for services we have with the council and as a community planning partner, we demonstrate how we deliver for both residents and visitors to Renfrewshire.

Renfrewshire Community Planning Partnership published a 10-year plan (2017–27, refreshed 2023) with four community plan themes:

- Our Renfrewshire is thriving: maximising economic growth that is inclusive and sustainable.
- Our Renfrewshire is well: supporting the wellness and resilience of our citizens and communities.
- Our Renfrewshire is fair: addressing the inequalities that limit life chances.
- Our Renfrewshire is safe: protecting vulnerable people, and working together to manage the risk of harm.

The Council's plan (2023–28) outlines five strategic outcomes:

- Place – working together to enhance wellbeing across communities
- Economy – building an inclusive, green and resilient economy
- Fair – nurturing bright, happy and healthy futures for all
- Green – leading Renfrewshire to Net Zero
- Living our values – making a difference together

OneRen is a strategic partner in the region and has a key role to play in helping deliver these high-level outcomes and priorities. It is vital that we are able to clearly demonstrate how we already contribute to these shared priorities, as well as our potential, in partnership with others, to do more.

The Community Planning Partnership's work has clearly identified that post-pandemic impacts on vulnerable members of our communities. The Social Renewal Plan (2021) highlighted concerns raised by local people concerned about their physical and mental health, increasing levels of anxiety and isolation, with children and young people being a significant concern. The link between physical and mental health is well documented, as is the link with how well children achieve in school and beyond.





## Background

OneRen is the local charitable trust providing culture, leisure and sporting opportunities to help people enjoy active and healthy lives. We are passionate about the part we play in improving life-long physical and mental health in every one of our communities. Our trust provides a range of affordable, accessible and ambitious services that are open to all and that improve personal, social and economic outcomes. By providing opportunities for people to be physically and culturally active throughout their lifetime, we also support their capacity to make a social and economic contribution to Renfrewshire, whilst generating a sense of pride and belonging. The charity also leads the development of the cultural and sports strategies for Renfrewshire.

Our services are designed to be inclusive, accessible, and adaptable to benefit much of the population through a preventative model. Targeted services are designed to support those with long-term health conditions, recovery needs, or who have been long-term physically or socially inactive. Partnerships and pathways to specialist services, sporting facilities or third-party

providers will ensure individuals' particular needs or talent can be appropriately identified and supported.

Given the well documented impacts of the pandemic, we believe there is more we can do if we can make service adaptations to support people's health. This is particularly important for people who are not involved through 'traditional' forms of leisure and exercise (often centred around organised sport) and these groups include children, families and people with long term health issues, including those who are more physically deconditioned as a result of the pandemic. We will continue to build into our transformation work relevant methodologies, such as social prescribing and co-production, as we continue to review the design of service provision to support our community health and wellbeing focus.

As a charity, every pound spent with OneRen services, or in our venues, is for the benefit of supporting communities across Renfrewshire to be healthy, active and lead fulfilling lives. The Council provides an annual management fee for the delivery of these services that covers approximately 60% of our operating costs. Therefore, the charity's

financial model requires it to meet its full operating costs through a range of commercial income and fundraising activities. As such, the charity has the fluctuating pressures of local markets and consumer discretion to consider in balancing its budget. We have therefore identified the need to develop our commercial activities if we are to secure our full operating income each year, helping us to protect vital community services. We will continue to be imaginative in the way we develop our service provision, looking at new ways to deliver for local people within a challenging financial and social context.

As a charity, we are accountable to Renfrewshire Council and the residents of Renfrewshire, and to the Office of the Scottish Charity Regulator (OSCR) and Companies House (UK Company Act). OneRen is the trading name of Renfrewshire Leisure Limited, a Company Limited by Guarantee (490998), with Charitable Status (SCO 33898). OneRen has a Board of eleven directors providing a wealth of experience in business, community, cultural, leisure and sport matters.

---

## Background cont.

---

The Board comprises of six independent directors, two staff directors, and three elected member Directors appointed by Renfrewshire Council.

OneRen employs over 500 people who deliver a year-round programme of cultural and leisure activities and services, supported by seasonal and casual workforce to meet customer demand. We also provide a wealth of volunteering opportunities for local people each year. We typically receive over 2 million users to our services across our libraries, museums, pools, leisure centres and outdoor pitches. OneRen is also responsible for the stewardship and care of objects and archives in Renfrewshire Council's Museum Collections and for Renfrewshire's Heritage Archives, through the provision of Renfrewshire's Museums Service.

The charity plays a key role in supporting the economic regeneration and civic renewal of Renfrewshire through the development, promotion and delivery of cultural, leisure and sporting activity and provision. In addition to supporting and serving local communities, OneRen's developing cultural portfolio is designed to enhance the

profile of Renfrewshire as a national and international cultural and tourism destination. We are demonstrably working to support the region's regeneration through a number of capital projects under development.

We work in every community across Renfrewshire. Through the provision of our services, community engagement, and by working in partnership with others, we play an important role in the quality of life in local communities. The venues, sites and services we manage include a network of local, cultural heritage, leisure and sports facilities, a range of community development and learning services and some of the most historic buildings in the area. A number of our services are identified as sector leading, for example our Macmillan Move More programme and Paisley Museum Reimagined's (PMR) co-production work with community organisations. This year will see PMR's work continue with the co-production of the Introductory Gallery with young people, the co-production of the schools programme with the 63 local schools, and co-production of the activity plan relating to themes already identified on health and wellbeing, play and

creativity, local history, social isolation, a sense of identity.

We have a strong track record of providing learning and employment opportunities – though recognise we can do more to communicate these opportunities within our communities. We are fortunate to have skilled and dedicated staff that support each other, and we are building on this strong foundation as we review our people strategy. We have shown that we adapt to change, demonstrating agility and innovation through the Covid crisis, again building on these experiences to transform the charity. We will work harder to ensure our services are embedded in communities, recognising the opportunities presented through enhanced partnership working.

## Activity Plan

In recognition of the growth of the charity in recent years, OneRen's work over the last three years has been focused on a review of the organisation as part of its transformation journey, at the same time as adapting to and learning from our experience, and those of our communities, of the global pandemic. The strategic focus for 2023–24 will continue this progress, enabling us to deliver effectively for Renfrewshire, working to the strategic objectives outlined above, by driving forward the following key areas, and specific activities outlined in the table below.

- Building our health and wellbeing programmes across culture, leisure and sport services through effective pathways between programmes and services, creating a core social prescribing offer, focusing on the most socially isolated and inactive, in collaboration with partners.
- Progressing our transformation programme by reviewing current operating models and organisational design to ensure our culture, sport and leisure services play a meaningful, pivotal, yet sustainable, role supporting the health and wellbeing of local communities through our strategic objectives.
- Continually working to ensure we deliver for Renfrewshire by looking for ways in which we can transform outcomes by being open to delivering services in new ways.
- Continuing to transform the charity's business model to be sustainable and high-performing by building on the initiative, drive and professional development of staff, and in partnership with the Council and other stakeholders, action the key recommendations from review work undertaken in previous years.
- Effectively partnering with the Council on the cultural infrastructure programme and Future Paisley, enhancing Renfrewshire's key attractions and cultural programme for local residents whilst placing them on a national and international stage to encourage direct and indirect benefit to communities through the provision of ambitious new services and related inward investment.



## A sustainable economy

### **We provide skills development and pathways to employment**

We will support young people, adults (re-) entering the workplace, people in recovery, and partners tackling inequalities.

We will use transformation as the opportunity to create a career pathway from entry level employment.

We will improve opportunities for casual and volunteer engagement.

We will become an employer of choice for a diverse range of roles.

We will support young people to achieve through our active role in Renfrewshire Children's Services Partnership plan, with a particular focus on how we keep the Renfrewshire Promise.

We will expand on work with Children's Services for improved school outcomes by

supporting more children to get involved in activity and sports participation.

### **We support life-long learning**

We will continue to provide life-long learning opportunities through the provision of Library information services, connecting residents with opportunities to read, discover, learn, and live well.

We will provide support for job seekers, and for digital learning.

We will review our public programme across all service areas, particularly focusing on families, children and young people and how we can support pathways to employment.

### **We support people with their productivity**

We will help local people with their physical and mental and emotional wellbeing by continuing to deliver

safe activities, particularly in areas where participation is low.

We will support new ways of working including hybrid and smart working practices.

We will lead Renfrewshire's cultural and sports strategies, reporting regularly to Board.

### **We are a local employer**

We will manage our recovery from the impact of the pandemic to protect jobs and continue to recruit staff from local communities.

We will support a local supply chain where possible and research procurement options for developing catering and retail options.

We will support the refreshed cultural strategy to attract and retain creative communities across Renfrewshire.

### **We support other businesses**

We will provide professional support for sector development within the creative industries, local sporting organisations and the local events economy.

We will provide a range of commercial lets for other businesses.

We will work closely with teams, clubs, groups or organisation showing interest in CATS, leases, LTOs in partnership with Renfrewshire Council.

We will continue to progress Cultural Infrastructure plans to act as a catalyst for Paisley High Street regeneration.

## A healthy community

### **We provide a Covid response and recovery**

We will continue to assist in the delivery of the mass vaccination programme by providing management, venues and staff resource.

We will prioritise the support of community and staff health and wellbeing to mitigate impacts on them from Covid-19.

We will continue to provide services through alternative delivery models where needed to maintain provision.

We will work with our NHS partners to support Covid-19 rehabilitation for patients.

We will support a sense of belonging by continuing to develop and deliver community programmes, celebrating key events.

### **We focus on social prescribing**

We will continue to develop effective referral routes to our health and

wellbeing service and promote all opportunities for social prescribing through culture, leisure or sport.

We will launch an in-person wellbeing referral hub within the Lagoon.

We will develop more ways to access physical activity services for those with no previous experience.

We will provide a tailored range of health and wellbeing programmes for older people; people with a disability; and identified excluded groups with health improvement needs.

### **We build effective partner engagement**

We will promote our work to build understanding of our value with community planning partners, Council teams and sector organisations.

We will lead the Renfrewshire Children's Services Partnership key

aim: Children and Young People will be achieving physically, actively and have the best health and wellbeing.

We will deliver programmes that support Children's Services priorities and sportscotland's strategy to prioritise social deprivation, inclusion and inactive young people.

We will continue to engage with partners and stakeholders to help us understand and respond to local community needs, building our community outreach programme.

We will co-produce and co-design the public programme and schools' programme through Paisley Museum Reimagined, working with partners to co-produce the public facing elements of Renfrewshire's Museum Service.

We will promote our service activities, programmes and events with the positive stories and achievements that encapsulate them.

### **We deliver targeted interventions**

We will respond to Renfrewshire's Alcohol and Drugs Commission findings.

We will continue dialogue with the RAH to establish a new pre- and post-operative referral scheme.

We will continue dialogue with Scottish Disability Sport to build programmes that support children and adults with additional support needs.

We will continue to develop and introduce programmes to support children and adults with additional support needs.

We will support Council delivery of, and improvements to the outcomes from, the school Learn To Swim programme.

---

## A great place to live, play and visit

---

**We have a strong and confident business profile**

We will promote our new core message suite and values to support community services and staff unity.

We will continue to improve and strengthen our marketing and comms activities.

We will build evidence to support the value we bring to the population's health and local economy.

We will revise our sales and marketing approach to generate new income.

We will progress the branding and marketing of the four cultural attractions.

We will create a common language for audience profiles providing a consistent approach to programming, reporting and evaluation.

**We build local pride and visitor markets**

We will work to an updated programming framework that delivers for Renfrewshire and Future Paisley and is cross-service, financially sustainable and geographically accessible.

We will build our audience research to support increased access to participation and enhanced understanding of the range of programmes we deliver.

We will develop a strategy to deliver excellent visitor experience and customer service standards across our physical and digital sites.

We will enable front facing teams to support all elements of OneRen operations, improving customer experience and service delivery.

We will progress delivery of cultural infrastructure plans for Paisley Town Hall, Paisley Arts Centre, Library Learning & Cultural Hub and Paisley Museum, updating activity as required due to the extension of the construction programme, including the suspension of loans and enquiries.

We will transform our customer journeys and service experience, reviewing our service standards to improve visitor experience.

We will build a strong family friendly focus in our programming, progressing play investment plans.

**We support local talent and sector ecologies**

We will administer sector specific grant programmes funded by the Council.

We will work with local talent and partners on Paisley Book Festival 2024.

We will deliver our Future Paisley cultural programmes.

We will provide support for local artistic, literary, and sport ecologies, talent and pathways.

We will continue our active engagement with NGBs, sector bodies and associated forums.

We will continue to work in partnership with organisations actively engaged in our sites.



## A great place to live, play and visit cont.

### We make effective use of our estate and assets

We will develop a new approach to improving standards in venue presentation and maintenance.

We will maximise the numbers of population attending programmes, facilities, events and utilising our services.

We will conclude and present to Council a Pitches and Playing Fields strategy for Renfrewshire that aligns with local, regional, and national strategy for sport and participation and regional demand.

We will plan for a robust handover of all four buildings within the CIP programme.

We will agree an operational model for venue Facility Maintenance, Cleaning and Front of House delivery and energy efficiency.

We will work with partners to prioritise the most effective locations and service delivery mechanisms to achieve community planning outcomes.



Integrity Creativity Excellence Fairness

## A sustainable, high-performing charity

### **We provide a Covid response and recovery**

We will focus our energies on managing income shortfall for the short-term and building a positive financial recovery in the medium-term, to develop and maintain affordable operating models.

We will continue to support our employees, their wellbeing and provide related staff training and development.

### **We are financially stable**

We will proactively manage the charity's financial position.

We will embed financial management and reporting processes, systems and skills across the charity to support the new operating models and future ways of working

We will continue to develop a flexible

and efficient staffing model through improved workforce scheduling.

We will ensure strategic use of our estate to recover and strengthen our best income streams.

We will seek to increase funding streams through more effective use of our charitable status and initiate a fundraising and development strategy and action plan.

We will conduct a full pricing review in line with an updated pricing strategy.

We will develop a new income opportunity plan.

We will continue to deliver our transformation programme, engaging with staff, Trade Unions and our Council partner at each stage of our transformation journey.

We will take action to minimise the impact of rising energy prices.

We will continue to utilise our charity status to ensure we maximise fundraising opportunities and return on commercial activity.

### **We have effective and transparent governance**

We will provide staff updates on Board cycles, quarterly performance monitoring reports and annual reports.

We will continue to build our data driven approach to decision-making.

We will arrange half yearly Director development sessions for board members

We will continue to develop our risk management framework, reporting strategic risks to the Board on a six- monthly basis.

We will review our Business Continuity arrangement alongside our partners.

We will continue to review policy, risk

assessments, standard operating procedures and protocols across the organisation, in line with our quality management system.

We will update our sustainability policy and action plan to ensure we minimise our carbon footprint.

### **We have a clear people strategy**

We will continue to undertake a rolling review of policies and procedures.

We will update our staff training and development programme.

We will continue to enhance staff engagement and communications.

We will continue to support the development of the Employee Forum and associated programme of activity.





## 1. Financial Context

1.1 OneRen spends around £20 million each year to provide culture, leisure and sport services in Renfrewshire. Any surpluses generated from our activities are reinvested in our services and facilities for the benefit of the local community. The activities, services and facilities which we operate are funded by a service payment, customer charges, sales, grant income and charitable donations.

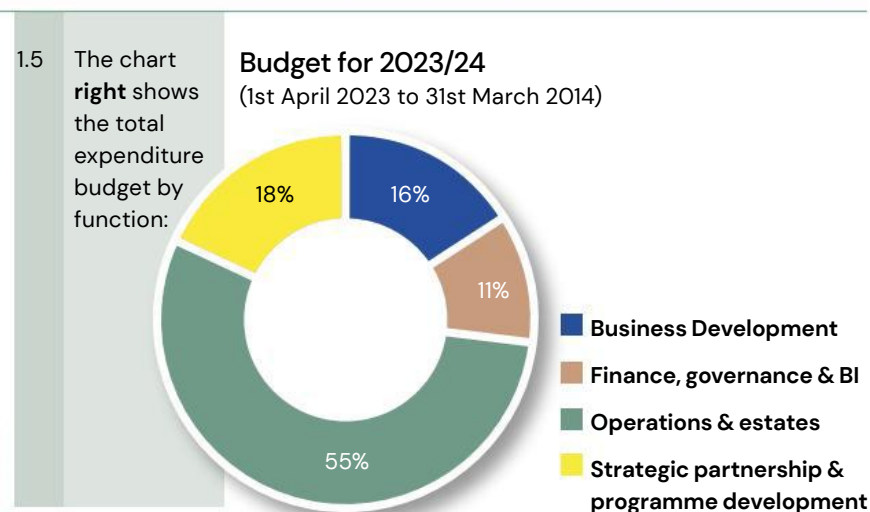
1.2 Although the cultural and leisure sector was severely affected by the pandemic, OneRen

adapted services throughout the national lockdown restrictions to provide valued activities for our customers. We also worked with partners to deliver the Mass Vaccination Centres and other priority services for the community.

1.3 Over the last year, OneRen has been operating in extremely challenging economic conditions, with exceptional energy costs and rising supply cost and pay pressures. Despite these challenges, we were delighted to welcome customers back to our venues to enjoy our services. Income

and attendance numbers are showing good signs of recovery in this pandemic recovery period; however, the operating outlook for the charity and sector is expected to remain challenging in 2023/24, with inflation rates at 10%, turbulent energy markets, supply chain pressures and the cost-of-living crisis. In this context, a range of assumptions have been built into OneRen's financial strategy for 2023/24. The assumptions will be regularly reviewed and revised on a quarterly basis to reflect any further changes in the operating environment.

1.4 Budget for 2023/24			
	2021/22	2022/23	2023/24
The financial resources for 2023/24 are summarised in the table <b>right</b> .	Budget Heading	Actual £000	Budget £000
	<b>Income</b>	-18,520	-21,837
	Employee costs	13,212	14,961
	Property costs	2,460	3,032
	Transport costs	63	59
	Supplies and services	2,158	2,299
	Support services	264	353
	Other expenses	363	1,133
	<b>Total Expenditure</b>	<b>18,520</b>	<b>21,837</b>
	<b>(Surplus)/Deficit</b>	<b>0</b>	<b>0</b>



Integrity Creativity Excellence Fairness

---

## 2. Fees and charges – 2023/24

---

- 2.1 Over the last twelve months, the cost of running our facilities and swimming pools has increased significantly, due to exceptional energy prices and increases in supply costs. With inflation at over 10%, we are unable to absorb the exceptional increase in our cost base and fees and charges for services will have to increase from April 2023. We are working hard to continue to provide our services at as an affordable price as possible; therefore, our prices will rise by an average of five percent which is significantly less than the current ten percent inflation rate.
- 2.2 The charity operates a concession policy which gives a 30% reduction in pricing for concession access and 50% reduction for youths. A review of the pricing strategy will be undertaken during the year to streamline charges across the organisation which will also consider market conditions, affordability and accessibility of services. Charges for commercial entities and for those delivering commercial activities will be considered within the pricing review. Throughout the year, OneRen also operates a range of promotional offers and discounts for customers to access our services and activities.
- 2.3 Each service manager will produce a full set of charges for all admission, hires and services for their service area and have the flexibility to negotiate an increased service/hire charge from commercial lets based on an assessment of the market and anticipated income generated from the hire. For social/community benefit hire, managers have the discretion to reduce charges subject to the hire meeting OneRen's priorities and social aims and based on a minimum of full cost recovery.



# ONE REN



## FURTHER INFORMATION

For further information about OneRen,  
please visit our website at: **oneren.org**

You can contact us:  
Lagoon Leisure Centre  
11 Christie Street Paisley PA1 1NB  
Telephone: 0141 618 6351

oneren.org

#WeAreOneRen

@weareoneren   







---

**To: Leadership Board**

**On: 26 April 2023**

---

**Report by: Director of Environment, Housing & Infrastructure**

---

**Heading: Bus Partnership Funding – Paisley Town Centre**

---

## **1. Summary**

- 1.1 The National Transport Strategy published in 2020, set out the delivery of an accessible, modern transport system which will protect our climate and improve the lives of the people of Scotland over the course of the next 20 years. The vision is underpinned by four interconnected priorities: Reducing Inequalities, Taking Climate Action, Helping Deliver Inclusive Economic Growth and Improving our Health and Wellbeing
- 1.2 In support of this strategy, the Scottish Government committed to providing a long-term investment of over £500m to deliver targeted bus priority measures on local and trunk roads. This is intended to reduce the negative impacts of congestion on bus services, address the decline in bus patronage and reduce car usage. The investment takes the form of the Bus Partnership Fund, together with the roll-out of infrastructure for the trunk road network.
- 1.3 Renfrewshire Council, as previously reported to board were successful in being awarded £2million from Transport Scotland's Bus Partnership Fund for improvements to public transport infrastructure in Paisley Town Centre in 2023/2024. These improvements support the Council's ambition to work towards net zero carbon emissions by 2030.
- 1.4 The purpose of this report is to set out the consultation and engagement process that is proposed over the coming months with elected members, partners, communities and businesses and to approve the financial arrangements associated funding awarded to the Council.
- 1.5 This funding has been provided to identify bus prioritisation measures, as well as how to improve traffic flows and safety at and around four Paisley town centre junctions including Mill Street, Inle Street and Glasgow Road; Cotton Street, Gauze Street and Lawn Street; Canal Street and Causeyside Street; and Lonend, Cotton Street and Gordon Street.

- 1.6 Over the last 18 months, design proposals have been developed which are ambitious, substantive and seek long term upgrades, proposing a significant change to the road infrastructure arrangements at four key road junctions and associated streets of Paisley Town Centre.
- 1.7 The design proposals have been developed in partnership with SPT and with bus operators and are now at the stage that a detailed engagement process can start to be undertaken.
- 1.8 Aspects of the Canal Street and Causeyside Street Junction were included in the Causeyside Street Regeneration proposals. Following extensive consultation and engagement undertaken with businesses and communities on Causeyside Street, the regeneration proposal is not in a position to move to the construction phase and, as a result, the Council will not be able to draw down some of the European funding it has been awarded as it is time barred. It is therefore proposed that further engagement on Causeyside Street is taken forward through bus partnership engagement process and the unused funding is returned.

---

## 2. Recommendations

It is recommended that the Leadership Board:

- 2.1 Notes the stage reached in development of the bus priority proposals for Paisley Town Centre.
- 2.2 Notes the consultation and engagement planned with Elected Members, partners, businesses and local community and approves updates to be provided for discussion at the relevant policy boards.
- 2.3 Notes the infrastructure proposals are ambitious to support the continued evolution of Renfrewshire's infrastructure to support climate goals, safety and support for public transport across Renfrewshire.
- 2.4 Approves the remediation of the Low Carbon Travel and Transport Challenge funding as set out in section 5 of this report.

---

## 3. Bus Partnership Fund

- 3.1 In June 2019, Renfrewshire Council declared a climate emergency, committing to working towards net zero carbon emissions by 2030, for both Council estate and area-wide emissions.
- 3.2 The National Transport Strategy published in 2020 is clear that future transport investment decisions will continue to prioritise the sustainable travel hierarchy. This approach to investment is crucial in ensuring that transport plays its part in ensuring that we deliver on our ambitious climate change target, of Scotland becoming a net zero society by 2045.

- 3.3 Further action to support this was set out in the Scottish Government's Climate Change Plan Update with an ambitious commitment to achieve a 20 per cent reduction in car kilometres by 2030. Local Authorities will require to take forward a range of actions and develop bus service improvement partnerships as set out in the Transport Scotland Act (2019).
- 3.4 The Bus Partnership Fund requires the Council to work in partnership with bus operators, to develop and deliver ambitious schemes that incorporate bus priority measures. The Fund will focus on improving bus services by addressing congestion, but the partnership approach is also expected to leverage other bus service improvements to help tackle the climate emergency, reduce private car use and increase bus patronage with a range of bus priority measures.
- 3.5 The key aims of the Bus Partnership Fund are to reduce journey times, improve journey time reliability, increased proportion of people travelling by bus, improve customer satisfaction, improved safety of the junctions for all users including pedestrians and cyclists, and reduce emissions, contributing to improved local air quality and reduced carbon emissions.
- 3.6 Bus priority measures can be broken down into four broad types of interventions:
- Signalling – bus communicates with traffic light, so it stays green for longer to let the bus through quicker. Some technology also senses when a bus is running late, to give it additional priority.
  - Bus advance area - A facility which enables buses to get to the head of a traffic queue at a signalised junction; often located at the exit of a bus lane.
  - Bus lanes and gates - Bus lanes are lanes normally reserved for buses only but may also allow access to taxis and cycles. They may be operational all the time or just during peak hours and compliance can be enforced using cameras and penalties. A bus gate is a short piece of road which can only be accessed by bus and may be used in conjunction with bus lanes.
  - Bus corridors - An extended stretch of road, on which several measures are brought together to facilitate bus travel. Typically, this will include bus lanes and bus priority measures, as well as an enhanced service provision and improvements to bus passenger infrastructure, such as shelters and information.

#### **4. Consultation**

- 4.1 The junctions improvement project is being developed to provide better public transport accessibility in Paisley Town Centre, support regeneration and improve public transport connectivity within Renfrewshire and across the Glasgow City Region.
- 4.2 The aim is to improve traffic flow and road safety, while linking the town centre by making it easier to use public transportation, walk or cycle into the heart of the town and creating a better sense of arrival for people visiting Paisley's attractions. This includes the transformation of Paisley Museum, Paisley Arts Centre, Learning and Cultural Hub, and Paisley Town Hall.
- 4.3 Officers have been engaging with SPT and bus operators to create design proposals that will improve performance of bus services and reduce journey times for all vehicles, pedestrians and cyclists in Paisley Town Centre.

- 4.4 The outline designs identify improvements to four Paisley Town Centre junctions:
- Mill Street, Incle Street and Glasgow Road
  - Cotton Street, Gauze Street and Lawn Street
  - Canal Street and Causeyside Street
  - Lonend, Cotton Street and Gordon Street.
- 4.5 The proposals will improve connectivity across Paisley town centre by providing easier access to bus services, while enhancing the existing road and footway network through better traffic flow and resurfacing works.
- 4.6 The designs will be brought forward in phases to ward members for Paisley town centre and cross-party engagement will take place prior to the consultation process to assess the proposals and ensure they are in an appropriate position for public engagement.
- 4.7 Thereafter, design proposals will be taken through a public consultation process which will allow elected members, local businesses, community groups, community councils, local partnerships, partners and residents to put forward their views.
- 4.8 The feedback received will allow designs and proposals to be reviewed, with further engagement taking place with ward members, cross party sounding board and the ILE policy board.
- 

## 5. Funding

- 5.1 The Council was awarded £900,000 through Transport Scotland via the European Regional Development Fund (ERDF) Low Carbon Travel and Transport Challenge Fund. This was to fund the regeneration project on Causeyside Street, including the segregated cycle lane as well as the electric charging infrastructure installed in Stow Brae Car park.
- 5.2 The funding was due to be spent by the end of September 2023 and a further period of business engagement would make compliance with this deadline impossible to achieve as the funder made clear this previous extension would be the last granted, as it is a European fund.
- 5.3 To date, the Council has claimed £144,000 from the ERDF with a final claim of around £20,000 to £30,000 to be made. The Council, therefore, proposes to not draw down the remaining amount of around £725,000 due to the time constraints and the Causeyside Street proposals will not move forward in their current form with a segregated cycle route.
- 5.4 Further engagement will take place on Causeyside Street as part of the Paisley Town Centre junctions engagement process.
- 5.5 Renfrewshire Council, as previously reported were successful in being awarded £2million from Transport Scotland's Bus Partnership Fund for improvements to public transport infrastructure in Paisley Town Centre in 2023/2024.



- 5.6 The ERDF fund and Bus Partnership Fund required some match funding to be delivered by the Council towards low carbon transport. The Council has allocated a sum of £400,000 for this purpose, which has not been spent and is unaffected, and is available to support the Paisley Town Centre junctions project.

### **Implications of the Report**

1. **Financial** – Renfrewshire Council were awarded £900,000 from the Low Carbon Travel and Transport Challenge Funding and proposes to not draw down the remaining amount of around £725,000 from Low Carbon Travel and Transport Challenge funding as set out in the report.

1. **HR & Organisational Development** – None

2. **Community & Council Planning**

**Our Renfrewshire is thriving / Reshaping our place, our economy and our future** - the service is actively involved in planning further enhancements to infrastructure to support and facilitate economic growth.

**Creating a sustainable Renfrewshire for all to enjoy** - working in partnership with SPT, Bus Operators and the community to deliver a cleaner Renfrewshire by reducing carbon emissions.

3. **Legal** – None

4. **Property/Assets** – The Council's infrastructure is maintained and enhanced.

5. **Information Technology** – None

6. **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

7. **Health & Safety** – None

8. **Procurement** – Procurement of infrastructure contracts through existing Scotland Excel Procurement frameworks.

9. **Risk** – None.

10. **Privacy Impact** – None

11. **CoSLA Policy Position** – None

- 12. Climate Risk** – The Council continues to explore opportunities to secure external funding to deliver sustainable, green infrastructure projects.

---

List of Background Papers: None

---

**Author:** Gordon McNeil, Director of Environment, Housing & Infrastructure  
**e-mail:** [gordon.mcneil@renfrewshire.gov.uk](mailto:gordon.mcneil@renfrewshire.gov.uk)




---

**To: LEADERSHIP BOARD**

**On: 26 April 2023**

---

**Report by: DIRECTOR OF ENVIRONMENT, HOUSING AND INFRASTRUCTURE**

---

**Heading: Review of Renfrewshire's Public Transport Provision**

---

## **1. Summary**

- 1.1 The Council approved in the March 2020/2021 budget £50,000 to support a review of Renfrewshire's public transport provision. Shortly after the budget was approved the COVID 19 pandemic arrived and as part of the response the public were either asked not to use or discouraged from using public transport for large periods over the following 18 months. As we have emerged from the pandemic over the last 14 months, there are sustained changes to the usage of public transport, in particular bus services, with bus patronage down in Renfrewshire and although this has recovered to between 80 and 90% of pre pandemic usage, there are continued impacts associated with hybrid and flexible working and learning arrangements.
- 1.2 Renfrewshire's public transport provision has broadly taken the same delivery model for at least 10 years, with commercial bus services serving Renfrewshire's communities supported by Council funding to subsidise parts of bus routes or times/ days of routes where the commercial service provision would have ceased as agreed and delivered by Strathclyde Passenger for Transport (SPT). There have been several changes to routes and provision to Renfrewshire's communities over this time, with communities experiencing reduced or altered services, be that to locations, frequencies or time periods, with the latest changes to the bus network taking effect from the 1<sup>st</sup> of May 2023.
- 1.3 There are also several strategic national, regional and local drivers for Renfrewshire to take cognisance of to shape and influence its public transport provision in the years ahead. Section 4 of the report will go into more detail with the key drivers set out below:
  - National & Regional Transport Strategies
  - Local Transport Strategy
  - Addressing the climate emergency
  - Transport (Scotland) Act – Enactment of Bus Provision Powers to Local Authorities
  - City Deal, Cultural Venues and Levelling Up transport Infrastructure and business locations
  - Supporting access to employment

- 1.4 This report sets out proposals to commence a Review of Renfrewshire's Public Transport Provision with a particular focus on the local and regional bus service provision in Renfrewshire. The review sets out with the ambition to have an affordable, sustainable, modern, efficient, fit for purpose, and demand led public transport network to meet the current and future needs of Renfrewshire's communities connecting with work, health, learning and social opportunities, whilst supporting and contributing to Renfrewshire's climate goals.
- 1.5 Some of the key strands to commence as part of the first phase of the Review will be to:
- Conduct extensive engagement with all communities in Renfrewshire to better understand current and predicted travel behaviours, identify barriers to public transport usage, identify needs and demands for public transport provision.
  - Undertake a network review of the current bus service provision
  - Undertake feasibility work in support of city deal infrastructure, business, and key housing locations
  - Undertake a network review of the rail provision in Renfrewshire
  - Appraise the Bus provisions of the Transport (Scotland) Act 2019 setting out options, costs, benefits and risks available through the provision of the Act
- 1.6 A further report will be brought back to a future Leadership Board to update on the outputs from the first phase of the review and to proposed next steps in the review.

## **2. Recommendations**

It is recommended that the Leadership Board:

- 2.1 Notes the commencement of the Review of Renfrewshire's Public Transport Provision
- 2.2 Notes the first stages of the Review as set out in section 5 of the report
- 2.3 Agrees for update reports to be brought back to the Leadership Board

## **3. Background**

### Transport (Scotland) Act 2019

- 3.1 The Transport (Scotland) Act 2019 is now the central legislation governing bus services in Scotland. The Act updates statutory partnership models and introduces powers to allow a transport authority to provide bus services, subject to several tests and criteria. SPT as the regional transport authority for Renfrewshire would be the body responsible for this under the current west of Scotland transport partnership model.
- 3.2 There are several potential delivery models available for bus service provision going forward and the Act sets out options including:

- **Transport Authority run services** – The Act gives local transport authorities the powers to run local bus services. These bus services should be aligned to the authority's policy priorities to meet the needs of local residents. The services would need to comply with standard market competition legislation.
- **Franchising** - Franchising is a model where a transport authority awards exclusive rights to run a bus route or routes for a set period to the most competitive bidder. A franchising framework can cover the whole or any part of their area. The Scottish Government plans to bring forward franchising regulations by the end of 2023.
- **Bus Service Improvement Partnerships** – The Act allows local transport authorities to form a Bus Services Improvement Partnership (BSIP) with bus operators within their area. BSIPs provide an updated and revised model of how local transport authorities can work with operators to improve the quality and efficiency of local services. The Scottish Government plans to bring forward BSIPs regulations by the end of 2023.

- 3.3 Buses provide significant flexibility as a transport mode and are capable of mass transit, playing a significant role in daily lives and is often the mode of transport chosen by those on lower incomes.
- 3.4 The majority of bus services in Scotland are operated on a commercial basis by privately owned operators with Transport Scotland subsidising a proportion of the costs of the bus network. Prior to 2022 this was provided through a Bus Service Operators Grant (BSOG) with payments also being made to operators under the national concessionary bus travel scheme. The BSOG was replaced with a Network Support Grant (NSG), which continues to be administered by Transport Scotland. The NSG continued to include temporary additional financial support to assist with Covid recovery, although this funding has since ceased in March 2023.
- 3.5 Whilst the bus operators run the services on a commercial basis, the Council is responsible for the provision of the infrastructure associated such as bus shelters, access facilities and traffic signals infrastructure.
- 3.6 SPT carried out a Bus Scoping Study in 2022 to look at what a world class bus network would look like for the region and this will be brought into our network review to identify proposals for future improvements to services.

---

#### 4. Strategic Drivers

- 4.1 The Council recognises the importance bus services plays within the local area, particularly providing options for accessing areas of employment especially when considering those using bus services more regularly will come from lower income households.
- 4.2 The key drivers that will shape public transport services across Renfrewshire are set out below
- **National, Regional & Local Transport Strategies** – The National and Regional Transport Strategies have provided a framework for Councils to develop and deliver their new Local Transport Strategies (LTS). Nationally and regionally the strategies have identified several key priorities that Council's must consider as part of their LTS, including, creating a healthier environment, inclusive economic growth and improving quality of life.

- **Addressing the climate emergency** - Transport is the second biggest generator of carbon emissions in Renfrewshire. Identified public transport action plan interventions are key to helping deliver Renfrewshire's ambitious target to achieve net zero carbon emissions by 2030.
- **Transport (Scotland) Act – Enactment of Bus Provision Powers to Local Authorities** – The challenges outlined as part of the Transport Act will need to be addressed as part of the review with a preferred direction of travel identified.
- **City Deal & Levelling Up transport Infrastructure** – We will need to review service provision around these new business locations and engagement to identify the current and expected future demands for public transport provision.
- **Supporting access to employment** – Address any gaps in service provision to ensure we can achieve inclusive economic growth.

- 4.3 Consideration of these strategic drivers will form a central part of the network review and the future creation of a Public Transport Action Plan which would sit as part of Renfrewshire's future Local Transport Strategy.

---

## 5. Public Engagement Exercise and Network Review

- 5.1 The first stage of the review will be to gather public opinions and evidence on current and future demand for public transport provision across Renfrewshire. It is important that we assess gaps in network provision as well as identifying what barriers there are preventing people accessing public transport.
- 5.2 The engagement exercise would be carried out over a significant period with it being a highly visible public communications campaign including public roadshows, online and in person events to reach as wide an audience as possible.
- 5.3 The review will also include working with SPT and public transport operators to establish the extent of the review and existing gaps and barriers in the network. This work as well as establishing current demand will also assess the feasibility of infrastructure support for expected future demand on public transport provision.
- 5.4 The review will also consider the provisions of the Transport (Scotland) Act 2019, outlining what the potential options are and the costs, benefits and risks presented by each of the available options.
- 5.5 Although the initial focus will be on bus provision, the review will consider the current infrastructure around rail provision and assess ways to improve access such as park and ride facilities.
- 5.6 It is proposed that once the public engagement period is concluded and the network review is carried out, the information will be collated, and a report will be brought back to a future meeting of the Leadership Board for consideration.

---

**Implications of this Report**

1. **Financial** – Council has allocated £50,000 to support this initial phase of the review, along with resource support being provided from SPT
2. **HR and Organisational Development** – none
3. **Community Planning**  
  
**Our Renfrewshire is thriving / Reshaping our place, our economy and our future –**  
 By continuing to support public transport improvements we will continue to facilitate access to employment and economic growth.
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. 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** – none.
9. **Procurement** – none.
10. **Risk** – none.
11. **Privacy Impact** – none.

---

**List of Background Papers** - none
 

---

**Author** Gordon McNeil, Director of Environment, Housing & Infrastructure  
**e-mail:** [gordon.mcneil@renfrewshire.gov.uk](mailto:gordon.mcneil@renfrewshire.gov.uk)

